

The Relationship Between Service Quality and Customer Satisfaction in McDonald's Restaurants In Malaysia

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Abstract

Customer satisfaction is made up of a number of aspects that must be monitored. Customer happiness is critical since it influences many aspects of the organisation. However, the service quality is the main direct factor that affect the customer satisfaction, there is a positive relationship between customer satisfaction and service quality. The company providing high quality of service will result in getting customer satisfaction. Hence, the aim of this study is to investigate the relationship between service quality and customer satisfaction in McDonald's Malaysia and identify the dimensions of service quality (tangibility, reliability, responsiveness, assurance and empathy) which influences the most on the customer satisfaction in service company. The datas collected from the respondents in McDonald's Malaysia were the primary data source and analyzed via dissemination of questionnaires through convenience sampling method. The data for this research study will be collected from a sample of 60 respondents who are the customer in McDonald's Malaysia through the convenience sampling method. Besides, the questionnaire design for this research will be using five-point Likert scale as the measurement tool and Statistical Package for Social Science (SPSS) and Partial Least Squares (PLS-SEM) with SmartPLS was used to analyze the data collected. This study also indicated that service quality contributes the most on customer satisfaction. Eventually, the study finding could enable service companies to gain insight and knowledge with regards to service quality aspect that would eventually help the organization to attain respective goal.

Key words: Customer satisfaction, service quality, tangibility, reliability, responsiveness, assurance, empathy

Introduction

The fast food industry's expansion is having a significant impact on a country's economy. The fast-food industry has evolved into a core service sector with significant internationalisation and expansion (Chaudhry, 1995). Fast food restaurants such as McDonald's or KFC have grown and expanded their operations to a number of other countries. Restaurants concentrate on the services they deliver to their consumers in order to expand and survive in a competitive industry. Many firms have supplied a varied range of services in order to stay competitive (Hinson et al., 2006). Customer satisfaction is closely related to profitability and service quality (Cronin & Taylor 1992), hence customer satisfaction is critical in any industry. Besides, customer satisfaction is a term that has evolved over time, it is through the satisfaction process that businesses may successfully and efficiently improve their reputation.

However, a study was taken by Mashed in USA, which is a study that polled over five hundreds Americans to investigate which of the fast food restaurant has the worst customer service. McDonald's has the poorest customer service of all fast food establishments, receiving more than 24% of votes. According to the American Customer Service Satisfaction Index via 24/7 Wall Street, the Golden Arches' customer satisfaction score has never exceeded 73 (Tarlton, 2021). Any business that provides poor customer service suffers. Customers who do not feel valued are considerably more likely to take their business elsewhere. In term of service quality, poor customer service or service quality can significantly diminish the number of customers who contact with a company and the customer satisfaction (Mathew, 2015). Any business that has fewer customers will lose money.

Moreover, the study's results were based on interviews with 19,423 consumers chosen at random from April 1, 2020, to March 29, according to the American Customer Satisfaction Index. The research looked at both full-service and limited-service restaurants, as well as fast-food establishments. McDonald's came in last, with a score of 70 (Salinas, 2021). Not only this, according to Perrin (2021), that was a news reported that one of the McDonald's in Wildridings Road was commented by people to be the worst McDonald's in Bracknell.

There was almost 29 reviewer that giving one star comment for this McDonald's. They all are dissatisfied with the long queue in this McDonald's, this show that the service quality for this McDonald's is poor because they did not fulfil their promise, because McDonald's is a fast food restaurant, so it is suitable for people to order and enjoy the foods faster as compare to normal restaurants, but they did not fulfil this promise that cause people need to have a long queue to buy the foods, therefore this affect the customer satisfaction. Additionally, people also complaining this McDonald's that providing a not cooked chicken and defrosted bacon for the customer, the staff of that McDonald's wrongly order the food requested by the customer. This series of complaints for the service quality cause customer dissatisfaction. Customer satisfaction will improve as a result of high service quality, giving a company a competitive advantage in the market and attracting profit (Hossan, 2012). This show that the service quality has significant impact on the customer satisfaction.

As a result, the fundamental characteristics of a corporation are service quality and customer satisfaction. Customers are more happy with companies that provide consistent service quality than with companies that do not (Gilbert & Veloutsou, 2006). The number of studies on the subject is limited, and none of them explain why there is such a strong link between customer satisfaction and service quality. Service quality is critical in establishing a loyal and pleased client base. Thus, this study is to analyse the impact of service quality such as tangibility, responsiveness, reliability, assurance and empathy on customer satisfaction of McDonald's in Malaysia.

Literature Review

Service Quality

Quality can be described as a fundamental instrument for evaluating a natural attribute of a good or service that allows the consumer to compare with other similar goods or services (Diaz, 2014). However, according to Regan (1963), he put forward the concept of service quality and believed that service has four characteristics: intangibility, heterogeneity, indivisibility and perishability. Moreover, the features of service are intangible, invisible and it is more to a process, but not an object. In interactions between customers and employees, service is a process that consists of a set of activities that are more or less intangible, hence it is difficult for the consumers to measure (Poor, Poor & Darkhaneh, 2013).

Many scholars believe that service quality is an operating strategy for the industry to meet customer needs, create customer value, and increase company profits. The degree of difference between customers' normative expectations for the service and their views of its performance is referred to as service quality. In other words, the quality of service comes from the gap between the customer's expectation of the service and the perception of the actual experience of the service result. (Parasuraman, Zeithaml & Berry, 1985). Besides that, service quality is a measure of how well the standard of service supplied by the supplier fulfils consumer expectations (Lewis & Booms, 1983). Based on Davis (2021), service quality is the perceived difference between consumers' expectation and performance of the service, and an assessment of the continuity of the service. Whether customers are satisfied with the service quality of the enterprise is determined by the comparison between their expectations for the quality of the service beforehand (expectation beforehand) and the comparison between the service they feel afterwards (perceived performance). If the actual performance of the company is higher than the customer's prior expectations, the customer's satisfaction is high, which means high service quality, and vice versa.

Service Quality Dimension

Many scholars have acknowledged the importance of service quality for corporate performance, and it has been designated as an important criterion in their research. The service quality will impact the customer satisfaction, Parasuraman (1985) developed the service quality model called SERVQUAL model to analyse the gap between the expectation of customer towards the services and the perceptions of customer towards the service they received. There are 22 statements that are used to examine consumer perceptions and expectations about service quality inside the SERVQUAL models. There are ten service quality dimensions, these dimensions correspond to a service quality field, from which these SERVQUAL model components were

derived. The ten dimensions which is tangibles, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding the customer, and access, but due to some of the dimensions is overlapping, Parasuraman reduce the service quality dimensions from ten to five which is tangibility, reliability, responsiveness, assurance and empathy (Parasuraman et al., 1985).

Tangibility

The tangibles of the service are one dimension of service quality. The physical characteristics of the service being offered, such as the building's look, the cleanliness of the facilities, and the appearance of the people, are known as tangibles. If you go to a restaurant and discover that your table and silverware are dirty, it will affect your opinion of the service. Walking into a nicely designed, clean restaurant with immaculately dressed wait staff, on the other hand, would have a good impact on your perception of the service (Samoszuk & Allison, 2019). In addition to the other five dimensions, according to Anwar & Balcioglu (2016), tangibles are the most important factor for the consumer. It provides a physical representation of the services that clients, particularly new clients, will use to evaluate the quality. Despite the fact that tangibles are commonly used by service providers to reinforce their reputation, provide consistency, and communicate quality to clients, most businesses combine tangibles with other tangibles in order to develop a service quality strategy for the company.

In my own words, tangibility refers to the appearance of tangible facilities, equipment, personnel, and written materials. The evaluation of this aspect can be extended to include the actions of other customers who are receiving services. The last sentence means that the customer will observe the sales consultant who is serving other customers. If he feels that he is doing well, he will think that he is very satisfied, but if he thinks that no one else is doing well, it will be better than no one. The service of others is even more dissatisfied. Because at this time he felt unfair treatment.

Reliability

Reliability refers to a company's ability to provide consistent service and keep its commitments. According to Hameed and Anwar (2018), reliability describes whether or not a service provider keeps their commitments and how important it is in their actions. The importance of immediately satisfying client demands cannot be overstated. The reliability affirms the competence to provide services precisely, on time, and convincingly. Consistency is a vital aspect in providing clients with timely support or products in error-free situations. You must honour your pledge to provide your service on time and as correctly as you promised (Kobiruzzaman, 2020). According to Lam (2002), reliability is the most important factor of the service quality model, the SERVQUAL service quality model classifies reliability as the first dimension.

In my own words, reliability is the ability to perform service promises reliably and accurately. Reliable service behavior is what customers expect, which means that the service is completed in the same way and on time without errors. Reliability actually requires sales consultants to avoid errors in the service process, and customers want to do it all at once.

Responsiveness

Responsiveness refers to a company's willingness to help customers and deliver prompt service. Responsiveness also refers to how quickly service providers respond to customer demands, questions, and criticism (Siddiqi, 2011). Responsiveness refers to a company's willingness to help customers and deliver prompt service. As a result, service quality may be improved if service providers are able to correctly address client complaints and deliver timely solutions (Setapa, Zaman, Mustapha, Kanafiah & Noor, 2020). Furthermore, recent research has shown that company providers can improve their service quality, particularly in terms of their responsiveness to boost customer happiness (Omar, Ariffin & Ahmad, 2016). Moreover, responsiveness is the desire to help customers and provide services quickly and efficiently. Asking customers to wait, especially waiting for no reason, will have an unnecessary negative impact on quality perception. In

the event of a service failure, quickly solving the problem will have a positive impact on satisfaction (Arlen, 2021).

In my own words, responsiveness is the personnel of the service firm's willingness to assist customers and give fast service. Customers may have questions, special requests, or complaints, and they may expect a prompt response from the service firm's staff to assist them in resolving those issues. The second part of responsiveness is the ability to respond quickly to a client request. Customers frequently lose interest when responses are delayed. On the phone, many sales agents say, "I'll call you back." The call goes unanswered. The customer makes his or her own assessment of the quality of service he or she will likely receive in the future.

Assurance

Based on Kobiruzzaman (2020), customers' trust and credibility are built through assurance. Technical expertise, professionalism, credibility, practical communication skills, competency and civility are all factors to consider. As a result, these skills will aid the organisation in acquiring client trust and establishing a positive reputation. All financial transactions should make customers feel protected and safe, thus personnel must be dependable (Cronin & Taylor, 1992). This assurance dimension is especially important for services that customers perceive to be high-risk or for services where the customer's outcome appears to be unknown (Anwar & Abdullah, 2021). Besides, assurance means the employees' level of knowledge and politeness, as well as the extent to which they inspire trust and confidence (Pascal, 2021). It is also the employees' knowledge and civility, as well as their ability to inspire trust and confidence, will win consumers' loyalty (Parasuraman, Ziethaml & Berry, 1985).

In my own words, I think assurance means a company's ability to inspire trust and confidence in the delivery of services. It refers to the service firm's personnel' knowledge and courtesy, as well as their capacity to inspire trust and confidence in the consumer toward the organisation. Customers may not be able to evaluate all of the uncertainties involved in the process, therefore this dimension is critical for services that involve high risk. Prospective customers, on the other hand, are free to contact existing customers. When prospective customers hear nice things about the firm and how well it delivers, they become more confident and have a more positive attitude toward it.

Empathy

Empathy is the act of caring for, considering, and best preparing consumers so that they feel like 'guests' of the company and are always welcome at any time and in any location (Qualtrics, 2020). According to Kobiruzzaman (2020), empathy is paying close attention to consumers in order to provide compassionate and distinctive service. In some parts of the world, treating each consumer as an individual is a fundamental approach. It's also a terrific way to psychologically gratify customers and boost their confidence, trust, and loyalty towards the company. Due to a lack of empathy among the personnel, the company may lose clients; consequently, compassion must be ensured. For example, the staff can serve the customers by using approachable and friendly way of service, they may also try to understand the customer needs and wants and stand on their perspective to help them to solve those problems. The empathy will be achieved through good communication and understanding of customer needs and friendly behaviour. Based on Arlen (2021), services can be completed totally according to your demands. Customers, on the other hand, may not feel that provider staff are concerned about them during delivery. Customers' perceptions of service quality are harmed as a result of this. Hence, the empathy dimensions may be affected.

Customer Satisfaction

Customer satisfaction is a metric that assesses how effectively a company's products or services meet the needs of its customers. It's one of the most crucial measures of client loyalty and buying intent (Szyndlar, 2021). Customer satisfaction will increase customer repurchase behavior, and will further affect the purchase of other products. Based on Fornell (1992), customer satisfaction is an overall perception that can be directly

evaluated. Consumers assess products and services against their ideal criteria. Therefore, consumers may be satisfied with the product or service but after comparing it with the original expectation, when the actual performance of the product exceeds expectations (positive inconsistency), the customer considers it to be satisfactory; but when the expectation exceeds the actual performance (negative inconsistency), the customer considers it to be dissatisfied.

Based on Zeithami (1996), the importance of customer satisfaction in achieving long-term business success, emphasising customer pleasure is a critical concern. In other words, customer satisfaction can only be achieved when company performance exceeds the customer expectations. Philip Kotler explain that customer satisfaction is "a person's sentiments of satisfied or dissatisfied as a result of assessing a product's perceived performance or outcome in accordance to his or her expectations" (Rajeev, 2018). Because customer satisfaction represents a client's good feelings toward a service provider, it is critical for service providers to understand their customers' perceptions of their services, as high levels of customer satisfaction can lead to increased customer loyalty (Deng, Lu, Wei & Zhang, 2010).

Previous Studies on The Relationship Between Service Quality and Customer Satisfaction

Ali, Gardi, Othman, Ahmed, Ismael, Hamza, Aziz, Sabir, Sorguli and Anwar (2021) studied the impact of Service Quality on Customer Satisfaction in Hospitality. They used questionnaires method in a form of multiple-choices and random sampling method as the sampling technique. The researcher collected 124 questionnaires, 13 of which were invalid and 111 of which were correctly completed. Finding of this study shows that empathy has significantly predicted and positive relationship with customer satisfaction. Besides, reliability has not significantly predicted and negative relationship with customer satisfaction. Furthermore, assurance has significantly predicted and positive relationship with customer satisfaction. Moreover, responsiveness has significantly predicted and positive relationship with customer satisfaction. Lastly, tangibility has significantly predicted and positive relationship with customer satisfaction.

Suciptawati, Paramita and Aristayasa (2019) studied the customer satisfaction analysis based on service quality towards Lembaga Perkreditan Desa (LPD)'s services. The data collection method used in this research is questionnaires and survey. A survey of 150 LPD Sidakarya consumers was undertaken. The sample was generated via purposive sampling, which included those customers who had made transactions in the previous year. With a ratio measurement scale of one to seven, the surveys contain 30 questions about service quality dimensions. Finding of this study shows that, tangible dimensions, the average gap score is given as a positive relationship with the customer satisfaction. Besides, the average gap score for reliability dimensions is negative, indicating that customers are dissatisfied with the reliability features. Moreover, the average gap score for responsiveness dimensions is negative, indicating that customers are dissatisfied with the responsiveness features. Furthermore, the average gap score for assurance dimensions is negative, indicating that customers are dissatisfied with the assurance features. Lastly, the average gap score for empathy dimensions is negative, indicating that customers are dissatisfied with the empathy features.

Bharwana, Bashir and Mohsin (2013), studied the impact of service quality on customers satisfaction in education especially colleges such as Private Colleges of Faisalabad, Punjab, Pakistan. This study is based on data collected from college students. All young people are admitted to institutions; 185 young people were picked from various colleges and questionnaires were personally delivered. A total of 150 questionnaires were returned, with an overall response rate of 81.08 percent. Finding of this study shows that tangibility has significantly predicted and positive relationship with customer satisfaction. Besides, empathy has not significantly predicted and negative relationship with customer satisfaction. Assurance has significantly predicted and positive relationship with customer satisfaction. Moreover, responsiveness has significantly predicted and positive relationship with customer satisfaction. Reliability has significantly predicted and positive relationship with customer satisfaction.

Masrurul (2019) studied about the Impact of Service Quality on Customer Satisfaction in Bangladesh Tourism Industry. The location was chosen in Saint Martin, and convenience sampling procedures were applied. To collect data from the Saint Martin tour stop, 100 tourists were purposefully picked. Only 100

responses were gathered from the 120 forms sent out to responders. Males make up 82 percent of the respondents, while females make up 18 percent. The majority of the respondents are under the age of 25, with 50 percent of those under the age of 25 and 35 percent of those between the ages of 26 and 40. The average age of the respondents is over 40 years old in 15% of the cases. The result show that the reliability has positively significantly impact on customer satisfaction. The responsiveness has positively significantly impact on customer satisfaction. Also, the empathy has positively significantly impact on customer satisfaction. The tangibles has positively significantly impact on customer satisfaction. However, the assurance negatively significantly impact on customer satisfaction.

Sarker and Uddin (2017) studied Influence of Service Quality on Customer Satisfaction in Retail Banking. The primary data was collected using an interview technique and a standardised questionnaire. The sample units were chosen using a convenience sampling approach. The sample size is 250 people who were chosen based on their willingness to complete the questionnaire. After several follow-ups, 31 questionnaires were discovered to be incomplete, and the ultimate sample size for this study was determined at 229 to collect primary data. Based on the result, it show that the reliability has the significant relationship with the customer satisfaction. Besides, assurance has the significant relationship with the customer satisfaction. The empathy has the significant relationship with the customer satisfaction. However, responsiveness has failed to show the significant relationship with the customer satisfaction. Also, tangibles has failed to show the significant relationship with the customer satisfaction.

Based on Othman, Harun, Rashid and Ali (2019) studied about the impact of Umrah service quality on customer satisfaction towards Umrah travel agents in Malaysia. Malaysians who have completed the Umrah more than once in their lives make up the study's population. 500 questionnaires were issued in this survey, and 384 of them were deemed valid and appropriate for the study, and they were used in the analysis section of this paper. There is a positive and significant relationship between assurance and customer satisfaction. There is a positive and significant relationship between empathy and customer satisfaction. Besides, there is a positive and significant relationship between responsiveness and customer satisfaction. There is a positive and significant relationship between reliability and customer satisfaction. Lastly, there is a positive and significant relationship between tangibility and customer satisfaction.

Janahi and Almubarak (2017) studied the impact of customer service quality on customer satisfaction in Islamic banking in Bahrain. They choose a convenient sample of 300 consumers who deal with these five Islamic banks for our study, which was conducted empirically on five major Islamic banks functioning in Bahrain. They distributed the survey instrument evenly (60 copies for each bank) among customers of the five selected Islamic banks to eliminate any bias in the sample. They also do a pilot-testing the final questionnaire with 75 of the potential customer. Out of 300 sample, they collect back 240 responses and 4 questionnaires were rejected due to incomplete. Females account for 53% of participants, while males account for 47%. Both genders are married (55.1%), and the majority of them work in government or semi-government organisations (49%). The majority of the clients in the sample are under 40 years old. The result show that in Islamic banking, there is a positive impact between assurance and customer satisfaction. Furthermore, there is a positive impact between reliability and customer satisfaction. There is a positive impact between tangibility and customer satisfaction. Also, there is a positive impact between empathy and customer satisfaction. Besides there is a positive impact between responsiveness and customer satisfaction.

Minh, Ha, Anh and Matsui (2015) analyse the relationship between the service quality and customer satisfaction of hotel industry in Vietnam. The information for this study came from guests of 33 three-star hotels in Da Nang, 447 replies were received from 500 questionnaires sent to clients. After entering data and completing screening questionnaires, 15 missing replies were removed from the data set, leaving 432 valid responses. According to the result, Empathy, Reliability, Responsiveness, and Assurance are four intangible components that have statistically significant impacts on customer satisfaction. The only component that does not have a statistical impact on customer satisfaction is tangible.

Hypothesis Development

According to the previous studies and literature review, there are 5 hypotheses developed from the service quality and customer satisfaction. The hypothesis for this study are:

- H1: Tangibility has significant relationship with the customer satisfaction.
- H2: Assurance has significant relationship with the customer satisfaction.
- H3: Responsiveness has significant relationship with the customer satisfaction.
- H4: Reliability has significant relationship with the customer satisfaction.
- H5: Empathy has significant relationship with the customer satisfaction.

Conceptual Framework

Based on the literature review above the conceptual framework is constructed. Figure 1.1 illustrates the conceptual framework of this study that presents the effect of service quality consisting of tangibility, assurance, responsiveness, reliability and empathy on customer satisfaction.

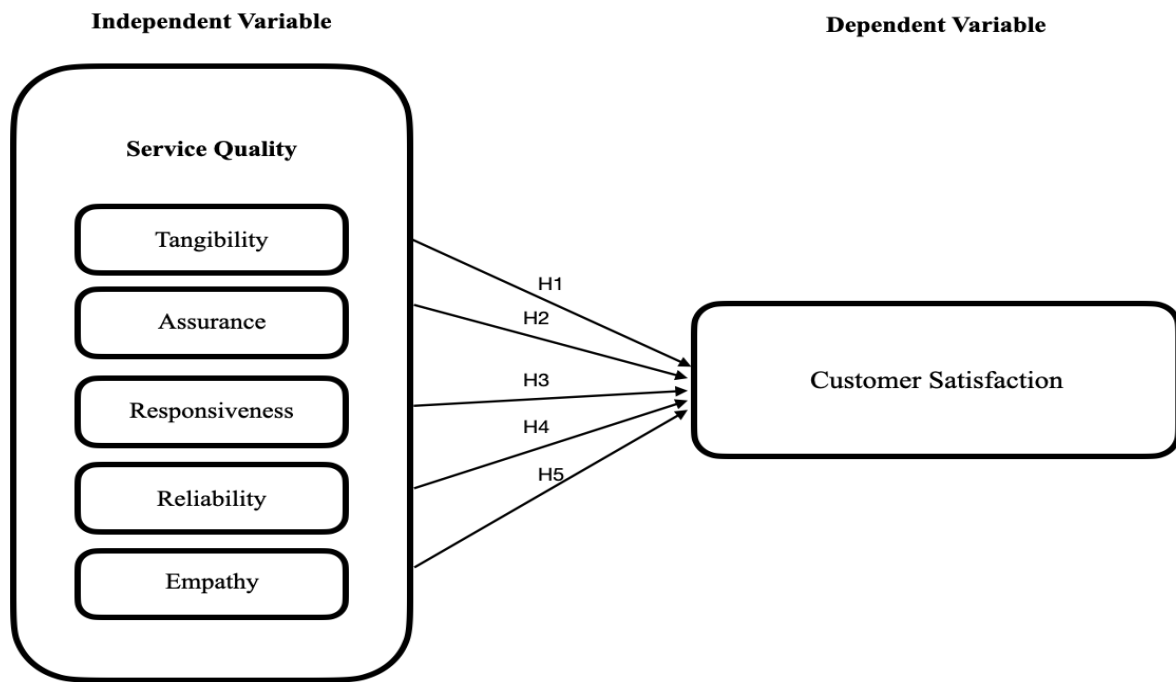


Figure 1.1 Conceptual Framework

Methods

Research Design

The goals and criteria for developing a study design, the criteria for determining causality, and the use of research design as a control of variation are all explored. A research design's objective is to establish a study plan that allows for proper assessment of cause and effect linkages between independent and dependent variables. A research project should be organised in such a way that it answers the research questions, it controls extraneous elements, and the degree of generalisation that may be made is valid. The research design is a key stage in gathering and analysing critical data, as well as assisting in determining the study's location, sample size, and demographic (Sekaran & Bougie, 2009).

The research method that used in this study is quantitative research method, it included all the related variables. The quantitative research method is also used to analyse the relationship between the SERVQUAL dimensions such as tangibility, reliability, responsiveness, assurance and empathy towards customer satisfaction. According to Coghlan and Brydon-Miller (2014), quantitative is a set of tactics, methodologies, and assumptions that are used to investigate psychological, social, and economic processes using quantitative patterns. Quantitative research collects a wide range of numerical information. Some numeric data is quantitative by nature, while others have a numerical framework imposed on it. Researchers can use quantitative data to undertake simple to very advanced statistical studies that aggregate data, reveal links between data, and compare across aggregated data. In contrast to qualitative research, quantitative research uses procedures such as experiments, questionnaires and organised observations.

Moreover, this research had done by using survey and questionnaires methods. A questionnaire is a research tool that consists of a series of questions designed to collect data from respondents. It offers a low-cost, rapid, and effective method of gathering massive volumes of data from a big group of individuals (McLeod, 2018), therefore survey questionnaires had been taken in this research. The questions had been asked in a simple language in order to let the respondent more easy to understand and provide effective respond. Besides, the questionnaires had been distributed to those people to collect the feedback about the service quality and customer satisfaction in McDonald's in Johor, Malaysia.

Data collection and Sampling Plan

There are two categories of data that had been collected, which is the primary data and secondary data. Based on the name, primary data is the data the researcher first time collected, whereas the secondary data is the data that already produced or collected by other and ready for the next researcher to use. According to Aryal (2019), primary data is the information gathered by the investigator for a certain reason. While, secondary data is the someone else's data was obtained for a different reason, but being utilised by the investigator for another purpose. Besides, primary data is original and unique information that the researcher collects directly from a source to meet his needs. Secondary data, on the other hand, is readily available but not pure since it has undergone several statistical treatments. Based on this research, primary data had been collected, this is because the data collected from the respondents in McDonald's Malaysia from questionnaires is new and first time.

For this research, in term of sampling methods, convenience sampling method had been used in this research for the study of service quality and customer satisfaction in McDonald's Malaysia in Johor. Convenience sampling method is a way of collecting samples from a place that is conveniently accessible (Edgar & Manz, 2017). Respondents who are "convenient" or "volunteer" to the researcher are used in convenience sampling method. There is no set procedure for obtaining these respondents; they might be found by simply asking individuals on the street, in a public place, or at work, for example (Galloway, 2005).

For this research, the population that need to answer our questionnaire are the customers who purchases in the McDonald's in Johor, Malaysia. The estimate of the minimal sample size is one of the most essential difficulties in PLS-SEM. The '10-times rule' technique is a frequently used minimum sample size

estimate method in PLS-SEM (Hair et al., 2011). It is based on the concept that the sample size should be more than 10 times the maximum number of inner or outer model linkages pointing to any latent variable in the model (Goodhue et al., 2012). For the research, there are five dimension or independent variable in this study pointing arrows to the dependent variables, which is the tangibility, reliability, responsiveness, assurance and empathy, so that the minimum sample size for this research will be 50 (10 x 5 variables = 50). There had been 60 respondents being participate in this study, therefore the sample size for this study is higher than the minimum sample size of 50 respondents.

Research Instruments

The questionnaires is used in this research to collect the primary data about the service quality and customer satisfaction in McDonald's Malaysia. Questionnaires are utilised for data collecting because of their ease of delivery, item scoring, and data processing (Babbie, 2009). All the questions about this study had been included inside the questionnaire for the respondents, and the questionnaire had been created by using Google Form, then ask the respondents to fill in the opinion. Concerned that Malaysia is a multi-racial country, so I decide to make the questionnaires in two languages format, which is English and Malay, in order to let the respondents more easy to understand the questions and provide a accurately and effectively respond for us. Therefore, if the respondent are not able to understand English, there will also have Malay sentence provided for them.

The questionnaire are separate into three sections, which is section A, B and C with a total 32 questions. The section A of this questionnaire is about the demographic information, which also can called the personal details of the respondents (5 items). While the section B is about the dimensions of the service quality: (a) Tangibility (4 items) about the kind of physical facilities in McDonald's, (b) Reliability (5 items) about how reliable the services offered by the McDonald's are, (c) Responsiveness (4 items) about how responsive the McDonald's and their staff were to your needs, requests and issues, (d) Assurance (4 items) about how assured you are of the services offered by the McDonald's and their staff, (e) Empathy (5 items) about the empathy expressed by the McDonald's and their staff towards your needs, requests and issues. Moreover, the section C is about the customer satisfaction (5 items), which is about how satisfied the customer were by the McDonald's and the services offered by the them. The classification of the research questions had been shown in Table 1.1.

Table 1.1: Layout of the questionnaire

Section	Topic of section	Number of questions
A	Demographic profile	5
B	Dimension of service quality	
	• Tangibility of services	4
	• Reliability of services	5
	• Responsiveness of services	4
	• Assurance of services	4
	• Empathy of services	5
C	Customer Satisfaction	5
Total number of questions		32

Results of the study

Data Collection Procedure and Response Rate

From the research, there are a total number of 60 questionnaires are distributed and returned through online, which is google form. It reveals a 100 percent of the response rate. Furthermore, all of the questionnaires that collected were answered completely by the respondents. Therefore, there are 60 completed questionnaires will be applied as the data analysis to study the results.

Demographic Profile of Respondents

Table 1.2 displays the findings of the overall demographic profile of respondents gathered from completed surveys. It contains the respondents' gender, age, level of education, frequency to visit McDonald's, and ethnic.

From Table 1.2, it shows that there is 48.3% of male respondents and 51.7% of female respondents for this research which means most of the respondents are female. Besides that, most of the respondents are aged below 25 years old which are contributed 73.3% among the respondents, followed by the age between 26 and 40 (15%), between 41 and 50 (6.7%), between 51 and 60 (3.3%), and above 61 (1.7%). Furthermore, most of the respondents' level of education is Undergraduate which generated a total of 35%, then followed by Diploma which contributed 23.3%, 21.7% for the category Certificate, 13.3% of the category of other and 6.7% of the respondents' education level is Postgraduate. Moreover, most of the respondents visit McDonald's once every month which contributed 61.7% while for the frequency to visit McDonald's in once every six and four months and other are contributed 11.7% respectively. Moreover, frequency to visit McDonald's in once a year only contributed 3.3% among the respondents. Lastly, most of the respondents' ethnic are Chinese which contributed 68.3%, Malay and Indian respondents each are contributed 13.3% and other ethnic contributed 5%.

Table 1.2: Demographic Profile of Respondents

Background	Categories	Frequency	Percentage (%)
Gender	Male	29	48.3
	Female	31	51.7
Age	Below 25	44	73.3
	26-40	9	15
	41-50	4	6.7
	51-60	2	3.3
	Above 61	1	1.7
Level of education	Certificate	13	21.7
	Diploma	14	23.3
	Undergraduate	21	35
	Postgraduate	4	6.7
	Other	8	13.3
Frequency to visit McDonald's	Once a year	2	3.3
	Once every six months	7	11.7
	Once every four months	7	11.7
	Once every months	37	61.7
	Other	7	11.7
Ethnic	Chinese	41	68.3
	Malay	8	13.3
	Indian	8	13.3
	Other	3	5

Reliability Test

Table 1.3 reveals the result of Cronbach's Alpha for each variable. According to Cooper and Schindler (2008), 0.7 is an acceptable reliability coefficient, hence this study selected 0.7 as the cutoff limit. According to Table 1.3, it was observed that all of the variables (Tangibility, Reliability, Responsiveness, Assurance, Empathy and Customer Satisfaction) are higher than 0.7, which is in the acceptable range. The Cronbach's Alpha value for Tangibility is 0.778, Reliability is 0.834, Responsiveness is 0.766, Assurance is 0.803, Empathy is 0.774 and Customer Satisfaction is 0.836.

Other than that, composite reliability (CR) has been used to test the reliability of this research. For composite reliability, based on Hair et al. (2020), estimate that the composite reliability of construct scores should be between 0.7 and 0.95. Based on the Table 1.3, the composite reliability for Tangibility is 0.855, Reliability is 0.885, Responsiveness is 0.851, Assurance is 0.872, Empathy is 0.846 and Customer Satisfaction is 0.884. Hence, the result show that all the variables are in between 0.7 and 0.95 which is acceptable in this study.

Table 1.3: Cronbach's Alpha Reliability Test

Variables	Number of Items	Cronbach's Alpha	Composite Reliability (CR)
Tangibility	4	0.778	0.855
Reliability	5	0.834	0.885
Responsiveness	4	0.766	0.851
Assurance	4	0.803	0.872
Empathy	5	0.774	0.846
Customer Satisfaction	5	0.836	0.884

Construct Validity

Construct validity refers to how well a test assesses the concept being evaluated. It is critical for determining a method's overall validity. Construct validity is especially crucial when studying anything that cannot be immediately measured or witnessed, such as intelligence, self-confidence, or happiness. To quantify those characteristics, they require several observable or measurable indicators. Construct validity includes two components which are convergent validity and discriminant validity. Convergent validity means the extent to which measurements of the same or related constructs truly correlate to each other is referred to as convergent validity. Discriminant validity, on the other hand, indicates that two measurements of unrelated constructs that should be unrelated, very weakly associated, or negatively related are really related in practise (Bhandari, 2022).

Convergent Validity

Based on the Table 1.4, the results of the indicator which is the average variance extracted (AVE) is show to examine the accuracy of convergent validity. From the result, AVE for Tangibility is 0.6, Reliability is 0.609, Responsiveness is 0.589, Assurance is 0.632, Empathy is 0.526 and Customer Satisfaction is 0.605. It shows that all the AVEs of the constructs are between 0.526 to 0.632 which represents the acceptable value as the value of variance for AVE must be higher than 0.5 to guarantee that the construct validity result is fit for usage (Awang, 2012). The range of each item loading results for tangibility is between 0.612 to 0.870, Reliability is between 0.597 to 0.860, Responsiveness is between 0.688 to 0.805, Assurance is between 0.668

to 0.857, Empathy is between 0.627 to 0.816 as well as customer satisfaction is between 0.725 to 0.850. As a result, when the results are more than 0.5, each item loading will be judged to have a positive connection (Hair, Black, Babin, & Anderson, 2010). As a result, convergent validity is clearly investigated in this study.

Table 1.4: Results of Measurement Model for Convergent Validity

Construct	Items	Loadings	AVE	CR
Tangibility	D1Q1	0.729	0.6	0.855
	D1Q2	0.858		
	D1Q3	0.870		
	D1Q4	0.612		
Reliability	D2Q1	0.796	0.609	0.885
	D2Q2	0.778		
	D2Q3	0.860		
	D2Q4	0.843		
	D2Q5	0.597		
Responsiveness	D3Q1	0.805	0.589	0.851
	D3Q2	0.774		
	D3Q3	0.796		
	D3Q4	0.688		
Assurance	D4Q1	0.857	0.632	0.872
	D4Q2	0.668		
	D4Q3	0.852		
	D4Q4	0.788		
Empathy	D5Q1	0.800	0.526	0.846
	D5Q2	0.627		
	D5Q3	0.816		
	D5Q4	0.672		
	D5Q5	0.693		
Customer Satisfaction	CQ1	0.850	0.605	0.884
	CQ2	0.786		
	CQ3	0.725		
	CQ4	0.753		
	CQ5	0.769		

Discriminant Validity

The Fornell-Larcker Criterion for discriminant validity of each construct is shown in Table 1.5. According to Table 1.5, the variance for each construct is slightly higher when it is shared with other constructs. From Table 4.5, it shows that the value of Tangibility is 0.775, Reliability is 0.780, Responsiveness is 0.767, Assurance is 0.795, Empathy is 0.725 and Customer Satisfaction is 0.778. The square root of the extracted average variance (AVE) is compared to the correlation of latent constructs in this technique. A latent construct should better explain its own indicator's variation than the variance of other latent constructs. As a result, the square root of the AVE of each construct should be larger than the correlations with other latent constructs (Hair et al, 2014).

Table 1.5: Discriminant Validity - Fornell-Larcker Criterion

Construct	Tangibility	Reliability	Responsiveness	Assurance	Empathy	Customer Satisfaction
Tangibility	0.775					
Reliability	0.608	0.780				
Responsiveness	0.589	0.710	0.767			
Assurance	0.639	0.611	0.684	0.795		
Empathy	0.311	0.614	0.461	0.386	0.725	
Customer Satisfaction	0.490	0.629	0.668	0.542	0.629	0.778

Path Coefficient and Hypotheses Testing

The path analysis is used to investigate and test the five hypotheses generated before. According to Figure 1.2 and Table 1.6, the R Square value is 0.589, implying that the five aspects of the components, namely tangibility, reliability, responsiveness, assurance and empathy, could explain 58.9% of the variation in customer satisfaction. Besides, the Beta value for tangibility is 0.091, reliability is 0.041, responsiveness is 0.369, assurance is 0.059 and empathy is 0.382 which means that two variables over all variables are significant and three variables are no significant, if the Beta value is more than 0.1, the structural model is regarded acceptable (Hair, Sarstedt, Ringle, & Mena, 2011). Moreover, the results show that responsiveness ($t > 1.645$, $p < 0.05$) and empathy ($t > 1.645$, $p < 0.05$) have positive impact to customer satisfaction as t-value of the variables which greater than 1.645 and p-value which is less than 0.05 reveals that there is a positive relationship between independent variables and dependent variable (Hair, Sarstedt, Ringle, & Gudergan, 2017). However, tangibility ($t < 1.645$, $p > 0.05$), reliability ($t < 1.645$, $p > 0.05$) and assurance ($t < 1.645$, $p > 0.05$) show that these three dimensions have no positive significant relationship towards customer satisfaction. Therefore, H3 and H5 in this research are supported whereas, H1, H2 and H3 are not supported.

Based on Figure 1.2 and Table 1.6, empathy contributes the most to customer satisfaction. There is approximately more than half of the R Square value is retrieved from empathy. Additionally, the Beta value of empathy also obtains a high score which is $\beta = 0.382$. Hence, it is noticed that empathy tends to have most significant influence on customer satisfaction among the customers who have spend money in McDonald's Malaysia as compared to other components such as tangibility, reliability, responsiveness and assurance.

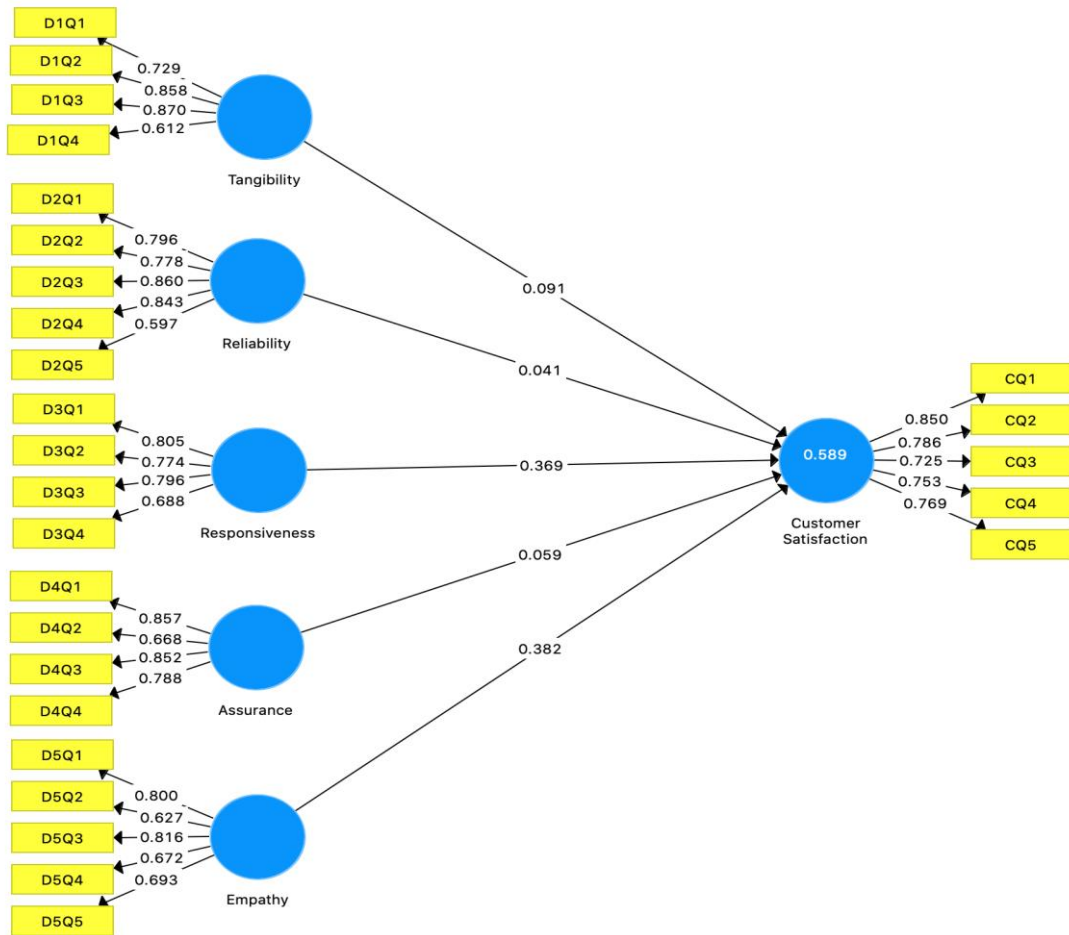


Figure 1.2: Structural Framework

Table 1.6: Path Coefficients and Hypotheses Testing

Hypotheses	Relationship	Std. Beta	T-value	P-value	Decision	R ²
H1	Tangibility -> Customer Satisfaction	0.091	0.661	0.509	Not Supported	
H2	Reliability -> Customer Satisfaction	0.041	0.258	0.796	Not Supported	
H3	Responsiveness -> Customer Satisfaction	0.369	2.410	0.016	Supported	0.589
H4	Assurance -> Customer Satisfaction	0.059	0.393	0.694	Not Supported	
H5	Empathy -> Customer Satisfaction	0.382	3.156	0.002	Supported	

Hypotheses Discussion

H1: Tangibility has positive but no significant relationship on customer satisfaction

Table 4.7 shows that tangibility has positive but no significant relationship on customer satisfaction which the Beta value of $\beta = 0.091$, $p > 0.05$, $t < 1.645$ are showed. It indicates that the overall customer satisfaction of McDonald's in Malaysia will not be influenced by the tangibility of service quality. As a result, the specified study objectives and research questions are not met. In fact, there are some past studies which had been done by Minh, Ha, Anh and Matsui (2015), Sarker and Uddin (2017) and Balinado, Prasetyo, Young, Persada, Miraja and Perwira Redi (2021) also resulted in a similar finding about tangibility has no significant relationship towards the customer satisfaction.

Based on Minh et al., (2015), tangibility have no significant relationship with customer satisfaction. Besides, Balinado et al., (2021) studied that tangibility has no significant influence on customer satisfaction, This simply means that clients have lower expectations for overall staff and facility aesthetics. They are more concerned with the manner in which service employees assist and connect with them. The tangibility of McDonald's will not affect the customer satisfaction, this is understandable given that buyers appeared to place less emphasis on the look of the physical features because of the Covid-19 pandemic, most customers have preferred to purchase through the drive-thru. It is because picking up food from a drive-thru is more sanitary than picking up meals from a restaurant (Edeh et al, 2021). Thus, majority of the customer nowadays will not care so much about the tangibility of McDonald's such as physical facility or employee's appearance. The Covid-19 pandemic's tremendous alterations have made that shift even more crucial. According to market research firm NPD Group, by mid-April, 97 percent of restaurants in the United States were not licensed to conduct in-person meals. This makes the drive-thru—where 70 percent of McDonald's sales have occurred internationally in top markets during the Covid-19 pandemic—essential (Wired, 2020). McDonald's has stated that it would no longer welcome dine-in customers during Covid-19 pandemic in Malaysia (Wong, 2020), all the consumers can only choose to drive thru and takeaways the food or order food online through Foodpanda or Grab food, hence majority of the customer will not care about the tangibility of McDonald's. This could possibly be a factor on why this research findings show no support for hypothesis 1, that tangibility has no significant relationship with customer satisfaction. Therefore, the result revealed the H1 is not supported.

H2: Reliability has positive but no significant relationship on customer satisfaction

The result from Table 4.7 disclose that there is positive but no significant relationship between reliability and customer satisfaction which the Beta value of $\beta = 0.041$, $p > 0.05$, $t < 1.645$ are showed. The findings of this study are consistent with previous studies findings in which Ali, Gardi, Othman and Ahmed et al (2021), Suciptawati, Paramita and Aristayasa (2019), Miswanto and Angelia (2017) and Kitapci, Akdogan and Dortyol (2014) did not find a significant relationship between reliability and customer satisfaction.

According to Kitapci, Akdogan, and Dortyol (2014), they demonstrate that reliability has no major impact and has not been shown to favourably increase customer satisfaction. The correctness and timeliness of the service delivered are indicators of reliability. According to our findings, reliability has no substantial influence on customer happiness. Customers are unconcerned with the level of reliability in customer service since they have an option (Munusamy, Chelliah & Hor, 2010). With the fast advancement of internet technologies, McDonald's self-service kiosks have finally arrived in Malaysia, having already been offered in other countries prior to the local roll-out. The new kiosks will essentially allow customers to bypass the counter and wait together, allowing them to place their purchases with little fuss (Bates, 2017). As a result, this increases the customer to use the machines to order their foods, which provides clients with an alternative to in-person customer service. Hence, customers now place a higher value on machine reliability than on human reliability, machines have been used to replace the worker of McDonald's as well to help customers in ordering the foods (Munusamy, Chelliah & Hor, 2010). This may be the reason why the results of this research show no support for hypothesis 2, that reliability has positive but no significant relationship with customer

satisfaction because of the used of machines and technologies are slowly replace the manpower, so people more focusing on the reliability of the machines than the worker (Munusamy, Chelliah & Hor, 2010). Therefore, the results revealed that H2 is not supported.

H3: Responsiveness has positive significant relationship on customer satisfaction

The Table 4.7 revealed that responsiveness has a positive significant relationship on customer satisfaction which the Beta value of $\beta = 0.369$, $p < 0.05$, $t > 1.645$ are showed. Ali, Gardi, Othman and Ahmed et al (2021) find that responsiveness have a positive significant relationship towards customer satisfaction. Not only this, Aftab, Sarwar, Sultan, Qadeer (2016) show that one of the most important aspects of service excellence is responsiveness and responsiveness have positive impact on customer satisfaction, It demonstrates that customers constantly require rapid responses and assistance from restaurant personnel. Customers like it when they receive service on time, this is something that good service providers are aware of (Iqbal et al., 2010). Other previous studies that have same results with the finding of this research that responsiveness has significant relationship with customer satisfaction are Othman, Hurun, Rashid and Ali (2019), Masrurul (2019), Bharwana, Bashir and Mohsin (2013), Janahi and Almubarak (2017), Minh, Ha, Anh and Matsui (2015).

Moreover, responsiveness is the desire to help customers and provide services quickly and efficiently. Asking customers to wait, especially waiting for no reason, will have an unnecessary impact on quality perception. In the event of a service failure, quickly solving the problem will have a positive impact on customer satisfaction (Arlen, 2021). Customer satisfaction is most affected by availability to respond to consumer requests and flexibility to satisfy customer wants (Minh, Ha, Anh and Matsui, 2015). Based on Earl (2015), the news shows that a customer noticed that a disabled guy required assistance cutting and eating his food, the McDonald's cashier shut down his register, put on gloves, and stepped out of the kitchen and toward the man. He sat down and immediately began cutting the man's supper and assisting him in eating. The customer then posted the photo on Facebook, and numerous comments show that other people were pleased and happy to see this in McDonald's, and this increase the customer satisfaction. When the employee fulfil the needs of the customer, automatically the customer satisfaction will also increase, however if the worker ask the customer to wait for few minutes then only give them the tissues, it may reduce or influence the customer satisfaction. As such, the results revealed H3 is accepted.

H4: Assurance has positive but no significant relationship on customer satisfaction

The Table 4.7 findings indicated that there is no significant relationship between assurance and customer satisfaction which the Beta value of $\beta = 0.059$, $p > 0.05$, $t < 1.645$ are showed. This finding is consistent with the previous studies of Balinado, Prasetyo, Young, Persada, Miraja and Perwira Redi (2021), Miswanto and Angelia (2017), Kitapci, Akdogan and Dortyol (2014), which also show in same results about assurance tends to contribute less influence to the customer satisfaction.

Based on Kitapci, Akdogan and Dortyol (2014), it demonstrates that the assurance has no significant influence on customer satisfaction. Because McDonald's let consumers to choose their own food and beverage from the menu that has been given, assurance is deemed less necessary. Customers regard it as less significant. The result for this study reveals that assurances has no significant impact on customer satisfaction which is similar to the findings of Hamawandy (2020), Aghdaie and Faghani (2012). Munusamy, Chelliah & Hor (2010) show that assurance has a positive link with Customer Satisfaction, however the effect is insignificant. Customers do not consider assurance to be an important aspect of the service quality that should be included, according to the comments. There are two explanations. First, customers may believe that McDonald's has offered sufficient security and confidence in their service. Most consumers began to assume that there would be no safety issues while dealing with any fast food business. Second, people have given up since no fast food establishment can meet the degree of safety anticipated. Customers are helpless. This might be one of the reasons why the outcomes of this study provide no support for hypothesis 4, which states that assurance has no significant association with McDonald's customer pleasure. As a result, the findings indicated that the H4 is not supported.

H5: Empathy has positive significant relationship on customer satisfaction

Table 4.7 revealed that empathy has a significant positive relationship on customer satisfaction which the Beta Value of $\beta = 0.382$, $p < 0.05$, $t > 1.645$ are showed. It indicates that overall the customer satisfaction of McDonald's in Malaysia will be influenced by the empathy of service quality. Besides, based on the previous studies of Balinado, Prasetyo, Young, Persada, Miraja and Perwira Redi (2021) symbolises the fact that empathy was discovered to have the greatest impact on customer satisfaction, these findings simply demonstrate that customers value it when they believe they are valued as a customer. They are much more happy if they receive rapid response and attention when using McDonald's services. Customers enjoy it when service professionals apologise ahead of time if some demands cannot be fulfilled for any reason, and if there will be any adjustments from the initial stated time to avoid customer disappointment. A comparable study found that empathy has a significant impact on total customer satisfaction. It was also noted that personal empathy positively adds to service quality (Farooq, Slam, Fayolle, Jaafar & Ayupp, 2018).

Other than this, there are other previous studies also showed the same result of finding that the empathy has significant relationship on customer satisfaction. The previous studies of Aghdaie and Faghani (2012), Hamawandy (2020), Masrurul (2019), Minh, Ha, Anh, Matsui (2015), and Monther, Mahadevan (2019) have positive and strong correlations exist between empathy and customer satisfaction. Hence, empathy has a positive relationship to customer satisfaction. Thus, the results revealed that H5 is supported.

Managerial Implication

This research objective of this study is to examine the relationship between service quality and customer satisfaction of McDonald's in Malaysia. From the data analysis, it showed that the which dimensions which are responsiveness and empathy tends to affect the customer satisfaction. Therefore, it is important for McDonald's to focus on these two dimensions which have a positive and significant relationship towards the customer satisfaction of McDonald's in Malaysia.

Empathy should be attentively concerned by McDonald's as it is the strongest dimension of service quality in influencing the customer satisfaction which obtained the highest beta value among other components. Firstly, based on Maya (2022), empathy makes interactions between corporate representatives and customers feel more natural and contributes to client satisfaction. McDonald's has to comprehend its customers' ideas and feelings, therefore empathy in customer service is essential. By addressing knowledge gaps, empathy enables McDonald's to interact more effectively with its consumers. Furthermore, empathy is important in fostering beneficial connections between both parties. Customers are more likely to be happy with the solutions provided by a firm if they feel appreciated and heard. It gives customers confidence in the company's ability to address these difficulties with sensitivity and empathy. Thus, McDonald's must provide training which related to active listening. Active listening is one of the most crucial abilities for emphasising empathy. Active listening is all about establishing rapport and trust by demonstrating that the employee are paying attentively. This, in turn, makes the customer feel heard in their views and feelings (Playvox Team, 2020).

Empathy will enable the McDonald's staff to detect what is unsaid. Customer requirements and emotions are not always articulated. The employee of McDonald's needs to predict what inspired the customer to contact them, their unspoken pain areas, what is at risk for them, and how they are feeling based on their circumstances, body language, speech, tone, and even website activity such as anger clicks. When they understand what is left unsaid, they may address it and make consumers feel heard, which is the first step toward dispute resolution. Empathetic help may even transform irate consumers into more patient and cooperative problem solvers (Mande, 2022). Hence, McDonald's employee may try to understand the issues or the needs of the customer from their point of views, this may increase the customer satisfaction.

Additionally, the second component which is vital for McDonald's to increase the customer satisfaction of McDonald's in Malaysia is responsiveness. Firstly, according to Ali, Gardi, Othman and Ahmed

et al (2021), responsiveness - "willingness to assist" - relates to the organization's readiness to resolve difficulties and availability to give quick service. It is critical to reply to all customer inquiries; else, the request may become a complaint. The capacity of service suppliers to ensure that they provide a service on time is a fundamental component of service quality for significant clients.

Therefore, first, the McDonald's needs to understand about their customer. The first step in boosting customer response is for McDonald's to understand which channels its consumers prefer. Surveys and customer feedback forms can assist McDonald's in determining what consumers expect in terms of wait times and if they were satisfied with their experience. This may then be fed back into their support strategy, and the insights can be used to make choices such as hiring additional employees and allocating more resources to channels where consumers want faster response, such as chat. Knowing and connecting with customers will help them surpass their competition. A trained team may improve performance and foster positive customer connections. McDonald's may provide training to customer service representatives on the significance of customer satisfaction, and telling them on the desired response times for each channel would help them give better service (Shereen, 2020).

Limitation of Study

There are a few restrictions that the researcher found when gathering research data for this study's completion. There are certain limitations to this study that the researcher encountered when doing the research process. First and foremost, the sample size in this study is deemed tiny, and it may not be representative of the entire target population. Because there are only targeted 60 respondents answering this questionnaire, the sample size may not be enough to represent the answer or feedback of the McDonald's customer from whole population in Malaysia.

Besides, the next limitation of the study is the language difference. The questionnaire designed for this research is distributed in English and Malay format only, but there are also have Chinese respondents in this research process. In fact, if some of the respondent who do not know English and Malay, it may cause the respondent to misunderstood the questions and give the not accurate feedback. Therefore, the language of the questionnaire may be the barriers for this research.

Moreover, the next limitation of this study is the Covid-19 pandemic. Due to this research was taken during Covid-19 pandemic, the government had set many rules and regulations to prevent the Covid-19 virus to expand in Malaysia, this created many limitations for the research process. Firstly, the McDonald's not allowed the consumers to enjoy their food in McDonald's restaurant, they only provide takeaways service, drive-thru and food delivery, hence this is very difficult for us to distribute the questionnaires to the consumers and ask them to fill in the questions. Not only this, because all people are scare the Covid-19 virus, majority of the consumers in Malaysia are keeping themselves a distance with other people and they are reject to communicate or chit chat with other people outsides, hence the researcher will have the barriers to distribute the questionnaire.

Last but not least, the research only focus on investigating the impact of the five dimensions which is tangibility, reliability, responsiveness, assurance and empathy towards the customer satisfaction which might not able to fully explain the customer satisfaction of the consumers of McDonald's in Malaysia. Therefore, there might be some limited informations gained for the overall results.

Recommendations for Further Research

There are a few recommendations for future research that must be established in order to guarantee that better research is studied in the future. As previously said, 60 questionnaires were sent for this research; therefore, in order to improve the accuracy of the study's results, researchers could expand the sample size and seek a longer time frame in order to gather more sample size. Furthermore, the questionnaires for this study were only delivered at a few McDonald's locations, making it impossible to represent the whole population.

As a result, data will be more accurate if questionnaires can be sent to a larger number of respondents in various areas for future research.

In addition to future study recommendations, multi-lingual surveys can be given to lessen the barrier of comprehension encountered by some respondents. In the future, instead of focusing on English and Malay, surveys might be delivered in additional languages (Chinese and Tamil). This will provide the respondent a greater comprehension of the question, and the answer will be more trustworthy. Lastly, the future researcher can try to examine in different dimensions of service quality, for example competence, courtesy, credibility, security which may help to develop a better understanding about the relationship between service quality and customer satisfaction of McDonald's in Malaysia.

Conclusion

In conclusion, this research is aimed to examine the relationship between tangibility, reliability, responsiveness, assurance, empathy and customer satisfaction of McDonald's in Malaysia. Based on the findings, the study showed that the customer satisfaction is significantly influenced by responsiveness and empathy. On the other hand, tangibility, reliability and assurance are not resulted to have a significant impact to customer satisfaction. Furthermore, empathy is the component that contributes the most to the overall customer satisfaction. Hence, it is important for McDonald's in Malaysia to keep improving their service quality in order to enhance the empathy and responsiveness in customer's mind, so that it can improve the customer satisfaction of McDonald's.

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