

AN ASSESSMENT OF OCCUPANTS' SATISFACTION ON THE
PROPERTY MANAGEMENT SERVICE QUALITY: A STUDY ON
MIXED-USE BUILDING

TUM CHOO YOONG

MASTER OF BUSINESS ADMINISTRATION

UNIVERSITI TUNKU ABDUL RAHMAN

FACULTY OF ACCOUNTANCY AND MANAGEMENT

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Tum Choo Yoong

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By

Tum Choo Yoong

This research project is supervised by:

Nurhayati Binti Md Khair

Lecturer

Department of Building and Property Management

Faculty of Accountancy and Management

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DECLARATION

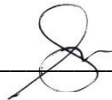
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- (1) This Research Project is the end result of my own work and that due acknowledgement has been given in the references to all sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
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Name of Student: TUM CHOO YOONG

Student ID: 2006241

Signature: _____



Date: _____

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DEDICATION

To Ms. Nurhayati Binti Md Khair, my research project supervisor.

To my family and my fellow friends.

And all the respondents.

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LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
BOVEAP	Board of Valuers, Appraisers, Estate Agents and Property Managers
CA	Cronbach's Alpha
CCTV	Closed-Circuit Television
CFA	Confirmatory Factor Analysis
COB	Commissioner of Building
CR	Composite Reliability
DBKL	Kuala Lumpur City Hall
HTMT	Heterotrait–Monotrait Ratio
KPKT	Ministry of Housing and Local Government
KPI	Key Performance Indicator
PLS	Partial Least squares
SMT	Strata Management Tribunal
SOP	Standard operating procedure
SPSS	Statistical Package for the Social Sciences

PREFACE

The variables influencing occupants' satisfaction on the property management service for mixed-use building are being tested in this study. The researcher used content analysis to examine prior journals and studies and discovered five dimensions of service quality that determine occupant satisfaction: tangibles, dependability, responsiveness, assurance, and empathy. Furthermore, the research will look for a significant association between the dependent and independent variables. In addition, the study examines which aspects of service quality have the most impact on occupant satisfaction.

Although there are several studies on the satisfaction versus service quality on property management context by the past researchers, however most of the researcher will study based on the building type in residential and commercial building and insufficient research data on the mixed-use building.

The SERVPERF model is used to measure the satisfaction level based on perceived service quality. The outcomes of this research revealed that the five variables for analysis had a favorable and positive correlation with occupants' satisfaction on the property management service for mixed-use building. Additionally, the findings of this study will give additional information and depth insight for all the five independent variables affect occupants' satisfaction on the property management service for mixed-use building. With the information and outcomes, the property management service can do betterment to satisfy all the occupants in the mixed-use building.

ABSTRACT

The growth in population and land scarcity in the city lead to the increase in vertical buildings and the development of mixed-use buildings become more instead of single-function buildings such as residential buildings and commercial buildings to support the population and the infrastructure. However, this building also brings several problems to property management due to the complexity of the building. Property management need to understand the current needs and wants from the people to maintain the service quality and satisfaction. Hence the researcher is eager to discover dimensions of service quality for property management should concentrate on those that can aid to improve occupants' satisfaction. This study aims to determine the factors of service quality that influence occupant satisfaction in a mixed-use building. Content analysis is used to identify the service quality aspects of tangible, reliability, responsiveness, assurance, and empathy. A correlation between occupant satisfaction and building service quality variables is also examined in this study. The reliability of measurement models was determined using internal consistency reliability and indicator reliability analysis by checking on the composite reliability and indicator loading. The validity of measurement models determined using average variance extracted (AVE) to determine convergent validity, cross loading, Heterotrait–Monotrait Ratio (HTMT) and the Fornell-Larcken Criterion to determine discriminant validity. Assessment of the structural models using variance inflation factor (VIF), r-square, f-square and q-square. A total of 500 respondents were collected using the convenience and snowball sampling method through online questionnaires, a structural equation model (SEM) analysis was used to assess the relationships between the independent and dependent variables. Next, this research evaluates factors of service quality that influence the occupants' satisfaction the most in the mixed-use building. The empirical findings from this research found that there are four out of five independent variables were showed a significant relationship with the dependent variable which are tangibles, reliability, assurance and empathy. Although the responsiveness dimension shows no substantial relationship to the occupants' satisfaction in this context, however, it does not represent that this variable is irrelevant, as numerous researchers have proved. In this study, the tangibles dimension is the factor of service quality influencing the occupants' satisfaction the most in the mixed-use buildings followed by empathy, assurance and reliability. The property management need put more effort to enhance the tangibles dimension to keep occupants satisfy their service. The dimensions highlighted in this study, as well as those yet to be explored and investigated by future researchers must be considered. These findings of the research also can provide awareness to the current property management company and staff to enhance their service quality through implementing corrective action and prioritizing the work based on its importance which ultimately increases the occupants' satisfaction.

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CHAPTER 1

INTRODUCTION

1.0 Introduction

The researcher gives a brief review of the study's context, problem statements, research questions, research aims, the important of study, chapter layout and finally a conclusion. Property management become crucial to manage the building in good condition when more mixed-use building is built in the cities.

1.1 Background of the study

Due to the rapid urbanization and increase in population growth, more development of high-rise buildings in the city, especially for those big cities like Malaysia, where land is scarce and expensive for development. (Abd-Wahab & Sairi & Che-Ani & Tawil & Johar, 2015). According to Chai & The Edge Malaysia (2020), exceed two million units of residential units supplied in Great Kuala Lumpur, which consists of commercial title housing like SoHo units and serviced apartments as of the third quarter of 2019 and about 750,000 or equal to 44% are vertical residential building. The number of supplies in vertical residential buildings will keep increasing and more than landed property. There are approximately six (6) million people or equal to 30% of Malaysians, who stay in multi-owned buildings. According to statistics data at year 2015, estimate 1.5 million strata units with 16,000 strata developments which consist of different building types like condominiums, apartments and service apartments, and the number is still increasing every year. Hence, hiring the right property management company to manage and maintain the high-rise building is crucial. (Adlene, 2020)

Housing developers have fewer options and are forced to go vertical and build more high-rise projects such as residential, commercial, or mixed developments due to the rise in the price of land, especially in land scarcity areas like Kuala Lumpur, Johor Bahru and Penang. (Shawn, 2017) The most practical solution is to build a high-rise building for land scarcity issues. (Sebi, 2019) Malaysia's property landscape future will

focus on mixed-use development or integrated development, small unit size & transit-oriented developments and financing plans offered by the developer. (EdgeProp.my, 2020) Mixed development such as Tun Razak Exchange, Bandar Malaysia, Mid Valley City, KL Metropolis, Bukit Bintang City Centre, KL Gateway Menara Suezcap and Sunway City. The mixed-use building is a combination of multiple functions such as residential, retail, hotel and others in a single building or a certain area whether it is constructed in vertical or horizontal ways. Diversification of living activities with high accessibility in multiple uses of a building or location within the neighbourhood by the occupants. (Narvaez & Penn, 2016) According to Generalova & Generalov & Kuznetsova & Bobkova (2018), the well planning of mixed-use high-rise buildings can create a good accessible and pleasant lifestyle, as well as increase the environmental and economic state of cities.

The Building & Common Property (Maintenance & Management) Act 2007 (Act 663), Housing Development (Control and Licensing) Act 1966, and Strata Titles Act 1985 were the earlier property management laws in Malaysia (Act 318). However, both acts have some blind spots. Hence they generate different interpretations and ambiguity in the laws among the stakeholders, which have resulted in the event of inconsistent strata management practices and negligence in the property management industry. Therefore, new Acts had been introduced which is Strata Management Act 2013 (Act 757) & Regulations to replace Act 663 and latest amendments of Act which is Strata Titles (Amendment) Act 2016 (Act A1518). The renamed of Valuers, Appraisers, Estate Agents and Property Managers Act 1981 and latest amendment of Valuers, Appraisers and Estate Agents (Amendment) Bill 2017 to regulate the property manager in Malaysia. Government of Malaysia is still put highly concerned about those issues and improving the amendment of Act.

Occupants can make their complaints through Commissioner of Building (COB) and Strata Management Tribunal (SMT) if the management agent did not perform their duties well. Kuala Lumpur City Hall (DBKL) had introduced the first Strata Community Mediation Centre in the Kuala Lumpur to help occupants solve their complaints. A total of 5,859 strata developments which consists of 494,263 units in Kuala Lumpur. According to COB of DBKL, about 4,000 complaints were submitted by occupants from year 2012 until 2017 through a different channel such as electronic mail, letter, mobile calling and direct to the counter. (EdgeProp.my, 2018)

According to Rachel (2019), Malaysian property managers are good at managing the seven main components of property management including administration and standard operating procedures, observance with laws and regulations, building maintenance and operations, estate and building security, development design and

facilities, financial monitoring and management, and community relations. Property management includes managing properties, handling leases, managing finances, managing investments, and dealing with tenants. (Rachel, 2019). Based on Sanderson & Read (2020) and Li & Monkkonen (2014) mentioned that property managers and property management can contribute value to the property through high service quality to the occupants.

1.2 Problem Statement

Although mixed-use buildings can fit the demand of people by creating different living activities at a shorter distance such as the occupants may stay and work in the same location, which ultimately and reduce traffic congestion in cities, however issues and hazards arise together as well. There are a few challenges for mixed-use buildings are security problems, noise problems, hygiene issues and parking. (Schmidt Associates, 2016) According to Azian & Yusof & Kamal (2020), the management must deal with five main issues. These include design issues (leaking areas & cracked walls), maintenance issues (maintenance work), inadequate public facilities (lift, parking, telephone line, internet), Security and safety issues (miscommunications with security guards & CCTV), and maintenance fee issues (fee collection). Isolation, a sense of insecurity, living in terror, and health concerns are all exacerbated by the existence of Airbnb, a lack of communication, management issues, and building design. (Chng et al., 2018; Dzurlkanian et al., 2018; Shahabudin et al., 2018) Design issues, human/user factors, environmental issues, faulty material, faulty construction and faulty system and management-related factors are the factors affected by a maintenance problem. In Okosun & Olagunju (2017) study, human/user elements and management-related elements are the most contribute to the maintenance issues. Due to the variations in age groups, cultures and behavioral habits, there can be some discomfort and difficulty when large groups of people live close together and enjoy the same facilities. (Ng, 2017) Property management is complex work and requires diverse knowledge, experience, and qualified property management company to manage. It is not only to keep the building well maintained but also requires high human skill to entertain the occupant's complaint. Sanderson et al. (2020) mentioned that property management employee requires a good attitude and soft skill to conduct their duties. Malfunction of facilities due to poor maintenance leads to disappointment and dissatisfaction of occupants. (Abdul Samad & Abdul Jalil & Khairul Anuar, 2018). In Na-Nan & Sanamthong & Sulong (2016), service quality significantly affects customer satisfaction. High perceived service quality leads to a high satisfaction level (Arifin & Hartoyo & Yusuf, 2020), whereas bad service quality can lead to lower levels of occupants' satisfaction, which can lead to negative actions by occupants such as negative word-of-mouth, refusing to

make service charge payment and other. Hence, the researcher is enthusiastic to identify the dimension of service quality on that property management should focus which can help to increase the occupants' satisfaction.

Table 1.1 Summary Previous Research Result

Author(s)	Year	Target group	Building type	The dimension impacts the most to the occupants' satisfaction
Lai & Lai	2013	Tenant	Public housing	Tangibles
Yusoff & Liew	2014	Residents	Condominium & serviced apartment	Tangibles
Sanderson & Edwards	2016	Tenant	Office building	Empathy
Lepkova & Butkiene & Belej	2016	Customer	Apartment building	Tangibles
Sanderson	2015	Occupiers	Commercial property	Empathy
Mohd Nor & Wan Abd Aziz & Al Sadat Zyed	2020	Tenant	Low & Medium cost of high-rise residential building	Low cost -Tangibles Medium cost-Assurance
Musa. & Azriyati & Zyed & Hanif & Aini & Tedong & Sarip	2020	Resident	Medium cost of high-rise residential building	Tangibles

Source: Author (2022)

There are many researchers had studied occupants' satisfaction separately based on building type whether it is for the residential purpose (condominium and serviced apartment) or commercial purpose (office). However, there are no studies on occupants' satisfaction in mixed-use building types. The findings from the past researchers' results showed that tangibles dimensions influence the most to the occupier's satisfaction, however Sanderson (2015) and Sanderson & Edwards (2016) showed that empathy is the most impact dimension of overall satisfaction. There are also have different results in terms of low cost and medium cost of high-rise residential buildings which are tangibles and assurance. Hence, the objective of the study is to identify variables that influence occupants' satisfaction, analyse the relationship between occupants' satisfaction and service quality, and evaluate which service quality dimensions affect occupant satisfaction

the most to help property management companies manage and maintain mixed-use buildings in good condition, reduce complaint rates, and satisfy occupants.

1.3 Research Question

The following questions will be analysed and determined in this study:

1. What are the factors of service quality that influence occupants' satisfaction in mixed-use building?
2. What is the relationship between occupants' satisfaction and service quality factors in mixed-use building?
3. Which are the factors of service quality influence the occupants' satisfaction the most in mixed-use building?

1.4 Research Objective

1. To identify the factors of service quality that influence occupants' satisfaction in mixed-use building.
2. To examine the relationship between occupants' satisfaction and service quality factors in mixed-use building.
3. To evaluate factors of service quality influence the occupants' satisfaction the most in mixed-use building.

1.5 Significant of the Study

The following parties will benefit from this research:

- Property Management Company and Property Manager

The result of this research can act as a signal for the property management company and property manager in all mixed-use buildings to improve their service quality to the occupants. The improvement will benefit both ways between property management and occupants. The improvement of the property management can directly influence the satisfaction of occupants and

reduce complaints about maintenance issues, security and safety issues and maintenance fees issues (Azian et al, 2020). It can also help property managers to recognize the service quality problem so they can plan and conduct the necessary action and strategies to enhance their service quality. The property manager plays an important role to provide a good level of service with professionalism and knowledge to manage and maintain the mixed-use building that can satisfy the occupants.

Occupants

The study's findings were able to assist occupants in comprehending and appreciating the value of service quality in property management.. The occupants can enjoy better service quality from the management team with the improvement done. Ultimately this can encourage the participation and involvement in the property management operation by occupants which is to become the committee member for their mixed-use building.

- The Government

Furthermore, the government bodies that are responsible and act as a regulator in the property management field are the Ministry of Housing and Local Government (KPKT) and the Board of Valuers, Appraisers, Estate Agents and Property Managers (BOVEAP). Both KPKT and BOVEAP will indirectly benefit from this research because the improvement of property management will reduce the complaint from occupants and those complaints normally will bring to the Commissioner of Building (COB) and Strata Management Tribunal (SMT). This research also helps the KPKT and BOVEAP to evaluate the service quality provided by the property management company so they can construct a better guideline and training program to help the property management company and property managers.

1.6 Chapter Layout

The research study is partitioned into five sections that are interrelated and allowing readers to have a deeper grasp of the overall research approach done by the researcher.

1.6.1 Chapter 1 Introduction

First chapter begins with a summary of service quality in the property management industry. The problem statement, study objectives and questions, significance study, and chapter structure were all covered in this chapter.

1.6.2 Chapter 2 Literature review

This second chapter about finding of variables supported by papers or journals will be shown in the literature review. The independent variables of this study found are tangibles, reliability, responsiveness, assurance and empathy. The conclusion of this chapter will show the research framework and hypotheses to investigate the research methodology.

1.6.3 Chapter 3 Methodology

The procedure for conducting the research is covered in the third chapter. It explains the data collecting approach followed by sample design, then research instrument and constructs measurement, then data processing and analysis and lastly scale of measurement. Furthermore, pilot tests were carried out before starting a collect large number of samples so that the research outcome will be more reliable to accomplish the research purpose.

1.6.4 Chapter 4 Research results

The fourth chapter will analyse and report the results generated with the Statistical Package for the Social Sciences (SPSS) and SmartPLS software.

1.6.5 Chapter 5 Discussion, conclusion and implications

The last chapter provides an explanation and summary of the study's findings. Additionally, the research result, managerial implications, research limitations and recommendations to future researchers will discuss as well.

1.7 Conclusion

In conclusion, these chapter demonstrated a significant review toward the study topic for the property management quality of service and occupants' satisfaction level. The research gap related to the study topic is also explicitly stated in the problem description. The objectives and questions of the research were clearly defined, and then the study's significance is discussed. Next chapter will evaluate and explore the information through the literature review method.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

The researcher will perform an overview of the literature of secondary data on the study subject at the start of this chapter. The research framework is constructed using content analysis. For the study, five hypotheses are created.

2.1 Mixed-use building

Mixed-use development is a combination of two or more functions which may consist of residential, commercial, cultural, institutional, or industrial and this can be a single building, a cluster of few buildings, or the whole neighborhood or development zone. (Schmidt Associates, 2016). Generalova et al (2018) state that multi-functionality building provides high quality of life in the cities.

2.2 Service quality

Although service quality has been studied since the 1980s, there is no commonly agreed definition. (Priporas, Stylos, Vedanthachari & Santiwatana, 2017) Definition of service quality is an evaluation of providing service that satisfies the occupants' expectations. (Ramya & Kowsalya & Dharanipriya, 2019) According to Atiyah (2017), service quality is the organization's design and delivery of the service desirably and properly, which affect customer satisfaction. Hence it becomes a competitive advantage for the organizations to survive in a quickly changing climate. It is a forms of two different words, which are service and quality.

The satisfaction of occupants can influence by the quality of service. (Na-Nan et al, 2016) Another meaning is that the higher the service quality, the higher the occupants' satisfaction. Service quality levels take into consideration improving the occupants' satisfaction and minimizing the occupants' complaints. (Kuo, Chou & Sun, 2011) Because of its inherent characteristics of inseparability, heterogeneity, perishability, and intangibility, service quality is more difficult to define and quantify than product quality. (Ojekalu & Ojo & Oladokun & Olabisi & Omoniyi, 2018) To achieve occupants' expectations, the property management company needs to assess their performance in-service condition. (Rahman, Hussain, Uddin & Islam, 2015) Khatab, Esmael and Othman (2019) stated that occupants' satisfaction determines perceived service quality. The expectation of better service quality by the occupants determines satisfaction as well. (Mohd Nor. & Wan Abd Aziz & Al Sadat Zyed, 2020)

2.2.1 Service

Service characteristics are sometimes defined as four distinct qualities: intangibility, inseparability, heterogeneity, and perishability, which distinguishes services from physical items and makes evaluation difficult. (Felix, 2017) Service is defined as any action or value that offer from one to another that is intangible and without effect on the ownership. (Ramya et al, 2019) All service offered is to fulfil the needs and wants of people.

2.2.2 Quality

According to Hsu, Kalesnik and Kose (2019), quality is a business term that refers to a variety of company attributes that are thought to be linked to financial metrics of a firm's success. Quality exposure can be seen as a method to generate a higher return. Quality act as a tactic to improve performance and efficiency for a company. (Ramya et al., 2019)

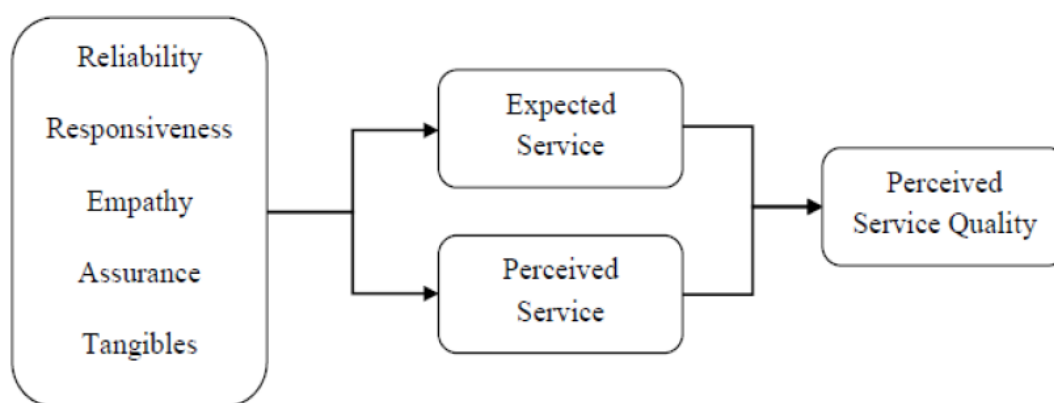
There are four different perspectives to define quality which are quality as customer value, quality as agreed delivery, quality as ecosystems integration and quality as social values. (Martin & Elg & Gremyr, 2020) Quality as customer value is the most researchers adopted and believe that the degree of quality is defined based on the subjective experience from occupants' experience with the service or goods. This perspective focus on constructive and individual. Quality as agreed delivery is focused on predefined quality that is known by the individual to determine whether the services or goods quality complies as promised or not. Quality as ecosystem integration is determined by agreed values and sense of experience among various parties whether the outcome is favorable or unfavourable.

Quality as society values is the metrics of quality generated by knowledge-based, holistic perspective and sustainability practice.

2.2.3 SERVQUAL

This SERVQUAL model is the most common used by past researchers especially in management field. (Wang & Luor & Luarn & Lu, 2015; Shafiq, Mostafiz & Taniguchi, 2019) According to Felix (2017), there are total 5 dimensions which consist of 22 items service quality scale is developed by past researchers to measure the quality of service of an organization. SERVQUAL scale measure the service quality based on the 22 expectation items and 22 perception items. (Mmutle & Shonhe, 2017)

Figure 2.1 Framework of SERVQUAL



Noted. From Ghotbabadi, A. R. & Feiz, S. & Baharun, R. (2015). Service quality measurements: A review. *International Journal of Academic Research in Business and Social Sciences*, 5(2), 267–286.

Even though SERVQUAL is the most popular model used to assess service quality, those experts found the methodology presented for the model to measure the gaps in different levels is ambiguous and argued that measuring the different expectations and perception is inappropriate to evaluate the quality of service. (Ghotbabadi & Feiz & Baharun, 2015) According to Peitzika & Chatzi & Kissa (2020), many academics comment on measurement scales in SERVQUAL and the aspects of service quality need to be modified and adapted by other service environments

2.2.4 The Gap Model

According to Mujinga (2019), the gap analysis is using the perception minus expectation based on 5 dimensions of service quality and there are 5 gaps to be measured as below. According to Ghotbabadi et al. (2015) and Felix (2017) stated that Parasuraman, Zeithaml, and Berry developed a gap model of service quality which can measure the gap between perceived service and expected service. Bad service quality may be experienced by occupants and influenced their satisfaction by these five different gap perspectives. This study only focuses on perceived service to determine the service quality.

Gap 1: The difference between occupants' expectations and management perceptions (Knowledge Gap)

It occurs when the managing agent is not able to capture the occupants' needs when there is an event. For instance, the managing agent thought that occupants are required priority service, however occupants may be more focused on the building facilities and image. To do improvement of service and reduce the gap in service, managing agents require to have enough information about the occupants to understand their needs and wants by frequent communication.

Gap 2: The difference between management perceptions and quality of service specifications (Standards Gap)

Even if the managing agent understands the needs of the occupants, they may not have the standard of conduct to execute the task. This can be improved by using systematic standard operation procedure, and early planning in their operating schedule.

Gap 3: The difference between service quality specifications and service delivery (Delivery Gap)

This gap might happen when the hired employee is under-performance and does not reach the basic requirement of the standard. To minimize the issues of this gap, the managing agent must provide training for the employee to increase their capabilities to handle the work professionally.

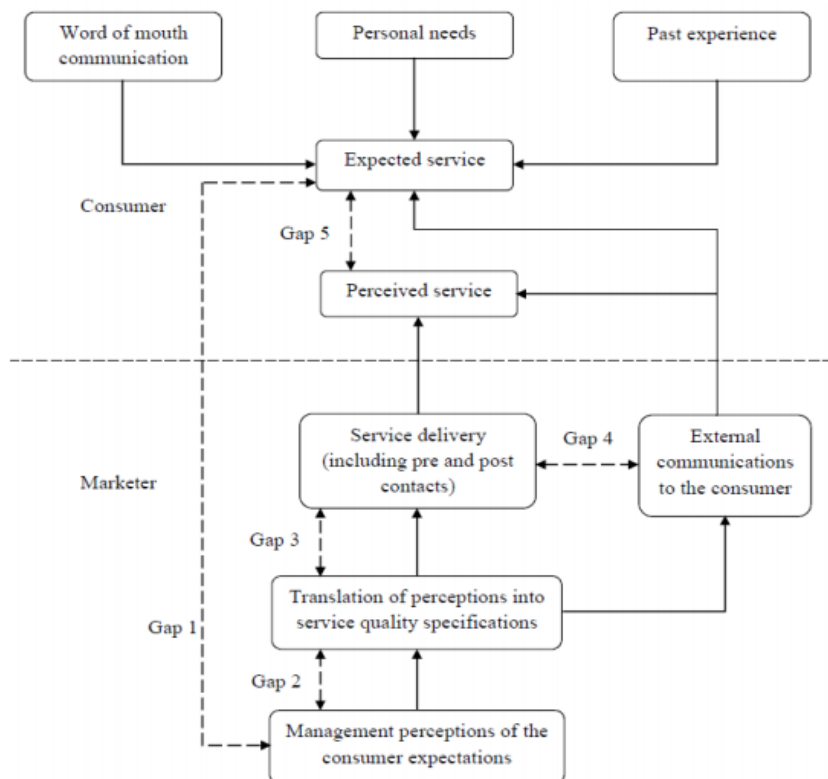
Gap 4: The difference between service delivery and external communications (Communication Gap)

This gap occurs when inconsistency between what had expected of the occupants and the actual performance of the managing agent. For example, the managing agent must make sure the common area is always clean, however the actual situation is that the common area is full of rubbish without cleaning. The managing agent shall not overpromise or overconfident the service to be delivered and must be within the operational capabilities.

Gap 5: The difference between occupant's expectation and occupant's perception of the service (Occupant's Gap)

This gap is related to the 4 different gaps that had mentioned in the early. This gap can occur in such a situation when the occupant's expected the processing time for making service charge payment will be short in time, but the reality is longer than the expected time. The occupant's expected service also will influence by word of mouth, personal needs, and past experience.

Figure 2.2 The Gap Model



Noted. From Ghotbabadi, A. R. & Feiz, S. & Baharun, R. (2015). Service quality measurements: A review. *International Journal of Academic Research in Business and Social Sciences*, 5(2), 267–286.

2.2.5 Service Quality Dimension

According to Ramya et al. (2019), service quality can evaluate by five dimensions in the following:

2.2.5.1 Tangibles

Tangibles are defined as the appearance of the building, physical facilities, workforce, communication material and equipment that align with building services. (Yusoff & Liew, 2014; Felix, 2017; Gulhane & Madankar & Agashe & Band, 2019). Customers gain an appreciation of the quality of service by comparing the tangible aspects of these systems, such as physical structures, equipment, personnel, and communication material. (Wong & Rashid & Abu Bakar, 2020; Shafiq et al., 2019; Albattat & Ahmad Pitra & Mahendran & Azmi, 2018)

According to Yusoff & Liew (2014); Felix (2017); Gulhane et al. (2019), there are 4 items used to measure service quality for tangibles.

a) Modern looking equipment.

Equipment is the items required for a certain purpose or activity. Property management personnel require office equipment to perform their duty such as photocopiers and printers, telephone systems, computer hardware and software, furniture and internet connection. According to Pukite & Geipele (2017), computer software is becoming increasingly important in management development. It is crucial to have modern equipment to increase operational efficiency and service satisfaction and at the same time reduce costs in operation. (Dai, 2020)

b) Visually appealing facilities.

Abdul Samad et al. (2018) stated that to ensure the longevity of facilities, scheduling maintenance work is needed to keep a good physical appearance. The occupants' views and feelings about the structure were often referred to as housing satisfaction. (Zhang, Zhang & Hudson, 2018) The housing environment, features, services and facilities provided take important roles to determine the satisfaction of occupants. (Mohd Nor et al., 2020) Azian et al. (2020) highlighted that the facilities environment affects the property value and occupants will make a complaint when there are not adequate facilities to use. Therefore, it is important to maintain the facilities appearance to keep occupants' satisfaction.

c) Visually appealing materials associated with the service.

Felix (2017) stated that the physical image can be used to evaluate the quality of service. The attire of an employee plays an important role to display a professional appearance to the occupants. According to Yeh & Chen (2020), uniforms not only affect employee job satisfaction and performance, but also customer satisfaction (Truong & Dang-Pham & McClelland & Nkhoma, 2020; Maharsi & Njotoprajitno & Hadianto & Wiraatmaja, 2021) This is important for a property management company to have a standardized uniform for their employee to show the professionalism.

d) Visually appealing materials associated with the service.

Property management companies use community boards to transmit information to their resident. (Chiang & Perng, 2018) Proper display of notice and signage to provide information and guidance to the occupants.

2.2.5.2 Reliability

According to Aktar (2021), the key predictor of the impression of service quality is reliability. The reliability dimension refers to the company's and the customer's capability to perform and accomplish the promised service precision and reliability within the specified set requirements. (Albattat et al., 2018) Reliability is defined as the ability of employees to execute the committed service dependably, accurately, timely and error-free. (Yusoff & Liew, 2014; Felix, 2017; Pakurár & Haddad & Nagy & Popp & Oláh, 2019; Gulhane et al., 2019). Flexibility and dependability of performance, such as maintaining correct records and billing, and delivering service at the required time. (Wong et al, 2020) These dimensions are important for property management to increase loyalty and reduce the complaint of the occupants toward the company. A well-trained and committed employee can provide service timely and accurately to minimize the problem and achieve company goals. (Dahlan & Zainuddin, 2018)

According to Yusoff & Liew (2014); Felix (2017); Gulhane et al. (2019), there are 5 items used to measure service quality for reliability.

a) Providing service as promised.

In Thomas & Rajendran (2019), the management and services have positive impact to the service delivery as promise. When services are delivered in a professional way, the customer's

perception of quality improves. (Mmutle & Shonhe, 2017) The employee should not over-promise the services to the occupants if not credible to perform.

b) Dependability in handling occupants' service problems.

Reliability is known as dependability and the perception of service quality is mostly determined by reliability. (Aktar, 2021) This scale is important to measure the trustworthiness of employee to help the occupants solving their issue.

c) Performing services right first time.

This is important for employee to provide service correctly at the first time. If the employee does not perform the services right first time, the occupants have negative perception toward to the property management service quality.

d) Providing services at the promised time.

The employee should delivery of service at the agreed time such as when the occupants' making a complaint. For example, the complaint requires to reply by the management team within three working days.

e) Maintaining error-free record.

The employee should keep record correctly especially during occupants making payment for the management.

2.2.5.3 Responsiveness

The readiness and quick service provided by employees to fulfil the occupant's wants and needs was defined as responsiveness. (Gregory, 2019) It was emphasized that the responsiveness of willing staff includes notifying occupants exactly when things would be done, providing them full attention, marketing services, and answering to their demands. (Pakurár et al., 2019) Wong et al. (2020) stated responsiveness as caring and the ability to offer support based on the wishes, concerns, and problems of customers. This dimension concentrates on the response time by property management employees to solve the occupant's issues. Improvement can be done by consistent review of the service delivery process to keep updated to the occupants. Felix (2017) mentioned it is concerned with the capacity to offer

relevant information to consumers in the event of a problem. It entails prompt reaction, timely assistance, and rapid issue resolution.

According to Yusoff & Liew (2014); Felix (2017); Gulhane et al. (2019), there are 4 items used to measure service quality for responsiveness.

a) Keeping occupants informed as to when service will be performed.

To avoid long waiting time by the occupants, the employee should keep them being inform and provide duration for the service.

b) Prompt service to occupants.

Employees are expected to cater to the needs and requests of occupants in short of period. (Shafiq et al., 2019) It is crucial to provide the occupant with timely service. (Shokouhyar & Shokoohyar & Safari, 2020). The research of Jing & Lim (2020) stated to increase the occupants' satisfaction, rapid services are needed.

c) Willingness to help occupants.

Responsiveness is defined as the ability and desire to assist clients by providing brief assistance by Aktar (2021). Employees should willingly provide service to their occupants when they need help.

d) Readiness to respond to occupants' requests.

According to Gregory (2019) define responsiveness is the readiness to serve consumers and offer quick service. Capability of the employee to answer the consumers question , request, queries, and complaints in a timely manner, hence improving service quality and increasing occupants' satisfaction.

2.2.5.4 Assurance

Assurance is defined as the employee's ability to provide pleasant, confidential, politeness, trust, confidence and capable to handle the occupant's problem. (Yusoff & Liew, 2014; Albattat et al., 2018; Gregory, 2019; Gulhane et al., 2019) According to Felix (2017), the capacity of knowledge and courtesy personnel to transmit trust and confidence to the occupants. It is required knowledge of the job and skills by the employee and a security

guarantee by the property management company. The security of the building and the safety of the occupants is demanded and most important to managing a high-rise building. (Azian et al., 2020) Sanderson et al. (2020) mentioned the interaction between manager and occupants can develop assurance through showing professionalism and property management knowledge, fair and integrity execution, and enthusiasm and response to the occupants' requests. Bad quality of service in assurance will lead to customers dissatisfaction. (Mmutle & Shonhe, 2017)

According to Yusoff & Liew (2014); Felix (2017); Gulhane et al. (2019), there are 4 items used to measure service quality for assurance.

a) The behaviour of employees instil confidence in residents.

The management must build confidence with the resident for them to feel safe while staying. (Shafiq et al., 2019) Well-trained employees can handle occupants' demands with confidence as well as increase their reputation. (Mmutle & Shonhe, 2017)

b) Making occupants feel safe in their transactions.

According to Mohd Nor et al. (2020), safety and security is the most concern and satisfied factor by the tenants in medium-cost high-rise residential building. This is crucial for the property management company to develop a secure environment for the occupants especially when they are ready to pay for their management fees in the management office.

c) Employees who are consistently courteous.

Recognizing staff civility and the company's ability to create customer loyalty and satisfaction. (Wong et al, 2020)According to Jing & Lim (2020) conclude that the management services should treat the occupants courteously to increase the occupants' satisfaction.

d) Employees have the knowledge to answer the occupants' questions.

Mohd Nor et al. (2020) point out personnel that who can satisfy the need of occupants can increase their loyalty to stay longer. Personnel requires good listening skills, open-minded to form a close relationship with the occupants. (Sanderson et al., 2020)

2.2.5.5 Empathy

According to Mmutle & Shonhe (2017), the degree of compassionate and personalized service offered is defined as empathy. Empathy stands for the employee's ability to identify the needs and desires of consumers and deliver priority or personalised service that allows the consumers to feel unique and special. (Albattat et al., 2018; Shafiq et al., 2019). According to Felix (2017), there are three compositions which are physical and social accessibility, customer communication and customer understanding. The research of Jing & Lim (2020) found that the property management employee should treat the occupants quickly and courteously, individual attention rather than attempting to enhance the physical environment so that the occupants' satisfaction can be improved. For the property management company to provide excellent service delivery, it is critical to have a comprehensive grasp of the occupants' expectations. (Rahman et al., 2015; Dahlan & Zainuddin, 2018)

According to Yusoff & Liew (2014); Felix (2017); Gulhane et al. (2019), there are 5 items used to measure service quality for empathy.

a) Giving occupants' individual attention.

Occupants' satisfaction can be affected if the property management employee can provide individual attention during the service. (Jing & Lim, 2020) The foundation of empathy is giving the impression that the consumer is one-of-a-kind and unique. (Pakurár et al., 2019)

b) Convenient operating hours to all their occupants.

In the study of Moghavvemi & Lee & Lee (2018), convenience has a significant relationship to the quality of service. Accessibility of service by providing convenient operating hours to the occupants.

c) Employees who deal with occupants in a caring fashion.

Empathy rewards the occupants with loving, personalized care, and it is an added benefit that the occupant's faith and confidence increase their loyalty. (Wong et al, 2020)

d) Having the occupants' best interests at heart.

A high degree of communication to comprehend the occupants demands to offer the best interest to the occupants. (Shafiq et al., 2019)

e) Employees who understand the needs of their occupants.

The employee should recognize and provide the service based on occupants’ needs and wants to increase their satisfaction.

2.2.6 PROPERTYQUAL and Gronroos Model

According to Sanderson and Edwards (2016), this instrument derived from SERVQUAL and developed by Baharum, Nawawi & Saat (2009) to measure service quality in property management based on tenants’ and property manager’s perceptions for office building in Malaysia. The findings of the study show that cleanliness, security and building services are most crucial for technical perspective, whereas the reliability and responsiveness are most crucial for functional perspective.

Table 2.1 PROPERTYQUAL

Constructs	Dimension
Functional	Tangibles
	Reliability
	Responsiveness
	Assurance
	Empathy
Technical	Cleanliness
	Building services
	Signage
	Security
	Parking
Image	Building aesthetics

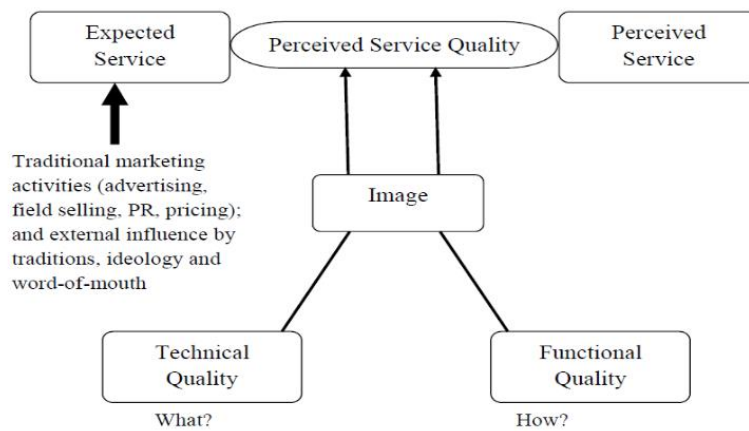
Noted. From Sanderson, D. C. & Edwards, V. M. (2016) Determinants of satisfaction amongst tenants of UK Offices. *Journal of Corporate Real Estate*, 18 (2), 102-131.

This framework consists of 11 dimensions and categories as 3 elements (functional, technical and image). Technical stands for the engagement between the customers and the service provider. The functional refers to how a technical service is delivered to the customers. The functional relates to the technical service is provided to consumers. The image represents the perception of the customers

to the company. In Sanderson and Edwards (2016), cleanliness category under reliability, building aesthetics, building services, parking and signage category under tangibles, security category under assurance to study the indicator of tenant satisfaction for office building.

This model is analogous to the Gronroos model. The Gronroos model was the first to be used to assess perceived service quality, however the absence of an explanation for evaluating technical and functional quality was the model's major shortcoming. (Ghotbabadi et. al., 2015) According to Polyakova & Mirza (2015), the Gronroos model has only conceptualization but lacks operationalization. Many later studies believe that this model is too general and has certain flaws as it does not describe the entire relationship and aspects of service quality, lacks understanding by the customers to evaluate the technical quality and does not explain how to assess functional and technical quality, as well as how customers perceive these dimensions. (Gulc, 2017) Despite these drawbacks, the model highlights the critical role of employees in the creation of service quality, particularly in direct interaction with customers. Hence, fewer researchers are using PROPERTYQUAL or Gronroos model to measure the service quality for other industries.

Figure 2.3 Gronroos Model



Noted. From Ghotbabadi, A. R. & Feiz, S. & Baharun, R. (2015). Service quality measurements: A review. *International Journal of Academic Research in Business and Social Sciences*, 5(2), 267–286.

2.2.7 SERVPERF

According to Ghotbabadi et. al. (2015) and Polyakova & Mirza (2015), SERVPERF is a modified model for service quality based on SERVQUAL in terms of concept and scale of measurement that only consider perceived service as the primary metric. This model provides a more accurate measurement of satisfaction and is simple by using 22 items service quality scale for service quality

compare with SERVQUAL which using 44 items service quality scale in the questionnaires. Compare with SERVQUAL, it is required lesser time for the respondents to answer the questionnaires. (Fragoso & Espinoza, 2017; Czajkowska & Ingaldi, 2021) The customers' expectations may vary from time to time and be affected by past experience (Czajkowska & Ingaldi, 2021).

Hence, this has resulted in a significant amount of support for the SERVPERF model over time (Akdere & Top & Tekingündüz, 2020; Leong & Hew & Lee & Ooi, 2015), and practitioners are increasingly adopting this performance-based measure of service quality (Sohail & Hasan, 2021; Ngo and Nguyen, 2016; Teeroovengadum & Nunkoo & Gronroos & Kamalanabhan & Seebaluck, 2016). The SERVPERF model was chosen for this research based on these findings.

2.3 Measurement of Service Quality

The quality of tangible products can be evaluated by checking the products and can be based on the guidelines to monitor the quality of the product. However, quality of service is unable to measure as a tangible product due to the difference in the characteristic such as intangibility. Service quality measurement is a very important managerial instrument to study occupants' needs and wants by examining their past experience. It can assist the company to identify their strength and weakness and make improvements. Occupants' satisfaction will influence by service quality. The higher quality of service delivered by the managing agent, the stronger the positive impact on occupants' satisfaction and loyalty. Hence, a company needs to evaluate the consumers' perception of quality of service so that can achieve a competitive advantage. (Ghotbabadi et. al., 2015)

Standard operating procedure (SOP) and key performance indicator (KPI) are the essential components of good performance management because they not only provides a guideline but also act as continuity to maintain the service quality even transition process happens whether it is a new property management team, new staff or a new group of committees join in the building operation. (Tan, 2017) According to Ramya & Kowsalya & Dharanipriya (2019), there are two methods to assess service quality which are the gap model and service performance measures.

This research is studied the managing agent performance based on selected 10 condominium and serviced apartments in Kuala Lumpur, measure and comparing the resident expectation and perceptions toward the

managing agent performance. The result shows the service quality in tangible and empathy are exceed the expectation of the resident, whereas service quality in reliability, responsiveness and assurance are below the expectation of the resident. (Yusoff & Liew, 2014)

2.3.1 Service Performance Measures

According to Ghotbabadi et al. (2015), There are two types of performance measures which are soft measures and hard measures of service quality. Soft measures are those that cannot be counted or observed and require to collect by communication with customers, staff, or others. It provides a set of guidelines for workers to follow and enhance customer satisfaction, thus they enable evaluated the perceptions of customer and its values such as SERVQUAL and SERVPERF. Inversely, hard measures are those that can be counted, timed, or measured through audits. For instance, management employee does not clear and credit the payment made by occupants on time.

2.4 Occupants' Satisfaction

An occupant is the owner of the piece of land or a parcel. Satisfaction is assessed in terms of community efficiency, facilities availability, a sense of belonging, occupant's willingness to move, and involvement in a social group. (Bahadure & Kotharkar, 2015) Customer satisfaction encompasses a broader variety of concepts, whereas service quality focuses on service and its dimensions, and this may be viewed as a methodological match for service quality and customer satisfaction. (Al Karim, 2019) There are four components of occupants' satisfaction which are socio-demographic characteristics, housing and ancillary characteristic, neighbourhood characteristic and behavioural characteristic. The determinants are demographic of occupants, socioeconomic of occupants, physical characteristics, support services, management factors, building quality features, neighbourhood facilities, social environment, public facilities, and occupants' behaviour toward housing. (Abidin & Abdullah & Basrah & Alias, 2019) In a similar study by Mohd Nor et al (2020), residents who stay in medium-cost high-rise residential buildings are more satisfied than low-cost high rise residential buildings.

We require specific measures to assess customer satisfaction to determine how satisfied they are. According to Rimawan & Mustofa & Mulyanto (2017), there are 6 dimensions of customer satisfaction as below.

- The consistency of expectations involves the interaction of consumer expectations with the quality of products and services.
- Expectation of customer to gain prompt service, security activity, information and personnel understanding
- The customer's view of the firm's services, such as satisfaction with product features, present facilities in the company, advantages received, information offered, and goods and services provided, is called performance perception.
- Assessing consumers is a comparison of a firm's products and services to similar products and services from another company or a rival.
- Customer experience is the impression of customer after received the product or service.
- Total satisfaction level. If the perceived service achieves their overall expectation, then the customer will satisfy and vice versa.

There are 4 items used to measure the occupants' satisfaction as below.

a) I am satisfied with the services provided by the management.

Many studies have indicated that service quality is a determinant of customer satisfaction. (Alnaser & Ghani & Rahi & Abed, 2017; Solimun & Fernandes, 2018; Alnaser & Ghani & Rahi & Mansour & Abed & Alharbi, 2018) Means that if the higher the service quality, the higher the satisfaction level of the occupants and vice versa.

b) The services meet my expectation.

Customer satisfaction is a multi-dimensional concept based on expectation and perception of service over time. (Akroush & Samawi & Zuriekat & Mdanat & Affara & Dawood, 2019) Occupant satisfaction is a measure of how well demands and reactions are met to exceed occupant expectations. (Wong et al, 2020) The definition of customer satisfaction as a consumers evaluation of his or her past expectations and the actual service delivery. (Alnaser et. al., 2017) Alnaser et. al. (2018) comments the customer satisfaction as a service process that meets and exceeds a customer's expectations. Customers will be dissatisfied if service quality falls short of their expectations. (Shafiq et al., 2019)

c) I am satisfied with employees respond and prompt services.

Employees must respond as quickly as possible to the requirements residents. (Shafiq et al., 2019) Prompt service lead to increase in customer satisfaction. (Jing & Lim, 2020)

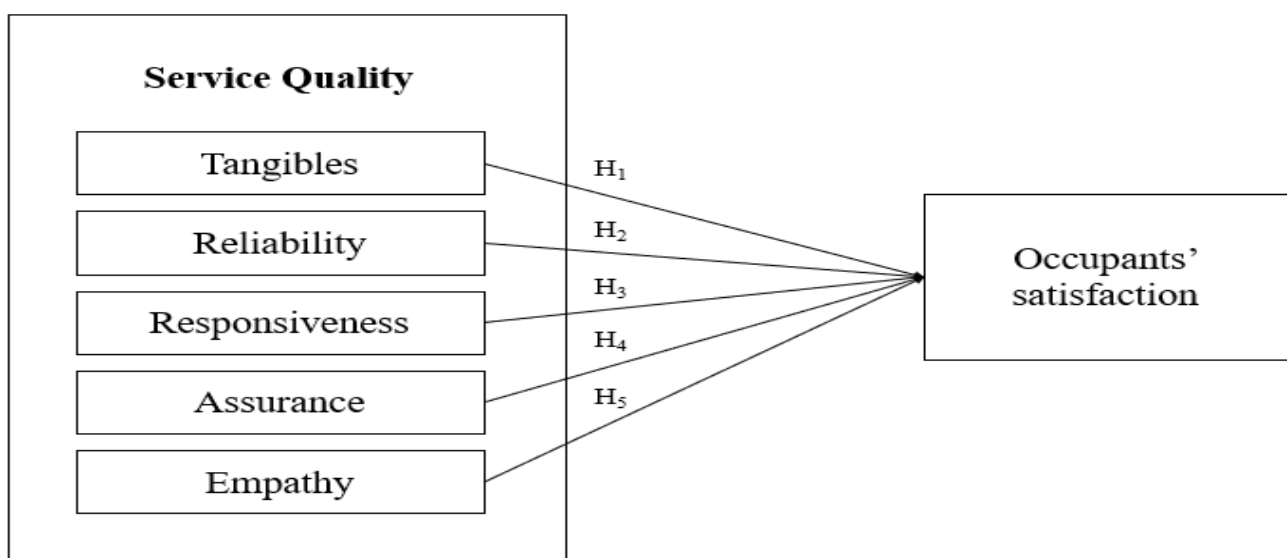
d) Overall service quality provided by the management is excellent.

In research of Moghavvemi et. al. (2018) and Akdere et. al. (2020), overall service quality has a significant relationship with customer satisfaction is supported in the banking industry and healthcare industry. A studied about resident satisfaction done by Musa et al (2020), research focus on the medium-cost of high-rise residential building in Klang Valley and using different approach to evaluate the satisfaction such as amenities & facilities, service for cleanliness, building maintenance, use in common facilities, safety and security services, management commitment and overall satisfaction level toward the management are taken in consideration.

2.5 Research framework and hypotheses

Figure 2.4 illustrates the framework for the relationship between service quality and occupants' satisfaction. The framework model shows the relationship of service quality dimension with customer satisfaction in which all service quality dimension was observed and examined for the property management service quality. This was constructed using literature review and the study's objectives.

Figure 2. 4 Theoretical Framework of this research



Noted. From Vencataya & Pudaruth & Juwaheer & Dirpal & Sumodhee (2019). Assessing the Impact of Service Quality Dimensions on Customer Satisfaction in Commercial Banks of Mauritius. *Studies in Business and Economics*, 14(1), 259–270.

H1: There is a significant relationship between tangibles dimension and occupants' satisfaction in mixed-use building.

H2: There is a significant relationship between reliability dimension and occupants' satisfaction in mixed-use building.

H3: There is a significant relationship between responsiveness dimension and occupants' satisfaction in mixed-use building.

H4: There is a significant relationship between assurance dimension and occupants' satisfaction in mixed-use building.

H5: There is a significant relationship between empathy dimension and occupants' satisfaction in mixed-use building.

2.6 Conclusion

From this chapter, we discovered that there is a strong association between service quality factors and occupants' satisfaction. The evaluation of different conceptual and theoretical framework by the previous researchers that related to the research topic will be discuss as well. To conclude this chapter, hypotheses about the relationship of the dependent and independent variables were developed. The next chapter will discuss the application of the research methodology.

CHAPTER 3

METHODOLOGY

3.0 Introduction

The research methodology comprises the exploratory and reliable search for relevant facts. The collection of data and information for the purpose of research is an essential part of this study. The researcher will discuss the study design, method in collecting data, design in sampling, questionnaires design for the research, measurement of construct, how the data will be process and analyse.

3.1 Research design

A study design describes how a process, or set of methods, is implemented in a specific study. The aim of a research design should be to include adequate information to make the study clear, allowing readers to evaluate it considering the specified research objectives while also promoting replication. (Sovacool & Axsen & Sorrell, 2018) Research design is a template of research procedure by arrangement of the study progress from the research objectives or questions to the results. It is a systematic planning process for gathering and analysing data so that can better understand on the subject. (Abutabenjeh & Jaradat, 2018)

3.2 Data Collection Methods

3.2.1 Primary Data

Definition of primary data is the information obtained specifically for a research project which can be qualitative and quantitative. (Jashari, 2016) The primary data have better accuracy and a higher

degree of decision-making confidence with the trusted study providing a direct link to the occurrence of the events. (Sileyew, 2019) The nominal scale, ordinal scale, interval scale, and ratio scale are all used to measure quantitative data. The results are easy to interpret and conclude. There are many methods to collect primary data. The primary data for this study was gathered through distributing the questionnaires through online method.

3.2.2 Secondary Data

The data collected by other researchers to use for other objectives consider as secondary data. (Pederson & Vingilis & Wickens & Koval & Mann, 2020) According to Johnston (2014), it gave a feasible alternative for researchers who had restricted time and resources. Furthermore, this data can easily get from the internet or website that contains journals or articles that are in line with the researcher research study. However, the limitation of secondary data is the confidential issue, no involvement in the data collection process by the secondary researcher and no actual information on the execution process done by the primary researcher. (Johnston, 2014).

3.3 Sampling Design

A sample is a subset of a population that is used to represent the entire population for the researcher, and the sampling procedure is the selection process. It is impossible to capture the whole population in the research study and sampling is much more practical which allow the researcher faster the data collection process and the cost saving. (Turner, 2020)

3.3.1 Target Population

To obtain more reliable outcome of the research, the researcher needs to ensure the target group are the people who owned the property and experienced with property management service in mixed-use building. The questionnaire is design in an online form by using Google form. Online questionnaire surveys allow researchers to distribute and gather information for this research regardless of the location, saving time.

3.3.2 Sampling Frame and Sampling Location

The online questionnaire is distributed to those occupants in mixed-use building and experienced the property management service through social media and community group.

3.3.3 Sampling Technique

Probability sampling and non-probability sampling are the two types of sampling methods. These study employs non-probability sampling techniques such as convenience sampling and snowball sampling.

The selection of samples in the most convenient way refer to convenience sampling. Snowball sampling is a technique to collect data by introducing one sample of the population to another in the same population. (Turner, 2020) The respondents are collected by the researcher from the working place and on social media. Before distributing the questionnaires, the researcher will ensure the respondents are suitable for the study such as having experience with the property management service and living in the mixed-used building so that the result will more reliable and consistent with the study. Both methods are used because can reduce the cost and are more convenient for data collection by the researcher.

3.3.4 Sampling Size

Sampling size is the respondent's volume utilize for the research. According to Memon & Ting & Cheah & Thurasamy & Chuah & Cham (2020), a sample size from 30 to 500 is suggested by Roscoe (1975). Sekaran & Bougie (2016) said if the respondents is more than 500, then Type II error will occur, and cause failure to reject the false null hypothesis. Therefore, this research aimed to collect a total of 500 sampling sizes and another 50 samples used as a pilot test. The pilot test is carried out initially, followed by the circulation of the questionnaire. This is because the pilot test can identify whether the questionnaire is answerable by the respondents and feasible for the research.

3.4 Research Instrument

3.4.1 Questionnaire Design

Table 3.1 Questionnaire design

Section	No	Variables	Measurement scale	Likert Scale
A (Demographic Profile)	1	Location	Nominal data	N/A
	2	Gender	Nominal data	N/A
	3	Age	Ordinal data	N/A
	4	Marital Status	Nominal data	N/A
	5	Ethnicity	Nominal data	N/A
	6	Education level	Nominal data	N/A
	7	Income level	Ordinal data	N/A
B (Occupants' satisfaction)	1	Occupants' satisfaction	Likert	5-point
C (Service quality)	1	Tangibles	Likert	5-point
	2	Responsiveness	Likert	5-point
	3	Reliability	Likert	5-point
	4	Assurance	Likert	5-point
	5	Empathy	Likert	5-point

Source: Author (2022)

3.5 Construct Measurement

3.5.1 Origin of Construct

Table 3.2 Origin of Construct

Construct	Sample Measurement Items	Sources
Occupants' Satisfaction (4 items)	1. I am satisfied with the services provided by the management.	Alabboodi (2019)
	2. The services meet my expectation.	Alnaser & Ghani & Rahi (2017)
	3. I am satisfied with employees respond and prompt services.	Alabboodi (2019)
	4. Overall service quality provided by the management is excellent.	
Tangibles (4 items)	1. Modern looking equipment.	Yusoff & Liew (2014); Felix (2017); Gulhane & Madankar & Agashe & Band (2019)
	2. Visually appealing facilities.	
	3. Employees who have a neat, professional appearance.	
	4. Visually appealing materials associated with the service.	
Reliability (5 items)	1. Providing service as promised.	
	2. Dependability in handling occupants' service problems.	
	3. Performing services right first time.	
	4. Providing services at the promised time.	
	5. Maintaining error-free record.	

Construct	Sample Measurement Items	Sources
Responsiveness (4 items)	1. Keeping occupants informed as to when service will be performed.	Yusoff & Liew (2014); Felix (2017); Gulhane & Madankar & Agashe & Band (2019)
	2. Prompt service to occupants.	
	3. Willingness to help occupants.	
	4. Readiness to respond to occupants' requests.	
Assurance (4 items)	1. The behaviour of employees instil confidence in residents.	
	2. Making occupants feel safe in their transactions.	
	3. Employees who are consistently courteous.	
	4. Employees have the knowledge to answer the occupants' questions.	
Empathy (5 items)	1. Giving occupants' individual attention.	
	2. Convenient operating hours to all their occupants.	
	3. Employees who deal with occupants in a caring fashion.	
	4. Having the occupants' best interests at heart.	
	5. Employees who understand the needs of their occupants.	

Source: Author (2022)

3.5.2 Measurement of Scale

Table 3.3 Measurement of Scale

Variables		5 Point Likert Scale
Independent Variable	Dependent Variable	1 = Strongly Dissatisfied (SD) 2 = Dissatisfied (D) 3 = Neutral (N) 4 = Satisfied (S) 5 = Strongly Satisfied (SS)
Occupants' Satisfaction	Tangibles	
	Reliability	
	Responsiveness	
	Assurance	
	Empathy	

Source: Author (2022)

3.6 Data Processing

Data processing process able influence the summary outcome from the sample collected. (Keadle, & Shiroma & Freedson, & Lee, 2014) This step is important to generate high quality of outcome for the research. The researcher will go through data processing techniques such as questionnaire verification, data correction, data encoding, data transcribing, and data cleaning.

3.6.1 Questionnaire Checking

Checking questionnaires is the most usual approach for researchers to begin data processing. The researcher makes sure that the content of the questionnaire is free of spelling errors, error sequences, misunderstandings, and other errors. Not only that, revising the related questions is necessary to confirm the respondents easily understand the question and answer it. Thus, more accuracy and reliable results will be generate for the research.

3.6.2 Data Editing

In this step, data editing is very important to do and ensure the data collected is error-free to improve the reliability of the research.

3.6.3 Data Coding

The collected data was analysed with SPSS and SmartPLS software by the researcher. Numerical data as input is requires for the SPSS. Each code represents a particular answer, and all data must be encoded correctly. The coding in numeric need to be done before start data transcribing.

3..6.4 Data Transcribing

The data collected after translating the questionnaire into a coding table was analysed using SPSS and SmartPLS software by the researcher. The findings are described in the form of a diagram and a table with explanations.

3.6.5 Data Cleaning

To assess the validity of the data, the SPSS software is used. The researcher will remove the respondents from the study if the information collected is incomplete. More reliability of data will be obtained by doing data cleaning.

3.7 Data Analysis

3.7.1 Descriptive Analysis

The technique outlines the data gathered through questionnaires and present quantitative information known as descriptive analysis. The descriptive analysis can measure the frequency, central tendency and variation that can give a brief conclusion on the sample and the measure. (Mishra & Pandey & Singh & Gupta & Sahu & Keshri, 2019) The analysis is conducted using SPSS software.

3.8 Scale of Measurement

3.8.1 Reliability Analysis (Pilot Test)

The degree of test results is free of measurement error known as reliability. Reliability analysis is important to evaluate the correlation for all indicators of measurement model and ensure they are measured by the same theory. (Md Ghazali, 2016) By checking the cronbach's lpha from the result can know the reliability level of the measurement scale and is expressed as a number between 0 to 1 (Wadkar & Singh & Chakravarty & Argade, 2016) The cronbach's alpha value can influence by the indicators items amount, item interrelatedness and dimensionality. (Sharma, 2016) Limited number of indicators and low coefficients between the measurement items is part of the reason for small value in the cronbach's alpha. If very high in value for alpha, mean that items are testing the same question from a different perspective.

Table 3.4 Table of Cronbach's Alpha

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

Noted. From Sharma, B. (2016). A focus on reliability in developmental research through Cronbach's Alpha among medical, dental and paramedical professionals. *Asian Pacific Journal of Health Sciences*, 3(4), 217-278.

The SPSS software was utilised to conduct the pilot test to assess the study's dependability.. All the variables are higher than 0.9 indicate the variables are excellent internal consistency.

Table 3.5 Cronbach's Alpha for 50 sample

Variables	Cronbach's Alpha	Number of Items(s)
Tangibles	0.940	4
Reliability	0.937	5
Responsiveness	0.922	4
Assurance	0.936	4
Empathy	0.920	5

Source: Author (2022)

3.8.2 Content Analysis

Qualitative content analysis is an autonomous technique that may be applied at various levels of abstraction and explanation. (Graneheim & Lindgren & Lundman, 2017) The research on social artefacts is known as content analysis which involves a process of analyzing data by the select little, arbitrary sample from social artefacts followed by computing the number of times a category appears and the number of times it appears together then coding and decoding the sample. (Puppis, 2019) There are 3 methods to form the categories which are deductive (directed), inductive (conventional) and the mixture of deductive and inductive. Deductive is more to concept-driven which is derived from theory, literature review and research questions whereas inductive is more data-driven which

theoretical inference based on empirical observations to a generic rule. (Kuckartz U., 2019) According to Moldavska & Welo (2017), the objective of conducting content analysis as a research approach is to gain further insight and expand understanding of a specific occurrence, as well as to characterize and measure the occurrence. The benefit of content analysis is that it produces credible and repeatable insights from contextual data, which aids in the formation of new information and thus the improvement of current knowledge, promotes the growth of practical action guides and its contents susceptibility, which allows for more versatile study design when dealing with interpretation and purpose, as well as identifying essential processes. (Gupta & Shaheen & Reddy, 2018) The content analysis can refer to appendix 1.0.

3.9 Partial Least Squares Structural Equation Modeling (PLS-SEM)

In the field of structural equation modeling, PLS-SEM is a second-generation data analysis approach. (Hafiz Hanafiah, 2020) A growing number of scholars have started to identify its capacity to model latent variables while accounting for different types of measurement flaws and structurally evaluate the underlying hypotheses. (Cheah & Ali Memon & Chuah & Ting and Ramayah, 2018) Hence, this approach can obtain more dependable and valid data to answer respective study questions and objectives with precise assessment. In this research, SmartPLS 3.3.3 is used to do the analysis. According to Hair Jr & Hult & Ringle & Sarstedt (2021), the systematic procedure to apply the PLS-SEM begin with the specification of the measurement and structural models. Next, examine the collected data and go over the PLS-SEM method and present an outline of crucial factors to consider while doing the analysis. The researcher must assess the outcomes based on the computation results. Besides that, the researcher must understand how to identify whether reflective or formative measurement models will be used and evaluate them. When the data for the measurements are deemed credible and valid (as determined by predefined standards), researchers can assess the structural model. To assess the structural model, there are a few steps to do starting from assessing the collinearity, the significant level of the structural model relationship, coefficients of determination (R-square), F-square and Q-square. Lastly, the researcher assesses their data and develops their final conclusions based on the outcomes.

3.9.1 Differentiate the Reflective and Formative Model

In reflective models, indicators are a collection of components that are all indicative of the latent variable under analysis. Reflective models argue that indicators may be used interchangeably and that removing one indicator has no substantial effect since the other indications remain representational.

Each indication in a formative model adds another layer of information to the latent variable. The indicators cannot be used interchangeably and removing one from a formative model changes the meaning of the construct. To determine whether the research is a reflective or formative model based on the origin of the construct, the researcher requires to understand and know the criteria to distinguish it.

3.9.2 Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) was used to examine the consistency and validity of all reflection scales, as well as their convergent and discriminant validities. The application is easier to build out the model after all the data is ready for analysis. The purpose is to examine if construct measurements are compatible with a researcher's knowledge of the nature of the concept. (Zaid & Mustafa & Norazmi & Nordin & Bin & Razzaq, 2020). The model with all latent variables (blue shaded circles) and their indicators (yellow rectangles) is shown in Figure 3.1. The data is running a PLS algorithm (500 maximum iteration and factor weighting scheme) using the SmartPLS 3.3.3 version software. If all indicators in the PLS model meet the criteria for convergent validity, discriminant validity, and reliability testing, the results of the PLS-SEM analysis could be used to measure the research hypotheses. (Asbari & Hidayat & Purwanto, 2021)

3.9.3 Internal Consistency Reliability

Two often used to construct reliability assessments are Cronbach's alpha (CA) and composite reliability (CR). Coefficient alpha is a more conservative assessment of items that determines the dependability of a multiple-item scale. When the CA value of a construct is 0.7 or greater, it is considered to have attained internal dependability. (Hafiz Hanafiah, 2020; Asbari et al., 2021) Because of the limits of Cronbach's alpha, it is theoretically preferable to use an alternative measure of internal consistency dependability. (Hair et al., 2021) The composite reliability scale ranges from 0 to 1, with higher values representing higher levels of dependability. CR does not presume to measure equivalence with the thought that indicators are uniformly evaluated. Individual reliability is mainly focused by CR due to varying outer loadings of the indicator variables and a score between 0.6 and 0.7 is a reasonable sign of construct dependability. A maximum of 0.95 is recommended to prevent indication redundancy, which would jeopardize content reliability. (Hair & Risher & Sarstedt & Ringle, 2019)

3.9.4 Convergent Validity

The degree to which a measure correlates favourably with another measure of the same concept is referred to as convergent validity. In evaluating the convergent validity in PLS, the average variance extracted (AVE) and item loadings are calculated (Janadari & Sri Ramalu & Wei, 2016) According to Cheah et al. (2018), AVE is a measure of one-dimensionality. If the first component derived from a collection of indicators seems to explain more than half of their variation, it is possible that there is no second and equally relevant factor. According to Janadari et al. (2016), Hafiz Hanafiah (2020) and Asbari et al. (2021), AVE score of 0.50 or more implies that the construct explained more than half of the variation of its indicators on average. However, an AVE smaller than 0.50 implies that more errors exist in the items than the average variance accounted by the constructs. As a result, an AVE value more than or equal to 0.50 is considered acceptable. (Hair et al., 2019) A measuring instrument has strong convergent validity if the respondents understand the question-statements (or other measures) associated with each latent variable in the same manner that the researchers of the question-statements intended. (Amora, 2021)

3.9.5 Indicator Reliability

By assessing the item loadings, the indicator reliability of the measurement model is determined. Based on Hair et al. (2019) and Hafiz Hanafiah (2020), the standardized indicator loading is more than 0.7 and if it is an exploratory study, 0.6 of indicator loadings is sufficient.

3.9.6 Discriminant Validity

To measure the discriminant validity, there are three components which are Fornell-Larcker Criterion, cross loadings and Heterotrait–Monotrait Ratio (HTMT). In terms of discriminant validity, it is proposed that the HTMT be used as a better parameter to measure discriminant validity. (Cheah et al., 2018) Hafiz Hanafiah (2020) stated that the HTMT should not more than 0.85. According to Asbari et al. (2021), the researcher need ensure that an indication's outer loadings on a construct are larger than any of the cross loadings with the other constructs. Secondly, each construct's square root of AVE should be greater than its greatest correlation with any other construct (Fornell Larcker criterion).

3.9.7 Variance Inflation Factor (VIF)

Variance Inflation Factor (VIF) is a good instrument for evaluating the degree of collinearity associated with each parameter. (Wang & Zou, 2018). Abdulhafedh (2021) stated that VIF begins with one and has no higher limit. A value of (1) implies that there is no relationship between this independent variable and any other variables. VIF values from 1 to 5 indicate a moderate association, however it is not strong enough to justify remedial action. For VIF value larger than 10 mean that there is an issue with multicollinearity, the coefficients are inadequately computed and the p-values are unreliable.

3.9.8 R-square & F-square & Predictive relevance (Q-square)

The variance in the endogenous variable is explained by the exogenous variable using R-square statistics. According to Marlina & Nurhayati (2019) and Prihandoko (2021), R-square values ranged from 0 to 1 and were classified into three categories which are .75 (great), .50 (moderate) and .25 (substantial). F-square is the change in R-square caused by the removal of an exogenous variable from the model. According to Purwanto & Sudargini (2021), the effect size of F-square with the conditions of .36 (high), .25 (moderate) and .02 (small). Effect size values of less than 0.02 indicate that there is no effect. Based on Wijaya & Sulistiyani & Kartikawati & Kurniasih & Purwanto (2021), Q-square is predictive relevance, which determines whether a model is predictive or not (more than zero is good). A number greater than zero indicates that values have been properly rebuilt and that the model has predictive relevance. Values of 0.02, 0.15, and 0.35 show that an external construct has a minor, medium, or strong predictive relevance for a given endogenous construct. (Hair et al., 2021)

CHAPTER 4

RESEARCH RESULTS

4.0 Introduction

These chapter is discussed about the findings generate from SPSS and SmartPLS software. The research results section will go through descriptive analysis, PLS-SEM analysis that includes the evaluation of measurement model through confirmatory factor analysis and then the structural model is validated. The explanation of the result will mentioned in the next chapter.

4.1 Descriptive analysis

The qualitative statistics helps to illustrate the pattern of survey responses provided and make a conclusion on it.

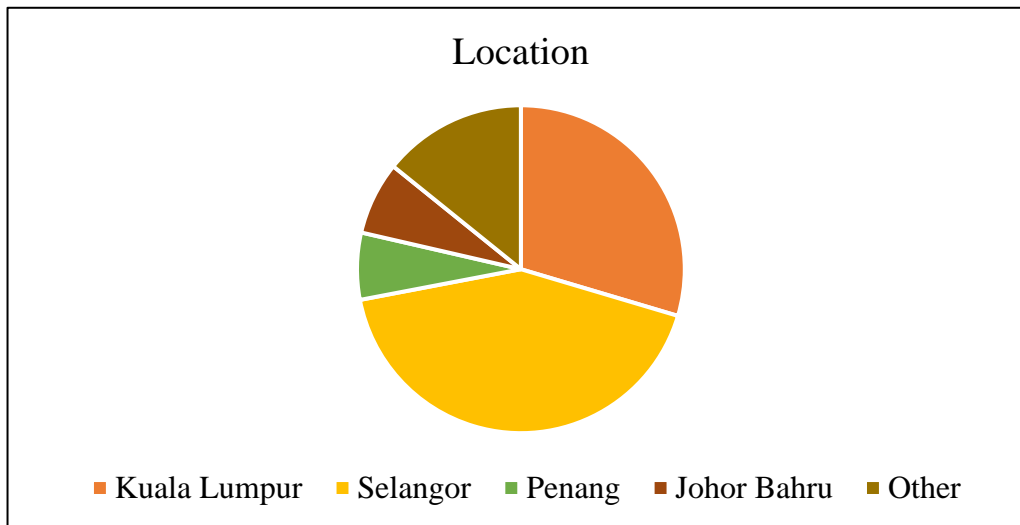
4.1.1 Location

Table 4.1: Frequency Table on Location of Respondents

Location					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kuala Lumpur	148	29.6	29.6	29.6
	Selangor	212	42.4	42.4	72.0
	Penang	33	6.6	6.6	78.6
	Johor Bahru	36	7.2	7.2	85.8
	Other	71	14.2	14.2	100.0
	Total	500	100.0	100.0	

Source: Author (2022)

Figure 4.1: Pie Chart on Location of Respondents



Source: Author (2022)

Based on table 4.1 and figure 4.1, the respondents from Kuala Lumpur is 29.6 percent, followed by Selangor (42.4 %), Penang (6.6%), Johor Bahru (7.2%) and other (14.2%).

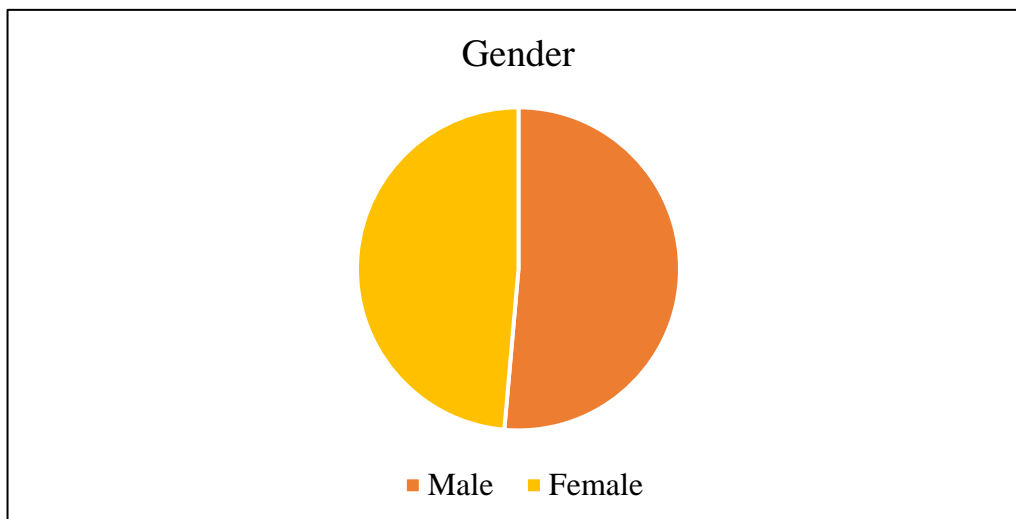
4.1.2 Gender

Table 4.2: Frequency Table on Gender of Respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	257	51.4	51.4	51.4
	Female	243	48.6	48.6	100.0
	Total	500	100.0	100.0	

Source: Author (2022)

Figure 4.2: Pie Chart on Gender of Respondents



Source: Author (2022)

According to table 4.2 and figure 4.2, there is a total of 243 female respondents accounting for 48.6 percent and a total of 257 male respondents accounting for 51.4 percent in the research.

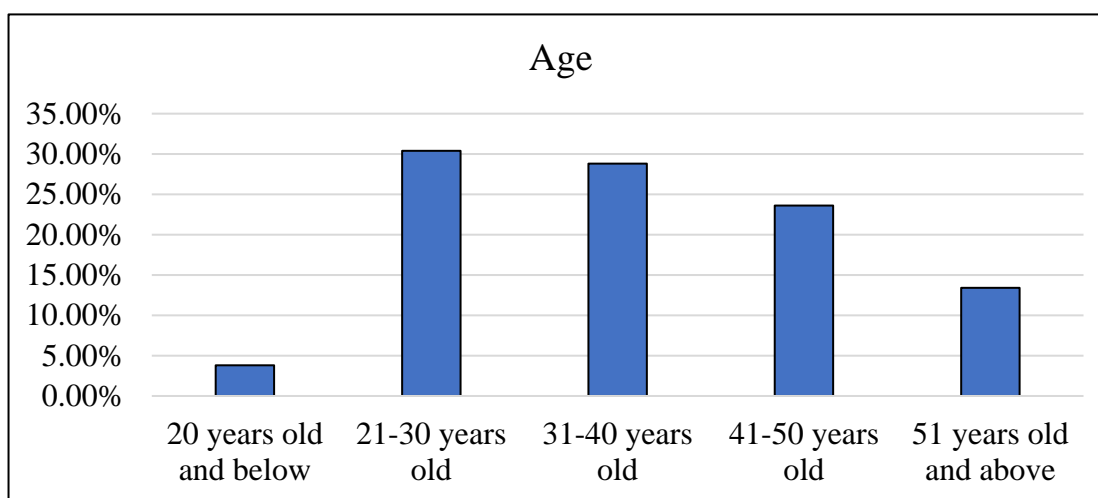
4.1.3 Age

Table 4.3: Frequency Table on Age of Respondents

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20years old and below	19	3.8	3.8	3.8
	21-30 years old	152	30.4	30.4	34.2
	31-40 years old	144	28.8	28.8	63.0
	41-50 years old	118	23.6	23.6	86.6
	51 years old and above	67	13.4	13.4	100.0
	Total	500	100.0	100.0	

Source: Author (2022)

Figure 4.3: Bar Chart on Age of Respondents



Source: Author (2022)

According to table 4.3 and figure 4.3, the age group 20 years old and below with 19 respondents which equal to 3.8 percent. Then the age group between 21 to 30 years old consists of 152 respondents with 30.4 percent. Next, the respondents aged from 31 to 40 years old with 144 persons (28.8 percent). It was followed by respondents aged 41 to 50 years old, a total of 118 (23.6 percent). Finally, aged 51 years old and above consists of 67 respondents (13.4 percent).

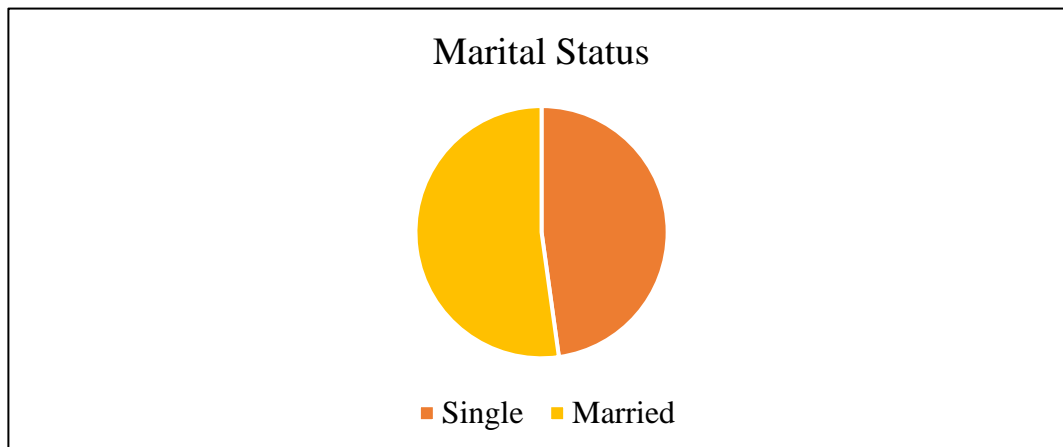
4.1.4 Marital Status

Table 4.4: Frequency Table on Marital Status of Respondents

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	239	47.8	47.8	47.8
	Married	261	52.2	52.2	100.0
	Total	500	100.0	100.0	

Source: Author (2022)

Figure 4.4: Pie Chart on Marital Status of Respondents



Source: Author (2022)

Table 4.4 and Figure 4.4 illustrate the respondent's marital status. It shows married status at 52.2 percent (261 respondents) followed by being single at 47.8 percent (239 respondents).

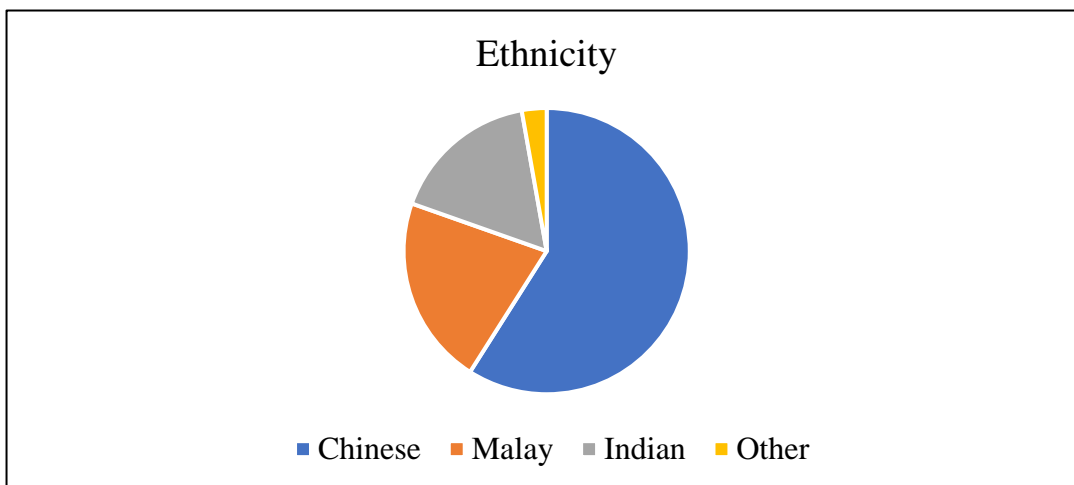
4.1.5 Ethnicity

Table 4.5: Frequency Table on Ethnicity of Respondents

Ethnicity					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chinese	295	59.0	59.0	59.0
	Malay	107	21.4	21.4	80.4
	Indian	84	16.8	16.8	97.2
	Other	14	2.8	2.8	100.0
	Total	500	100.0	100.0	

Source: Author (2022)

Figure 4.5: Pie Chart on Ethnicity of Respondents



Source: Author (2022)

The ethnicity of respondents is indicated in table 4.5 and figure 4.5, with Chinese accounting for 59.0 percent (295 respondents), Malay accounting for 21.4 percent (107 respondents), and Indian accounting for 16.8 percent (84 respondents). In this study, certain respondents who do not belong to Malaysia's three primary groups of races would be classified as belonging to another group, accounting for 2.8 percent (14 respondents) of total respondents.

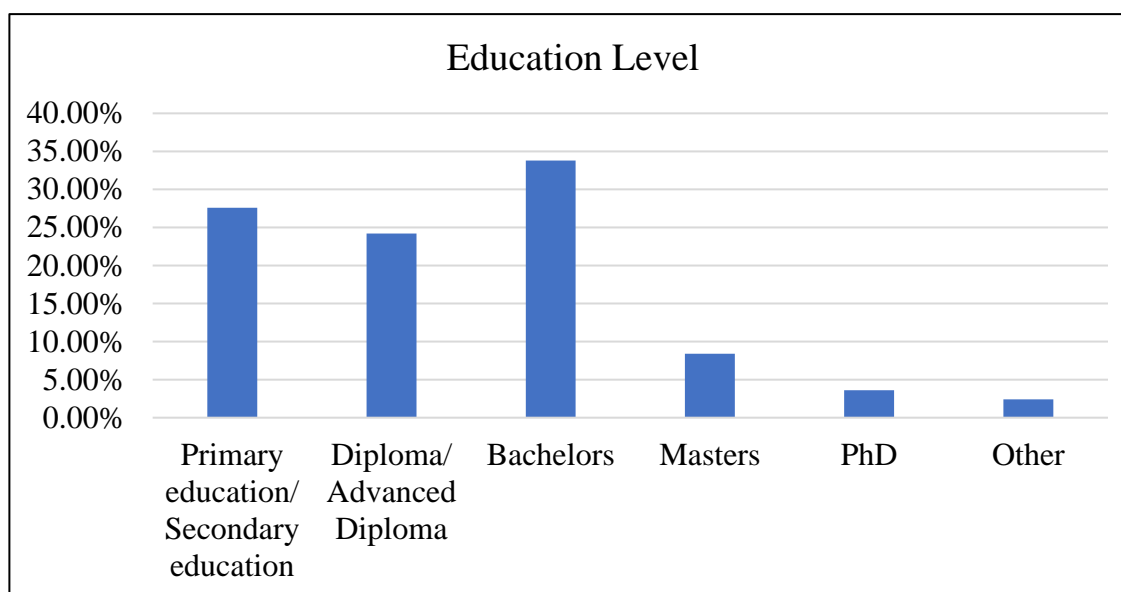
4.1.6 Education Level

Table 4.6: Frequency Table on Education Level of Respondents

		Education Level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary education/ Secondary education	138	27.6	27.6	27.6
	Diploma/ Advanced Diploma	121	24.2	24.2	51.8
	Bachelors	169	33.8	33.8	85.6
	Masters	42	8.4	8.4	94.0
	PhD	18	3.6	3.6	97.6
	Other	12	2.4	2.4	100.0
	Total	500	100.0	100.0	

Source: Author (2022)

Figure 4.6: Bar Chart on Ethnicity of Respondents



Source: Author (2022)

Based on table 4.6 and figure 4.6, the most respondents possess a bachelor’s level with 33.8 percent (169 respondents), followed by the primary and secondary education level of 27.6 percent (138 respondents) and the diploma and advance diploma level of 24.2 percent (121 respondents). Aside from master’s level, which accounts for 8.4 percent (42 respondents), the final two groups of education levels, PhD (doctorate) and other account for 3.6 percent (18 respondents) and 2.4 percent (12 respondents) of the total respondents.

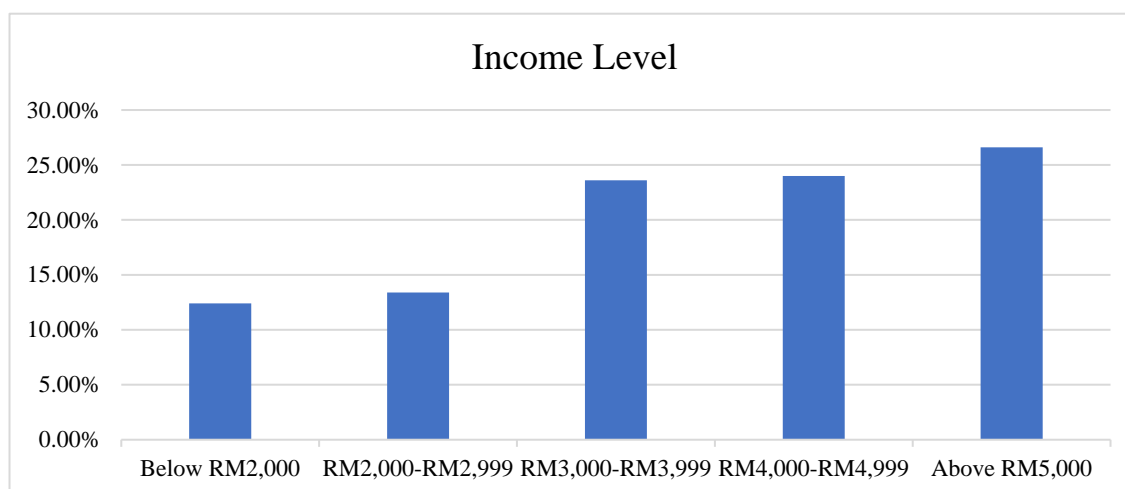
4.1.7 Income Level

Table 4.7: Frequency Table on Income Level of Respondents

Income Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below RM2,000	62	12.4	12.4	12.4
	RM2,000-RM2,999	67	13.4	13.4	25.8
	RM3,000-RM3,999	118	23.6	23.6	49.4
	RM4,000-RM4,999	120	24.0	24.0	73.4
	Above RM5,000	133	26.6	26.6	100.0
	Total	500	100.0	100.0	

Source: Author (2022)

Figure 4.7: Bar Chart on Income Level of Respondents



Source: Author (2022)

From the table 4.7 and figure 4.7 indicate the most respondents had an income level above RM5,000 accounting for 26.6 percent (133 respondents) of the total respondents. Furthermore, respondents with an income level of RM4,000 to RM4,999 made up 24.0 percent (120 respondents), while those with an income level of RM3,000 to RM3,999 made up 23.6 percent (118 respondents). Besides that, a total of 13.4 percent (67 respondents) has an income level of RM2,000 to RM2,999 and the least fall under income level below RM2,000 with 12.4 percent (62 respondents).

4.2 Validity and Reliability Results of Measurement Model

To assess the reliability and validity of the research model, the SMARTPLS 3.3.3 software was used to perform the analysis and the results as table 4.8.

Table 4.8 Construct Reliability and Validity

	CA	rho_A	CR	AVE
Assurance	0.868	0.868	0.910	0.716
Empathy	0.880	0.887	0.913	0.678
Occupants' Satisfaction	0.883	0.886	0.919	0.740
Reliability	0.883	0.884	0.915	0.682
Responsiveness	0.862	0.866	0.907	0.708
Tangibles	0.886	0.888	0.921	0.746

Source: Author (2022)

The CR of each construct in this dissertation varies from 0.907 to 0.921, as seen in Table 4.8. These findings imply that the items used to represent the model have good internal consistency dependability. From table 4.8, all the variables for average variance extracted (AVE) are more than 0.5 which means all the variables are acceptable and fit to the model. The range of the AVE is from 0.678 to 0.746. From the analysis (table 4.9 to table 4.14), all indicators outer loading in the measurement model showed more than 0.708 which is from 0.726 to 0.892 and indicated all indicators are statistically significant.

Table 4.9 Reliability of Occupants' Satisfaction Dimension

	Dimension
	Occupants' Satisfaction (OS) $\alpha = 0.883$
OS1: I am satisfied with the services provided by the management.	0.834
OS2: The services meet my expectation.	0.855
OS3: I am satisfied with employees respond and prompt services.	0.859
OS4: Overall service quality provided by the management is excellent.	0.892

Source: Author (2022)

Table 4.9 exhibits the findings on occupants' satisfaction items. All the items measuring occupants' satisfaction loaded into a single dimension with a 0.883 for reliability alpha.

Table 4.10 Reliability of Tangibles Dimension

	Dimension
	Tangibles (T) $\alpha = 0.886$
T1: Modern looking equipment.	0.859
T2: Visually appealing facilities.	0.863
T3: Employees who have a neat, professional appearance.	0.844
T4: Visually appealing materials associated with the service.	0.889

Source: Author (2022)

Table 4.10 presents the outcome on tangibles items. All the items measuring tangibles loaded into a single dimension with a 0.886 for reliability alpha.

Table 4.11 Reliability of Reliability Dimension

	Dimension
	Reliability (RY) $\alpha = 0.883$
RY1: Providing service as promised.	0.807
RY2: Dependability in handling occupants' service problems.	0.818
RY3: Performing services right first time.	0.855
RY4: Providing services at the promised time.	0.858
RY5: Maintaining error-free record.	0.788

Source: Author (2022)

Table 4.11 show the result on reliability items. All the items measuring reliability loaded into a single dimension with a 0.883 for reliability alpha.

Table 4.12 Reliability of Responsiveness Dimension

	Dimension
	Responsiveness (RS) $\alpha = 0.862$
RS1: Keeping occupants informed as to when service will be performed.	0.784
RS2: Prompt service to occupants.	0.868
RS3: Willingness to help occupants.	0.845
RS4: Readiness to respond to occupants' requests.	0.867

Source: Author (2022)

Table 4.12 illustrates the output on responsiveness items. All the items measuring responsiveness loaded into a single dimension with a 0.862 for reliability alpha.

Table 4.13 Reliability of Assurance Dimension

	Dimension
	Assurance (A) $\alpha = 0.868$
A1: Keeping occupants informed as to when service will be performed.	0.838
A2: Prompt service to occupants.	0.850
A3: Willingness to help occupants.	0.862
A4: Readiness to respond to occupants' requests.	0.833

Source: Author (2022)

Table 4.13 demonstrates the result on assurance items. All the items measuring assurance loaded into a single dimension with a 0.868 for reliability alpha.

Table 4.14 Reliability of Empathy Dimension

	Dimension
	Empathy (E) $\alpha = 0.880$
E1: Giving occupants' individual attention.	0.812
E2: Convenient operating hours to all their occupants.	0.726
E3: Employees who deal with occupants in a caring fashion.	0.855
E4: Having the occupants' best interests at heart.	0.854
E5: Employees who understand the needs of their occupants.	0.861

Source: Author (2022)

Table 4.14 present the result on empathy items. All the items measuring empathy loaded into a single dimension with a 0.88 for reliability alpha.

Although table 4.15 indicates HTMT value is more than 0.85, however for the cross-loadings (table 4.16) and Fornell-Larcker criterion (table 4.17) are sufficient to explain the discriminant validity is established. If the value of the loading is higher than other variables compare to loadings themselves, then the indicators and variables are valid and can remain in the study.

Table 4.15 Heterotrait–Monotrait Ratio (HTMT)

	Assurance	Empathy	Occupants' Satisfaction	Reliability	Responsiveness	Tangibles
Assurance						
Empathy	0.927					
Occupants' Satisfaction	0.821	0.785				
Reliability	0.909	0.826	0.800			
Responsiveness	0.952	0.849	0.775	0.923		
Tangibles	0.713	0.653	0.736	0.743	0.742	

Source: Author (2022)

Table 4.16 Cross Loadings

	Assurance	Empathy	Occupants' Satisfaction	Reliability	Responsiveness	Tangibles
A1	0.838	0.677	0.623	0.686	0.744	0.579
A2	0.850	0.650	0.602	0.688	0.682	0.492
A3	0.862	0.726	0.625	0.664	0.684	0.566
A4	0.833	0.689	0.585	0.656	0.677	0.485
E1	0.679	0.812	0.58	0.578	0.585	0.496
E2	0.591	0.726	0.478	0.513	0.502	0.403
E3	0.701	0.855	0.56	0.635	0.64	0.462
E4	0.673	0.854	0.611	0.620	0.665	0.498
E5	0.687	0.861	0.620	0.650	0.653	0.521
OS1	0.570	0.558	0.834	0.569	0.551	0.521
OS2	0.606	0.574	0.855	0.583	0.550	0.599
OS3	0.634	0.612	0.859	0.622	0.585	0.535
OS4	0.661	0.644	0.892	0.662	0.641	0.589
RS1	0.635	0.566	0.520	0.680	0.784	0.500
RS2	0.703	0.658	0.609	0.708	0.868	0.579
RS3	0.726	0.628	0.581	0.682	0.845	0.526
RS4	0.708	0.646	0.568	0.646	0.867	0.583
RY1	0.646	0.617	0.612	0.807	0.655	0.608
RY2	0.657	0.599	0.609	0.818	0.67	0.603
RY3	0.673	0.599	0.58	0.855	0.691	0.534
RY4	0.690	0.636	0.589	0.858	0.721	0.539
RY5	0.618	0.561	0.533	0.788	0.585	0.434
T1	0.493	0.467	0.563	0.531	0.53	0.859
T2	0.515	0.449	0.516	0.545	0.529	0.863
T3	0.602	0.569	0.583	0.634	0.623	0.844
T4	0.555	0.513	0.588	0.573	0.561	0.889

Source: Author (2022)

Table 4.17 Fornell-Lacker Criterion

	Assurance	Empathy	Occupants' Satisfaction	Reliability	Responsiveness	Tangibles
Assurance	0.846					
Empathy	0.81	0.823				
Occupants' Satisfaction	0.720	0.695	0.860			
Reliability	0.796	0.730	0.710	0.826		
Responsiveness	0.824	0.743	0.678	0.806	0.842	
Tangibles	0.628	0.581	0.653	0.662	0.651	0.864

Source: Author (2022)

Refer to table 4.18, the VIF value are range from 1.942 to 4.655. It indicates there is a moderate connection between independent variable and any other variables and it indicated absence of multicollinearity. It means that there are no two or more variables are highly correlated with one another.

Table 4.18 Variance Inflation Factor (VIF)

	Tangibles	Reliability	Responsiveness	Assurance	Empathy
Occupants' Satisfaction	1.942	3.672	4.049	4.655	3.164

Source: Author (2022)

4.3 Predictive Capabilities and the Relationships of Structural Model

Assessment of the structural model to determine the importance of the construct connection. The path coefficient presents the magnitude of the relationship between the independent variable and the dependent variable. The t-value and p-value together with beta value are shown in table 4.19.

Table 4.19 Beta value & T-value & P-value

Relationship	Path coefficient (Beta value)	T-value	P-values
Tangibles -> Occupants' Satisfaction	0.248	5.924	0.000
Reliability -> Occupants' Satisfaction	0.206	3.417	0.001
Responsiveness -> Occupants' Satisfaction	0.014	0.195	0.845
Assurance -> Occupants' Satisfaction	0.210	3.470	0.001
Empathy -> Occupants' Satisfaction	0.220	3.623	0.000

Source: Author (2022)

From table 4.20, occupants' satisfaction (OS) shows the r-square value of 0.622. The value interpret as 62.2 percent of occupants' satisfaction can be explained by the tangibles (T), reliability (RY), responsiveness (RY), assurance (A) and empathy (E) variables, with the remaining 37.8 percent explained by the other variables not discussed in this study. To measure the q-square, blindfolding needs to be used in the SmartPLS software. The q-square value indicates that occupants' satisfaction has strong predictive relevance as 0.453 is substantially higher than 0 and it is greater than 0.35.

Table 4.20 R-square & R-square adjusted

	R-square	R-square Adjusted	Q-square
Occupants' Satisfaction	0.622	0.618	0.453

Source: Author (2022)

Table 4.21 Effect size F-square

	Tangibles	Reliability	Responsiveness	Assurance	Empathy
Occupants' Satisfaction	0.084	0.031	0.000	0.025	0.041

Source: Author (2022)

From the above table, tangibles, reliability, assurance and empathy have small effect so remove that exogenous variable will have small effect on r-square value for the endogenous variable. Whereas for responsiveness, f-square value is zero and less than 0.02 show there is no effect.

CHAPTER 5

DISCUSSION, CONCLUSION AND IMPLICATIONS

5.0 Introduction

This is the research's final chapter, and it highlights the key findings. Following the presentation of the findings, the implications of the research are discussed. Finally, the research's drawbacks and suggestions for further research are presented.

5.1 Summary of Descriptive Analysis

Table 5.1 Descriptive Analysis Overview

Respondent Demographic Profile	
Location	
<ul style="list-style-type: none">• Kuala Lumpur (29.6%)• Selangor (42.4%)• Penang (6.6%)	<ul style="list-style-type: none">• Johor Bahru (7.2%)• Other (14.2%)
Gender	
<ul style="list-style-type: none">• Male (51.4%)	<ul style="list-style-type: none">• Female (48.6%)
Age	
<ul style="list-style-type: none">• 20 years old and below (3.8%)• 21-30 years old (30.4%)• 31-40 years old (28.8%)	<ul style="list-style-type: none">• 41-50 years old (23.6%)• 51 years old and above (13.4%)
Marital Status	
<ul style="list-style-type: none">• Single (47.8%)	<ul style="list-style-type: none">• Married (52.2%)

Ethnicity	
<ul style="list-style-type: none"> Chinese (59.0%) Malay (21.4%) 	<ul style="list-style-type: none"> Indian (16.8%) Other (2.8%)
Education Level	
<ul style="list-style-type: none"> Primary education/ Secondary education (27.6%) Diploma/ Advanced Diploma (24.2%) Bachelors (33.8%) 	<ul style="list-style-type: none"> Masters (8.4%) PhD (3.6%) Other (2.4%)
Income Level	
<ul style="list-style-type: none"> Below RM2,000 (12.4%) RM2,000-RM2,999 (13.4%) RM3,000-RM3,999 (23.6%) 	<ul style="list-style-type: none"> RM4,000-RM4,999 (24.0%) Above RM5,000 (26.6%)

Source: Author (2022)

Based on table 5.1, the most respondents are from Selangor (42.4%), male (51.4%), the age of 21 to 30 years old (30.4%), married (52.2%), chinese (59%), bachelors (33.8%) and income level above RM5,000 (26.6%).

5.2 Discussions Major Findings

Table 5.2 Summary of the hypotheses testing the framework of the study

Hypotheses	Relationship	T-value	P-values	Decision
H1	Tangibles -> Occupants' Satisfaction	5.924	0.000	Supported
H2	Reliability -> Occupants' Satisfaction	3.417	0.001	Supported
H3	Responsiveness -> Occupants' Satisfaction	0.195	0.845	Not supported
H4	Assurance -> Occupants' Satisfaction	3.470	0.001	Supported
H5	Empathy -> Occupants' Satisfaction	3.623	0.000	Supported

Source: Author (2022)

There are five proposed hypotheses had been investigated for this study and are shown in table 5.2. The PLS-SEM bootstrapping analysis was used to determine the statistical significance of the hypothesis between the variables. T-value must be more than 1.96 or less than -1.96 to show the relationship is significant (significant level = 5%). (Purwanto & Asbari & Santoso, 2021)

According to the data analysis shown in table 5.2, tangible has a strong and substantial relationship with occupants' satisfaction in mixed-use building. The t-value of 5.924 which is greater than 1.96, and the p-value of 0.000, which is less than 0.05. This implies that the first hypothesis (H1) is supported. The findings of this study are support by previous research findings that show that tangibles has a significant relationship with occupants' satisfaction. (Ojekalu et al., 2018; Le & Nguyen & Hoang Truong, 2020; Ali & Gardi & Othman & Ahmed & Ismael & Hamza & Aziz & Sabir & Sorguli & Anwar, 2021;)

Based on the data analysis reported in table 5.2, reliability has a significant relationship with occupants' satisfaction in the mixed-use building. The t-value of 3.417 which is greater than 1.96, and the p-value of 0.001, which is less than 0.05. This shows that the second hypothesis (H2) is supported. The findings of this study are also in line with those of several previous studies that reliability has a significant relationship with occupants' satisfaction. (Ojekalu et al., 2018; Le et al., 2020; Ali et al., 2021)

Based on the data analysis reported in table 5.2, responsiveness has no relationship with occupants' satisfaction in the mixed-use building. The t-value of 0.195 which is less than 1.96, and the p-value of 0.845, which is more than 0.05. This suggests that the third hypothesis (H3) is not supported. The conclusion of these findings are also in line with those of several previous studies that reliability has no significant relationship with occupants' satisfaction. (Kadek & Martini & Bagus & Suardana & Nengah & Astawa, 2018; Gopi & Samat, 2020). Although this dimension is not significant in this study, it does not imply this variable is not important as many other researchers have demonstrated this dimension is significant. (Ojekalu et al., 2018; Fida & Ahmed & Al-Balushi & Singh, 2020; Ali et al., 2021)

Based on the data analysis reported in table 5.2, assurance has a positive relationship with occupants' satisfaction in the mixed-use building. The t-value of 3.470 which is more than 1.96, and the p-value of 0.001, which is less than 0.05. This indicates that the fourth hypothesis (H4) is supported. The findings of this study

are also in line with those of several previous studies that reliability has a significant relationship with occupants' satisfaction. (Ojekalu et al., 2018; Le et al., 2020; Ali et al., 2021)

Based on the data analysis reported in table 5.2, empathy has a positive relationship with occupants' satisfaction in the mixed-use building. The t-value of 3.470 which is more than 1.96, and the p-value of 0.001, which is less than 0.05. This indicates that the fifth hypothesis (H5) is supported. The findings of this study are also in line with those of several previous studies that reliability has a significant relationship with occupants' satisfaction. (Ojekalu et al., 2018; Fida et al., 2020; Ali et al., 2021)

From the significance of hypotheses, it is determined that the tangibles, reliability, assurance and empathy are the determinants of occupants' satisfaction in the mixed-use building. The second research objective have been achieved.

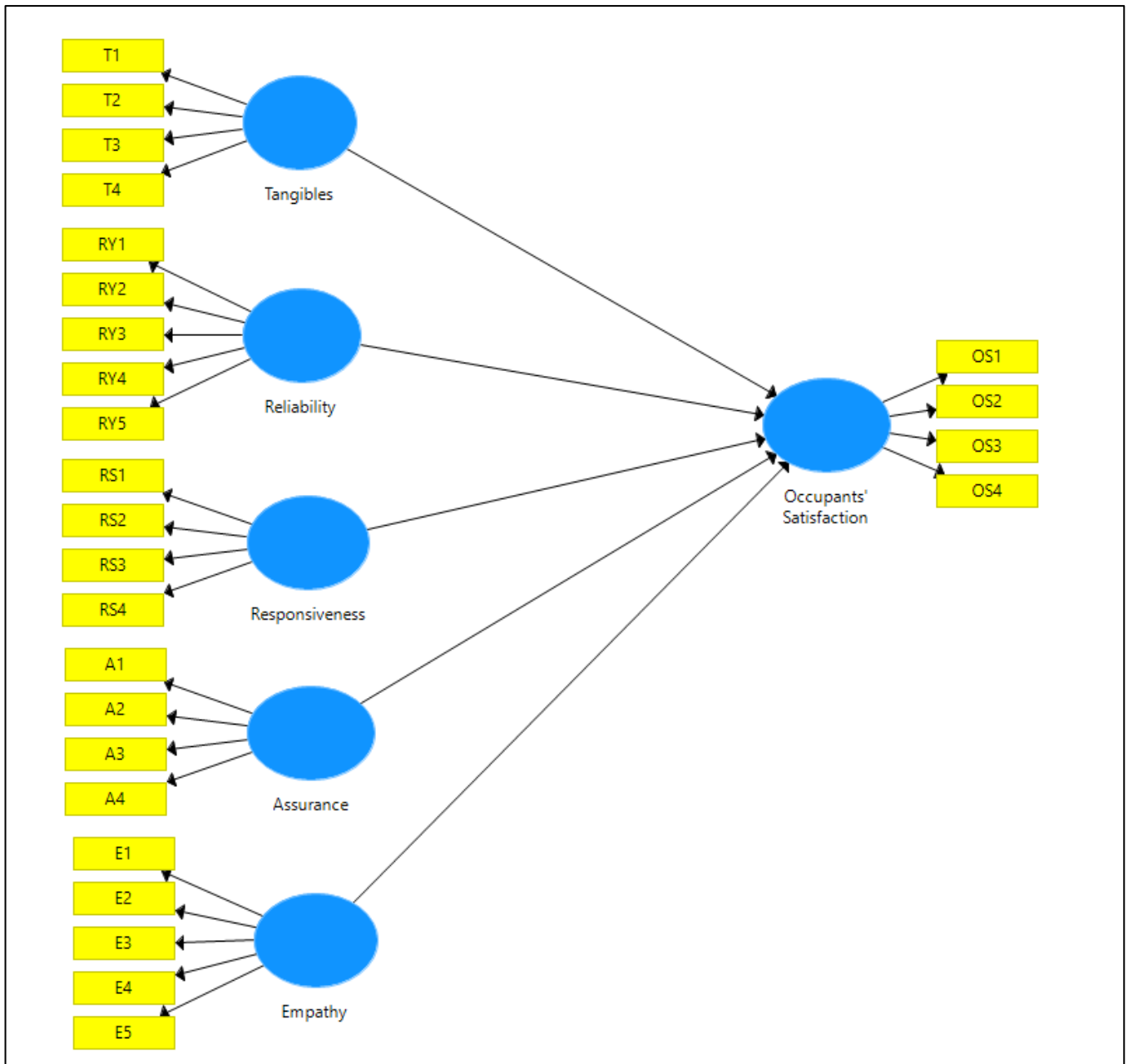
Table 5.3 Beta Value

Hypotheses	Relationship	Beta value	Ranking
H1	Tangibles -> Occupants' Satisfaction	0.248	1
H2	Reliability -> Occupants' Satisfaction	0.206	4
H3	Responsiveness -> Occupants' Satisfaction	0.014	5
H4	Assurance -> Occupants' Satisfaction	0.210	3
H5	Empathy -> Occupants' Satisfaction	0.220	2

Source: Author (2022)

The path coefficient indicates the strength of the association between constructs as shown. According to Hair Jr et al. (2021), if the beta value close to +1 indicates it is a stronger positive relationship and empirically significant and vice versa. Generally, the very low values near zero are often indicated as not significant. This research shows the tangibles, reliability, assurance and empathy are a weak relationship to occupants' satisfaction. The responsiveness from the analysis is the lowest value and nearly zero which means this variable is not significant to occupants' satisfaction. Based on the highest beta value (0.248), tangibles dimension has the strongest effect toward the occupants' satisfaction in mixed-use buildings. Hence, the third research objective have been achieved.

Figure 5.1 SEM model develop for the research



Source: Author (2022)

5.3 Implications of the Study

This study mainly investigates the quality of service variables that affects the occupants' satisfaction in a mixed-use building. Throughout the study, there are several important implications discussed below.

5.3.1 Managerial implications

According to the findings, four dimensions have a significant relationship to the occupants' satisfaction and the tangibles dimension influences the occupants' satisfaction the most. The ranking after tangibles dimension followed by empathy, assurance and reliability. For responsiveness dimension is not significant and has less impact on the occupants' satisfaction. As a result, it is recommended that the property management devote more time and effort to upgrading their appearance in facilities and equipment and employee's appearance. The property management needs to be proactive in managing the common area in good condition by establishing a proactive maintenance culture and using Computerized Maintenance Management System (CMMS) software to help the property management work effectively and efficiently.

Besides that, empathy has shown a positive relationship toward occupants' satisfaction. The property management needs to understand their occupants' needs and wants and provide individual care so that they will be happy and satisfied with the service when they approach the employee. Moreover, the research has also shown assurance is significantly influence the occupants' satisfaction. Property management should improve employees' expertise and capability to deliver faith and confidence to the occupants. The property management also should hire more experienced employees to manage the building. Experienced employees have more capability to improve the services, forecast the possible issues that may arise and provide solutions to minimize and eliminate the issue.

In addition, the reliability dimension shows a positive relationship toward occupants' satisfaction. The property management needs to ensure the transaction is always correct and promise to deliver the right service to the occupants. The property management can use more reliable and transparent accounting systems such as using Cloud-based or Web-based accounting software where the property management can manage remotely and the occupants can check their account information from the system remotely without going to the management office.

Another finding of this research is that this dimension may not be suitable for mixed-use building contexts as many previous researchers conducted a similar study based on types of building such as residential, commercial and factory. Although the outcome of this study shows that the responsiveness dimension is not significant and has less impact on occupants' satisfaction, however this dimension should not be eliminated as past research has proven that responsiveness can influence the occupants' satisfaction. The property management needs to ensure the service is always ready to provide with prompt commitment to complete the task required by the occupants.

5.4 Limitations of the Study

The first constraint is the small sample size used to reflect all occupants' satisfaction with property management for the mixed-use building. Although there is a research timeline and resource restrictions, the researcher did the best to distribute and successful obtain a total of 500 respondents. However, the researcher is unable to get reliable statistical data to know the total number of populations for occupants in the mixed-use building context for the research, therefore the restricted sample size of 500 might reduce the possibility of getting the significant and great reliability of statistical findings that were required for this study.

Secondly, the questionnaire was solely designed in English for the respondents' study. It has created issues for certain people who have a poor English level and difficult to fully comprehend some questions asked by the researchers. Furthermore, the researcher is unable to conduct face-to-face distribution of survey questionnaires in this pandemic period. This had become a barrier for the researcher to do an explanation for the questionnaire to the respondents. As a consequence, they would prefer not to react and answer the survey questionnaire, or the respondents just fill the questionnaire based on their presumptions, which might lead to bias in the outcomes.

5.5 Recommendations on Future Research

Future researchers should look for more independent variables to conduct a similar study such as professionalism (Ojekalu et al., 2018). The mixed-used building as a research context may consider a new field of study for future researchers to investigate as many past researchers conducted a similar study based on the building types. The mixed-used building may provide more possibility and variance in the research outcome due to its comprehensive context.

This researcher was collected data from the respondents through an online questionnaire which the respondents may not fully understand the questionnaire question. Future researchers may conduct the study in qualitative research (interview method) instead of quantitative research (questionnaires) to obtain better and more comprehensive outcomes such as investigating more independent variables that are significant to the occupants' satisfaction.

Consequently, the study suggests that for the property managers to strengthen their work efficiently, evaluation of the performance of service quality should be part of the property management routine, and the results could be implemented as a foundation for future assessment or review.

5.6 Conclusion

This research studied the occupants' satisfaction with the property management service quality in the mixed-use building. Among all of the independent variables discussed, the tangibles dimension played a significant effect in evaluating the occupants' satisfaction in the mixed-use building. The property management company needs to put more effort and improve the tangibles dimension to increase their satisfaction level. Furthermore, other variables that have been discussed in this research and those still not yet discussed and to be investigated by future researchers need to take into consideration as well.

All these findings will undoubtedly provide crucial insights to the property management business by allowing them to improve occupants' happiness and increase their credibility.

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APPENDICES

Appendix 1.0 Content Analysis

Main categories	Generic categories	Sub-categories	Source
Occupants' Satisfaction on property management service quality	Occupants' Satisfaction	I am satisfied with the services provided by the management	Alnaser et. al. (2018)
			Solimun & Fernandes (2018)
			Alnaser et. al. (2017)
			Rimawan et. al. (2017)
		The services meet my expectation.	Wong et. al. (2020)
			Akroush et. al. (2019)
			Shafiq et. al. (2019)
			Alnaser et. al. (2018)
			Alnaser et. al. (2017)
			Rimawan et. al. (2017)
		I am satisfied with employees respond and prompt services.	Jing & Lim (2020)
			Shafiq et al. (2019)
			Rimawan et. al. (2017)
		Overall service quality provided is satisfied.	Akdere et. al. (2020)
			Musa et al (2020)
	Moghavvemi et. al. (2018)		
	Rimawan et. al. (2017)		
	Tangibles	Modern looking equipment.	Dai (2020)
			Wong et al. (2020)
			Gulhane et al. (2019)
			Shafiq et al. (2019)
			Albattat et al. (2018)
			Pukite & Geipele (2017)
			Felix (2017)
			Yusoff & Liew (2014)
		Visually appealing facilities.	Azian et al. (2020)
			Mohd Nor et al. (2020)
Wong et al. (2020)			
Gulhane et al. (2019)			
Shafiq et al. (2019)			
Abdul Samad et al. (2018)			
Albattat et al. (2018)			
Felix (2017)			
Yusoff & Liew (2014)			

Main categories	Generic categories	Sub-categories	Source
Occupants' Satisfaction on property management service quality	Tangibles	Employees who have a neat, professional appearance.	Maharsi et al. (2021)
			Truong et al. (2020)
			Wong et al. (2020)
			Yeh & Chen (2020)
			Gulhane et al. (2019)
			Shafiq et al. (2019)
			Albattat et al. (2018)
			Felix (2017)
		Yusoff & Liew (2014)	
		Visually appealing materials associated with the service.	Wong et al. (2020)
			Gulhane et al. (2019)
			Shafiq et al. (2019)
			Albattat et al. (2018)
			Chiang & Perng (2018)
	Felix (2017)		
	Yusoff & Liew (2014)		
	Reliability	Providing service as promised.	Gulhane et al. (2019)
			Thomas & Rajendran (2019)
			Albattat et al. (2018)
			Chiang & Perng (2018)
			Felix (2017)
			Mmutle & Shonhe (2017)
			Yusoff & Liew (2014)
		Dependability in handling occupants' service problems.	Aktar (2021)
			Wong et al. (2020)
			Gulhane et al. (2019)
			Pakurár et al. (2019)
			Albattat et al. (2018)
Dahlan & Zainuddin (2018)			
Felix (2017)			
Yusoff & Liew (2014)			
Performing services right first time.	Gulhane et al. (2019)		
	Pakurár et al. (2019)		
	Albattat et al. (2018)		
	Felix (2017)		
	Yusoff & Liew (2014)		

Main categories	Generic categories	Sub-categories	Source
Occupants' Satisfaction on property management service quality	Reliability	Providing services at the promised time.	Wong et al. (2020)
			Gulhane et al., 2019
			Pakurár et al. (2019)
			Albattat et al. (2018)
			Felix (2017)
			Yusoff & Liew (2014)
		Maintaining error-free record.	Wong et al. (2020)
			Gulhane et al. (2019)
			Pakurár et al. (2019)
			Felix (2017)
	Responsiveness	Keeping occupants informed as to when service will be performed.	Gulhane et al. (2019)
			Pakurár et al. (2019)
			Felix (2017)
			Yusoff & Liew (2014)
		Prompt service to occupants.	Jing & Lim (2020)
			Shokouhyar et al. (2020)
			Gregory (2019)
			Gulhane et al. (2019)
			Felix (2017)
			Yusoff & Liew (2014)
		Willingness to help occupants	Aktar (2021)
			Wong et al. (2020)
			Gregory (2019)
			Gulhane et al. (2019)
			Pakurár et al. (2019)
			Felix (2017)
Yusoff & Liew (2014)			
Readiness to respond to occupants' requests.	Gregory (2019)		
	Gulhane et al. (2019)		
	Pakurár et al. (2019)		
	Felix (2017)		
	Yusoff & Liew (2014)		
Assurance	Behaviour of employees instil confidence	Gregory (2019)	
		Gulhane et al. (2019)	
		Albattat et al. (2018)	
		Mmutle & Shonhe (2017)	
		Felix (2017)	
		Yusoff & Liew (2014)	

Main categories	Generic categories	Sub-categories	Source
Occupants' Satisfaction on property management service quality	Assurance	Making occupants feel safe in their transactions.	Azian et al. (2020)
			Mohd Nor et al. (2020)
			Gregory (2019)
			Gulhane et al. (2019)
			Albattat et al. (2018)
			Felix (2017)
		Yusoff & Liew (2014)	
		Employees who are consistently courteous.	Jing & Lim (2020)
			Sanderson et al. (2020)
			Wong et al. (2020)
			Gulhane et al. (2019)
			Felix (2017)
			Yusoff & Liew (2014)
		Employees have the knowledge to answer the occupants' questions.	Mohd Nor et al. 92020
			Sanderson et al. (2020)
			Gregory (2019)
			Gulhane et al. (2019)
			Albattat et al. (2018)
	Felix (2017)		
	Empathy	Giving occupants' individual attention.	Jing & Lim (2020)
			Wong et al. (2020)
			Albattat et al. (2018)
			Shafiq et al. (2019)
			Pakurár et al. (2019)
Mmutle & Shonhe (2017)			
Felix (2017)			
Yusoff & Liew (2014)			
Convenient operating hours to all their occupants.		Gulhane et al. (2019)	
		Moghavvemi et al. (2018)	
		Felix (2017)	
		Yusoff & Liew (2014)	
Employees who deal with occupants in a caring fashion.		Wong et al. (2020)	
		Gulhane et al. (2019)	
		Mmutle & Shonhe (2017)	
		Felix (2017)	
Yusoff & Liew (2014)			

Main categories	Generic categories	Sub-categories	Source
Occupants' Satisfaction on property management service quality	Empathy	Having the occupants' best interests at heart.	Shafiq et al. (2019)
			Gulhane et al. (2019)
			Albattat et al. (2018)
			Dahlan & Zainuddin (2018)
			Felix (2017)
			Rahman et al. (2015)
			Yusoff & Liew (2014)
		Employees who understand the needs of their occupants.	Gulhane et al. (2019)
			Albattat et al. (2018)
			Dahlan & Zainuddin (2018)
			Felix (2017)
			Rahman et al. (2015)
			Yusoff & Liew (2014)

Appendix 2.0 Ethical Approval



UNIVERSITI TUNKU ABDUL RAHMAN

Wholly Owned by UTAR Education Foundation (Company No. 578227-M)

Re: U/SERC/293/2021

17 December 2021

Ms Nurhayati Binti Md Khair
Department of Building and Property Management
Faculty of Accountancy and Management
Universiti Tunku Abdul Rahman
Jalan Sungai Long
Bandar Sungai Long
43000 Kajang, Selangor

Dear Ms Nurhayati,

Ethical Approval For Research Project/Protocol

We refer to your application for ethical approval for your research project (Master student's project) and are pleased to inform you that your application has been approved under Expedited Review.

The details of your research project are as follows:

Research Title	An Assessment of Occupants' Satisfaction on The Property Management Service Quality: A Study on Mixed-Use Building
Investigator(s)	Ms Nurhayati Binti Md Khair Tum Choo Yoong (UTAR Postgraduate Student)
Research Area	Social Sciences
Research Location	Peninsular Malaysia
No of Participants	500 participants
Research Costs	Self-funded
Approval Validity	17 December 2021 - 16 December 2022

The conduct of this research is subject to the following:

- (1) The participants' informed consent be obtained prior to the commencement of the research,
- (2) Confidentiality of participants' personal data must be maintained,
- (3) Compliance with procedures set out in related policies of UTAR such as the UTAR Research Ethics and Code of Conduct, Code of Practice for Research Involving Humans and other related policies/guidelines; and
- (4) Written consent be obtained from the institution(s)/company(ies) in which the physical or/and online survey will be carried out, prior to the commencement of the research.

Kampar Campus : Jalan Universiti, Bandar Barat, 31900 Kampar, Perak Darul Ridzuan, Malaysia
Tel: (605) 468 8888 Fax: (605) 466 1313
Sungai Long Campus : Jalan Sungai Long, Bandar Sungai Long, Cheras, 43000 Kajang, Selangor Darul Ehsan, Malaysia
Tel: (603) 9086 0288 Fax: (603) 9019 8868
Website: www.utar.edu.my





**UNIVERSITI TUNKU ABDUL RAHMAN
FACULTY OF ACCOUNTANCY AND MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION**

**AN ASSESSMENT OF OCCUPANTS' SATISFACTION ON THE PROPERTY MANAGEMENT
SERVICE QUALITY: A STUDY ON MIXED-USE BUILDING**

Dear respondents,

I am a postgraduate student from Universiti Tunku Abdul Rahman (UTAR) and I am conducting a research project titled "An Assessment Of Occupants' Satisfaction On The Property Management Service Quality: A Study On Mixed-Use Building". There are two (2) research objectives of the research. Firstly, it is to examine the relationship between occupants' satisfaction and service quality factors in mixed-use building. Secondly, it is to evaluate factors of service quality influence the occupants' satisfaction the most in mixed-use building.

This research is conducted mainly for academic purposes only. Your responses will remain anonymous and confidential. Your participation in this research is a voluntary basis. There are three (3) sections in this questionnaire and approximately 10 minutes to complete this questionnaire.

Thank you for your valuable time and participation.

Sincerely,

Tum Choo Yoong

wilsontumtcy007@gmail.com

Section A: Demographic Profile

Please tick (✓) according to the answer in the boxes that best represents you.

1. Location:

Kuala Lumpur

Selangor

Penang

Johor Bahru

Other (Please specify): _____

2. Gender:

Male

Female

3. Age:

20 years old and below

21-30 years old

31-40 years old

41-50 years old

51 years old and above

4. Marital Status:

Single

Married

5. Ethnicity:

Chinese

Malay

Indian

Other (Please specify): _____

6. Education level:

Primary education/ Secondary education

Diploma/ Advanced Diploma

Bachelors

Masters

PhD

Other (Please specify): _____

7. Income level:

Below RM2,000

RM2,000 – RM2,999

RM3,000 – RM3,999

RM4,000 – RM4,999

Above RM5,000

Section B: Occupants' Satisfaction

Please tick (√) in the column and indicate the degree of agreement with the following statements. (SD-Strongly Dissatisfied, D-Dissatisfied, N-Neutral, S-Satisfied and SS-Strongly Satisfied)

Occupants' Satisfaction (OS)						
	Items	SD	D	N	S	SS
OS1	I am satisfied with the services provided by the management.					
OS2	The services meet my expectation.					
OS3	I am satisfied with employees respond and prompt services.					

OS4	Overall service quality provided by the management is excellent.					
-----	--	--	--	--	--	--

Section C: Service Quality

Please tick (✓) in the column and indicate the degree of satisfaction level with the following statements. (SD-Strongly Dissatisfied, D-Dissatisfied, N-Neutral, S-Satisfied and SS-Strongly Satisfied)

Tangibles (T)						
	Items	SD	D	N	S	SS
T1	Modern looking equipment.					
T2	Visually appealing facilities.					
T3	Employees who have a neat, professional appearance.					
T4	Visually appealing materials associated with the service.					
Reliability (RY)						
RY1	Providing service as promised.					
RY2	Dependability in handling occupants' service problems.					
RY3	Performing services right first time.					
RY4	Providing services at the promised time.					
RY5	Maintaining error-free record.					
Responsiveness (RS)						
RS1	Keeping occupants informed as to when service will be performed.					
RS2	Prompt service to occupants.					
RS3	Willingness to help occupants.					
RS4	Readiness to respond to occupants' requests.					
Assurance (A)						
A1	The behaviour of employees instil confidence in occupants.					
A2	Making occupants feel safe in their transactions.					
A3	Employees who are consistently courteous.					
A4	Employees have the knowledge to answer the occupants' questions.					
Empathy (E)						
E1	Giving occupants' individual attention.					
E2	Convenient operating hours to all their occupants.					
E3	Employees who deal with occupants in a caring fashion.					
E4	Having the occupants' best interests at heart.					
E5	Employees who understand the needs of their occupants.					