

**RESIDENTS SATISFACTION OF NEW VILLAGE
INFRASTRUCTURE DEVELOPMENT PROJECTS
IN PENINSULAR MALAYSIA**

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**A project report submitted in partial fulfilment of the
requirements for the award of the degree of Master of Project Management**

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April 2019

DECLARATION

I hereby declare that this project report is based on my original work except for citations and quotations which have been duly acknowledged. I also declare that it has not been previously and concurrently submitted for any other degree or award at UTAR or other institutions.

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ABSTRACT

New Villages or known as *Kampung Baru* in Malay at Peninsular Malaysia establish since 1948 which is 71 years ago. The current 613 New Village located from various locality, different state, different urbanization, and different geography area and different economic based which mostly populated by Malaysian Chinese. Now, the development especially physical infrastructure such as roads, drainage, halls, and children's playground manage by New Village Committee and New Village Division, Local Government Department. The purpose of this study is to find out the impact and effectiveness of infrastructure development project, level of New Village residents satisfaction on infrastructure development project and examine the problems of New Village infrastructure development project adopt the service quality method known as SERVQUAL to analysis. Hence, the problem statement for this study were the changes of Government policies and regulations, physical appearance of New Village infrastructure not tangible, the feedback and opinion of New Village residents regarding their infrastructure needs and wants and the quality of the infrastructure become the concern which does effect the resident satisfaction on infrastructure development projects. Therefore, this study using qualitative approach through an interview based on interview guide as reference which the questions related to New Village resident's feeling on infrastructure development project for the past five years (2013 – 2017), current, year 2018 and future, year 2019 onwards. The respondents for this interview were from New Villages in Peninsular Malaysia and interview conducted through meet up or telephone conversation. Outcome from the interview interpretation give a clear picture on how New Village residents feeling towards infrastructure development project at New Village from different timeline, past, current and future which can be categories under SERVQUAL multi – dimension such as tangibles, empathy, responsiveness, assurance and reliability. Analysing the outcome of interview interpretation from this study using SERVQUAL multi – dimension can be summarising it to satisfied respondent and dissatisfied respondent category for past and current experience on infrastructure development project. In addition, analysis also show that respondent have two category which is optimistic and pessimistic for the future infrastructure development project at New Village. Overall as summary for the results, respondents highlighted that the quality of infrastructure, the insufficient and imbalance funding

for New Village infrastructure development project, project cancellation and no project award after 9th May 2018, looking forward on upcoming project and put a hope on new administrative for the country to look after the New Village. In this paper also provide recommendation for enhancing the New Village resident's satisfaction on infrastructure development project through SERVQUAL multi – dimension. Next recommendation is suggesting to discover new research method for analysing New Village resident's satisfaction and final recommendation is future research on New Village were based on type of project, locality of project and geography factor for the project could be explore. It is hoped this study will provide information for the Government of Malaysia, New Village committee, residents of New Village and academicians/researchers about resident's satisfaction of new village infrastructure development projects in Peninsular Malaysia for gaining better project management.

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CHAPTER 1

INTRODUCTION

1.1 Background

The New Village terms or known as *Kampung Baru* refer to villages built during the emergency as “a military strategy plan by British General Sir Harold Briggs, Director of Operations in the anti – communist war” under the Emergency Ordinance in Malaya and also known as the Briggs Plan (1948-1960) to counter the threats of the communist terrorist at that time (Wikipedia, 2019). This situation caused the village to be established without planning and in a hurry as residents in remote areas or areas in communist threats was transferred to a new area, under which around 500,000 people largely of Chinese (roughly 10% of Malaya’s population). Earlier, “the Chinese had been spread out geographically but Briggs Plan brings together rural Chinese from all over the country and concentrates them in the New Villages” (Wikipedia, 2019). “The British also tried to win the hearts of New Village residents by providing education and health services. The New Villages were equipped with amenities such as electricity, piped water, surrounded with perimeter fencing and armed guards to protect the residents” (Ooi, 2009).

During that time, 382 of New Village were developed while 48 existing villages were included in the program. During the administration of the Ministry of Housing and Local Government (KPKT) the definition for New Village has been expanded to include the villages created after the emergency and have the aesthetic characteristics that must be maintained. The number of New Village has changed over time from 480 villages recorded in 1954 to 452 villages in 2005. The New Village Master Plan study has been conducted and found that the actual number of New Village throughout Peninsular Malaysia under the KPKT list is as much 450 villages. Now, under the administration of Prime Minister’s Department, the number

of New Village increase to 613 villages. Figure 1.1 show distributions of New Villages by year of establishment.

Recognizing this fact, the Government has set up a Village Development Division to be responsible for the development of New Village in terms of social (programme) and physical (infrastructure). In an effort to increase the quality of life of the villagers in the New Villages, the Government in 1986 upgraded the development of New Village from small activities to a separate program.

In 1989, the Village Development Division was moved and placed under the Local Government Division as the duties and responsibilities of this Division had a direct or indirect relationship with the local government. The Village Development Division has been restructured and renamed the New Village Division in 2007 before being transferred to the Prime Minister's Department effective 7 July 2014 for public interest. After 14th General Election in Malaysia, 9th May 2018, the New Village Division authority shifted back to Local Government Department effective on 1st September 2018 after 4 years away.

The development program in the form of infrastructure projects and social-economic facilities in New Village is aimed at improving the access of villagers to quality infrastructure facilities, enhancing the safety and convenience of consumers and to encourage villagers to carry out social activities and community activities. The provision of infrastructure facilities and services will further support the development of local economic activities and increase the quality of life of the villagers.

In the 11th Malaysia Plan (Year 2016-2020), the Government provided an allocation of RM306.5 million for the development program in New Villages. During 2019 Budget on 2nd November 2018, Mr. Lim Guan Eng, Minister of Finance at Parliament mentioned that Government “will allocate RM85 million to New Villages for the purposes of upgrading and maintaining basic infrastructure such as road, community halls and open spaces” (MOF, 2018).

Among the types of New Village infrastructure development projects implemented are roads, trenches, drains, lights, pedestrian paths, public halls, sports facilities, parks and recreation, multipurpose halls, public toilets, landscapes, gateways, repair houses and others which today would benefits residents live in 613 New Villages.

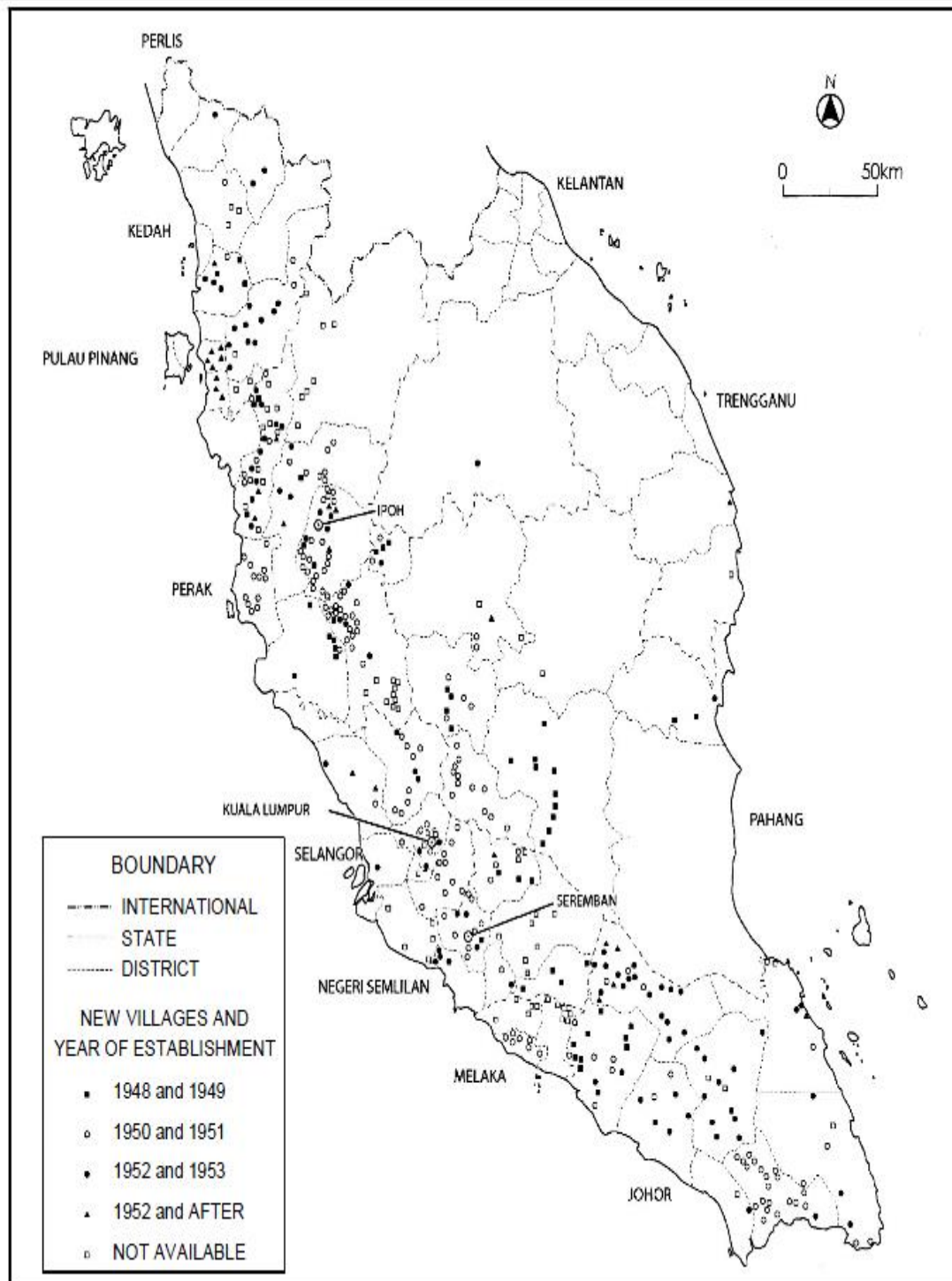


Figure 1.1: New Villages and Year of Establishment

(Source: Voon and Khoo, 1986)

1.2 Problem Statement

If the project development whether a policy, program or project didn't achieves the goals set and benefits the target group or otherwise, it might ruin the project success. "Putting people first in development projects comes down to tailoring the design and implementation of projects to needs and capabilities of people who are supposed to benefit from them" (Sergio, 1997). "Putting people first in development programs is no less an imperative now than before: in fact, it is even more readily recognized as the crucial requirement for inducing accelerated development" (Michael, 1985). "The project exists within a 'political' environment, which have a stake or an interest in the outcome of the project" (Vogwell, 2003).

The Government of Malaysia through New Village Division, Local Government Department delivered the infrastructure development project at New Villages in Peninsular Malaysia. The studies show that "the inability to identify, formulate, prepare and execute projects continues to be a major obstacle" (Rondinelli, 1976) and "it has been discovered that a major limitation in implementing projects and programs, and in operating them upon completion, is not financial resources, but administrative capacity" (Waterston, 1965). The issues on administrative such as poor project management plan would be a part of project implementation problem which will face by Government of Malaysia.

The policy change in terms of legal, new instruction from Government and existing procurement didn't updated will affect the infrastructure development project in the country as general and New Villages in specific. Rondinelli (1976) mention that "traditional approaches to public administration, it has been found, are of little value in preparing administrators from less developed countries for the complex tasks of planning and executing development projects. Conventional public administration training — based on legalistic, centralized, regulatory procedures — are not adequate to deal with the dynamics of change."

Another problem face by New Village residents was regarding their feedback or opinion wasn't as part of contribution to the New Village infrastructure development project. In this matter, lack of engagement in between Government and

New Village residents. The failure happens when infrastructure development project delivered was not quality and not based on the needs or wants by the New Village residents. Amerigo and Aragones (1990) explain that “the determinants of satisfaction from residential area in terms of the environment of the residential area and personal characteristics of the user was the link between structure of the residential area and the outside world”. On other hand, research perspective on resident’s satisfaction show that “the quality of the areas in the residence, the facilities in the open areas around the residence were important issues that can be employed in the measurement of scope factors” (Anthony et. al., 1990).

If no physical appearance or no tangibles structure in front of the New Village resident’s eye, it creates a negative perception. The outcome of infrastructure development project must be tangible or which can see, touch and feel can affect the resident’s satisfaction level. In the west of the globe, United States of America, the research about resident’s satisfaction show that “the physical quality of the residential unit and the management were important determinants in terms of user satisfaction” (Kim, 1997). In South Korea, the author affirmed that “the appearance of the residential area, the selection of building site, the size of open areas, parking lots and children’s playgrounds influenced the level of user satisfaction” (Oh, 1999).

To measure New Village resident’s satisfaction on infrastructure development project, adopt SERVQUAL which is “multi-dimensional research instrument, designed to capture consumer expectations and perceptions of a service along the five dimensions that are believed to represent service quality” (Parasuraman, Ziethaml and Berry, 1988). However, the SERVQUAL was introduced in year 1988 which is questionnaire based and more suitable for quantitative approach research use. Therefore, this research use SERVQUAL multi – dimension as a tool to analyse the New Village resident’s satisfaction on infrastructure development project in Peninsular Malaysia as a part of qualitative approach.

Much written material related to urbanization, political influence, policy change, physical appearance, feedback, sustainability and stagnant development for New Villages in Peninsular Malaysia. However, one of least discussed topics is New

Village resident satisfaction caused by infrastructure development project. In this matter, the list of all problems related to infrastructure development projects and New Village resident satisfaction are recognized only through a literature review and interview interpretation from respondents to examine resident's satisfaction of New Village infrastructure development project in Peninsular Malaysia.

1.3 Research Aim and Objectives

The aim of the research is to investigate the New Village resident satisfaction on infrastructure development project in Peninsular Malaysia..

In order to achieve research aim, the following objectives of this study are formulated:

- a) To examine New Village Infrastructure Development Projects in Peninsular Malaysia;
- b) To investigate the level of satisfaction of the New Village residents towards the New Village development project by structured interview; and
- c) To analyse the residents satisfaction on New Village Infrastructure Development Projects with SERVQUAL multi-dimension.

1.4 Research Method

This research using qualitative approach through an interview conducts to New Village residents to achieve the objectives as mention in section 1.3. The details about research methodology and work plan will be described in Chapter 3.. The interview is aim to assemble the feedback from New Village residents on their satisfaction of New Village Infrastructure Development Projects. The interview transcripts will be evaluated thematically on the service quality dimensions also known as SERVQUAL multi-dimension which offered comprehensive summary of the research area (Grant and Booth, 2009).

1.5 Research Scope

The quality of the residence requires both objective and subjective assessments. The study on this matter mention that “physical environment, social environment and perception indicate are the three fundamental elements in establishing the quality of residence” (Rogerson et. al., 1989).

Therefore, the main scope for this research was conducted through a SERVQUAL multi - dimension analysis of resident satisfaction of New Village infrastructure development projects in Peninsular Malaysia, which the New Villages have established since 1948 or 71 years ago. Beside of this, New Village was located only at Peninsular Malaysia which majority of the villages at west coast. However, the areas for New Villages are differ in terms of geography landscape such as urban, sub – urban, rural, hill, island and seaside which the similarity part were all New Villages received same infrastructure development project fund from Government of Malaysia.

1.6 Report Structure

Chapter 1 introduces the background of New Villages in Peninsular Malaysia, formulate the research problem, determine the research aim and objectives, and also outline the research methods.

Chapter 2 explained the literature study based on three main subjects are described and justified. The literature about infrastructure at New Village, stakeholders’ satisfaction and as well as service quality dimensions is described and justified.

Chapter 3 explained the research methodology regarding the research design, research approach using interview, limitations of the research methods, and the issue of ethical considerations during the process of data collection and devoted to the analytical procedure of interviews.

Chapter 4 consists of a result regarding the feedback from New Village residents as respondent. The result divide by three section where the feedback for the past project, present project and future expectation on the project.

Chapter 5 analyses the interview interpretation as feedback from New Village residents and categorize the interpretation according SERVQUAL multi - dimensions. Thus, after the interview interpretation categorized then the SERVQUAL multi - dimensions divide it and grouped into satisfied and dissatisfied respondents.

Chapter 6 concludes the findings, review the achievement of the objectives and implication of study for Government, New Village Committee, New Village residents and academician/researchers. In addition, the recommendation is provided for further research.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The introduction in Chapter 1 about the background of New Villages in Peninsular Malaysia, formulate the research problem, determine the research aim and objectives, and also outline the research methods.

In this chapter, a literature study had conducted and had been searched with different phrases like: “New Village Malaysia”, “*Kampung Baru*”, “resident satisfaction”, “stakeholder satisfaction”, “public infrastructure projects”, “infrastructure development project”, “infrastructure”, “service quality” and “SERVQUAL multi-dimension” from Google scholar, Google, etc. After that, the selected articles go through the process of selection which definite their relevancy about the selection. The articles which followed the given criteria were chosen as follow:

- a. Focused on the public infrastructure development projects;
- b. Focused on stakeholder management; and
- c. Focused on service quality.

The definition of infrastructure development project at New Village is described in Section 2.2, the definition and measurement on stakeholder’s satisfaction in Section 2.3 and it follows by an explanation of service quality in general and specific about SERVQUAL dimensions for resident’s satisfaction in Section 2.4.

2.2 New Village Infrastructure Development Project

The detailed of New Village infrastructure development project is described in Sub Section 2.2.1, background of New Village Development and Sub Section 2.2.2, definition of infrastructure in New Village and its follows by type of infrastructure in Sub Section 2.2.3 and the importance of the infrastructure in Sub Section 2.2.4.

2.2.1 Background of New Village Development

The history, growth and development of New Village in Malaysia are common issues of discussion. The actions of relevant authorities to deal with the persistent problems of New Village have seldom been comprehensive and successful. In between 1948 – 1960, the New Village development provide by the British such as “education and health services” (Wikipedia, 2019). In addition, “the New Villages were equipped with amenities such as electricity, piped water, surrounded with perimeter fencing and armed guards to protect the residents” (Ooi, 2009).

A recent study has revealed that some New Village has prospered and others have stagnated (Voon, 2009). In essence, the New Village that are located in the periphery of Kuala Lumpur and major towns have and will continue to progress in line with the economic development of the nation. The New Village situated outside small towns or in the midst of semi-rural areas tend to occupy the stagnant end of the development continue. Basically, it is the spill-over effects of the urbanization process that prompt the growth of the urban New Village. These urban New Village tend to be the sites of Small and Medium Industries (SMIs) and retail activities that normally complement the needs and requirements of the industries and economic functions of nearby urban centres. While the large urban centres stimulate the growth of surrounding New Village, much also depends on the initiatives and efforts of the settlers themselves (Ministry of Housing and Local Government, 2005).

The Ministry of Housing and Local Government “conducted a master plan study of New Village in Peninsular Malaysia to provide clear policy guidelines and strategies for their future development and growth” (Ministry of Housing and Local

Government, 2005). Issues of politics, live ability and sustainability are discussed in relation to the future of New Village in this country (Phang & Tan, 2013).

2.2.2 Definition of Infrastructure in New Village

Infrastructure refers to the fundamental facilities and systems helping a New Village including the services and facilities basic for its economy to function. Infrastructure is collected of public sector and private sector physical developments such as roads, bridges, drainage and etc. In general, it has also been defined as “the physical components of interrelated systems providing commodities and services essential to enable, sustain or enhance societal living conditions” (Fulmer, 2009). Ooi (2009) mentioned that since 1948, British provide “the New Villages equipped with amenities such as electricity, piped water, surrounded with perimeter fencing and armed guards to protect the residents”.

From 1948 - 1960, New Villages was gated and guarded residence area under the Briggs Plan. After independence day, year 1961 – 2006, Village Development Division take over and manage 450 villages in Peninsular Malaysia. Begin 2007, the name of division rebranding as New Village Division. The figure 2.1 show the timeline of New Village Development in Peninsular Malaysia. The functions of division enlarge from time to time starting providing physical development for basic infrastructure in year 1948 to provide house repair program in year 2016.

There are two general types of way to view infrastructure, hard or soft. Hard infrastructure refers to the physical networks necessary for functioning of a modern industry includes roads, bridges, railway and etc. However, “soft infrastructure refers to the all institutions that maintain the economic, health, social and cultural standards of a country. This includes educational programs, official statistics, park and recreational facilities and etc” (Hamutuk, 2015).

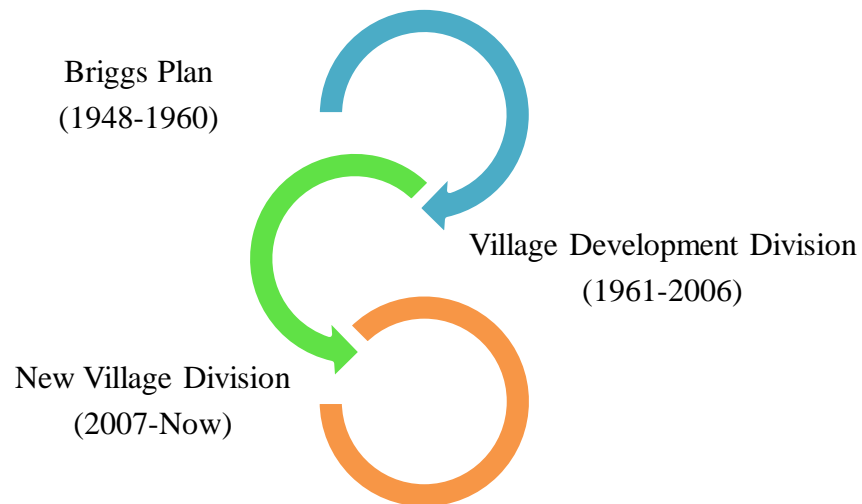


Figure 2.1: Timeline of New Village Development in Peninsular Malaysia

2.2.3 Type of Infrastructure

The New Village Committee can apply infrastructure development project by submission of project application to New Village Division (BKB) from Local Government Department (JKT) every year. The New Village Committee allowed to apply infrastructure development project cost RM100,000 (maximum) or less for each project (MOF, 2015)

The type of infrastructure development project allowed at New Village as follow:

- a. Road;
- b. Road lighting;
- c. Drainage;
- d. Gateway;
- e. Multi-purpose hall;
- f. Multi-purpose building;
- g. Basketball court;
- h. Badminton court;
- i. Futsal court;
- j. Children's Playground;
- k. Public Toilet;
- l. Jetty;
- m. Wall;
- n. Fences;
- o. Pedestrian path;

- p. Trenches;
- q. Park and recreation;
- r. Landscapes; and
- s. House repair.

The other type of infrastructure as listed can be applied by the New Village Committee and it is subject to the approval from BKB, JKT which today would benefits residents live in 613 New Villages.

2.2.4 The Importance of Infrastructure

Infrastructure is important because all disburse for it and all make use of it. Paying for infrastructure can be as complex as the infrastructure itself. On the other hand, most people depend on transportation systems and civic utilities which also are vital for the economic strength of business (Craven, 2019). In addition, Guo et al. (2014) has specified that “in infrastructure projects, complexities and uncertainties are very common and the distinctiveness and individuality of infrastructure projects arise from their unique social and environmental requirements”.

To achieve this, “the effective governance of the infrastructure development projects has become a certain need and significant challenge, which defines the success of these projects. In a nutshell, governance is a function for developing strategies, overseeing needs and objectives, making decisions concerning projects, and follow up on performance across the organization” (Khan et al., 2019). Every resident should look forward to live in comfort and safety. The fundamental level, “every resident requires right to use clean water and sanitary waste disposal. Poor maintained infrastructure can lead to a devastating loss of life and home” (Hayes, 2006).

The poor performance of the infrastructure projects has been “attributed to multiple stakeholders, lack of clear project governance structure, organizational structure, timelines, and communication issues with competing interests” (Khan et al.,

2018). The root causes of infrastructure development project failure are “due to the weak political and economic conditions of the region” (Waris et al., 2017).

2.3 Service Quality Dimensions for Residents Satisfaction

The detail of service quality dimensions for residents’ satisfaction described in Sub Section 2.3.1, definition of service quality and Sub Section 2.3.2 described definition of SERVQUAL. Follow by the dimensions of SERVQUAL explained in Sub Section 2.3.3.

2.3.1 Definition of Service Quality

Philip Kotler (1997) defined service by means of “an action or an activity which can be offered by a party to another party, which is basically intangible and cannot affect any ownership. Service may be related to tangible product or intangible product”. In contrast, “service quality is a focused evaluation that reflects the customer’s perception of specific dimensions of service namely reliability, responsiveness, assurance, empathy, tangibles.”

2.3.2 Definition of SERVQUAL

The features of service quality which are “intangible, heterogeneity, inseparability and perish ability” (Parasuraman, 1985) and “cannot be calculated objectively” (Patterson and Johnson, 1993). On the other hand, numerous researchers identified that “service quality can be measured by making the comparisons between customer’s expectation and perceptions” (Zeithaml et al, 1990). The author have illustrious “the service quality into four (4) types namely (1) expected service, (2) desired service, (3) adequate service and (4) predicted service” (Zeithaml et al, 1990) as follow:

- a. Expected services talk about to the services customers aim to gain from the service provider;

- b. Desired services are the level of service which the customers wish to gain;
- c. Adequate services talk about the minimum level of services expected from the service provider; and
- d. Predicted service is what the customers trust the company will perform.

Service quality defines as the dissimilarity between what a New Village's resident "expects to receive and his/her perceptions of actual delivery" (O'Neil and Palmer, 2004).

The SERVQUAL is survey instrument which have five (5) dimensions customers (residents) use when evaluating service quality. Service providers (Government) need to work on all 5 but emphasize them in order of importance, determine specific customers (residents) needs and site needs (Chris, 2008). Using the multi - dimension, the model of service quality gap is presented and it is based on the difference between a resident's expectations and perceptions of the service as it is provided by Government of the day.

In the context of New Village, residents "perceived quality is a predecessor to resident satisfaction" (Browne et al, 1998). Browne (1998) mentioned that it is noted that "positive perceptions of service quality can eventually lead to resident satisfaction thus satisfied resident would spread more positive feedback through word of mouth communications".

2.3.3 Dimensions of SERVQUAL

The precedence in decision on developed the dimension of service quality is "the range of areas which should be included in the survey of the research, different dimensions of service quality used for different industries however there are some similarities on the chosen dimensions" (Lagrosen, 2004). Researchers reach agreement that "there is no single dimension which can be relevant for all the service sectors" (Carman, 1990; Brown, 1993; Cronin and Taylor, 1994). They also are of the same opinion that "residents must be the determinant of service quality

dimensions rather than the Government agency or the civil servant” (Parasuraman, 1985; Cronin and Taylor, 1994; Carman, 1990; Lagrosen, 2004; Madsen and Carlsson; Lee et al, 2000).

Developed a service quality model to quantify the New Village resident’s satisfaction on infrastructure development project is “a very complex and tedious assignment because the service quality dimensions wrap many areas and for that reason, and it is not feasible to wrap all” (Hadikoemoro. S, 2002). Based on this justification, the researchers have only included those significant elements of dimensions in the survey. Parasuraman (1991) developed the ten (10) dimensions and later group it into five (5) dimensions. Following were the earlier developed ten service quality dimensions:

- a. Reliability: “the service is carried out in the way it is promised”;
- b. Responsiveness: “the service is carried out promptly according to the needs of the customers”;
- c. Competence: “the staff of the service provider have the knowledge and skills required for delivering the service in a proper way”;
- d. Access: “the concern, e.g. opening hours, physical location, etc”;
- e. Courtesy: “the staff are polite, friendly, respectful, etc”;
- f. Communication: “keeping the customers informed in a language that they can understand and listening to them”;
- g. Credibility: “the service provider is trustworthy, believable and honest”;
- h. Security: “the freedom from danger, risk or doubt”;
- i. Understanding the customer: “the service provider makes an effort to understand the needs and wants of the individual customers”; and
- j. Tangibles: “physical objects that are needed for carrying out the service such as facilities, equipment, etc” (Parasuraman et al., 1985)

Over an experimental test, the 10 dimensions pack become 5 dimensions (Parasuraman and Berry, 1991; Zeithaml et al, 1990). In their study, the data on the 22 attributes were factor analysed and concluded in 5 dimensions as follow:

a. Tangibles

The appearance of physical facilities, equipment, personnel and communication materials. The condition of the physical surroundings is tangible evidence of the care and attention to detail that are exhibited by the service provider.

b. Reliability

The ability to perform the promised service both dependably and accurately. Reliable service performance is a resident expectation and means that the service is accomplished on time, in the same manner, and without errors every time.

c. Responsiveness

The willingness to help users and to provide prompt service. Keeping users waiting, particularly for no apparent reason, create unnecessary negative perception of quality. If a service failure occurs, the ability to recover quickly and with professionalism can create very positive perceptions of quality.

d. Assurance

The knowledge and courtesy of employees and their ability to convey trust and confidence. Assurance dimension features are competence to perform the service and effective communication with the users.

e. Empathy

The provision of caring, individualized attention to users. Empathy features includes approachability, sensitivity, and effort to understand the user's needs.

2.4 Stakeholders Satisfaction

The detail of stakeholders' satisfaction described in Sub Section 2.4.1, definition of stakeholders and Sub Section 2.4.2 described definition of stakeholders' satisfaction.

Follow by the measurement of stakeholders' satisfaction explained in Sub Section 2.4.3.

2.4.1 Definition of Stakeholders

The stakeholder is the person who expecting to receive the project's deliverables (Roseke, 2018). The definition of stakeholders is very wide-ranging in the PMBOK® Guide as *“an individual, group or organization who may affect, be affected by, or perceive itself to be affected by a decision, activity or outcome of the project”* (Project Management Institute, 2013). The stakeholders in project management have *“an interest in the success of the project, and can be within or outside the organization that is sponsoring the project. Stakeholders can have a positive or negative influence on the project”* (Peter, 2017).

The first group of stakeholders to be considered are those inside the project, as example, the project team. The second group of stakeholders are those outside of the project, but within the organization. This group includes the funder, functional managers, and organizational groups. Then there is the third group that are outside of the organization. This group includes business partners, sellers of suppliers, customers or users, government regulators and possibly other persons as well.

Hence, stakeholders may not automatically be involved in the project but their benefits may be affected by the project either positively or negatively. It is essential to take the negative stakeholders into justification on a project. As illustration, *“a local environmental group could be considered a negative stakeholder for a new refinery project because they could protest against the project. A government regulatory authority might also be a negative stakeholder if the new project is found now to conform to governmental regulations”* (Peter, 2017).

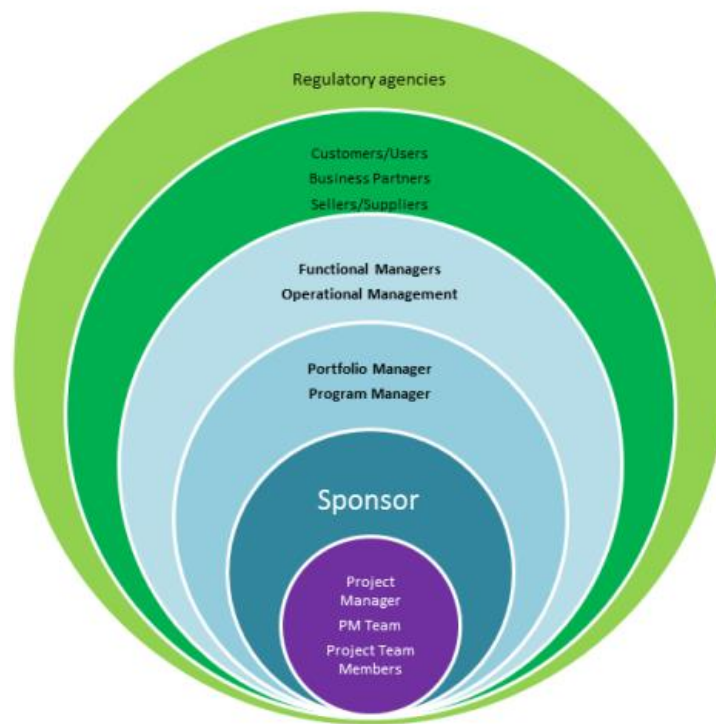


Figure 2.2: Categories of Stakeholders on a Project (Rowley, 2013)

For a detailed view of these three (3) groups, the diagram representing categories of stakeholders on a project as shown in Figure 2.2. The centre circle in purple represents those stakeholders internal to the project that are actually working on the project itself. Those three circles outside of that in various shades of blue represent those stakeholders out of the project but within the organization; these include the sponsor, the program/portfolio managers, the functional managers and the managers of ongoing operations at an organization. The third category comprises the outer two circles in different shades of green which represent those stakeholders that are outside the organization: sellers, business partners, customers/users, and then regulatory agencies. The detailed explanation of each circle of stakeholders as follows:

- a. The innermost circle is that of the people actually working on the project, namely the Project Manager, the Project Management Team and the Project Team members who actually do the work;

- b. The second circle is that of the Sponsor, the person or group that provides the financial resources for the project and the one who champions the project within the organization when it is first conceived. The Sponsor acts as a spokesperson to higher levels of management within the organization, which is why placed the Sponsor in the second circle;
- c. The third circle contains those higher level organizers of projects such as the program manager, who manages related projects in a coordinated way, and a portfolio manager, who manages a collection of projects or programs which may not be related in content but which all serve the business model of the organization at large. They monitor the performance of the project and can even terminate if the business case for the project no longer holds;
- d. The next circle is still within the organization but rather than the three inner circles that deal with project work. This circle represents the interests of the ongoing operational work, with the functional managers in charge of areas such as human resources, finance, accounting and procurement. Depending on the type of organization, project managers will have to negotiate with them to allow their staff with expertise that would assist the project to work on that project for its duration. The operations management people will have to be consulted during the course of the project because the project when completed is often handed off to them on account of the fact that they take care of normal operations and will provide long term support for the result of the project;
- e. Now we get to the circle which is outside of the organization but one in which there is a business relationship between the organization and that stakeholder such as business partners that may have a financial interest in the project, sellers/suppliers in the case of a business to business relationship, customers/users in the case of a business to customer's relationship; and
- f. The last circle consists of elements of society that may not have any formal relationship to the organization but which may contain groups that

are affected by the project or that can influence the project. The PMBOK® Guide labels this group generically as “Other Stakeholders” as example of “Regulatory Agencies” as just one type of entity that could be considered a stakeholder. A non - governmental organization (NGO) such as an environmental awareness group that is an NGO would also be an example of a stakeholder at this level.

Residents of New Village are the *“individual who may affect, be affected by, or perceive itself to be affected by a decision, activity or outcome” of the New Village Infrastructure Development Project*. Therefore, it is utmost important this group of stakeholders are satisfying in order to conclude the success of New Village Infrastructure Development Project.

2.4.2 Definition of Stakeholders Satisfaction

Stakeholder satisfaction should be “managed as a key project objective and a critical success factor and a key performance indicator” (Pitagorsky, 2014). The stakeholder satisfaction can be measured at any time and “means of evaluating the performance of project leadership in areas such as change management, program management and project management” (Spacey, 2018). The project managers and the managers of the project management process must make sure stakeholders get what they want and want what they need (Pitagorsky, 2014).

Residential satisfaction should be defined as a behaviour dependant on the environment of the residential area, in this study, referring New Villages in Peninsular Malaysia. Some authors focusing on different components of behaviour such as cognitive, affective and connotative. Beside of this, “some researchers define the user satisfaction with emotional also known as affective component while others define it in terms of perception also known as cognitive component” (Amerigo, 2002).

When research on New Village resident’s satisfaction are made properly, detailed analyses of the resident’s satisfaction in New Villages help to decide about

the infrastructure development project in the environment in relation to its physical, socioeconomic, institutional and psychological components. This will reveal the different expectations of different groups (dimensions) from the environment of the New Village's resident and relations between them. The residents' satisfaction determines "how social and cultural changes affect the infrastructure development project in time" (Francescato, 1998).

2.4.3 The Measurement of Stakeholders Satisfaction

Measuring stakeholder's satisfaction comprises the procedures required to identify the people (New Village residents), groups (New Village Committee and Academician/Researchers), or Ministry/Department/Division/Agency (Government of Malaysia) that "could impact or be impacted by the project, to analyse stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution" (Chinyio and Akintoye, 2008). Johnny Klakegg (2009) has said that "the presence of governmental stakeholders may create further political uncertainties for the project" and the project governance requirement is "to explore how resources and risks are to be assigned among stakeholders to define the control measures for achieving the targeted objectives, which are defined by legal and regulatory mechanisms, with the aim of ensuring better utilization of public funds".

One of the main objectives of the research of New Village infrastructure development project is to satisfy its residents. It can be said that "the measurement of the satisfaction in relation to infrastructure development project, is an indirect approach to the issue of resident" (Francescato et. al., 1987). What dimensions or aspect of the infrastructure development project is important for the New Village residents? This measurement should be made in order to understand the wants and feelings of New Village residents in relation to their New Village infrastructure development project and to be informed about what should be defined and applied in the future projects.

Furthermore, measuring stakeholder's satisfaction in project, a project life cycle framework simplifies an understanding of how stakeholder's satisfaction varies

from one point in time to another. The model of a project life cycle is that “during a given stage certain requirements must be met or the project is not allowed to pass to next stage” (Bryde, 2008). The most basic model often contains “initiation, planning, executing and closing the project” (Kloppenborg, 2012, Project Management Institute, 2008). Dilts and Pence (2006) mention that satisfying the customer as the most important measure and critical of project success must have customer satisfaction, end-user satisfaction, team satisfaction, stakeholder satisfaction and supplier satisfaction. The success factor should be measured and included in performance metrics (Pitagorsky, 2014).

Stakeholders can be measure using stakeholder prioritization and engagement can use the index value to display stakeholders in order of importance and assign a unique priority number. In this scenario, higher the index value, the more important, the higher and the priority the stakeholder. Stakeholders’ prioritization and engagement required “to map out on a power/interest grid and category by their power and interest” (Wikipedia, 2019). Position on the grid may show the combination as follow:

- a. High power, interested people: these are the people must fully engage and make the greatest efforts to satisfy | best channels: issue, change logs and status meetings;
- b. High power, less interested people: put enough work in with this people to keep them satisfies but not so much that they become bored with your message | best channels: Steering Committee and Board Meeting Updates;
- c. Low power, interested people: keep these people adequately informed and talk to them to ensure that no major issues are arising. These people can often be very helpful with the details of your project | best channels: In-Person, video and email updates; and

Low power, less interested people: again, monitor these people but do not bore them with excessive communication | best channels: send email and status reports.

CHAPTER 3

METHODOLOGY AND WORK PLAN

3.1 Overviews

The literature review in Chapter 2 on New Village resident's satisfaction for infrastructure development project in Peninsular Malaysia explained the New Village development projects in Malaysia and the ways to evaluate stakeholders' satisfaction by five dimensions of service quality. The 5 dimensions of service quality provide the fundamental principles of the research methodology for this study.

This chapter aims to describe the data collection methods of the research, and other associated issues that were come across during the data collection process. There are 6 sections in this Chapter, section 3.2 explains the nature of study, section 3.3 explains the triangulation of data, section 3.4 explains gathering of documentation, section 3.5 explains interview with New Village residents, section 3.6 delineate the limitations of the research methods, section 3.7 discuss the issue of ethical considerations during the process of data collection. Finally, section 3.8 devotes to the analytical procedure of interviews.

3.2 Nature of the Study

This research is qualitative in nature where the interviews interpretation is the key focal point of the research. The design of research methods is "associated to research questions and their problems" (Hatch and Lazaraton, 1991; Silverman and Seale, 2005). This research using the questions of "*What?*" and "*How?*". Questions like these symbolize the nature of qualitative research which aims at unfolding what is going on in the research. In difference to the quantitative approach, the research question is "*Why?*" which explores a comparison between groups or seeks out

relationships between variables for items studied” (Creswell, 1998). This present research seeks “to understand the respondents’ experiences and its nature is that of an open-ended inquiry rather than one that seeks measurable and observable data where the research questions are specific and narrow” (Creswell, 2005). Thus, the nature of this study is proposed as a qualitative investigation. The key concerns of this research are to discover the importance of the New Village resident’s satisfaction on infrastructure development project. The “meaning” for Bogdan and Biklen (1992) is a focus on important to the qualitative approach. Bogdan and Biklen (1992) describe that “Researchers who use this approach are interested in the ways different people make sense out of their lives or their perspectives”.

3.3 The Triangulation of Data

The research design of this study consists of three (3) research approaches. Hatch and Lazaraton (1991) recommend that “the multi-method approach adds great value to the research”. Creswell (1998) also states that “*the backbone of qualitative research is extensive collection of data, typically from multiple sources of information.*” Three approaches principal to the triangulation of the data have provided to the analysis of the New Village resident’s satisfaction on infrastructure development project in Peninsular Malaysia. Hittleman and Simon (2002) explain that “triangulation is a procedure for cross-validating information. It is a process of collecting information from several sources about the same event or behaviour”. Silverman and Seale (2005) further describe that “the form of methodological triangulation is the use of different methods and sources to support each other”. The triangulation in this research consists of (1) gathering of all Government policy and relevant documents; (2) conducting interviews with New Village residents; and (3) Satisfaction of New Village residents as shown in the following figure 3.1.

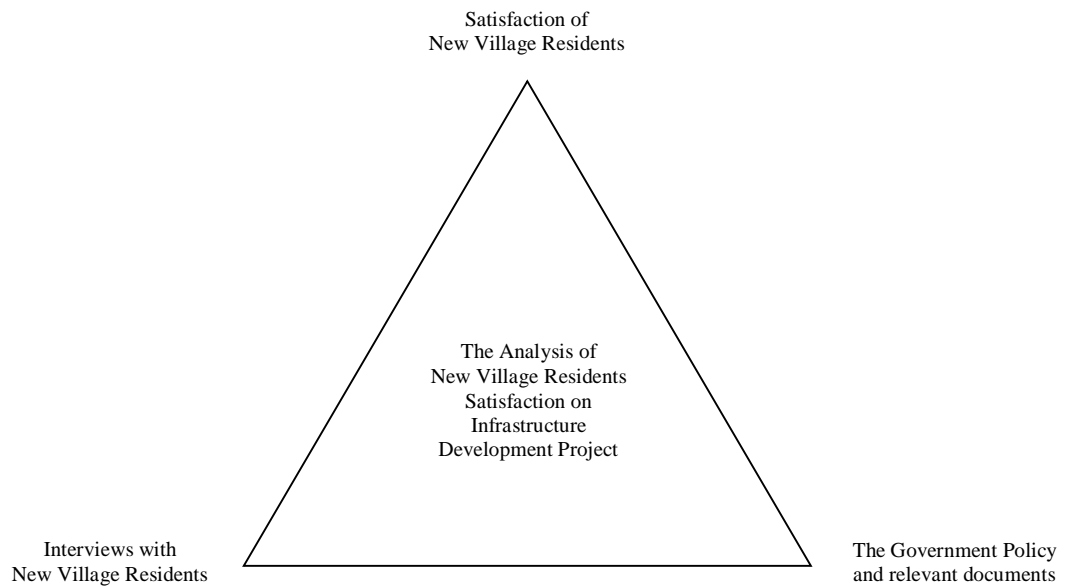


Figure 3.1: Triangulation of data
(Source: Hatch and Lazaraton, 1991)

3.4 Gathering of Documentation

This section 3.4 describe about gathering of documentation with detailed in Sub Section 3.4.1 regarding documents collection procedures and sub section 3.4.2 about accessibility of documents.

3.4.1 Document Collection Procedures

The Government policy documents are available to the public on the Ministry of Finance (MOF) website, Ministry of Economic Affairs (MEA) website and BKB website. The documents that were retrieved from the website are 11th Malaysia Plan, 2019 Budget, New Village Development Plan and reports on New Village. These documents provided primary information for the research methods design for advance data collection in New Village at Peninsular Malaysia.

Other official documents were collected during October 2018-December 2018, the data collection phase.

3.4.2 Accessibility of Documents

The related government documents obtained is through the officer of New Village Division. The material that provided by the guidance of officer was the material that Government use for formulating 11th Malaysia Plan (2016-2020) in year 2015 (EPU, 2015) and 2019 Budget (MOF, 2018). The information retrieved from documents such as follow:

a. **11th Malaysia Plan (2016-2020);** and

YAB Dato' Sri Mohd Najib bin Tun Abdul Razak, 6th Prime Minister of Malaysia and Finance Minister of Malaysia mentioned in the 11th Malaysia Plan (2016-2020) at Parliament on 21st May 2015 as follow:

“95. Sebagai satu program baru lagi, yang akan mengubah wajah rumah-rumah di kampung dan luar bandar, sukacita saya mengumumkan bahawa, satu program baik-pulih secara besarbesaran melibatkan sebanyak 400,000 rumah dalam tempoh Rancangan. Sebanyak 5,000 ringgit hingga 10,000 ringgit akan diperuntukkan kepada setiap rumah.”

“129. Pembangunan infrastruktur adalah tulang belakang dalam melonjakkan kemajuan negara serta kesejahteraan rakyat.”

Translated:

Point 95. As a new program, which will transform the homes in the village and rural area, I am pleased to announce that, a large-scale overhaul program involves a total of 400,000 homes during the Plan period. A total of 5,000 ringgit to 10,000 ringgit will be allocated to each home.

Point 129. Infrastructure development is the backbone in boosting the nation's progress and the well-being of the people.

b. 2019 Budget

YB Mr. Lim Guan Eng, Finance Minister of Malaysia mentioned in the 2019 Budget speech at Parliament on 2nd November 2018 as follow:

“Memastikan Pembangunan Seimbang

186. KETIGA: Memperuntukkan RM85 juta untuk kampung baharu bagi tujuan menaiktaraf dan memulihara infrastruktur asas seperti jalan raya, dewan komuniti dan kawasan lapang.”

Translated:

Ensure Balance Development

Point 186. No. 3: Allocated RM85 million to New Villages for the purposes of upgrading and maintaining basic infrastructure such as road, community halls and open spaces

Other related documents as well as other support documents were also openly available to the public. While many documents were available on the website of the MOF and BKB because these websites for New Village development and procurement procedures.

In order to get a more comprehensive picture of the situation and to expose conflicts which are often hidden, different source were also used. The additional resources were:

- a) 2016 – 2020 Strategic Plan by Bahagian Kampung Baru, Prime Minister’s Department;
- b) 11th Malaysia Plan (2016 – 2020);
- c) e-kampung system; and
- d) Vision 2020: Challenges to Local Government.

The 11th Malaysia Plan (2016-2020) for progress attentions on the development of infrastructure and houses repair programme.

3.5 Interviews with New Village Residents

The aim of the interview is to evaluate of the satisfaction level of the New Village residents and the respective t the type and location of infrastructure development projects. Conclusions relating to resident's satisfaction cannot be made without data and information obtained straight from the persons who live at New Village. For that reason, in order to draw out information compulsory for a comprehensive and constructive analysis, this particular information was important. An interview was selected as the instrument for gaining information.

3.5.1 Procedure for Interviews

Interviews among New Village residents were carried out from October 2018 to December 2018. The data collection procedures essential that initial get in touch with be made by Whatsapp and telephone call. The appointments were established subject to the availability of respondents. The meeting venue were arranged in Kuala Lumpur/Putrajaya/Subang Jaya with a demand that the venue "should be free from distractions, a requirement that lent itself to recording information accurately" (Creswell, 1998).

Interviews were conducted in the Mandarin, English and Chinese dialect such as Cantonese, Hakka and Hokkien and then translated into English. Each interview took at least one hour through meet up however interviews through telephone conversation lasted 15 minutes. The interviews were recorded through jotting down the talking points at note book. An ethical issue in relation to research involving people contribution is discussed in this chapter.

3.5.2 Interviewing Methods

Each of the interviews was conducted in, telephone conversation, meet up, non-standardized interview or unstructured interview and using interview guide. The interview questions were open-ended, together with indirect questions to acquire information about infrastructure development projects in New Village and the

feedback on past experience, current experience and future hope. The subsequent are information of the interviewing methods used with these respondents.

- a. The unstructured interview or non-standardized interview was the technique used with the New Village residents. An unstructured interview is “a method of collecting interview data with minimum control of conversation between interviewers and respondents” (Minichiello, 1995). Unlike from the structured interview, “where questions are fixed and are probed in fixed sequences, unstructured interviews are more flexible and open to greater interaction between interviewers and respondents” (Kerlinger and Lee, 2000). However, particular questions were used at times during the interview depended on the issue discussed.
- b. The questions dealing with respondent’s knowledge and attitude that were useful in the planning process were intended for in a way that gave an opportunity to respondents to talk frankly and sharing their experience. Directing questions in this way could “encourage subjects to talk about their perceptions of what was happening, what their beliefs about the event were, and how they felt about the situation under review” (Hittleman and Simon, 2002). The respondents define the content of the interview and the course of the study (Bogdan and Biklen, 1992).
- c. In direction to craft the best prospect for respondents to share his/her experience flexibly, the relations between interviewer and respondents were in use into report during the interview session. “To create a good interaction between an interviewer and respondent, the respondent should be treated as an active agent” (Foddy, 1993). The “sense-making activity is the activity that results when respondents take an active role, and negotiate the meaning of questions and answers with the interviewer” (Foddy, 1993). The collaboration allows “the interview discussion to move in a new direction” (Bogdan and Biklen, 1992; Gorman and Clayton, 2005). This new direction “thereby adds both depth and breath to the interviewer understands of the issues involved” (Gorman and Clayton, 2005).

3.5.3 Interview Questions (Open-Ended)

The importance of open-ended questions is that they are not yes-no questions. This is “an extremely important development in the technique of interviewing using an unstructured interview approach” (Minichiello, 1995; Kerlinger and Lee, 2000). It can be of “inestimable value in understanding contexts and creating links that are such key aspects of qualitative research” (Gorman and Clayton, 2005). That’s way respondents will occasionally give unpredicted answers that may be a sign of the existence of relations not originally expected.

In the unstructured interview method, “the open-ended question puts a minimal restraint on the answers and their expression” (Kerlinger and Lee, 2000; Creswell, 2005). The open-ended questions require no boundaries on the content and manner of respondents answers which matched the specific question very well since “the open-ended questions fitted the purpose of encouraging respondents to express their thoughts freely and to interact openly with the interviewer without controls, despite the researcher to make better estimates of respondents’ beliefs, attitudes and perspectives” (Creswell, 2005). As example, the question from interview guide as follow, *In your opinion, do the changes of the Government (after 9th May 2018) effect on infrastructure development projects in the New Village?*

3.5.4 Indirect Question Type

It is worth noting that the questions on opinions and feeling are known to be subjective questions may be respondents reluctant to give willingly and openly. The interviewers “should not make respondents uncomfortable with their own thoughts” (Bogdan and Biklen, 1992). These interviews included the “indirect question type” in the interview session with New Village residents. Therefore, to dodge rejection by the New Village residents, the “indirect question” type was used to ask questions about their feeling on infrastructure development project at New Village.

Foddy (1993) points out “on the issue of the level of social generality, respondents can answer according to their own points of view or from a broader group or community point of view”. Foddy (1993) accepts “the consequence of this

is distributions of responses to personalized questions can differ markedly from distributions of responses to impersonal questions”. The questions “should be asked in the form of “what other people” think about an issue because this can help elicit more information” (Judd, Kidder and Smith, 1991).

The technique by Kerlinger and Lee (2000) suggested that “the respondents could be given an ambiguous stimulus or a vague question” (Kerlinger and Lee, 2000). This technique was used inside the interview session and that facilitated to generate a lot of information from respondents.

These two techniques applied “the social generality type of question and the unclear question in the interview session because it was understood that New Village residents might find it more comfortable to convey their own opinions on a sensitive topic by answering indirect and impersonal questions” (Kerlinger and Lee, 2000). The list of interview guide with New Village residents as follow:

**INTERVIEW GUIDE ON
“RESIDENTS SATISFACTION OF NEW VILLAGE
INFRASTRUCTURE DEVELOPMENT PROJECTS IN PENINSULAR
MALAYSIA”**

1. Opinion on Previous Infrastructure Development Projects (2013-2017)

- a. On the whole, how do you feel about infrastructure development projects pass five (5) years in the New Village as a place to live?
- b. Does the project fulfill your needs or wants?
- c. If not, could you explain your reasons?

2. Opinion on Current Infrastructure Development Projects (2018)

- a. This year, what is the infrastructure development projects had done in this New Village?
- b. How do you feel about infrastructure development projects in year 2018?

- c. In your opinion, do the changes of the Government (after 9th May 2018) effect on infrastructure development projects in the New Village?
- d. If yes, could you explain your reasons?

3. Opinion on Future Infrastructure Development Projects (2019 onwards)

- a. What is your expectation on future infrastructure development projects?

3.6 Limitation of the Methodology

The limitation of the methodology lies in the way of interview, especially the interviews with New Village residents. The most vital requirement in the interviews through New Village residents were good manners and respect. Chinese culture appreciates and respects seniority so that when meet up with senior groups those of junior or younger should take into consideration that the must of good manners and respectful behaviour.

The challenging in conducting an interview of this scenario was not only to do with the concern of culture in Chinese society, but also with the type of information retrieved from respondents. The information required from interviews in this study was as regards individual opinion and judgment. The interviewer had to critically bear in mind how questions were asked to guarantee that the questions didn't damage nor make respondents uneasy. In addition, the interviewer required to make certain as far as potential that the answers established were the wished-for answers.

The interviews were more to be expected as discussion plus story-telling were in use to assist encouraging respondents to be keener about answering. The interviewer required to maintain the interview persistent at all times. It is challenging to manage the scope of the interview when the unstructured interview with open-ended questions. Moreover, each respondent had a unlike way in answering. The

interviewer had to remember the interview questions correct to ensure the dialogue and communication smooth. This facilitated respondents to detailed better in the interview sessions and also facilitated the interviewer to keep the concentration of the interview.

Inside the concept of qualitative research, one of the matters that “should be engaged into concern is the role of values in the study” (Creswell, 1998). In this study, “the appearance of data from interviews, as well as the analysis, represented an interpretation and presentation of the informants and the researcher so that sometimes biases as well as value-laden statements could not be avoided so tried to make the analysis as generalized as possible” (Creswell, 1998).

This study required to stay the latest with any new policy associated to New Village Infrastructure Development Project by new Government of Malaysia. The disputes of assessment the document analysis between the first initiated and the most updated document are the puzzling ones in a document gathering approach.

3.7 Ethical Considerations

This section described ethical considerations in four sub section. Sub section 3.7.1 described regarding informed permission and sub sections 3.7.2 explain about interview session. Following by sub section 3.7.3 regarding risk concern and privacy concern in sub section 3.7.4.

3.7.1 Informed Permission

Respondents in the interview were informed fully on the rationale and carry out of the study. It was made very clear that respondent was volunteer and they could depart from the project at any stage without fine. Data collection and analysis were explained clearly to respondent so that his/her know what is going on.

As explained earlier, this study has deal with information about their opinions and understanding in infrastructure development project at New Village, as a result, all determination was made to make sure that no proof of identity of respondents

created to be publicized to the public. The research have a duty to intentionally consider the ethical issues which engage subjects of the anonymous of persons, maintaining confidentiality, protecting, all of which the respondents were informed of.

3.7.2 Interview Session

Respondents choose the meeting venue at their convenience. Before the session of interview, make a call or message to the respondents a day before in order to show courtesy to respondent in this study. Respondents were informed about the research project. Respondents were given the chance to ask any enquiries about this research project. The interviewer replied their enquiries sincerely and good manner in polite language. The respondents were asked to be comfort during the interview.

3.7.3 Risk Concern

This research is the exploratory research type. The influence of the interviewing sessions will not seriously cause any diversion to respondents work. Interview approaches used in this study were designed to assist the respondents to define and telling their stories of experience in New Village infrastructure development project. This study, for that reason, could not be understood of as “altering the knowledge, thinking, attitudes, feelings and behaviour of the respondents” (Creswell, 1998). In addition, the information obtained in interviews did not involve sensitive questions which could cause any distraction to the respondents. Basically, according to the approaches of this research, there should be no threats involved. Thus, the possible benefits of this study apparently are greater than the risks.

3.7.4 Privacy

All personal information of the respondents was treated as confidential, remained confidential throughout the study and after the project has been completed will be destroyed. Personal data such as personal information such as name and New Village name would not be used without getting permission from the relevant person.

Furthermore, to safeguard the confidentiality of those participated in interviews session, respondent's identity were replaced with fictitious name such as "respondent A", "respondent B" and so on.

3.8 The Saturation Data

The saturation of data means that the study reaches a point in the analysis of data that sampling will not tip to more info related to the research questions. In this study, no additional data can be found in the interview transcript according the multi – dimension service quality which explain in detail in section 3.9.

3.9 The Data Analysis

The data analysis started in the beginning during the process of data collection. The analysis of "data collection can help in assembling extra data to the study during the process of data analysis, the following analytical procedures were used: (1) organizing data, (2) identifying patterns, and (3) synthesizing key ideas" (Hittleman and Simon, 2002).

The initial full analysis of the collected data was proceed using the research method framework as shown in Figure 3.2 and which is explained in the next section. "Sorting out descriptive data, categorizing (dissemble and resemble) and developing a coding system all need several steps such as searching for patterns and regularities, then marks down words and phrases representing these patterns which in turn become the coding categories" (Bogdan and Biklen, 1992). The qualitative data that "consists of long descriptions by several individuals may represent broad themes and categories" (Creswell, 2005). As a result, the research explored for subjects "emerging from data and interpreted the meaning of the data by reflecting on how the findings relate to existing research and literature and by relating these to the research questions using the analytical procedures" (Bogdan and Biklen, 1992).

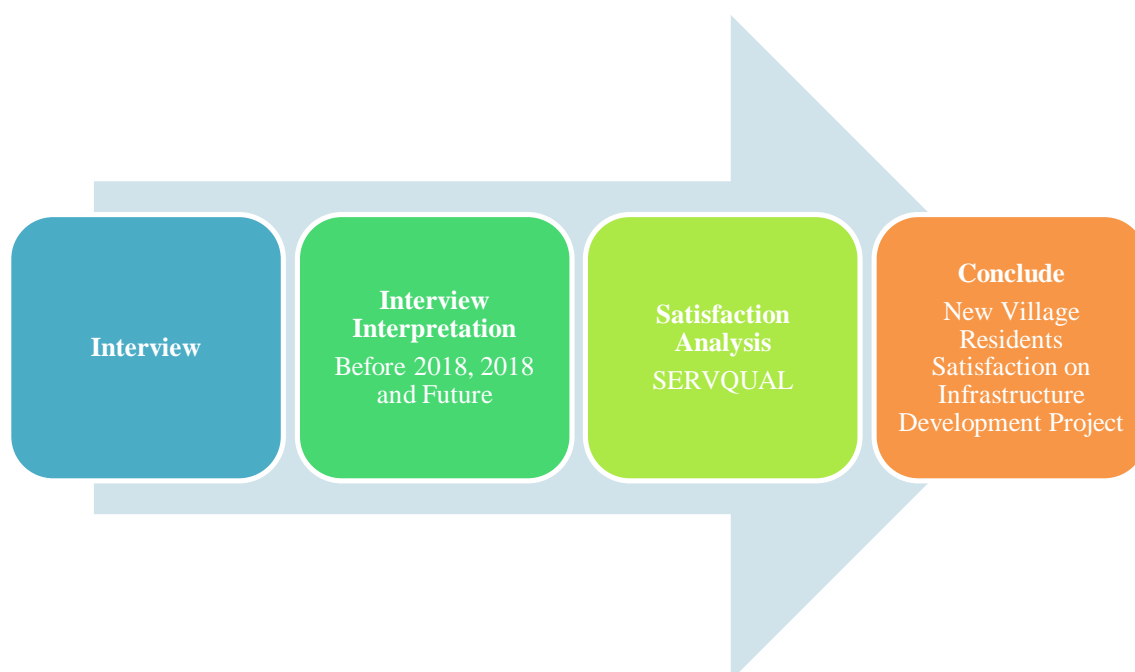


Figure 3.2: Research Method Framework

The evaluation of interview transcript notes that respondent's expectations and perceptions across SERVQUAL multi - dimension. The feedback from respondents provide their point of views belongs to which dimensions of service quality. Evaluator use these SERVQUAL multi - dimension to establish their findings of service quality, which are based on a comparison between expected and perceived service. The space between expected and perceived service is to evaluate of service quality either satisfied or dissatisfied and optimistic or pessimistic. The point of views from respondents can be categorize to five (5) dimensions. The explanation on description of SERVQUAL multi - dimensions in Table 3.1 as follow:

Table 3.1: SERVQUAL Multi - Dimension Description

Type	Description
tangibles	The appearance of physical facilities, equipment, personnel and communication materials. The condition of the physical surroundings (e.g., road surface, drainage, multi - purpose hall, landscaping) is tangible evidence of the care and attention to detail that are exhibited by the service provider (Government).

Type	Description
reliability	The ability to perform the promised service both dependably and accurately. Reliable service performance is a resident expectation and means that the service is accomplished on time, in the same manner, and without errors every time (e.g., no delay, no extension of time, works according bill of quantities).
responsiveness	The willingness to help residents and to provide prompt service. Keeping residents waiting, particularly for no apparent reason, create unnecessary negative perception of quality. If a service failure occurs, the ability to recover quickly and with professionalism can create very positive perceptions of quality (e.g., application of project, corrective action on mistakes, fast process to endorse project application approval).
assurance	The knowledge and courtesy of employees (government's staff) and their ability to convey trust and confidence. Assurance dimension features are competence to perform the service and effective communication with the resident (e.g., provide updated information regarding project development, feedback on application, deliver the project according timeline and bill of quantities).
empathy	The provision of caring, individualized attention to customers (residents). Empathy features includes approachability, sensitivity, and effort to understand the resident's needs (e.g., gathering the input from residents before endorse the project application, listening and understanding the needs and wants by residents, the project development according to local requirement).

CHAPTER 4

RESULTS

4.1 Overviews

The research methodology in Chapter 3 explained the research methodology regarding the research design, research approach using interview, limitations of the research methods, and the issue of ethical considerations during the process of data collection and devoted to the analytical procedure of interviews.

This chapter to show the summary of respondents and projects from the interview been conducted at section 4.2. The findings for each question from interview guide were collected and put in table listed in section 4.3 until section 4.5. Follow by others finding from interview at section 4.6.

4.2 Summary of Respondents

The 28 peoples were invited to take part in the study. The Table 4.1 summarises the geographical distribution and the length of years the respondents have lived in the New Village from Perlis to Johor. Each of the respondents is label with and alphabet to keep the identity of the respondents in anonymous.

Table 4.1: Summary of Respondents

Number	Respondent	State	Living Years at New Village
1	A	Perak	9
2	B	Johor	61
3	C	Johor	50
4	D	Johor	52

Number	Respondent	State	Living Years at New Village
5	E	Perak	25
6	F	Johor	56
7	G	Johor	30
8	H	Pahang	50
9	I	Pahang	30
10	J	Selangor	30
11	K	Johor	8
12	L	Negeri Sembilan	30
13	M	Johor	46
14	N	Perak	51
15	O	Johor	53
16	P	Perak	20
17	Q	Perlis	20
18	R	Pahang	45
19	S	Kedah	30
20	T	Kedah	17
21	U	Kedah	23
22	V	Johor	25
23	W	Perak	40
24	X	Johor	30
25	Y	Perak	25
26	Z	Perak	63
27	AA	Perak	30
28	BB	Negeri Sembilan	52

The table 4.2 summarises the projects information such as type, duration and cost referred by the respondents during the interview.

Table 4.2: Summary of Projects

Respondent	Project Type	Project Duration (Time)	Project Cost (RM)	Status
A	Repairing Houses	3 months	100,000	Completed
B	Upgrade Road	1 month	100,000	Incomplete
C	Drainage and Road	3 months	100,000	Completed
D	Playground	1 month	75,000	Completed
E	Repairing Houses	3 months	50,000	Completed
F	Upgrade Hall	3 months	100,000	Completed
G	Landscape	3 months	100,000	Completed
H	Upgrade Road	3 months	100,000	Completed
I	Upgrade Hall	Nil	80,000	Cancelled
J	Resurface Road	1 month	100,000	Completed
K	Upgrade Drainage	3 months	100,000	Completed
L	Upgrade Drainage	Nil	100,000	Cancelled
M	Widen Road	3 months	50,000	Completed
N	Resurface Road	1 month	100,000	Completed
O	Resurface Road	1 month	75,000	Completed
P	Upgrade Hall	3 months	100,000	Completed
Q	Upgrade Drainage	3 months	100,000	Completed
R	Repairing Houses	3 months	100,000	Completed
S	Playground	Nil	100,000	Cancelled
T	Lamp Post	2 months	100,000	Completed
U	Landscape	3 months	50,000	Completed
V	Resurface Road	1 month	65,000	Completed
W	Resurface Road	1 month	100,000	Completed
X	Upgrade Hall	Nil	100,000	Cancelled
Y	Upgrade Drainage	3 months	90,000	Completed
Z	Lamp Post	2 months	100,000	Completed
AA	Repairing Houses	3 months	50,000	Completed
BB	Resurface Road	1 month	80,000	Completed

4.3 Question 1 (a)

The following table 4.3 are the responds to the question 1 (a) asked on “On the whole, how do you feel about infrastructure development projects pass five (5) years in the New Village as a place to live?”.

Table 4.3: The Respond to Question 1 (a)

Respondent	Feedback
K	<i>All the infrastructure development in the villages like upgrading drainage system, tarring earth roads, landscaping, building multipurpose halls, basketball courts, toilets and especially PBBPR - Program Bantuan Baik Pulih Rumah have tremendously helped in upgrading the new village into a better and more organise place to live in and with competitions and promotions amongst new villages organised by the government many new villages have become well known with their like each local products especially food, beautiful landscapes and sceneries and this helps attracting more local tourists to the new villages and thus generating more income for the residents.</i>
A	<i>Project are mostly value for money. Appreciate the funds given by government. Especially additional funding for repairing houses.</i>
F	<i>Our village is fulfilled with the infrastructure, I feel appreciate for all the effort</i>
L	<i>Overall satisfied as able to solve the basic issue faced by the village. However due to limited fund available, some infrastructure which cost more than the standard cost have to separate to longer period to complete.</i>

Respondent	Feedback
P	<i>Over all okay. But the tar road leading to the river where villagers used to go for a swim/recreation is in dire need of repair.</i>
W	<i>Moderated only as due to some village with high population same funding of development compared with small population village. As some infrastructure need to have repairing fast but due to budget constrain had slow down the development. While small village with high funding meaningless as all infrastructure been improved and only wasting money as to redo same thing again as not yet broken.</i>

Six (6) of respondents found that on the whole, they satisfied about infrastructure development projects pass five (5) years in the New Village as a place to live.

4.4 Question 1 (b) and 1 (c)

The following table 4.4 are the responds to the question 1 (b) asked on “Does the project fulfil your needs or wants?” and question 1 (c) asked on “If not, could you explain your reasons?”

A number of respondents found that the projects were not fulfilling their needs and wants.

Table 4.4: The Respond to Question 1 (b) and Question 1 (c)

Respondent	Feedback
E	<i>After flooding incident only updating drainage system. No others project or development</i>
W	<i>The fund distributed to our village really small budget and the area of our village consider big</i>

Respondent	Feedback
	<i>with over 500 houses but development fund same with the small village with less than 150 houses. So how can we fulfill the need of development to improve existing infrastructure.</i>

4.5 Question 2 (a)

The following table 4.5 are the responds to the question 2 (a) asked on “How do you feel about infrastructure development projects in year 2018?”

Table 4.5: The Respond on Question 2 (a)

Respondent	Feedback
I	<i>Very poor and some of the project call off because new Government set up after the 14th general election.</i>
L	<i>Unfortunately due to the change of government, most of the projects have been cancelled due to uncertainties.</i>
W	<i>Road resurfacing at our village only cover less than 30% of our village road which still with many roads already broken and need fast repairing. So with small budget provided surely we are out of track to have fast improvement.</i>
K	<i>Infrastructure development projects in year 2018 like upgrading to bigger and well planned drainage system has definitely helped in avoiding clogged drains and flooding in low laying new villages especially now with so many new housing developments going on.</i>

The respondent I, L and W replied that resident's show disappointed about infrastructure development projects in year 2018. Another respondent namely as K aware that infrastructure development projects in year 2018 was well planned ahead.

The respondent B from Johor informed that infrastructure development projects at New Village in year 2018 is *not completed*. The respondent known as D from Johor with 52 years living in New Village informed that *still don't have any projects in progress*.

The respondent E from Perak and respondent V from Johor also mention that *nothing* for infrastructure development projects in year 2018.

4.6 Question 2 (b) and 2 (c)

The following table 4.6 are the responds to the question 2 (b) asked on “In your opinion, do the changes of the Government (after 9th May 2018) affect on infrastructure development projects in the New Village?” and question 2 (c) asked on “If yes, could you explain your reason?”

Table 4.6: The Respond on Question 2 (b) and Question 2 (c)

Respondent	Feedback
B	<i>Project not completed .</i>
G	<i>All the project is stop don't know new government have any project .</i>
L	<i>New government suffered a shortage of income due to the cancellation of GST. New government doesn't agree with certain project due to the different view of the village development .</i>
S	<i>One project returned unable to do due to change of government .</i>
X	<i>Some projects suspended .</i>
Z	<i>All New Village loss of development allocation .</i>
S	<i>One project returned unable to do due to change of government .</i>
T	<i>Because do not have any development project ongoing .</i>
U	<i>Because do not have any development project</i>

Respondent	Feedback
	<i>going to run at New Village .</i>
R	<i>New village don't have any projects .</i>
Q	<i>Projects procurement will be different .</i>
W	<i>As new Government had promised so many items to complete within 100 days also unable to keep the promise so how do they can manage properly? Further that been announced that 'Government can make U-Turn anytime' as with this statement shown that they can do as they like only without judging. Failure of managing country totally different compared with managing a company. Once the external investor turn down to invest into our country how can we as small develop country to have more improvement to our infrastructure? .</i>
Y	<i>Not much change on tangible infra .</i>
Z	<i>All New Village loss of development allocation .</i>
AA	<i>Will obstruct previous original big plans for new village .</i>

The resident's feedback on infrastructure development projects after 9th May 2018 due to the changes of the Government. The nine (9) respondents mention that projects are stop or cancel. One respondent known as R mention that no projects is available after the 9th May 2018.

The respondents from Q, W, Y, Z and AA also provide the perception on infrastructure development projects in the New Village after changing the Government.

4.7 Question 3 (a)

The following table 4.7 are the responds to the question 3 (a) asked on “What is your expectation on future infrastructure development projects?”

Table 4.7: The Respond on Question 3 (a)

Respondent	Feedback
A	<i>Continue funding for infrastructure and repairing houses and additional housing schemes for new villages .</i>
W	<i>Do expect that more improvement and upgrade available to our village. As new development only will maintain our country manpower to be flown out. As local residential also unable to get better job and good opportunity surely will move out to other places or country. This impact to our local manpower flown out and we are lack of manpower in any kind of development .</i>
G	<i>Hopefully new government can improve it .</i>
L	<i>I hope the new government remember and fulfill their promises towards the infrastructure development .</i>
K	<i>Good maintenance for the current and future infrastructures projects .</i>
N	<i>Projects related to village should be given priority .</i>
P	<i>Better/safer playgrounds for kids .</i>
Q	<i>More meaningful projects for the people' well being .</i>
R	<i>I hope government will approve more projects for new village .</i>
T	<i>Maintain good road condition & upgrade old infrastructure .</i>
X	<i>Please continue with the previous implementation</i>

Respondent	Feedback
	<i>of awarding project to develop new villages .</i>
I	<i>Hopeless .</i>
M	<i>Slow .</i>
O	<i>Uncertain, definitely won't be better than before .</i>
BB	<i>Same no much different .</i>
E	<i>Jogging track, library, free tuition basic focus on Bahasa for non Malay. Games etc. All combine under one community center</i>
H	<i>Upgrading road, build more low cost houses and et.</i>
U	<i>Change or upgrade New Village into a small town .</i>
Y	<i>Solar Lamp Pole, Smart Village .</i>
AA	<i>Upgrade the tourism facilities .</i>

The positive expectation on future infrastructure development projects by new government as mention by eleven (11) respondents. However, received four (4) respondents showing negative expectation on the new government regarding future infrastructure development projects.

Three (3) respondents which are B, C and S mention that *dont know* on their expectation on future infrastructure development projects and respondent know as J from Selangor said *no idea* on future infrastructure development projects in New Village.

4.8 Others Findings on the Study

The following table 4.8 are the responds regarding other findings from the interview.

Table 4.8: The Respond Contribute Others Findings

Respondent	Feedback
G	<i>From small become famous village very proud and happy.</i>
N	<i>Public transport is lacking</i>

Seven (7) respondents which are mention that they feel *good* (B, O, S, T, V, X and Y) on infrastructure development projects for the past 5 years in the New Village. Beside of that, another 3 respondent feel *very good* for the past 5 years are respondent H, R and BB. Respondent E with 25 years living in New Village feels *just ok* on infrastructure development projects for past 5 years in the New Village.

Three (3) respondents feel *satisfied / satisfaction* on infrastructure development projects for past 5 years in the New Village are respondent C, Q and AA. The respondent I with 30 years living in New Village mention that *fair* for the feeling on infrastructure development projects.

The respondent M with 46 years living in New Village felt *not bad* for past 5 years on infrastructure development projects had been implemented. The respondent J with 30 years living in New Village mention that *well done* on the infrastructure development projects for the past 5 years in New Village.

The respondent U with 23 years living in New Village felt *nice* on the infrastructure development projects for the past 5 years in New Village. *Project suspended after PRU* on infrastructure development projects mention by respondent X from Johor.

CHAPTER 5

DISCUSSIONS

5.1 Overviews

The result in Chapter 4 consists of the feedback from New Village residents as respondent. The result divide by three section where the feedback for the past project, present project and future expectation on the project

This chapter elaborate the results and discuss in manner of service quality. In this chapter consists of 4 sections such as section 5.2 elaborate interview interpretation for past five years (2013-2017), section 5.3 detailed the interview interpretation for year 2018, section 5.4 in depth about interview interpretation for future expectation and section 5.5 explain the SERVQUAL multi - dimension analysis.

5.2 Interview Interpretation: Past Five Years (2013-2017)

This section described the interview interpretation for past five years, 2013 – 2017 and detailed on satisfied respondents at sub section 5.2.1 and dissatisfied respondents at sub section 5.2.2. The summary of the project responses in year 2013 – 2017 according SERVQUAL multi – dimension at sub section 5.2.3.

5.2.1 Satisfied Respondents

Six (6) respondents from New Village in Peninsular of Malaysia provide positive feedbacks which show that they are satisfied on infrastructure development projects for the past five (5) years, 2013-2017.

Respondent know as K and P notice the appearance of physical facilities in their New Village. Respondent K from Johor with 8 years living at New Village mention that *all the infrastructure development in the villages have tremendously helped in upgrading the new village into a better and more organise place to live in*. Beside of respondent K giving satisfied feedback, respondent P from Perak with 20 years living at New Village also acknowledge and satisfied the infrastructure development projects in general.

Two (2) respondent which is respondent K and L satisfied on the empathy dimension from the infrastructure development projects for the past 5 years, 2013-2017. They felt the projects have provision of caring and individualized attention to residents. Respondent K from Johor replied that Government conduct competitions and promotions helping the New Villages become well known for their local products especially food, beautiful landscapes and sceneries. Other than this, the New Villages manage to attract more local tourists and helping residents generating more income from this initiative by the Government. Its show the effort to understand residents need from the infrastructure development projects. The respondent L from Negeri Sembilan, 30 years living at New Village mention that *overall satisfied on the infrastructure development projects as able to solve the basic issue faced by the villager*.

The respondent A from Perak, 9 years living at New Village found that the infrastructure development projects in year 2013-2017 have responsiveness dimension which it shows the willingness to help residents. Respondent A felt that the *projects are mostly value for money* and appreciate the Government funds given especially the *additional funding for repairing houses* which started in year 2015.

The respondent F from Johor, 56 years living at New Village felt appreciate for all the effort to provide infrastructure development and the village live by respondent is fulfilled with the infrastructure. In this matter, respondent F notices the reliability dimension for the past 5 years which have the ability to perform the promised service.

The respondent G from Johor felt satisfied on the infrastructure development projects for the past 5 years which helping the respondent New Village from small to become famous village and the respondent feel very proud and happy on this result.

5.2.2 Dissatisfied Respondents

Four (4) respondents felt dissatisfied on the infrastructure development projects at New Village for the past 5 years, 2013-2017. Two (2) respondents notice that the projects lack of empathy dimension which lack of effort to understand the residents need. The respondent L from Negeri Sembilan informed that infrastructure cost more than the standard cost because maximum allocation for each New Village project is RM100,000 (JPM, 2017). Beside of this, limitation facing by New Village is can't have extra allocation than RM100,000 and can't have same type of project for the same year in the New Village. As example, New Village which live by respondent L need to upgrade the drainage system however RM100,000 is insufficient to complete whole system of drainage. As a result, the New Village need longer period to complete the drainage system.

The respondent W from Perak, 40 years living at New Village also felt that lack of empathy dimension on infrastructure development projects for the past 5 years, 2013-2017. Respondent W *felt moderate only as due to some village with high population receiving same funding of development compared with small population village* and mention that small village with high funding meaningless as all infrastructure been improved as the coverage area is smaller than big village because allocation is same for each New Village and not depend on the size of the village. Beside of this, respondent W also found that infrastructure development projects redo the type of project although the infrastructure is still in good condition. In this matter, that lack of empathy happened because respondent W felt that New Village wasting Government fund on projects which repeated same type of project.

Respondent P from Perak, 20 years living at New Village highlighted that *the road leading to river where villagers used to go for a swim or recreation is in dire*

need of repair. Respondent P notices the lack of tangibles dimension for infrastructure development projects.

Respondent E from Perak, 25 years living at New Village notices the infrastructure development projects for past 5 years, 2013-2017 after flood hit the village and upgrades the drainage system has done. After that incident, the respondent E didn't notice any appearance of physical facilities as tangibles evidence from infrastructure development projects.

The respondent W highlighted that some infrastructure need to repair fast however due to budget constraint, the development at New Village need to be slow down. The highlight from respondent W shows that reliability dimension is lack which projects can't be accomplished as needed and responsiveness dimension which create unnecessary negative perception of quality service to the residents.

The respondent N from Perak, 51 years living at New Village notice that lacking of public transport for the New Village. The need of public transportation is highlighted.

5.2.3 Summary of Project Responses (2013 – 2017)

The table 5.1 summarises the satisfied responses and dissatisfied responses of infrastructure development projects at New Village in Peninsular Malaysia on past five years (2013-2017) according to SERVQUAL Dimensions.

Table 5.1: Summary of Project Responses on Past Five Years (2013-2017)

SERVQUAL Dimensions	Satisfied	Dissatisfied
Tangibles	1. All the infrastructure development in villages like upgrading drainage system, tarring earth roads, landscaping, building multipurpose	1. The road leading to river where villagers used to go for a swim or recreation is in dire need of repair. 2. After flooding incident only

SERVQUAL Dimensions	Satisfied	Dissatisfied
	<p><i>halls, basketball courts, toilets and especially PBBPR – Program Bantuan Baik Pulih Rumah.</i></p> <p>2. Overall okay.</p>	<p><i>updating drainage system. No others project or development.</i></p> <p>3. Public transport is lacking.</p>
Reliability	<p>1. all the infrastructure development in the villages have tremendously helped in upgrading the new village into a better and more organise place to live in.</p> <p>2. Our village is fulfilled with infrastructure, i feel appreciate for all the effort.</p>	<p>Nil</p>
Responsiveness	<p>1. Projects are mostly value for money. Appreciate the fund given by government. Especially additional funding for repairing houses.</p>	<p>1. As some infrastructure need to have repairing fast but due to budget constrain had slow down the development.</p>
Assurances	<p>Nil</p>	<p>1. The fund distributed to our village really small budget and the area of our village</p>

SERVQUAL Dimensions	Satisfied	Dissatisfied
		<i>consider big with over 500 houses but development fund same with the small village with less than 150 houses. So how can we fulfil the need of development to improve existing infrastructure.</i>
Empathy	<p>1. <i>Have tremendously helped in upgrading the new village into a better and more organise place to live in and with competitions and promotions amongst new villages organised by the government many new villages have became well known with their like each local products especially food, beautiful landscapes and sceneries and this helps attracting more local tourists to the new villages and thus generating more income for the residents.</i></p> <p>2. <i>Overall satisfied as able to solve the basic issue faced by the village.</i></p>	<p>1. <i>However due to limited fund available, some infrastructure which cost more than the standard cost have to separate to longer period to complete.</i></p> <p>2. <i>moderate only as due to some village with high population receiving same funding of development compared with small population village</i></p>

5.3 Interview Interpretation: Year 2018

This section described the interview interpretation for year 2018 and detailed on satisfied respondents at sub section 5.3.1 and dissatisfied respondents at sub section 5.3.2. The summary of the project responses in year 2018 according SERVQUAL multi – dimension at sub section 5.3.3.

5.3.1 Satisfied Respondents

Two (2) respondents show satisfied on infrastructure development projects in year 2018. The respondent K from Johor informed that upgrading to bigger and well planned drainage system has definitely helped in avoiding clogged drains and flooding in low laying New Village especially more new housing development on going nearby. It is show tangibles dimension which respondent aware the physical facilities existence in New Village. The respondent Q from Perlis, 20 years living at New Village felt that projects procurement will be different after 9th May 2018, after General Election and change Government as sign of reliability dimensions which respondent felt that the capability to deliver the promised service reliably and precisely.

5.3.2 Dissatisfied Respondents

Fourteen (14) respondents provide dissatisfied feedback which six (6) feedbacks related to reliability dimension, seven (7) feedbacks on tangibles dimension and one feedback on assurance dimension.

Dissatisfied respondent on reliability dimension which create residents felt inability to perform infrastructure development projects in year 2018 by Government.

Respondent I from Pahang, 30 years living at New Village mention that after the Pakatan Harapan Government took over on 9th May 2018, the project management is *very poor and some of the projects call off*. The respondent L from Negeri Sembilan notice that most of the projects have been cancelled due to the

change of Government and create uncertainties for the New Village infrastructure development projects.

The respondent G from Johor, 30 years living at New Village, found out that the project is stops and respondent don't know when New Village will get the infrastructure development projects under the Pakatan Harapan Government.

The respondent S from Kedah, 30 years living at New Village experience that project of playground, cost RM100,000 unable to proceed and cancelled due to change of Government.

The respondent Z from Perak, 63 years living at New Village informed that New Village loss of development allocation in year 2018 especially after 9th May 2018.

The respondent AA from Perak, 30 years living at New Village felt that after 9th May 2018, Pakatan Harapan Government *will obstruct previous original big plans for New Village*. The big plan for New Village was drafted in 11th Malaysia Plan, 2016-2020 in year 2015 (EPU, 2016)

The tangibles dimension show that lack appearance of physical facilities which experience by 7 dissatisfied respondents. The respondent W informed that road resurfacing at New Village only cover less than 30% of the village road and many roads need attention and repair as soon as possible. The respondent also mentions that small budget provided surely out of track to have fast improvement. This New Village received RM100,000 allocations for road resurface project in year 2018.

The respondent B from Johor, 61 years living at New Village received project approval for road upgrade with RM100,000 allocations however the project not completed after the 9th May 2018.

The respondent X from Johor, 30 years living at New Village gets the project approval for upgrading the hall, cost RM100,000 before 14th General Election however the project was suspended.

Respondent from Kedah which is T and U experience that do not have any on-going development project at New Village as part of physical facilities appearance.

The respondent R from Pahang, 45 years living at New Village informed that year 2018 don't have any projects awarded for infrastructure development at New Village. In year 2017, manage to get repairing houses project with cost RM100,000 which benefited 20 houses with RM5,000 for each house and completed the project within 3 months (JPM, 2017).

The respondent Y from Perak, 25 years living at New Village notice that not much changes on tangibles infrastructure in year 2018. Year 2017, the New Village received RM90,000 allocation for upgrading drainage and project completed within 3 months.

The responsiveness dimension show dissatisfied respond from respondent W from Johor, 30 years resident at New Village which mention that the Government unable to keep the promise and the Government can make U-Turn anytime. After 9th May 2018, the Pakatan Harapan Government show lack willingness to help New Village residents.

5.3.3 Summary of Project Responses (2018)

The table 5.2 summarises the satisfied responses and dissatisfied responses of infrastructure development projects at New Village in Peninsular Malaysia on year 2018 according to SERVQUAL Dimensions.

Table 5.2: Summary of Project Responses on Year 2018

SERVQUAL Dimensions	Satisfied	Dissatisfied
Tangibles	<p>1. <i>Infrastructure development projects in year 2018 like upgrading to bigger and well planned drainage system has definitely helped in avoiding clogged drains and flooding in low laying new villages especially now with so many new housing developments going on.</i></p>	<p>1. <i>Road resurfacing at our village only cover less than 30% of our village road which still with many roads already broken and need fast repairing. So with small budget provided surely we are out of track to have fast improvement.</i></p> <p>2. <i>Project not completed.</i></p> <p>3. <i>Some projects suspended.</i></p> <p>4. <i>Because do not have any development project ongoing.</i></p> <p>5. <i>New Village don't have any projects.</i></p> <p>6. <i>Not much change on tangible infra.</i></p>
	<p>1. <i>Project procurement will be different.</i></p>	<p>1. <i>Very poor and some of the project call off because new Government set up after the 14th general election.</i></p> <p>2. <i>Unfortunately due to the</i></p>
Reliability		

SERVQUAL Dimensions	Satisfied	Dissatisfied
		<i>change of government, most of the projects have been cancelled due to uncertainties.</i>
		<i>3. All the project is stop don't know new government have any project.</i>
		<i>4. One project returned unable to do due to change of government.</i>
		<i>5. All New Village loss of development allocation.</i>
		<i>6. Will obstruct previous original big plans for new village.</i>
Responsiveness	<i>Nil</i>	<i>1. As new Government had promised so many items to complete within 100 days also unable to keep the promise so how do they can manage properly? Further that been announced that 'Government can make U-Turn anytime' as with this statement shown that they can do as they like only</i>

SERVQUAL Dimensions	Satisfied	Dissatisfied
		<i>without judging. Failure of managing country totally different compared with managing a company. Once the external investor turn down to invest into our country how can we as small develop country to have more improvement to our infrastructure?</i>
Assurances	<i>Nil</i>	<i>1. New government suffered a shortage of income due to the cancellation of GST. New Government doesn't agree with certain project due to the different view of the village development.</i>
Empathy	<i>Nil</i>	<i>Nil</i>

5.4 Interview Interpretation: Expectation (2019 Onwards)

This section described the interview interpretation for year 2019 onwards and detailed on optimistic respondents at sub section 5.4.1 and pessimistic respondents at sub section 5.4.2. The summary of the project responses in year 2019 onwards according SERVQUAL multi – dimension at sub section 5.4.3.

5.4.1 Optimistic Respondents

Fifteen (15) respondents give an optimistic respond with positive hope on infrastructure development project in future, 2019 onwards. Six (6) respondents seeking assurance, five (5) respondents need empathy, two (2) respondents on reliability and two (2) respondents on tangibles.

The respondent A from Perak wish continues funding for infrastructure and repairing houses at New Village with additional housing scheme for New Village. The respondent W from Perak expect that more improvement and upgrade available to the New Village. The respondent G from Johor hopes new Government can improve the infrastructure development project. The respondent L from Negeri Sembilan hope new Government remember and fulfil their promises towards the infrastructure development for New Village. The respondent H wish future infrastructure development projects included upgrading road and build more low cost houses. The respondent U from Kedah hope in future can change or upgrade New Village into a small town through infrastructure development projects.

The respondent N from Perak with empathy dimension concern projects related to village should be given priority in the future. The respondent P from Perak wishes to have better and safer playgrounds for kids in the future. The respondent Q from Perlis wishes more meaningful projects for people's well-being in the future. The respondent T from Kedah, wish future infrastructure development project to maintain good road condition and upgrade old infrastructure. The respondent E from Perak request jogging track, library, and free tuition basic focus on Malay language for non-Malay and games under one community centre.

The respondent K from Johor concern on reliability in future which respondent hope a good maintenance for the existing and future infrastructure projects. The respondent R from Pahang hope Government will approve more projects for New Village in future.

The respondent Y from Perak mentions that solar lamp pole and smart village is required for the future infrastructure development project. The respondent AA from Perak concern physical appearance which hopes upgrades the tourism facilities at New Village.

5.4.2 Pessimistic Respondents

Four (4) respondents show pessimistic feel for the future infrastructure development projects at New Village. The respondent O from Johor mentions that uncertain environment and current Government won't be better than before, sign of lack assurance dimension. Beside of respondent O from Johor, the respondent BB from Negeri Sembilan also gives a feedback that the feeling is same and not much different in the future as well. The respondent M from Johor will expect slow infrastructure development project progress in the future, part of responsiveness dimension. The respondent I from Pahang concern on reliability dimensions which respondent felt hopeless in the future regarding infrastructure development projects.

5.4.3 Summary of Project Responses (2019 Onwards)

The table 5.3 summarises the optimistic responses and pessimistic responses of infrastructure development projects at New Village in Peninsular Malaysia on year 2019 onwards according to SERVQUAL Dimensions.

Table 5.3: Summary of Project Responses on Year 2019 Onwards

SERVQUAL Dimensions	Optimistic	Pessimistic
Tangibles	1. <i>Solar lamp pole, smart village.</i>	
	2. <i>Upgrade the tourism facilities.</i>	<i>Nil</i>

SERVQUAL Dimensions	Optimistic	Pessimistic
Reliability	1. <i>Good maintenance for the current and future infrastructure projects.</i>	
	2. <i>I hope government will approve more projects for new village.</i>	1. <i>Hopeless.</i>
Responsiveness	<i>Nil</i>	1. <i>Slow.</i>
Assurances	1. <i>Continue funding for infrastructure and repairing houses and additional housing schemes for new villages.</i>	1. <i>Uncertain, definitely won't be better than before.</i>
	2. <i>Do expect that more improvement and upgrade available to our village. As new development only will maintain our country manpower to be flown out. As</i>	2. <i>Same no much different.</i>

SERVQUAL Dimensions	Optimistic	Pessimistic
	<i>local residential also unable to get better job and good opportunity surely will move out to other places or country. This impact to our local manpower flown out and we are lack of manpower in any kind of development.</i>	
	3. <i>Hopefully new Government can improve it.</i>	
	4. <i>I hope the new government remember and fulfil their promises towards the infrastructure development.</i>	
	5. <i>Upgrading road, build more low cost houses and etc.</i>	

SERVQUAL Dimensions	Optimistic	Pessimistic
	6. <i>Change or upgrade New Village into a small town.</i>	
	1. <i>Projects related to village should be given priority.</i>	
	2. <i>Better/safer playgrounds for kids.</i>	
	3. <i>More meaningful projects for the people well-being.</i>	
	4. <i>Maintain good road condition & upgrade old infrastructure.</i>	
Empathy	5. <i>Jogging track, library, free tuition basic focus on Bahasa for non-Malay. Games etc. All combine under one community center.</i>	Nil
	6. <i>From small become famous village very proud and happy.</i>	

5.5 Summary Satisfaction Analysis

The table 5.4 summarises the satisfaction analysis using SERVQUAL multi – dimensions for all responses for past five years (2013-2017), year 2018 and year 2019 onwards.

Table 5.4: Summary of Satisfaction Analysis using SERVQUAL

Type of Dimension	Description	Satisfied	Dissatisfied
Tangibles	The appearance of physical facilities, equipment, personnel and communication materials. The condition of the physical surroundings (e.g., road surface) is tangible evidence of the care and attention to detail that are exhibited by the service provider.	5	10
Reliability	The ability to perform the promised service both dependably and accurately. Reliable service performance is a resident expectation and means that the service is accomplished on time, in the same manner, and without errors every time.	4	7
Responsiveness	The willingness to help residents and to provide prompt service. Keeping residents waiting, particularly for no apparent reason, create unnecessary negative perception of quality. If a service failure occurs, the ability to recover quickly and with professionalism can create very positive perceptions of quality.	1	3
Assurance	The knowledge and courtesy of employees (government's staff) and their ability to convey trust and confidence. Assurance dimension features are competence to perform the service and effective communication with the resident.	6	4

Type of Dimension	Description	Satisfied	Dissatisfied
Empathy	The provision of caring, individualized attention to customers (residents). Empathy features includes approachability, sensitivity, and effort to understand the residents needs.	8	3

The interviews interpretation shows that tangibles dimension on respondents feeling for infrastructure development projects at New Village is the most highlight. The infrastructure development project is tangible because the condition of physical appearance at surrounding becomes evidence. The type of development project such as upgrading the road, repairing houses, upgrading the drainage system, building playground, installing road light and building landscape were implemented at New Village. Most of respondents dissatisfied under the tangibles dimension especially the infrastructure development didn't complete due to projects cancelled or insufficient fund for the projects. However, satisfied respondent on tangibles dimension were aware the infrastructure development had done at New Village.

The interview interpretation shows that reliability dimension on infrastructure development projects is the residents measuring the performance either meet their expectation or the projects accomplished on time without any errors. Most of respondent's highlight dissatisfied under reliability dimension such as the Pakatan Harapan Government didn't award any infrastructure development projects to New Village after take over as new Government. However, satisfied on the reliability dimension are the respondents looking forward with hope on Pakatan Harapan Government to precede infrastructure development projects at New Village.

The interview interpretation on respondents for responsiveness dimension getting lowest feedback fall under this category however respondents did highlight in this dimension such as willingness to help residents with extra funding to the projects which directly benefit to residents such repairing houses programme. Beside of this, residents have bad perception on the Government when can't deliver the

infrastructure development projects to the New Village by pull away the existing allocation which already awarded before 14th General Election.

The interview interpretation on respondents for assurance dimension show about the ability of Government conveys trust and confidence of New Village residents. In this matter, New Village residents are looking forward with hope from Pakatan Harapan Government in the future to provide assurance from the infrastructure development projects. They wish Government continue funding and improve the current infrastructure at New Village. However, some respondent has dissatisfied perception on assurance where the current Government is not much different compare to previous Government.

The interview interpretation on empathy dimension show respondents need provision of caring, attention, sensitivity, approachability and efforts to understand the residents need. Most of the respondents highlight their feedback fall under satisfied empathy dimension with good feedback on the job done by Government, an idea for upgrading the infrastructure at New Village and hope Government can turning New Village to be tourism spot. Beside of this, dissatisfied fall under the empathy dimension were the imbalance Government allocation to New Village which not according to the size or population of New Village. The respondents question why smaller New Village getting same allocation as big New Village and current maximum allocation RM100,000 for each projects are insufficient for bigger size New Village.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusion

The discussion in Chapter 5 analyses the interview interpretation as feedback from New Village residents and categorize the interpretation according SERVQUAL multi - dimensions. Thus, after the interview interpretation categorized then the SERVQUAL multi - dimensions divide it and grouped into satisfied and dissatisfied respondents.

This chapter conclude the research by review the achievement of the research aim and objectives. Also this chapter will highlight the implications of the study, reflects the limitations of the study as well as recommend the future study.

This research used SERVQUAL multi - dimensions i.e. tangibles, reliability, responsiveness, assurance and empathy to analyse the satisfaction feedback from residents on New Village infrastructure development projects at Peninsular Malaysia.

6.2 Achievement of Research Aim and Objectives

The research objectives stated in the introduction chapter are:

- a) To examine New Village Infrastructure Development Projects in Peninsular Malaysia;

- b) To investigate the level of satisfaction of the New Village residents towards the New Village development project by structured interview; and
- c) To analyse the residents satisfaction on New Village Infrastructure Development Projects with SERVQUAL multi-dimension.

The New Village Infrastructure Development Projects in Peninsular Malaysia where been defining in Chapter 2 regarding the importance and type of infrastructure in New Village, explained on stakeholder's satisfaction and detailed on SERVQUAL multi - dimensions.

The level of satisfaction of the New Village residents towards the New Village development program have been conducted by structured interview of 28 respondents and their feedback are reported in Chapter 4. From the interview transcripts analysed in Chapter 5, it is found that SERVQUAL dimensions manage to categories feedback into 5 types and can differentiate either satisfied category or dissatisfied category which has been implemented before 2018, 2018 and future expectation were highlighted by the respondents. The interview interpretation found out that respondents satisfied on infrastructure development projects before 9th May 2018 and before for the past 5 years, 2013-2017 however dissatisfied by respondents were after 9th May 2018, new Government and positive hope on Government for the future.

The New Village residents satisfaction on Infrastructure Development Projects with SERVQUAL multi-dimension were highlighted by the respondents such as:

- a. lack of empathy dimension by the Government which provide equal allocation to New Village without consider the size of village and number of population mentioned by respondent W; and

- b. tangibles dimension which some road didn't get repaired or resurface mentioned by respondent P and respondent requested to have public transport for the New Village mentioned by respondent N.

In general, infrastructure development projects at New Village show a positive and negative impact to resident's satisfaction from Government of Malaysia services from the interview interpretation in Chapter 5. As example, residents appreciate the projects implemented at New Village as mentioned by respondent A however on other side; residents felt insufficient project allocation for the bigger size of New Village mentioned by respondent W. The resident's satisfaction will portray Government competency, also Government can have the corrective action and preventive action on issues arise which found through SERVQUAL dimension.

6.3 Implications of the study

This section explained the implication of the study involve stakeholders engagement using SERVQUAL. The sub section 6.3.1 (a) mentioned the implication on Government of Malaysia and sub section 6.3.1 (b) about the implication on New Village Committee. The sub sections 6.3.1 (c) explain about the implication on residents of New Village and last implication on academicians/researchers at sub section 6.3.1 (d).

6.3.1 Stakeholders Engagement Using SERVQUAL

a. The Government of Malaysia

After 9th May 2018, 14th General Election the 613 New Villages in Peninsular Malaysia were still managed by the New Village Division (BKB), but authority of BKB is shifted to Local Government Department (JKT) under Ministry of Housing and Local Government (KPKT) from Prime Minister's Department (JPM).

The implication of this study clarified the needs of infrastructure development projects by residents rather than the wants of infrastructure development projects by residents or Government.

To support the need of bigger budget on infrastructure development project for New Village as mentioned by respondent W. The Government through JKT with the approval of KPKT shall propose bigger allocation for each New Village in year 2019 onwards or review the 11th Malaysia Plan (2016-2020) and propose during 12th Malaysia Plan (2021-2025).

Beside of the proposal for bigger allocation for each New Village, the JKT shall propose a review on the current policy which allowed small project to be endorsed by New Village Committee to bigger project value. It is support the statement by respondent Q mentioned that the *projects procurement will be different*. The current financial policy by the Government, whichever procurement in bigger should valued need to have technical committee and tender committee to endorse the project approval.

The BKB service delivery method shall improve stakeholders satisfaction according SERVQUAL dimensions such as empathy dimension, understand the demand of residents based on their needs and provide the best solutions for residents.

b. New Village Committee

The New Village Committee was elected from residents of New Village. The duties of New Village Committee were responsibility on physical development and social development for the New Village.

The implication of this study to help New Village Committee get better idea on future infrastructure development project based on

past experience feedback by the residents such as first, empathy dimension includes approachability, sensitivity, and effort to understand the residents needs. Second, tangibles dimension is tangible evidence of the care and attention to detail that are exhibited by the service provider.

The New Village Committee should discuss through their monthly meeting before apply the suitable type of project for the New Village from Government based on the need of residents. The suggestion by residents shall be collected by New Village Committee and discuss on it before propose the projects.

Beside of this, the implication on New Village Committee was to determine the most important type of project for the New Village and the residents due to limited allocation by the Government.

The New Village Committee shall prioritize the important infrastructure development or need special attention infrastructure development for the New Village. In this scenario, New Village Committee shall make a decision which best fit to the need as a whole within the allocation provided by the Government.

Beside of this, New Village Committee will facing dilemma of insufficient allocation for the project. As example scenario, New Village need a better road for comfortable journey and in a same time, they need a better drainage system to prevent flood. The current allocation was sufficient for one type project, either upgrading road or upgrading drainage system. The committee shall choose the best infrastructure development solution based on the justification and vote from the committee members. The New Village Committee shall have empathy dimension as representative to the residents of New Village.

The application of new infrastructure projects shall submit by the Chief of New Village Committee with relevant project justification to BKB for next action.

c. Residents of New Village

The residents of New Village consist of various age groups, professions, races, religions and languages. Although majority of populations of New Village were Chinese. The implication of this study, shall recalibrate our focus on New Village's residents not only focus on Chinese community however shall consider the other races as well as Malay, Indian and Siamese which live in same place.

The implication on this study will encourage residents aware the infrastructure development project at New Village, emphasize more on tangibles dimension regarding physical appearance and assurance dimension regarding how Government inspire trust and confident on residents.

The feedback of residents should channel to New Village Committee through Annual General Meeting and written or verbal suggestion regarding infrastructure development project. The residents have needs and expectations to meet. Subsequently, residents may compare what they received against what they expected, especially if it cost them money, time, effort that could have been devoted to obtaining an alternative solution.

The residents of New Village become realistic and understand that Government can't always deliver the desired level of

After 9th May 2018, the change of Government occurs, the extent to which residents of New Village are willing to accept the variation is called the zone of tolerance. The study show the

performance of new Government that falls below the adequate service level cause frustration and dissatisfaction. When service falls outside the range, customers will react either positively or negatively. It is known that expectations are not stable in the sense that they may change over time due to changes in aspiration levels or need at a particular moment in time. In this matter, residents show positive hope on new Government.

d. The Academicians/Researchers

In the future, resident's satisfaction on infrastructure development project at New Village can be measure by SERVQUAL multi - dimensions by the academicians/researchers.

The academicians/researchers can assess resident's satisfaction frequently in New Village to provide them with feedback and determine next steps.

The research will have a clear picture of infrastructure development project as well as resident's satisfaction on it according period of time, before project, project in progress and post project.

The assessment on resident's satisfaction using SERVQUAL before project, project in progress and post project will be able to show, for instance, the level of resident's satisfaction according SERVQUAL multi - dimensions across the timeline of the project.

The bridge between research and practice must proceed interactively. It is unlikely that the insights gained from respondents about SERVQUAL dimensions will be sufficient by themselves to bring about transformations in assessment such as those described in Chapter 5.

Research reports often does not directly affect Government administrative, however it can effect academicians/researchers by influencing and working through the growing knowledge base on resident's satisfaction on infrastructure development projects at New Village in Peninsular Malaysia using SERVQUAL multi - dimensions.

It is important to acknowledge that the route of influence does not flow only in one way. The research on resident's satisfaction on infrastructure development projects at New Village in Peninsular Malaysia should focus on use-inspired strategic research that practical matter involving tools and materials, academicians/researchers and professionals, Government policies, public opinion and media coverage will influence the preparation of research questions that can additional contribute to the development of resident's satisfaction on infrastructure development projects at New Village. The research concentrated on SERVQUAL multi - dimensions will enhance understanding of resident's satisfaction can best be measured in a variety ways.

6.4 Limitations of the study

The conclusions and recommendations of this research based on 28 respondents from New Village in Peninsular Malaysia from interview and the information gathered using Google Form. However, didn't get any respondent's feedback from Kelantan, Terengganu and Malacca.

It should be acknowledge that the respondents whose participated were capable communicators and incompetent communicators. In addition, during the interview, respondents had some awareness of the infrastructure development projects at New Village in which research takes place. However, none had information about research interviewing from a researcher role prior to their participation in the projects which they sharing about. During the interviews, there was, then, pre-emptive rather than a knowing quality about their involvement. It these cases, it might be necessary for researchers to acknowledge the scope and

limitation of the respondents, before a particular interactional style can negotiated. The questions need for flexibility in considering both respondents and topics when aiming for particular styles of interacting.

Beside of that, New Villages located at the diversity of geographic places such as hill area, river estuary, island, rural area, sub-urban area and urban area. This research didn't cover all the geographic places of New Village at Peninsular Malaysia.

For that reason, without the resident's satisfaction on infrastructure development projects at New Villages located at Kelantan, Terengganu and Malacca included the diversity of geographic places were neglected and not been analysed.

6.5 Recommendation

This research is worth studying and furtherance on helping the infrastructure development projects at New Village by Government of Malaysia to improve and be successful in future as follow:

- a. Future research into type of projects, location and geography factor of projects implemented, where different feedback from respondents could be explored;
- b. Enhance tangibles dimension by take care condition of the infrastructure because tangible evidence of the care and attention to detail that are exhibited by the Government;
- c. Enhance reliability dimension to meet expectation of residents and projects accomplished on time as schedule by the Government;
- d. Enhance responsiveness dimension through the willingness to help residents and to provide prompt service. Keeping residents waiting, particularly for no apparent reason, create unnecessary negative

perception of quality. If a service failure occurs, the ability to recover quickly and with professionalism can create very positive perceptions of quality by Government;

- e. Enhance assurance dimension by ability to convey trust and confidence through effective communication with the residents by Government;
- f. Enhance empathy dimension to understand through attention, approachability, sensitivity and effort to understand the resident's needs by residents at New Village before implement infrastructure development projects by Government; and
- g. Survey using other method to measure resident's satisfaction on infrastructure development projects such as follow up survey and social media survey. Thus, gathering resident's feedback and using it to measure satisfaction level should be a significant part. The BKB shall conduct the annual survey to get feedback from residents of New Villages.

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