

## Sustaining Internationalization of Airport Service Quality in Malaysia

*Norudin Mansor, Sh. Ainaa Mardhiyah Syed Redhwan and Zuraini Jusoh*

Faculty of Business Management, Universiti Teknologi MARA, Terengganu, Malaysia

---

**Abstract:** The nature of service business is always closely associated with service quality and satisfaction. This study intends to measure the stakeholders response about the internationalization of KLIA services as one of the best airport in the world. With the intention of having a good generalization, out of approximately 106,000 populations, 456 respondents were selected from three main subgroups: namely passengers, airport personnel and airport tenants by using quota sampling. Relying on three constructs concerning airport facilities, service environment and service personnel demonstrated that all of them correlate well each other. Similar constructs individually indicated that they are significant towards developing the relationship with internationalization of service quality at the airport. Further testing on the hypotheses revealed that the identifiable constructs are able to explain 61.3% on the perceived service quality. The outcome of the study is useful in providing the direction towards sustaining and improving whatever associated dimensions so that the popularity of the airport as one of the gatekeeper able to help the nation in building its international image.

**Key words:** Service quality • Service environment • Airport facilities • Service personnel

---

### INTRODUCTION

Nowadays, many issues on how the service industries can convince their customer to experience the service and also to meet the demand and meeting the challenges are being discussed and debated. Service are more challenging to be visualizing by the service provider and customer and it is difficult for the customer to display their confidence of the service unless they experience the service by themselves by comparing standard and perceptions of result performance [1]. In fact the interest in measuring the relevancy of service quality continuously increased over the years. As mentioned by [2], services can be defined as an economic activities offered by one party to another, in exchange for money, time and effort, servicing customers expected value from access to goods, labor, professionals skills, facilities, network and system, but they do not normally take ownership of the physical elements involved. Perhaps a key distinction between goods and services lies in the fact that customers usually derive value from services without obtaining ownership to any of tangible elements [3]. Whereas quality can be define in many ways because each person will have a different perception towards the quality. Quality defined by [4] as confirming to

requirement which means organizations must establish requirements and specifications while [5] suggest that quality as superiority or excellence.

As what being proposed by [6] quality of a service to be perceived by the customers need to consider two dimensions: an outcome dimension and process related dimensions. Service quality can be defined as 'an overall judgement (attitude) about the relative superiority (inferiority) of the company's service' [7]. People can easily define the quality of a product because by nature it is tangible where people can see, touch, taste and smell whereas it is totally different with the services. In accessing service quality customers have to experience the service themselves and also with the aid of physical aspects and advertising, only then they can make any perception towards the service. Hence, it is not easy for the service provider to perform the service without any physical elements aid and also customers themselves could not simply makes any judgement on the service quality that provide by the service provider without having any dimensions of service quality such as reliability, tangibility, responsiveness, assurance and empathy [8]. As been identified by [9], there are three underlying themes in the literature concerning service quality where the first one, service quality is more difficult

for the customer to evaluate than goods quality. Second, the perception of service quality results from comparison by the consumer their expectations with the actual service performance and the last one is evaluation of quality is based on both outcome of service encounter and the process of service delivery.

High intangibility is the most features that make services industry hard to enter the global market. High intangibility which refers to something that people could not see, touch, smell or even taste but it only can be feeling through experience the service itself. Hence, high intangibility features become constraints to services industry to expand as compared to product industry. At the airport, passengers encounter a bundle of tangible and intangible services in a physical setting in which [10] might characterize it as an “elaborate services cape”, similar to a hospital, with many corridors, queues, signs and complex interactions.

Moving into the twenty first century, more and more industry are becoming comfortable and productive with the use of information technology (IT) in their daily work either product or services industry. Recent improvements in technology coupled with reductions in trade barriers, have allowed services to move into the global market environment [11, 12] and thus provide an advantage for them to enter the global market as compared to before. Thus the airline industries like airport services such as Kuala Lumpur International Airport (KLIA), Penang Airport, Langkawi Airport, Kuching and Kota Kinabalu Airport. Among the industries, airports seem to have a consistent growth segment in the travel and transportation industry [13].

There are many factors that make an airport to become an international airport. Among others it include such as an airport must have international route and they must have an international airlines that use their airport. An international airport refers to an airport that provides facilities and services to process airlines and air travellers with international connection [14]. Since the inception of KLIA in June 1998, it is important for Malaysia to have such an airport in order to support and promote the country towards generating income and indirectly further promoting and boosting up tourism industry. At the end of June 2012, the best airport for 25-40 Million Passenger Per Annum (MPPA) categories is Incheon Airport, South Korea and Changi International airport, Singapore. Moreover, for the World Wide Airport category, the statistic for the second quarter which at the end of June 2012, KLIA was at the nine (9<sup>th</sup>) positions. Hence, there is a need to enhance the capabilities of KLIA

by observing factors like demand from passenger, airport services capes, human resource management, technology, safety, manpower, facilities, many more other determinants.

KLIA is one of Malaysia Airport Holdings Berhad (MAHB) subsidiaries as well as Asia's major aviation hubs and is a destination in itself. It is located at the top of the southern corridor of Peninsular Malaysia and approximately 50 km from the capital city, Kuala Lumpur. KLIA is a unique airport because it has within its boundaries all that is needed for business, entertainment and relaxation. KLIA is surrounded by four main cities: Kuala Lumpur, Shah Alam, Seremban and Malacca. KLIA in fact is the only airport that was awarded Green Globe award since 2004 due to its commitment to promote environment friendly. Part of the building such as the Main Terminal Building area was designed using the concept of “Airport in the forest, forest in the airport”, in which it is surrounded by green space. This was done with the co-operation of the Forest Research Institute of Malaysia.

**Problem Statement:** Continuous attempts had been deployed, from time to time through the use of technology and innovations and several other strategies to help service industries especially for airport services to remain in top ranking. Prior to the discussion with the representative of Malaysian Airport Consultant Services (MACS) based on the survey done by Airport Service Quality (ASQ), through MACS in June 2012, KLIA was ranked to be at the third (3rd) place among the world best airport for category 25-40 Maximum Passenger per Annum. Maintaining the current position remained a challenge to the management and it need continuous effort to maintain at that stage. Even though KLIA already being an international airport for several years ago but still it is difficult for them to compete with the other airport within the same categories such as Incheon and New Delhi airport. While striving to remain competitive, several issues concerning what are actually the main determinants that derive the airport to be among the reputable international airport remained to be a major concerned. Moreover, despite of the great effort initiated by the management, KLIA lost its ranking to New Delhi International Airport (2<sup>nd</sup> place) which is a developing airport and be at the third place for category 25-40 Maximum Passenger per Annum. Based on the discussion with several management personnel and reviewing of past literatures, there seems to be many factors that might influence internationalization of service quality in KLIA.

Hence, this research is expected to explore elements such as facilities, services cape and service personnel that are believed to influence the internationalization of service quality in KLIA. The focus more on these determinants is appropriate because based on the information given by MACS who was responsible to conduct a survey on Airport Service Quality (ASQ) stated that, items measuring cleanliness, ambient, ATM facilities, courtesy of the staff, accessibility and few others that formed part of service quality indicators needed management attention. Further reviewing of the past literatures by [15-18] concerning service personnel, airport facilities and services capes confirmed the relevancy of their role that need to be addressed.

#### **Research Objectives:**

- To explore the perception level of the stakeholders towards internationalization of service quality, facilities, service environment and service personnel.
- To examine the relationship of the selected constructs (airport facilities, services capes, service personnel) with internationalization of service quality.
- To investigate which of the selected constructs that have more significant impact on internationalization of service quality in KLIA.

**Significance and Scope of the Study:** The main focus of this study aims to examine the internationalization of service quality in KLIA. It is very important to some related parties such as KLIA, MAHB and also to the Malaysian government itself. Hence, through this investigation it is expected to provide new evidence that may be useful towards improving the KLIA in order for them to be at the top of airport world class ranking while ensuring that the service deliveries are well perceived. In terms of the unit of analysis, the investigation will focus on the customer or passengers who use the KLIA services, the staff who work at KLIA and also tenant or vendor that operate in KLIA building. The number of 456 samples taken from those three populations discovered to be reasonably adequate in arriving at the generalization for the KLIA operation. Although the focus is only within KLIA, it may not be adequate to represent other international airports in Malaysia, but still to some extent it may be useful to provide evidence for classifying the status of international airport.

#### **Literature Review**

**Service Quality in Airport:** Service are more challenging to be visualizing by the service provider and customer and it is difficult for the customer to display their confidence of the service unless they experience the service by themselves by comparing standard and perceptions of result performance [1]. Services also involved tangibility features such as facilities, service personnel and service ambient that help the service provider to perform their service. Physical quality relates to the tangible aspects of a service [19]. Thus presentation of service not only involves intangibility aspects but also complimented by the tangible elements to help the service provider executing their work. In ensuring the efficiency of its delivery, service orientation requires the need to provide a good service quality in term of many aspects such as service provider itself, facilities, service ambient or environment, technology and many other aspects in order to attract customer to use the services offered and make them satisfied or may be more than satisfied with the service provided [20, 21].

The benchmark of whether service quality delivery considered been excellent or superior service are very much related to customer expectations. With the nature of airport services, the association between service qualities as to the performance therefore always remain importance. Service quality in terms of physical, interactive and corporate (image) quality [22, 19]. Service quality is customer's long-term, cognitive evaluations of any institutions' service delivery [23]. Customers will usually compare the service that they expect to receive from the service provider during the pre-purchase stage and compare it after they have experience the service which is during the post purchase stage. As stated by [24], after buying and consuming the service, customers compare its expected quality with what they actually received. A better quality of service will increase the expectation of customer towards the service. Higher levels of service quality lead to higher levels of customer satisfaction [25-27]. The zone-of-tolerance (ZOT) theory conceptualized by [28] suggests that service quality perceptions are dependent upon consumers' expectations. Customer expectation can be determine by using the Zone of Tolerance (ZOT) theory where when the service provided exceeding the desired service level. it will delight customers within the zone of tolerance where they receive a service as what they have expect or may be when they are performing too low, it will cause frustration and dissatisfaction. At the airport, service provider and all the

facilities such as washroom, waiting seat, shopping and escalator, will help the airport to perform the good quality service in a quality manner and thus obtaining a good feedback or perception from the customer towards our service. In order to become an international airport, it is important for the airport to provide an attractive and a good service quality either from the staff at the airport or even the facilities use at the airport besides the schedule or service route provided. As been concluded by [29], with these efforts it will increase the chance for sustaining competitive advantage in the industry.

Thus, the need to enhance service quality requires new generation of ideas, enhance learning experiences, explore issues, identify conflict and focus action to enhance understanding about why, what, how, where and when to pursue the best practicable environmental options [30]. In addition, cross-functional teams involving employees at all levels may be particularly helpful in achieving operational safety improvement across departments. Benefits of such teams include collective knowledge to develop comprehensive solutions, avoiding duplication of efforts, accomplishing many tasks simultaneously and empowering employees [31, 32]. Following the combination effort contributed by the combination of several construct, the following hypothesis was formulated:

**Hypothesis 1:** All the selected constructs (airport facilities, service personnel, services capes) are able to explain the internationalization of service quality in KLIA.

**Airport Facilities:** Facilities is one of the very crucial elements not only to the airport but also to other industries such as manufacturing, automobile, food and beverages because by having an efficient and practical facilities, it will help them to produce much better product and also can help the service provider to perform the service. Furthermore, customer's expectation towards the product or service also depends on the facilities provided [33]. Airport facilities are considered to be of prime importance herein due to the level of predicted aviation sector growth and the very public and political spotlight which is frequently placed upon the detrimental environmental impacts that are associated with airport growth and expansion.

Airport support facilities are needed to achieve efficient and effective airport system, to facilitate flight operations, airport maintenance and airport administration as well as the maintenance of aircraft and other airlines

related services. Mainly airline support services, on site air support functions are necessary for the normal operations of the airport. Aircraft maintenance facilities are a major support facility, made up of hangars ranging in height and number depending on the airport and the planes that it serves, the hangars can range from 28 m to 39 meters above grade, this facility is usually for line maintenance with heavy maintenance procedures been undertaking not so often [34]. Fuelling facilities, part of the airport support facility most airport have fuel depot where most of the arriving and departing aircraft are refueled, while most of the aircraft are refueled by using trucks others can be refueled using permanent hydrant. Aircraft kitchen and cleaning services are responsible for all kitchens' prepared and packed meals for in-flight service and at the same time responsible for cleaning the aircraft making sure the aircraft is clean before passengers are allowed into the aircraft for their onward journey. Most of these facilities are located near the airside and would not have restricted but controlled access in the airport terminal to carry out their functions.

Facilities are one of determinants that can influence the customer's expectation towards the airport service quality [35]. The better facilities offered or provided to the customer, the higher the expectation towards their service quality. Lift, restaurants, waiting area, escalator, toilet, prayer room, trolley, so on and so forth are an example of facilities that should provide by the airport management so that either passenger or customer can experience the service well. Facilities are intended to include such items as pavements, visual aids, fencing, drainage systems and buildings [14]. Hence, the airport management need to put more effort to ensure that the entire facilities in a good condition and can perform well. This is because, if the facilities are not in a good condition or could not be function well, it will give a problem to the operation side and the most afraid thing is customer will have a bad perception toward our service. For example, during peak hour, insufficient of trolley occur where demand is higher than supplier which means that insufficient trolley will cause customers are not satisfied towards our service. That is why airport management must focus on how to ensure that the facilities are sufficient and can perform well.

There are three (3) main options or approach to increase the airport capacity through improving the airport facilities suggested by [36] which is the first approach, is by improving present airport facilities so that it can handle largest aircraft. The second approach which

is introducing new technologies by reducing aircraft separation on approach and departure [37] and the third option is to build new runways. So, if the airport management can increase the airport capacity by improving the facilities at the airport, it will help the airport to generate their income and indirectly it will help the country to boost up the economy. Hence, it is important to have a good facility in services such an airport because it can help them to visualize the services that they offer to the customer and also easy for them to enter the global market by seating at the first ranking for airport worldwide category or for other categories. So from that way, by being the first ranking airport in the world, it will be more much easier for the airport management to attract more foreign passenger or airlines to use the airport services.

**Hypothesis 2:** There is a significant relationship between airport facilities and internationalization of service quality in KLIA.

**Service Environment:** Service environment can be associated with the style and appearance of the physical surroundings and other experiential elements encountered by customers at service delivery sites. Looking at the nature of competitiveness of the airport services, it is through ambient that provide attraction and satisfaction to customer especially among those using whatever services rendered at the airport. In services industry, ambient is one of important factor that could not be seeing, touch, smell or even taste. The physical environment is particularly relevant in highly intangible services [38] and in services where the consumer experiences the product or services offered by the firm [39]. Services capes comprise the physical environments of service organizations where service transactions occur such as the support of physical elements like chair, rice cooker, table and other related materials. Also the perception of ambient itself such as sign, scent, symbol, music and colour, which are highly subjective to the customers provide an input for measuring service environment. It is necessary for service provider to design or provide a good service environment so that the customer can experience the service happily and have intention to use the service in future or maybe separate it positively to their relatives or friends about the services. Pleasant music, compared with less pleasant music, is associated with longer consumption times [15, 17], shorter time perceptions [18] less negative emotional reactions to waiting [40], more favourable attitudes toward the

servicescape [41, 42], an increased desire to affiliate, more positive attitudes toward the provider [16].

As proposed by [43] that an effective system for integrating the quality deployment, quality maintenance and quality improvements efforts of the various groups in an organization so as to enable production and service at the most economical levels allow full customer satisfaction. Thus it is essential for the airport management to include elements such as sign and symbol as a direction for the passenger. As an additional attractiveness to the airport, a highly structured ambient such as a good, clear and simple sign and symbol at the airport able to direct the passenger to their destiny could be indicators that services are well accepted. For example, a sign and symbol that should be provided in airport such as domestic and international flight, the counter where they should go and toilet sign. By having this sign and symbol, it will help the airport staff to focus on doing the other job. A clear and enough sign and symbol are needed in services industry especially in airport which can be understood by everybody especially for international recipient where the people come from all over the world with different culture and languages. Hence, through the above efforts the management can reduce the number of complaint from the passenger.

As mention by [44], a good OSH-MS leads to: Ensuring that OSH committee in the workplace is a focus for both management and workers to work together for the improvement of OSH. In addition To change the approach to safety and health at the workplace from being reactive to a more proactive approach or in other words prevent the accidents rather than cope with it. The comfortable environment for the passengers is important in order to attract the passenger to use the airport service next time. Indicated by [10] that managing related dimension may affect the overall perception of the environment either directly or through the interaction with others dimensions and that customers and employees may respond cognitively, emotionally and psychologically to the environment. Besides that, the sound such as announcement must be very clear and not too loud until it can annoy the passenger. For example at Low Cost Carrier Terminal (LCCT) in Sepang, Malaysia, most of the passenger who are used the airport services was unsatisfied about the sound for the announcement as it is not too clear and sometimes it is too slow until could not be heard by the passenger. Same goes with the temperature in the airport which is hot and uncomfortable to the passenger. So, ambient is one of the important

determinants of service quality especially in service industry because it will help the passenger to experience the service happily and feel comfortable whenever they are in the airport. Another example of airport that provides a good service environment is Changi Airport, Singapore which is known to be second best airport worldwide. From the observation done on Changi Airport, not only the facilities but also the environment there was very calm and comfortable including the temperature, lighting, sounds for announcement and the surrounding was very good. Passenger not only focuses on the service route, scheduling, facilities but also the airport environments which can make them feel calm and comfortable in the airport. According to the typology by [45] state about specifically identifies shopping and eating out as maintenance activities. Such initiatives lead us to the next hypothesis.

**Hypothesis 3:** There is a significant relationship between service environment and internationalization of service quality in KLIA.

**Service Personnel:** Understanding the role of service provider as a core part of the product, the service firm and also the brand is relatively essential to most businesses. It is a representative of the firm and if the service delivered by the service provider is poor, than the perception of customer towards the firm will be below expectation. Service provider is a person who directly or indirectly meets with the customer and delivers the service through physically, possession or mental stimulus. As mentioned by [46] and [47], it is very much necessary for call centres and delivery outlets to commonly script employees' verbal interactions with customers. Hence, it is important to have good service personnel that can efficiently undertake the role in the delivering process [48].

Airport service personnel act as ambassador in creating image of the organization. By enhancing their delivery effort through Customer Relationship Management (CRM), it allows employees to instantly extract the information from the customer related to any transactions involved by extracting the first hand information through proper investigation or asking them directly [49]. With CRM it allows a business process to leverage the relationship with customers as well as other external marketplace entities. It is a strategy that are concerned with customer values, driven by customer focus and integrating technology-based system for

building relationship between the company and its customers [50]. It is through an efficient service given the passengers will judge the airport service quality of the airport staff. In airport, the staff can be classified into three categories which are high contact services which is frontline employees, low contact services and very low contact services person. All these categories are important even they are not directly interacting with the passenger. Thus the participation of employees need to be promoted by involving them in planning and to some extent get them involved in decision making [51]. High contact service which is frontline employees such as ticketing counter and information counter formed the first impression whether the services performed able to meet the expectation of customers. If their service is poor then the airport will be label as poor too or otherwise. There are many components of quality which can be used to evaluate service personnel in order to achieve good airport service quality such as tangibles, reliability, responsiveness, assurance and empathy. For example, the tangibility of airport staff such as their physical appearance must represent the company and it can be recognise by the passenger. In term of responsiveness, they must be helpfulness and provide a prompt service to passenger when it is needed. Besides that, the element of courtesy is very important where the airport staff must use a proper body language, voice tone whenever they give their service to the passenger. Soft skills has tended to concentrate on aspects such as social and interpersonal skills which are largely concerned with ensuring employees are responsive, courteous and understanding with customers or in simple terms can demonstrate emotional labour [52]. The importance of service personnel at the airport has led to the next hypothesis

**Hypothesis 4:** There is a significant relationship between service personnel and internationalization of service quality in KLIA.

## **MATERIALS AND METHODS**

**Research Design:** Having identified the appropriate constructs to address the research problem the requisite data were cross-sectionally collected through descriptive research approach. Through this design it will provide a guideline to conduct more comprehensive data collection activities with less time consuming. The next phase of the research activity involved the processing of data by

statistically analyzing through inferential statistic in generating research evidence which ultimately provide information for drawing conclusion. As the approach taken for conducting this study is descriptive in nature, the investigation of all data collected will be explored and tested in item of its relationship between the selected constructs and the dependent variables. The data will be further tested in term of identifying which determinants that have more significant impact to internationalization of service quality in KLIA.

**Sampling Design and Data Collection:** The decision of the sample size for the study followed the table generated by [53]. With the population of approximately 106,375 users (103,300 passengers: 2725 Airport staff and 350 tenants) of the airport, 456 samples were selected for the study. The population study was taken based on sampling frame generated by MAHB for the year 2012. In ensuring that an adequate generalization can be established, the use of quota sampling is assume to be more appropriate technique in getting the most efficient representation of the population. The process of dividing the proposed sample size into three groups is very useful as each of these groups possessed different characteristics. Thus the sample size from the passenger, airport staff and tenants are 394, 31 and 31 respectively. Following the standard rule of thumb proposed by [54] the above representation is adequate to meet the minimum requirement of efficient statistical analysis.

**Data Collection Method and Research Instrument:** The personally administered questionnaire approach was chosen as it seems to be the best way to get a respondent as the researcher will be able to collect all complete response from respondent in a short time compare to another type of questionnaire such as mail questionnaire and electronic questionnaire which generate low respond rate. With this approach we were able to motivate and get close with respondent for clarifying any misunderstanding about the questionnaire. Thus, the result of inaccurate data will be reduced and the chance of obtaining high respond is possible.

This is a quantitative study and we need actual and new information to address the problem statement. Thus, questionnaire was used as the research instrument and distributed to the respondent. Questionnaire was divided into four sections which are A, B, C, D and E. Every section will be represented by each variable to answer research objectives. Each question was designed by

using Likert scale technique ranging from strongly agree or strongly disagree with statement on a five-point scale, except for section A where nominal scale has been used

Section A are expected to explore demographic profiles of the respondent. This part may include the respondent's status, age and services route. Section B is expected to formulate question related to service environment, while questions in Section C is related to service personnel. All items in section B, C and D will investigate to what extent service personnel characteristic can be the determinants of international service quality in KLIA, while section E will focus on measuring Internationalization of Service Quality in KLIA.

## RESULTS AND DISCUSSION

**Reliability Analysis:** In addressing the issue concerning reliability of the instrument, 30 sets of questionnaire was early distributed to the selected respondent and collected for analysis. The measurement was done by calculating the Cronbach's alpha attempting to indicate how well the items in a set are positively correlated to one another. With some minor improvements, the field work was executed. The data collected was again subjected to the reliability analysis to establish the reliability of measure. The result for the reliability test of this research is shown in Table 1.

There were initially nine (9) items been used in order to measure variable concerning service personnel. The result of the analysis indicated the alpha of 0.940. However, there were two (2) items found to be negative as well as having multi-colinearity. Thus only seven (7) items were used to measure the service personnel. Similarly with service quality determinants, initially it consists of 12 items to measure the construct and having an alpha value of 0.965. However, there were six (6) items found to be negative and having multi-colinearity. Therefore we decided to use six (6) items to measure the variable. For service environment determinants, there were 12 items which initially use in order to measure the variable. The result of the analysis indicated the alpha of 0.904 and all the items found to be reliable. Based on the results tabulated in Table 2, all the values for the variables were found to be reliable for the study.

**Frequency Distributions:** Frequency analysis is used to analyze the overall information of the respondent based on profile information. The distribution of the sample is shown below:

Table 1: Reliability Testing.

Section	Before Adjusted		after Adjusted	
	ITEMS	ALPHA	ITEMS	ALPHA
Internationalization of Service Quality	12	0.965	6	0.915
Facilities	11	0.875	11	0.875
Service Environment	12	0.904	12	0.904
Service Personnel	9	0.940	7	0.917

Table 2: Respondent’s Profile

	No.	%
<b>STATUS</b>		
Foreign passenger	154	33.8
Local passenger	240	52.6
Airport staff	31	6.8
Tenant	31	6.8
<b>AGE</b>		
18-25	130	28.5
26-34	180	39.5
35-43	61	13.4
44-53	51	11.2
54 and above	34	7.5
<b>SERVICE ROUTE</b>		
International-Yes	200	43.9
International-No	5	1.1
Domestic-Yes	249	54.6
Domestic-No	2	0.4

Note: Exchange Rate-1 USD = RM 3.10

Table 3: Mean value for the measurement constructs

Items	Mean value	Standard deviation
Airport facilities	4.64	1.061
Service environment	4.75	0.925
Service personnel	4.90	0.961
Internationalization of service quality	4.89	1.096

The results tabulated in Table 2 displayed the profile of the respondent. Out of 456 respondents surveyed, 154 (33.8%) were foreign passengers, 240 (52.6%) were local passengers and 31 (6.8%) were airport staffs and tenants involved. Reviewing on the age groups, 28.5% of them within 18-25 years old were selected to measure the determinants of internationalization of service quality. Those in the age range of 26-34 years old were 39.5% which is the highest percentage among the age range. For age 35-43, the percentage was 13.4%, age 44-53 showed the percentage of 11.2%. However, respondent who are above 54 years old were only represented by 7.5%.

The analysis for the elements of service route demonstrated that the highest percentage of airport user (passenger, airport staff, tenants) were those using the

domestic service route (54.6%), followed by those using international service route (43.9%), whereas only (1.1%) and (0.4%) of the airport user that never use either domestic and international service route.

**Analysis of Mean:** The computed mean values were 4.89 for the Internationalization of Service Quality, 4.64 for Airport Facility, 4.75 for Service Environment and 4.90 for Service personnel (Table 3). Our finding suggested that the importance of internalization of Service Quality deriving from each selected independent variables is moderate, except for dimension concerning service facility issues that needed more attention from the management of MAHB.

**Correlation of Coefficient (r):** The analysis for correlation of coefficient was tested by using the Pearson Correlation Matrix. The Pearson’s scrutiny is appropriate to analyze this type of analysis as suggested by [54]. The rules of thumb have been proposed by [55] to characterize the strength of association between constructs, based on the absolute size of the correlation of coefficient.

The results of the coefficient analysis indicated that the relationship between the construct involving service environment and service personnel with the internationalization of service KLIA having a substantial to very strong correlation as displayed based on p-value of 0.609, 0.725 and 0.735. However all the factors found to be having a significant relationship toward internationalization of service quality based on p-value of 0.000 as shown in the Table 4.

**Multiple Regression Analysis:** The use of Multiple Regression is intended to support hypothesis 1 which was formulated based on the third objective of the study. As regression and correlation are closely related, regression assumes the dependent is predicatively linked to the independent.

Table 5 above displayed the combination between airport facilities, service environment and service personnel coefficient regression. Service personnel discovered to be the major determinant as indicated by



Table 4: Pearson correlation coefficient (r) for Variables

		A	B	C	D
SERVICE QUALITY-A	Pearson Correlation	1	0.609	0.725	0.735
	Sig. (2-tailed)		(**)	(**)	(**)
FACILITY-B	Pearson Correlation		1	0.721	0.623
	Sig. (2-tailed)			(**)	(**)
SERVICE ENVIRONMENT-C	Pearson Correlation			1	0.747
	Sig. (2-tailed)				(**)
SERVICE PERSONNEL-D	Pearson Correlation				1
	Sig. (2-tailed)				

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table 5: Coefficient (a) table

Model	Unstandardized coefficients		Standardized coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	0.587	0.171		3.397	0.001
Facilities	0.121	0.049	0.106	2.475	0.014
Service Environment	0.372	0.056	0.337	6.689	0.000
Service Personnel	0.404	0.043	0.417	9.349	0.000

a. Dependent Variable: involvement

Table 6: Model Summary

Model	R	R Square	Adj. R Square	Std. Error of the Estimate	Sig. F Change
1	0.784 (a)	0.615	0.613	0.660	0.000

Predictors: (Constant), facilities, service environment, service personnel.

### Theoretical Framework

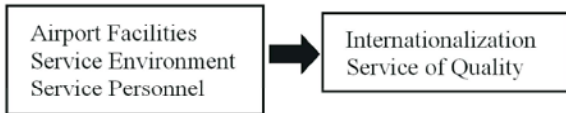


Fig. 1: The Framework explaining the relationship between the propose construct with Internationalization of Service Quality.

beta value of 0.417, followed by service environment at 0.337 and facilities at 0.106. The t-value show that the combination of the determinants facilities, service environment and service personnel have significant relationship with internationalization of service quality.

Through the comparison of R-square as shown in Model Summary (Table 6), are the result with the value of 61.3% all the three constructs were able to explain the relationship with internationalization of service quality. The evidence became stronger through the significant that is at 0.000. 38.7% were unexplained as indicated in the above model summary.

### CONCLUSIONS

The result of our analysis clearly demonstrated that KLIA seems to be successfully considering the importance of service environment, airport facilities and role of airport personnel in ensuring internationalization of service quality is consistently monitored. Although evidence from our investigation demonstrated that all the three constructs are moderately related with the service quality, but there were still gaps that needed to be improved.

The fact that approximately 61.3%, of the selected constructs were able to explain its relevancy to support internationalization of KLIA services, but there were still other elements such as participative management, continuous process improvement, customer focus and employee participation exhibited to be part of the acceptable values in the organization.

Maintaining internationalization of KLIA demand consistent improvement not only with the airport environment, personnel enhancement, but consistent

reviewing of items like introducing advance facilities status should be kept abreast. It is the responsibility of the business organization to keep track changes in the customers need and lifestyle in the process of ensuring efficient delivery takes place. In addition, effort should be continuously taken for maintaining competitive advantage which requires the updating of much better environment as well as improving the personnel capabilities of the airport staff. In fact there is a need to equip with the airport staff with the principles of Customer Relationship Management [56] and Learning Organization [57].

Other than establishing the relationship between the three selected constructs (service environment, service personnel and airport facility), the study also intended to describe the need to analyse the importance of understanding differences among the profiles of the unit of analysis towards their perception on the internationalization of service quality. However the inclusion of profiles does not have much impact on the relationship or differences. The only interesting analysis to be noted in this study is the need to further explore the role of income as a factor that can shape the perceived acceptance of the internationalization of KLIA service quality [58].

Our research framework up to this stage only considers three constructs which are believed to contribute to the perception on the internationalization of service quality, but no attempt has been taken by the investigation to explore the effect of service quality on the satisfaction. The explanatory power generated through the R-square value as well as other earlier research findings, suggested that there could be several other dimensions which could strengthen the research model. In order to get a much better generalization the pool of respondents especially from the airport staff as well as the airport tenants should be increased so that a much deeper analysis can be performed within the sub group. Through such attempt, the data generated to some extent may provide some insight that the concept of internationalization of service quality is useful in predicting the stakeholders' satisfaction [59].

More attempts should be further initiated to improve the understanding of quality usefulness, especially among the contact and operational staff representing KLIA or MHAB as they were the one who actually delivered the final touch of the service offered. As our finding provides evidence that these groups are very close to the airport clients, thus any positive attempts will create chances in enhancing their commitment [60].

## REFERENCES

1. Saura, I.G., D.S. Fraces, G.B. Gontri and M.F. Blasco, 2008. Logistic service quality: anew way to loyalty. *Industrial Management and Data System*, 108(5): 650-668.
2. Wirtz, J. and C. Lovelock, 2011. *Services Marketing: People, Technology, Strategy*, 7<sup>th</sup> Ed. Pearson Education, New Jersey.
3. Lovelock, C.H., 2001. *Services Marketing: People, technology, strategy* (4<sup>th</sup> ed.). Upper Saddle River, NJ: Prentice Hall.
4. Palmer, A., 2001. *Principles of Service Marketing*, 3ed., London, McGraw-Hill Companies.
5. Parasuraman, A., V.A. Zeithaml and L.L. Berry, 1988. "SERVQUAL: a multiple-item scale for measuring consumer perceptions of service quality", *Journal of Retailing*, 64(1): 12-40.
6. Goonroos, C., 2001. *Service Management and Marketing: A Customer Relationship Management Approach*. 2<sup>nd</sup> ed., John Wiley and Sons Inc., West Sussex, England.
7. Bathia, K., M. Paulin and J. Perrien, 2000. Reconciling literature about client satisfaction and perceived service quality, *Journal of Professional Services Marketing*, 21: 27-41.
8. Parasuraman, A., V. Zeithamal and L.L. Berry, 1988. 'SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality', *Journal of Retailing*, 64: 12-40.
9. Parasuraman, A., V.A. Zeithaml and L.L. Berry, 1994. Alternative Scales for Measuring Service Quality: A comparative Assesment Based on Psychometric and Diagnostic Criteria, *Journal of Retailing*, 70: 201-230.
10. Bitner, M.J., 1992. Services capes: the impact of physical surroundings on customers and employees, *Journal of Marketing*, 56: 57-71.
11. Atuahene-Gima, K., 1995. Export Performance: do managerial perceptions make a difference?, *International Marketing Review*, 5(2): 61-71.
12. Patterson, P.G. and M. Cicik, 1995. A typology of service firms in international markets: an empirical investigation, *Journal of International Marketing*, 3(4): 57-83.
13. Danyliw, N.Q. and W. Cohen, 1997. Airports take off, *US News and World Report*, pp: 57-9.
14. International Civil Aviation Organization, 2009. Annex 14: Aerodrome.

15. Caldwell, C. and S.A. Hibbert, 2002. The Influence of Music Tempo and Musical Preference on Restaurant Patrons' Behavior, *Psychology and Marketing*, 19: 895-917.
16. Dub'e, L., J.C. Chebat and S. Morin, 1995. The Effects of Background Music on Consumers' Desire to Affiliate in Buyer-Seller Interactions, *Psychology and Marketing*, 12: 305-319.
17. Holbrook, Morris, B. and Punam Anand, 1990. "Effects of Tempo and Situational Arousal on the Listeners' Perceptual and Affective Responses to Music, *Psychology of Music*, 18(2): 150-162.
18. Kellaris, James, J. and Robert J. Kent, 1992. The Influence of Music on Consumers' Temporal Perceptions: Does Time Fly When You're Having Fun? *Journal of Consumer Psychology*, 1(4): 365-376.
19. Lehtinen, J.R. and U. Lehtinen, 1982. Service Quality: a study of service dimensions unpublished working paper, Service Management Institute, Helsinki.
20. Siddiqi, K.O., 2011. Interrelations between service quality attributes, customer satisfaction and customer loyalty in the retail banking sector in Bangladesh, *International Journal of Business and Management*, 6(3): 12-36.
21. Yee, R., A. Yeung and T. Cheng, 2010. An empirical study of employee loyalty, service quality and firm performance in the service industry, *International Journal of Production Economics*, 124: 109-120.
22. Zeithaml, V.A. and M.J. Bitner, 1996. *Services Marketing*, The McGraw-Hill Companies, New York, NY.
23. Norudin Mansor and Che Hamdan Che Mohd. Razali, 2011. Customers' Satisfaction towards Counter Service of Local Authority in Terengganu, Malaysia, *Asian Social Science*, 6(8): 197-208.
24. Lovelock, C.H. and L.K. Wright, 1999. *Principles of service marketing and management*. New Jersey: Prentice-Hall, (Chapter 5).
25. Gotlieb, J.B., D. Grewal and S.W. Brown, 1994. Consumer satisfaction and perceived quality: complementary or divergent constructs?, *Journal of Applied Psychology*, 79(6): 875-85.
26. Kang, G.D. and J. James, 2004. Service quality dimensions: an examination of Gronroos's service quality model, *Managing Service Quality*, 12(4): 266-77.
27. Oliver, R.L., 1997. *Satisfaction: A Behavioral Perspective on the Consumer*, McGraw Hill, New York, NY.
28. Parasuraman, A., V.A. Zeithaml and L.L. Berry, 1991. Refinement and reassessment of the SERVQUAL scale. *Journal of Retailing*, 64(4): 420-450.
29. Siti Haryati Sheikh Ali and Norudin Mansor, 2012. Empirical Analysis of Competitive Advantage of Muslim Contractors in the East Coast of Malaysia, *European Journal of Business and Management*, 4(8): 28-36.
30. Beard, C. and S. Rees, 2000. Green Teams and the Management of Environmental Change in a UK County Council, *Environmental Management and Health*, pp: 27-38.
31. Cai, S., B. Daily and M. Jun, 1999. Employee Involvement: A Conceptual Model of Process and Effects", National Decision Sciences Institute Conference, New Orleans, LA, pp: 1362-4.
32. Leitch, J., D. Nieves, G. Burke, M. Little and M. Gorin, 1995. Strategies for Involving Employees, *The Journal for Quality and Participation*, pp: 68-74.
33. Chen, H.L., 2002. Benchmarking and quality improvement: a quality benchmarking deployment approach, *International Journal of Quality and Reliability Management*, 19(6): 757-73.
34. Enoma, A., S. Allen and A. Enoma, 2009. Airport redesign for safety and security: Case studies of three Scottish Airports. *International Journal of Strategic Property Management*, 13: 103-116.
35. Magri, A.A. Jr. and C.J.P. Alves, 2005. Passenger terminals at Brazilian airports: an evaluation of quality. *J. Braz. Air Transp. Res. Soc.*, 1: 9-17.
36. Brown, A.W. and M.R. Pit, 2001. Measuring the facilities management influence in delivering sustainable airport development and expansion. *Facilities*, 19: 222-232.
37. International Civil Aviation Organization, 2000. Capacity management and slot allocation, ICAO Conference on the Economics of Airports and Navigation Services, ANS' Conf-wp/11, Montreal.
38. Berry, L.L., 1980. Service Marketing is Different, *Business*, 30(2): 24-29.
39. Booms, B.H. and M.J. Bitner, 1986. *Marketing Services by Managing the Environment*, The Cornell Hotel and Administration Quarterly, 23(1): 35-39.
40. Hui, Michael, K., D. Laurette and J.S. Chebat, (Spring 1997). The Impact of Music on Consumers' Reactions to Waiting for Services, *Journal of Retailing*, 73: 87-104.

41. Dub'e, L. and S. Morin, 2001. Background Music Pleasure and Store Evaluation: Intensity Effects and Psychological Mechanisms, *Journal of Business Research*, 54: 107-113.
42. North, A.C. and David J. Hargreaves (March 1996). The Effects of Music on Responses to a Dining Area, *Journal of Environmental Psychology*, 16: 55-64.
43. Feigenbaum, A.V., 1986. *Total Quality Control*, McGraw-Hill, New York, NY.
44. Thye, L.L., 2006. Leadership and the Development of OSH Culture, *Proceedings of the 9<sup>th</sup> NIOSH Conference and Exhibition on Occupational Safety and Health*, pp: 13-17.
45. Csikszentmihalyi, M., 1997. *Finding Flow*, Basic Books, New York, NY.
46. Leidner, C., 1993. *Fast Food, Fast Talk, Service Work and the Routinization of Everyday Life*, University of California press, Berkeley, CA.
47. Ritzer, G., 2000. *The McDonaldization of Society: New Century Edition*, Pine Forge Press, London.
48. Philip, G. and S. Hazlett, 1997. The measurement of service quality: a new P-C-P attributes model, *International Journal of Quality and Reliability*, 14(2-3): 260-286.
49. McDaniel, C., C.W. Lamb and J.F. Hair Jr., 2011. *Introduction to Marketing*, 11<sup>th</sup> ed, South Western Cengage learning, China.
50. Faed, A., A. Ashouri and C. Wu, 2011. Maximizing productivity using CRM within the context of M-commerce, *International Journal of Information Processing and management*, 2(1).
51. Norudin Mansor, Zalinawati Abdullah and Nurul Aziana Azman, 2011. The successful implementation of TQM: In Malaysian Local Authority Proceeding of Asia-Pacific Business Research Conference, Kuala Lumpur, Malaysia, 21-22 Feb.
52. Hochschild, A., 1983. *The Managed Heart*, University of California Press, Berkeley, CA.
53. Krejcie, R. and D. Morgan, 1970. Determining sample size for research activities. *Educational and Psychological Measurement*, 30: 607-610.
54. Roscoe, J.T., 1975. *Fundamental research statistic for the behavioural sciences* (2<sup>nd</sup> ed.). New York: Holt, Rinehart and Winston.
55. Sekaran, U. and R. Bougie, 2010. *Research Methods for Business, A skill-building approach*, 5<sup>th</sup> Ed., John Wiley and Sons, Ltd. U.K.
56. De Vaus, D., 2002. *Analyzing Social Science Data*. SAGE Publication, Great Britain.
57. Norudin Mansor, Zalinawati Abdullah and Najihah Abdul Rahim, 2012. The significant Role of CRM in Banking Service: Do demographic indicators differs, *Asian Journal of Management Sciences*, 4: 114-127.
58. Norudin Mansor and Azynee Luqman, 2012. Strengthening Employee's Competency Through Organizational learning: A Case of Malaysian Islamic Insurance Company, *World Applied Sciences Journal*, 18(7): 996-1005.
59. Norudin Mansor and Sh Ainaa Mardhiyah Syed Redhwan, 2012. Internationalization of service quality: A Case of Kuala Lumpur International Airport, Malaysia, *International Journal of business and Behavioral Sciences*, 2(12): 11-25.
60. Gloria, K.Q., 2011. The effect of service quality on customer satisfaction in the utility industry-a case of Vodafone (Ghana), *International Journal of Business and Management*, 6(5): 203-210.