

Customers' Expectations on Mandalay Airport Shuttle Bus Service Quality in Mandalay, Myanmar

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Abstract

This study examines consumer expectations for the service quality of airport shuttle buses in Mandalay, Myanmar, utilizing the SERVQUAL model dimensions: tangibility, reliability, responsiveness, assurance, and empathy. A quantitative methodology was utilized, collecting primary data through self-administered questionnaires from 200 participants and evaluating it with IBM SPSS Statistics. Descriptive and inferential statistical methods, such as means, standard deviations, and reliability assessments, were employed to evaluate service quality and customer satisfaction. Results indicated modest satisfaction in all areas, with average scores below 4.0, signifying potential for enhancement. The emphasis on tangibility and reliability underscored the necessity for improved facilities, regular service, and strict adherence to schedules. Responsiveness, certainty, and empathy indicated possible improvements in employee training, communication, and customer-centric tactics. Recommendations encompass the implementation of GPS and CCTV systems to enhance safety and surveillance, provision of real-time updates for passengers, and maintenance of bus cleanliness. Furthermore, the establishment of customer service units at terminals and the enhancement of driver professionalism are essential. The study offers critical insights for service providers and prospective investors to synchronize services with customer expectations, therefore enhancing overall satisfaction and competitiveness. These findings provide a framework for enhancing airport shuttle bus services in Mandalay and suggesting the overall comprehension of customer service quality within the transportation industry.

Keywords

Airport Shuttle Buses, Service Quality, Passengers, Customer Satisfaction, Bus Cleanliness

1. Introduction

Myanmar, a republic in Southeast Asia, bounded on the north by the Tibet Autonomous Region of China; on the east by China, Laos, and Thailand; on the south by the Andaman Sea and the Bay of Bengal; and on the west by the Bay of Bengal, Bangladesh, and India. It is officially known as the Republic of the Union of Myanmar. The coastal region is known as Lower Myanmar, while the interior region is known as Upper Myanmar. The total area of the country is 676,578 square km (261,227 square miles). The country has a population of about 51 million (Portal, 2020). Yangon is the main tourists' entry hub in Myanmar. Mandalay is the second largest visitor entry point after Yangon. Moreover, there are some border entry points in the country such as Muse, Myawaddy, Tachileik, etc. The growth rate of total international tourist arrivals significantly increased from 2010-2015 but in 2016-2017 decreased by 34.79% compared with 2015-2016. The tourism industry was also an activity that increased sharply, one of the fastest rates within the last two years. (Tourism, 2020).

Mandalay International Airport is located about 35 km from Mandalay City Center. In 2017, the number of international passengers who arrived at Mandalay International Airport was 430,000 bringing the total number to 1.29 million when that of domestic passengers was added (Win, 2018). Travelers both locals and foreigners depend on their transportation on air-port taxis, vans, and buses. However, airport taxi fees are expensive and inconsistent as taxis do not use a meter system. Travelers feel uncomfortable when they have to deal with taxi drivers to negotiate the taxi fees to the airport. For vans and buses, the passengers must wait until all the seats are fully occupied (Guide, 2020). Therefore, there are usually delayed when they take shared vans and buses.

Airports are among the largest activity centers in most regions and often generate a greater number of trips than the downtown of the largest city in the region. For many years, transportation planners and airport operators have sought to promote the use of efficient access modes by airline passengers and airport employees to reduce traffic volumes on roadways providing regional access to airports and internal circulation at airports. Transportation plans in some communities have emphasized providing rail service to the airport, while other communities have emphasized bus and van service.

Providing shuttle bus service to the passengers is a good business opportunity as shuttle bus service is affordable and cost-effective service for the passengers both locals and foreigners. In order to be able to provide the services according to the customers' needs, understanding the right customer segment, and their specific needs, preferences, and expectations for shuttle bus service is fundamental to carry out effective strategy.

2. Objective of Study

- 1) To explore the factors which influence the customers' expectations on the service quality of Airport Shuttle-bus service in Mandalay.

2) To provide recommendations for potential investors who wish to do shuttle-bus service in Mandalay.

3. Literature Review

3.1. Customer Expectations

Both traditional and contemporary marketing literature acknowledge expectations as a significant factor in determining consumer behavior. They have been studied both as comparison standards in post-purchase experience (Koklic, 2017) and as brand or object beliefs in pre-purchase decision processes. In keeping with a common theme in the literature's many perspectives on expectations, expectations will be defined as "perceived contingencies between any two events." An event is an occurrence of an action, whether it be human (a customer complaining) or physical (a tree falling). There will therefore be a contingency between a product and its overwhelming effects (i.e., pre-purchase brand beliefs), between an action and an outcome (e.g., the type of product needed to achieve a particular product performance), between two attributes (e.g., a high price implying top quality), between a social or physical environment and one's own role (e.g., how to act as a customer in an expensive restaurant), or between a desired goal and its antecedent action (e.g., "if you wish to be served, you need to take a number") (Kurniawan, 2016).

According to a study carried out by (Menu, 2015) service is viewed differently by both the provider and the consumer; for the provider, service is seen as a process which contains elements of core delivery, service operation, personal attentiveness and interpersonal performance which are managed differently in various industries. While customer views it as a phenomenon meaning he/she sees it as part of an experience of life which consists of elements of core need, choice, and emotional content which are present in different service outputs and encounters and affect each individual's experience differently.

Expected service, in addition to being influenced by a marketer's communications, is shaped by word-of-mouth communication, personal needs, and past experience (Win, 2018). Customers update expectations whenever they receive information about the service through sources such as word-of-mouth communication, company communication, and direct contact with the firm's delivery systems (Kurniawan, 2016).

3.2. Service Quality

Service quality is a critical competitive tool for companies, offering advantages through improved customer satisfaction and differentiation (Menu, 2015). It has been extensively studied in services marketing literature, defined as the overall customer assessment of a service (Ismail, 2016). By defining service quality, companies can enhance service delivery, leading to higher customer satisfaction (Datta, 2017). The characteristics of service intangibility, heterogeneity, and inseparability must be understood to measure and improve quality effectively (Tsa-

farakis, 2017).

Service quality is often measured as the difference between customer expectations and perceptions. High quality is achieved when performance exceeds expectations, whereas low-quality results from unmet expectations (Sricharoenpramong, 2018; Lubbe, 2017). Expectations reflect customer desires and beliefs about what should be offered, while perceived service results from evaluations of both technical and functional aspects (Lubbe, 2017). The overall perception of service includes both outcomes, such as value or quality, and processes, such as customer roles during the service encounter (Suki, 2014).

Customer-perceived service quality has gained attention for its contribution to business competitiveness and the creation of satisfied customers (Pantouvakis, 2016). Understanding consumer attitudes and their perception of service quality is essential, as perceptions are shaped by the gap between expectations and actual performance (Tsafarakis, 2017). The delivery process, not just the result, significantly influences consumer perceptions (Michael, 2015).

The intangible, heterogeneous, and perishable nature of services complicates quality assessment. Unlike physical products, service quality relies on subjective evaluations, often influenced by the perceived cost-benefit ratio (Lubbe, 2017) (Tsafarakis, 2017). Efforts to standardize and measure services, such as using tools or visual aids, are limited by the inherently subjective nature of customer experiences. Ultimately, service quality is defined as the degree to which a service meets customer needs, expectations, and requirements (Lubbe, 2017).

By focusing on service characteristics and reducing gaps in expectations and perceptions, companies can effectively improve service quality, resulting in better customer satisfaction and competitive advantage (Pantouvakis, 2016; Tsafarakis, 2017).

3.3. Service Quality Model

Service quality has been defined as the gap between customer expectations and perceptions of service performance (Parasuraman, 2016). It is a recurrent topic in management literature due to its importance in evaluating firms' performance and its association with key organizational outcomes (Pandey, 2016). Various approaches to measuring service quality have been developed. The expectancy-disconfirmation model compares customer expectations with actual service performance, while the performance-only model evaluates satisfaction with specific service features post-encounter. The technical-functional dichotomy distinguishes between product quality (e.g., durability) and the quality-of-service interactions (e.g., courtesy, promptness) (Angelova, 2015).

Another approach differentiates between transition-specific assessments of service features and overall quality evaluations, linking these assessments to customer satisfaction (Nutsugbodo, 2016). Perceived quality is determined by service attributes under the company's control and evaluates the value of the service without comparison to expectations. The attribute-importance approach considers the weight customers place on different service attributes linked to satisfaction (Tsa-

farakis, 2017).

Parasuraman (2016) developed a conceptual model identifying five service quality gaps impacting customer evaluations:

- 1) **Gap 1:** Misalignment between customer expectations and management perceptions of those expectations.
- 2) **Gap 2:** Discrepancy between management perceptions and service quality specifications due to resource or market constraints.
- 3) **Gap 3:** Inconsistencies between service quality specifications and actual delivery caused by variability in employee performance.
- 4) **Gap 4:** Disconnect between service delivery and external communications, where uncommunicated efforts to improve quality can affect perceptions.
- 5) **Gap 5:** The divergence between expected and perceived service, determining overall quality judgments.

Parasuraman (2016) introduced the SERVQUAL model, a widely used tool for measuring service quality. SERVQUAL assesses five dimensions: **Tangibles** (physical facilities and personnel appearance), **Reliability** (consistent, accurate service delivery), **Responsiveness** (prompt customer assistance), **Assurance** (knowledge, courtesy, and customer trust), and **Empathy** (personalized attention and communication). SERVQUAL evaluates the gap between customer expectations and experiences, highlighting that higher service quality occurs when performance exceeds expectations (Koklic, 2017; Tsafarakis, 2017).

3.4. Factors that Affect Customer Satisfaction

Fulfilling the demands for which a product or service is seen differently across sectors, demographic backgrounds, and for people and organizations is a broad definition of satisfaction. Additionally, it takes a different tack when it comes to goods and services. We have been attempting to comprehend the quality of services, the quality of goods, and the level of satisfaction in terms of comfort and utility—that is, if the product or service fulfills the true goal for which it was created and purchased. This is, however, very important but the aforementioned intricacies about satisfaction cannot be overlooked.

(Angelova, 2015) to find out whether customers were satisfied with the food services in the military hospital in Turkey and realized that specific demographic characteristics were not of significance in determining the satisfaction of the patients but the appearance and taste of food. The reader gets the sense from their focus on demographic traits that they believed it would be a significant consideration.

3.5. Relationship between Service Quality and Customer Satisfaction

According to Ngo (2018) customer satisfaction should be seen as a multi-dimensional construct just as service quality meaning it can occur at multiple levels in an organization and that it should be operationalized along the same factors on which service quality is operationalized.

Parasuraman (2016) suggested that when perceived service quality is high, then it will lead to an increase in customer satisfaction. He supports the fact that service quality leads to customer satisfaction and this is in line with (Ngo, 2018) who acknowledge that customer satisfaction is based upon the level of service quality provided by the service provider.

According to (Chakriya, 2018) the idea of linking service quality and customer satisfaction has existed for a long time. In the context of mobile services (telecommunication), he conducted a study to examine the relevance of customer-perceived service quality in determining customer overall satisfaction. He discovered that the most important factors in assessing overall service quality are reliability and network quality (an additional factor), but he also emphasized the importance of tangibles, empathy, and assurance in assessing perceived service quality and customer satisfaction. This study was based only on a specific service industry (mobile service) and we think it is very important to identify and evaluate those factors which contribute significantly to the determination of customer-perceived service quality and overall satisfaction.

Her (2015) found that both service quality and customer satisfaction have a positive effect on customers' re-patronage intentions showing that both service quality and customer satisfaction have a crucial role to play in the success and survival of any business in the competitive market. This study proved a close link between service quality and customer satisfaction.

Angelova (2015) carried out a study to find out the link between service quality and customer satisfaction, from their study, they came up with the conclusion that, there exists a great dependency between both constructs and that an increase in one is likely to lead to an increase in another. They also noted that service quality is more ethereal than customer satisfaction since the latter is influenced by estimates of value (benefit in relation to cost) or by the experiences of others who may have had less favorable outcomes. Customer satisfaction, on the other hand, represents the customer's feelings regarding numerous interactions and experiences with the service provider.

4. Methods and Materials

4.1. Research Design

The primary aim of this study is to investigate customer expectations regarding the service quality of airport shuttle buses in Mandalay. The researcher carried out the study using a quantitative approach. The qualitative approach used solely relies on the suggestions and feedback questions provided by the respondent. Quantitative research is a structured way of collecting and analysing data from different sources. Quantitative research uses computational, statistical, and mathematical tools to derive results. It is conclusive in its purpose as it tries to quantify the problem and understand how prevalent it is by looking for projectable results for a larger population (Stanat, 2024).

All survey data was entered into Excel and analyzed using SPSS version 26. The

writer outlines all the demographic data using a descriptive approach and conveys customer sentiments through correlation analysis. The one-way analysis of variance (ANOVA) was employed to examine the mean difference between the two variables. The sample size consisted solely of 200 respondents drawn from the overall population of Shuttle Bus Users in Mandalay. The sample size of 200 could potentially introduce errors. The research was confined to Mandalay, which means that the findings may not apply to the entire country.

4.2. Data Collection

Both primary and secondary sources were used in the data collecting process. In September 2020, primary data was gathered using self-administered surveys, which are affordable, remove interviewer bias, and guarantee respondent anonymity, making them appropriate for service-oriented organizations. However, these questionnaires must be concise and simple to ensure high response rates, as respondents may provide hurried answers or misinterpret questions.

Secondary data were obtained from books, journals, internet articles, and resources from the Yangon University of Economics library and its online counterpart. A judgment sampling method, a non-probability technique where respondents are selected based on specific characteristics, was employed to select 200 participants (Zikmund, 2010). The criteria for inclusion required participants to have visited Mandalay International Airport at least once.

The questionnaire was designed using Google Forms and distributed via email and Facebook Messenger to ensure accessibility and convenience. Although self-completion questionnaires have advantages, such as low cost and reduced bias, they may result in incomplete or misinterpreted responses if not designed carefully. The combination of primary and secondary data sources ensured a comprehensive approach to gathering insights into customer experiences and satisfaction.

4.3. Data Analysis

Data analysis involves statistical procedures for coding, editing, and interpreting data (Rahman & Muktadir, 2021). This research employed IBM SPSS Statistics 22 for quantitative analysis, using descriptive and inferential statistical tools. Data on nominal and interval scales were analyzed through percentages, with results visualized using bar and pie charts. Responses to Likert scale questions were analyzed by calculating means and standard deviations, with a range width of 0.8 used to categorize agreement levels:

Strongly Agree (4.21 - 5.00),

Agree (3.41 - 4.20),

Neutral (2.61 - 3.40),

Disagree (1.81 - 2.60),

Strongly Disagree (1.00 - 1.80).

The demographic section gathered background data on gender, age, occupation, and income through multiple-choice questions, while sections 2 to 6 used a

Likert scale to assess customer expectations for airport shuttle bus services. Reliability was measured with Cronbach's alpha, and paired samples t-tests evaluated significant differences between variables. One-way ANOVA analyzed mean differences between variables in hypothesis testing. Data entry into SPSS followed examination, and descriptive statistics were used for demographic analysis. Customer expectations were assessed through correlation and reliability analyses.

5. Findings

5.1. Descriptive Analysis of Tangible Factor

The below **Table 1** shows the descriptive analysis of tangible factors. **Table 1** presents the mean and standard deviation of satisfaction dimension upon tangible factor.

Table 1. Descriptive analysis on tangible factor.

Sr No	Customer Opinion on Tangible Factor	N	Mean	Std. Deviation	Significant
1	On-board temperature is always optimal	200	3.26	0.880	Agree
2	Appearance of the shuttle bus is aesthetic	200	3.61	0.609	Agree
3	Interior of buses is clean	200	3.50	0.634	Agree
4	Drivers are neat and wear uniforms	200	3.61	0.687	Agree
5	Information on the route and schedule of the shuttle bus is intelligible, unambiguous.	200	3.51	0.672	Agree
6	Wifi connection is good on board	200	3.71	0.519	Agree

According to the analysis results, "Wifi connection is good on board" has the highest mean ($M = 3.71$, $S.D. = 0.519$), followed by the statement "Appearance of the shuttle bus is aesthetic" and "Drivers are neat and wear uniforms" with a mean score of 3.61 ($S.D. = 0.609$). Regarding the statement "Information on the route and schedule of the shuttle bus is intelligible, unambiguous", the obtained mean score is 3.51, which is higher than the cut-off means. The statements "Interior of buses is clean" have a mean score of 3.50 with a standard deviation is 0.634. The mean value of the statement "On-board temperature is always optimal" is 3.26 and the standard deviation is 0.880.

The descriptive analysis of tangible factors indicates that respondents concur regarding the airport shuttle bus service related to tangible aspects. However, their opinion does not strongly agree because all the mean scores are less than 4.0. Consequently, the airport shuttle bus in Mandalay ought to enhance its current service by focusing on concrete factors to achieve the highest level of customer satisfaction possible.

5.2. Descriptive Analysis of the Reliability Factor

The below **Table 2** shows the descriptive analysis of reliable factors. **Table 2** pre-

sents the mean and standard deviation of the satisfaction dimension upon reliable factors.

Table 2. Descriptive analysis of reliable factor.

Sr No	Customer Opinion on reliable Factor	N	Mean	Std. Deviation	Significant
1	The delivery of the shuttle bus services is timely	200	3.35	0.775	Agree
2	I think the shuttle bus service is truthful	200	3.11	0.981	Agree
3	I think the shuttle bus service is reliable	200	3.32	0.824	Agree
4	The shuttle bus service is reliable for everyone	200	3.24	0.814	Agree

According to the analysis results, “The delivery of the shuttle bus services is timely” has the highest mean ($M = 3.35$, $S.D. = 0.775$), followed by the statement “I think the shuttle bus service is reliable” with a mean score of 3.32 ($S.D. = 0.824$). Regarding the statement “The shuttle bus service is reliable for everyone”, the obtained mean score is 3.24, which is higher than the cut-off means. The statements “I think the shuttle bus service is truthful” have a mean score of 3.11 with a standard deviation is 0.981.

According to the descriptive analysis of the reliability factor, respondents agreed that the service of airport shuttle buses is concerned with the reliability factor. However, their opinion does not strongly agree because all the mean scores are less than 4.0. Therefore, the airport shuttle bus in Mandalay should develop its current service based on reliable factors to reach customer satisfaction as maximum as possible.

5.3. Descriptive Analysis of Responsiveness Factor

Table 3 presents the descriptive analysis of the responsiveness factor. **Table 3** displays the mean and standard deviation of the satisfaction dimension concerning the responsiveness factor.

Table 3. Descriptive analysis on responsiveness factor.

Sr No	Customer Opinion on Responsiveness Factor	N	Mean	Std. Deviation	Significant
1	Driver should be responsive and ready to prompt the desired stop	200	3.22	1.164	Agree
2	Driver solve emerging issues and don not try to shift the responsibility to the third party	200	2.85	1.146	Neutral
3	Employees of shuttle bus service should be always ready to answer and help passenger’s questions.	200	3.23	1.142	Agree
4	Driver use his skills to fulfill his duties	200	3.03	1.205	Agree

The investigation indicates that shuttle bus service employees must consistently be prepared to address and assist with passengers' inquiries. The statement with the highest mean is 3.23 (S.D. = 1.142), followed closely by "Driver should be responsive and ready to prompt the desired stop," which has a mean score of 3.22 (S.D. = 1.164). The mean score for the statement "Driver uses his skills to fulfill his duties" is 3.03, exceeding the established cutoff norm. The statement "Drivers address emerging issues and do not attempt to shift responsibility to third parties" has a mean score of 2.85 and a standard deviation of 1.146.

The descriptive study indicates that respondents generally agree on the airport shuttle bus service regarding the responsiveness element, on average. However, their consensus does not indicate great agreement, as the mean score is below 4.0. Consequently, the airport shuttle bus service in Mandalay should enhance its current operations by prioritizing responsiveness to maximize client happiness.

5.4. Descriptive Analysis of Assurance Factor

It presents the descriptive analysis of the assurance component. **Table 4** provides the mean and standard deviation of the satisfaction dimension upon the assurance component.

Table 4. Descriptive analysis of the assurance factor.

Sr No	Customer Opinion on Assurance Factor	N	Mean	Std. Deviation	Significant
1	The behavior of the driver is highly confident in driving.	200	3.37	1.157	Agree
2	The driving skills of driver is guaranteed for everyone	200	2.93	1.190	Neutral
3	Drivers assist disabled and older passengers with prams	200	3.38	1.149	Agree

The study indicates that the statement "Drivers assist disabled and older passengers with prams" has the highest mean ($M = 3.38$, $S.D. = 1.149$), followed closely by "The behavior of the driver is highly confident in driving," which has a mean score of 3.37 ($S.D. = 1.157$).

The statement "The driving skills of the driver are assured for everyone" had a mean score of 2.93, which is below the threshold mean.

The descriptive analysis indicates that respondents concur with the airport shuttle bus service's assurance element. However, their consensus does not indicate great agreement, as the mean score is below 4.0. Consequently, the airport shuttle bus service in Mandalay should enhance its current offerings based on assurance factors to maximize consumer pleasure.

5.5. Descriptive Analysis of Empathy Factor

Table 5 presents the descriptive analysis of the empathy factor. **Table 5** displays the mean and standard deviation of satisfaction dimension upon empathy factor.

Table 5. Descriptive analysis on Empathy factor.

Sr No	Customer Opinion on Empathy Factor	N	Mean	Std. Deviation	Significant
1	Drivers wait for passenger running to the bus.	200	3.38	1.145	Agree
2	Driver are loyal to passengers in the event of an unforeseen situation	200	2.94	1.165	Neutral
3	Shuttle bus must have operating hours in accordance with the airlines schedule for the convenience of the passengers.	200	3.41	1.131	Agree

The mean value of the statement “Shuttle bus must have operating hours under the airlines’ schedule for the convenience of the passengers” is 3.41 and the standard deviation is 1.131. The statement “Drivers wait for passenger running to the bus.” has the mean ($M = 3.38$, $S.D. = 1.145$), followed by the statement “Drivers are loyal to passengers in the event of an unforeseen situation.” with a mean score of 2.94 ($S.D. = 1.165$), which is lower than the cut-off means.

The descriptive study of the empathy element indicates that respondents concur with the airport shuttle bus service’s empathy aspect. However, their consensus does not indicate great agreement, as the mean score is below 4.0. Consequently, the airport shuttle bus in Mandalay should enhance its current service by incorporating an empathy aspect to maximize client pleasure.

5.6. Descriptive Analysis of Customer Satisfaction

The next **Table 6** presents the descriptive study of customer satisfaction. **Table 6** displays the mean and standard deviation of the satisfaction dimension of customer satisfaction.

Table 6. Descriptive analysis on customer satisfaction.

Sr No	Customer Satisfaction	N	Mean	Std. Deviation	Significant
1	Overall, I am satisfied with tangibility of the Shuttle bus service	200	3.62	0.572	Agree
2	Overall, I am satisfied with reliability of the Shuttle bus service	200	3.49	0.650	Agree
3	Overall, I am satisfied with responsiveness of the Shuttle bus service	200	3.57	0.706	Agree
4	Overall, I am satisfied with assurance of the Shuttle bus service	200	3.49	0.694	Agree
5	Overall, I am satisfied with empathy of the Shuttle bus service	200	3.5650	0.71998	Agree

As shown in **Table 6** for the descriptive analysis of customer satisfaction, the statement “Overall, I am satisfied with the tangibility of the Shuttle bus service”

has the highest mean value 3.62 and the standard deviation is 0.572. Followed by, the statement “Overall, I am satisfied with the responsiveness of the Shuttle bus service”, has a mean value of 3.57, and the statement “Overall, I am satisfied with the empathy of the Shuttle bus service” has a mean value of 3.565. The mean value of the statement “Overall, I am satisfied with the reliability of the Shuttle bus service” and “Overall, I am satisfied with assurance of the Shuttle bus service” is 3.49 each.

According to the descriptive analysis of reliable factors, respondents overall agree that the service of the airport shuttle bus is concerned with SERVQUAL dimensions (tangible, reliability, responsiveness, assurance, and empath). However, their opinion does not strongly agree because the mean score is less than 4.0. Therefore, the airport shuttle bus in Mandalay should develop its current service by analyzing its service quality with SERVQUAL dimension to reach customer satisfaction as maximum as possible.

5.7. Reliability of the Variables

The degree to which a measure is error-free and produces consistent findings is known as reliability. The reliability of a measure indicates the stability and consistency with which the instrument measures the concept and helps to assess the “goodness” of a measure (Zikmund, 2003). To make sure the variables were valid and reliable, a reliability test was performed. Reliability is especially problematic when it comes to quantitative research (Bryman & Bell, 2011). The reliability and consistency of the questionnaire scales are assessed using Cronbach’s alpha. One of the most often used metrics to assess a scale’s reliability is Cronbach’s Alpha, whose index spans from 0.0 to 1.0. better values indicate a better degree of reliability, signifying the consistency of the outcome. The previous researcher George, & Mallery (2016) stated that the scales with 0.60 Alpha coefficients and above are considered acceptable (George & Mallery, 2016).

Based on the analysis of the Reliability result (Table 7), all variables have Cronbach’s alpha value ranging from 0.713 to 0.835. Hence, all the constructs demonstrate that the measurement scales of the variables are stable and consistent with being accepted.

Table 7. Reliability analysis of dependent and independent variables.

Variable	Item	Cronbach’s Alpha Value
Tangible factor	6	0.713
Reliability Factor	4	0.847
Responsiveness Factor	4	0.817
Assurance Factor	3	0.857
Empathy Factor	3	0.849
Customer Satisfaction	5	0.835

6. Conclusion and Recommendation

6.1. Conclusion

The descriptive analysis of the airport shuttle bus service in Mandalay revealed that customer satisfaction across all five service quality dimensions tangibility, reliability, responsiveness, assurance, and empathy was positive but not strong, with mean scores below 4.0 on a 5-point scale. **Tangibility** was rated as satisfactory, but improvements in physical facilities and equipment are needed to enhance customer satisfaction. **Reliability**, which reflects the dependability of the service, also showed agreement among respondents but highlighted the need for greater consistency and accuracy in service delivery. Similarly, **responsiveness**, which measures promptness and willingness to assist customers, received moderate satisfaction, indicating room for improvement in addressing customer needs more effectively.

Assurance, encompassing trust, confidence, and knowledge of employees, was evaluated positively but did not reach a high level of agreement, suggesting the need for better employee training and service competence. Lastly, **empathy**, which reflects personalized attention and understanding of customer needs, scored similarly, indicating that more customer-focused service strategies are necessary. Overall, these findings suggest that the airport shuttle bus service must enhance its offerings across all dimensions to achieve higher customer satisfaction and meet expectations more effectively (Parasuraman, 2016; Koklic, 2017).

The author has checked Cronbach's alpha value for each research altitudinal statement, and the values range from 0.713 to 0.835; hence, all the constructs demonstrate that the measurement scales of the variables are stable and consistent with being accepted.

The author has assessed customer satisfaction with airport shuttle bus service quality in Mandalay using the SERVQUAL dimension to explore customer expectations. Even though the final results based on the survey questions are in the agreed stage, the service quality is not at the strongly agreed level. Therefore, the service quality of airport shuttle buses has to be enhanced to reach the strongly agreed customer satisfaction level.

6.2. Recommendation

Based on customer expectations, the study provides key recommendations to improve Mandalay airport shuttle bus services. **Punctuality** is critical; thus, time-based services and adherence to timetables should be ensured. In case of delays, a system to inform customers in advance is recommended, such as real-time updates on bus locations, departure, and arrival times displayed at terminals. Installing a control center at terminals for monitoring bus speed, routes, and live CCTV footage would enhance operational efficiency and transparency.

Driver behavior also significantly impacts customer satisfaction. Drivers should receive adequate training to improve their driving styles and communication skills. Emphasizing courteous, respectful interactions with passengers and strict adherence to transport regulations is crucial.

Finally, to enhance **reliability, assurance, and safety**, GPS and CCTV systems should be installed in all buses. This would ensure effective route monitoring and provide passengers with a sense of security, further improving their trust in the service (Parasuraman, 2016).

6.3. Suggestions

Next, the cleanliness of the buses is very important for customers' hygiene. The study suggests hiring people to clean the bus interior. The cleaners are assigned at the terminal, and every time before the bus's departure, the cleaners have to clean the interior of buses including passengers' leftovers, seat locations, baggage space, and floors. Finally, by placing customer service units at their loading terminals with employees on hand to help passengers with their travel-related requirements, the research advises the bus operator to make an effort to react quickly to customers' service demands.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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Appendix

Part A. Demographic Information

1. Gender
 - a) Male
 - b) Female
2. Age
 - a) Under 20
 - b) 20 - 25
 - c) 25 - 35
 - d) 35 - 50
 - e) Above 50
3. Marital Status
 - a) Single
 - b) Married
4. Occupation
 - a) Government Employee
 - b) Company Employee
 - c) Own Business
 - d) Other
5. Type of Customer
 - a) Local
 - b) Foreigner
6. Frequency of visit
 - a) Less than 3 times
 - b) 3 - 5 times
 - c) More than 5 times

Part B

In this part, the respondents have to answer their respondents by choosing 1, 2,3,4 and 5.

(1 = Strongly disagree, 2 = disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree)

Sr No	Customer Opinion on shuttle bus service tangibles	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	On-board temperature is always optimal	1	2	3	4	5
2	Appearance of the shuttle bus is aesthetic	1	2	3	4	5
3	Interior of buses is clean	1	2	3	4	5
4	Drivers are neat and wear uniforms	1	2	3	4	5
5	Information on the route and schedule of the shuttle bus is intelligible, unambiguous.	1	2	3	4	5
6	Wifi connection is good on board	1	2	3	4	5

Sr No	Customer opinion on shuttle bus reliability	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	The delivery of the shuttle bus services is timely	1	2	3	4	5
2	I think the shuttle bus service is truthful	1	2	3	4	5
3	I think the shuttle bus service is reliable	1	2	3	4	5
4	The shuttle bus service is reliable for everyone	1	2	3	4	5

Sr No	Customer Opinion on shuttle bus service responsiveness	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	Driver should be responsive and ready to prompt the desired stop	1	2	3	4	5
2	Driver solve emerging issues and don not try to shift the responsibility to the third party	1	2	3	4	5
3	Employees of shuttle bus service should be always ready to answer and help passengers questions.	1	2	3	4	5

Sr No	Customer Opinion on shuttle bus assurance	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	Driver use his skills to fulfill his duties	1	2	3	4	5
2	The behavior of the driver is high confident in driving.	1	2	3	4	5
3	The driving skills of driver is assure for everyone	1	2	3	4	5

Sr No	Customer Opinion on shuttle bus service empathy	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	Drivers assist disabled and older passengers with prams	1	2	3	4	5
2	Drivers wait for passenger running to the bus.	1	2	3	4	5
3	Driver are loyal to passengers in the event of an unforeseen situation	1	2	3	4	5
4	Shuttle bus must have operating hours in accordance with the airlines schedule for the convenience of the passengers.	1	2	3	4	5

Sr No	Questionnaire concerned with customer satisfaction	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	Overall, I am satisfied with tangibility of the Shuttle bus service	1	2	3	4	5
2	Overall, I am satisfied with reliability of the Shuttle bus service	1	2	3	4	5
3	Overall, I am satisfied with responsiveness of the Shuttle bus service	1	2	3	4	5
4	Overall, I am satisfied with assurance of the Shuttle bus service	1	2	3	4	5
4	Overall, I am satisfied with empathy of the Shuttle bus service	1	2	3	4	5