

b. Profile of the Respondents

The overall of respondents are drivers in commercial vehicles industry. Their daily duties involved in transporting goods in crossing border lines. Several drivers were chosen from the transport operators in cross border businesses. The method of survey was convenience sampling, systematic selection, and collection procedures. The overall respondents of 87 were divided into two groups; group A consists of 43 group B of 44. In favor of the data analyses, the two smaller groups were divided into two main areas i.e. Bukit KayuHitam and Padang Besar. Group A acted as drivers used Padang Besar as a transborder checkpoint and Group B that drivers preferred to Bukit KayuHitam. All of them deal with day-to-day business in the industry of transportation and use commercial vehicles in their daily activities. Table 7 indicates the groups of respondent for the study.

Table 7: The Respondents

The survey groups	Group	n	%
The driver that transport freight using Padang Besar checkpoint	A	43	49
The driver that transport freight using Bukit KayuHitam checkpoint	B	44	51
Total (n)		87	100

Table 8 shows the demographic profiles of the respondents involved in the final survey. All the 87 feedback of questionnaires have been analyzed quantitatively. Through the Table 8, the majority of the drivers' are between 21 to 30 years old (81.7%) which carried the highest numbers of respondents. Married personnel indicate the majority of the overall drivers with 71 staffs or 81.6%. A total of 66 drivers (53.8%) from the overall respondent involved in these cross border businesses were Malay. On the qualification, only 10% of respondents had STPM/ Diploma, SPM recorded 75.9% is the majority of the respondents and SRP indicates only 13.8%.

Table 8: Individual Demography in Trans-border Businesses

Subject	Frequency	Percent
Marital status		
Bachelor	16	18.4
Married	71	81.6
Age		
21-30	71	81.7
31-40	7	8.0
41-50	7	8.0
51-60	2	2.3
Race		
Malay	46	53.8
Chinese	27	31.0
Others	14	15.2
Academic Qualification		
Sijil Rendah Pelajaran	66	13.8
Sijil Pelajaran Malaysia	12	75.9
STPM/Diploma	9	10.3

c. The Commercial Vehicles Activities at Transborder Businesses

Table 9 shows the commercial freight for export and import using road to and from Thailand via border checkpoints. The main purposes of transborder functions are to explore

bilateral trade through export and import activities. The land commercial business plays an important role in bilateral trades between Malaysia and Thailand. Through the final survey, the commercial haulage indicates 27.6% and commercial vehicles carried 43.7% of the overall respondents which carried the highest groups at the transborder businesses. The goods or freight transported in the transborder businesses are divided into four major items. The four major goods transported are between an average of 20% to 26% each from the total export goods include oil palm, vehicles parts, petroleum and rubber products. The average transport trips or movements crossing the borderlines are between 2-3 trips per-day.

d. The ANOVA Analysis on Service Periods and Perception of Service Quality

Table 9: The Commercial Vehicles Activities at Transborder Checkpoint Bukit KayuHitam and Padang Besar

Subject	Frequency	Percent
Types of transport		
Container Haulage	24	27.6
Commercial vehicle	38	43.7
Depot services vehicle	2	2.3
Other vehicles	23	26.4
Goods transported		
Oil palm	20	23.0
Vehicular parts	23	26.4
Rubber product	18	20.7
Petroleum	20	23.0
Others	6	6.9
Total trips		
1 Trip	9	10.3
2 Trips	26	29.9
3 Trips	32	36.8
4 Trips	20	23.0

Table 10 indicates the relationship between respondent service periods and perception of service quality shown by commercial vehicle operators at transborder checkpoints. The purpose of ANOVA is to measure the significance of variables differences mean among multiple groups. The study indicated that there is no significant difference between period of services and perception of service quality given by freight companies with $F=0.207$, $p>0.05$. It means that the experience as a driver does not influenced their perception on service quality as practiced by the commercial vehicles operators. The result of ANOVA analysis between respondent service periods and perception of service quality are rejected.

Table 10: Relationship between Respondent Service Periods and Perception of Service Quality Given By Freight Companies

Items	Mean (Standard Deviation)			F	Significant (2 tailed)
	Less than 3 years	3-5 years	More than 6 years		
Driving experience					
Service level quality	4.38 (0.458)	4.27 (0.612)	4.31 (0.779)	0.207	0.813

e. Correlation Analysis on Quality Service and Its Perception

Table 11 shows the relationship between quality service as established by commercial companies and the perception on service quality. Customer perception on service quality as expected, significantly and positively correlated with quality service, communication, expert workforce, and information. In other words, if quality service, communication, expert workforce, and information are delivered effectively, customer perception on service quality would result in better outcomes. The strength in the relationship was varied from low (0.237) to moderate (0.574). Thus, all correlations are expected direction for better results. The results are correlated and accepted.

Table 11: Relationship between Quality Service of Commercial Vehicles' Companies and the Perception on Service Quality

		Quality service	Communication	Expert workforce	Information
Customer perception on service quality	Pearson Correlation	0.367	0.349	0.574	0.237
	Sig.(2-tailed)	0.000	0.001	0.000	0.027
**Correlation is significant at the 0.01 level (2-tailed).					
*Correlation is significant at the 0.05 level (2-tailed).					

f. Regression Analysis on the Perception on Service Quality

Table 12 indicates that the model relationship of perception on the given service quality and the constructs of quality service. The purpose of regression is to identify the relationship between a dependent variable and independent variables. There was about 42% of perception on service quality given by freight companies explained by the independent variables (quality service, expert workforce, information, and communication). The relationship strength is moderated. Further result of ANOVA analysis found that the significant relationship between dependent variables and independent variables where, $F = 14.863$, $p = 0.001 < 0.05$ showed and accepted result.

Table 12: Relationship between Quality Service Rendered By Commercial Vehicle Companies and the Perception on Service Quality

Model summary	Value
R square	0.420
F value	14.863
Sig	.000

g. Regression of the Level of Expertise of Drivers toward Customers' Satisfaction

Table 13 shows the individual items in regression analysis. Only two items have significant relationship with the perception of service quality given by commercial vehicles' companies. Expert workforce and quality service indicated 53.5% and 41.5% respectively of the total perception of service quality given by freight companies were significant at 0.00 and 0.001 respectively, where $p = 0.001 < 0.05$. This implies that expert workforce and quality services rendered to the customer, the better perceptions of service quality are

bound to be increased. Nevertheless, the communication and information do not have significant relationship with perception of service quality given by freight companies. The result of relationship on the perception of service quality is accepted.

Table 13: Individual Items: Constructs For Quality Service Being Given By Freight Companies

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.176	0.517		2.276	0.025
Communication	-0.240	0.143	-0.216	-1.677	0.097
Expert workforce	0.535	0.090	0.620	5.970	0.000
Quality service	0.415	0.120	0.354	3.470	0.001
Information	0.044	0.100	0.043	0.437	0.663

h. The Drivers' Perception on the Effective Services Inspection of Regulatory Bodies at Transport Border Areas

The analysis of individual item indicates on the effectiveness on inspection and commercial vehicles commitment by the regulatory bodies. The inspection as performed by the regulatory bodies caused the delays at the transborder businesses. The drivers' perception towards the regulatory bodies has also being measured while the significant levels were at 0.004 and 0.001 at $p < 0.05$. The report indicates that there is a delay in processing documents at the border areas. A proper procedure and thorough inspections at transborder area are still practiced. The Table 14 shows 0.04 at $P < 0.05$. The result is therefore significant and accepted.

i. The Cooperation between Commercial Industry and Regulatory Bodies

The analysis of individual item indicates on the effectiveness on inspection and commercial vehicles commitment by the regulatory bodies. The inspection as performed by the regulatory bodies caused the delays at the transborder businesses. The drivers' perception towards the regulatory bodies has also being measured at the significant level 0.004 and 0.001 at $p < 0.05$. The report indicates that there was cooperation showed by the commercial drivers at the border areas during final inspections at checkpoints. The Table 14 shows at 0.01 which $P < 0.05$. The result is significant and accepted.

Table 14: The Regression Analyses on Items of Commercial Drivers towards Government or Regulatory Bodies on Service Quality

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.181	0.326		3.62	0.001
	Customer	0.102	0.091	0.133	1.12	0.266
	Customer concept	0.049	0.085	0.062	0.582	0.562
	Know How, knowledge & skills	0.118	0.095	0.159	1.244	0.217
	Inspection	-0.096	0.086	-0.127	-1.118	0.267
	Effective inspection	0.241	0.081	0.304	2.963	0.004
	Cooperation companies & government	0.263	0.074	0.344	3.565	0.001

6. Discussion

The final survey indicated that the transport operators had discharged better their duties with Thailand counterparts. The impact of the services especially towards the quality of services during the inspections, capacity of checking points, time taken, involvement by transport operators, and regulatory bodies are the important factors to be developed. The result of final study survey indicated several processes and the proposals for future improvements. The matters had been surveyed and contributed to the positive results. The research had also developed the gaps and area of improvements in trans-border industry for future guidelines. The gaps' measurements are between the optimized and integration of the inputs and the current level of the processes. Differences between managing the services of a cross-national border versus purely domestic intersections are the factors to be developed. This helps provide the transport operators with insight into areas that have room for improvement and spurs the development in land transport as well as trans-border businesses in future. The gaps analyses in the study involves through determining, documenting, and approving the variance between business requirements. The current capabilities of regulatory requirements and flows from benchmarking as well as other assessments are to be considered. Once the general expectation of performance in the industry is understood, it is possible to compare that expectation with the level of performance at which the companies or regulatory bodies are performed. The researcher believed that it will be a significant for future improvement towards quality services of the system in cross-border businesses. The two main players in this study are the transport operators and regulatory bodies. The majority of transport operators satisfied with the drivers jobs with minimum supervision in the operational processes. The government performance is required to be improved in term of border trades in future. Since land transport is the most appropriate mode in exporting and importing goods vice versa, it could be important that the bilateral trades have to be improved with serious participation by the both governments especially in cross border industry. The country will benefit towards achieving the target goals through maximizing exports goods for the countries. If the concepts and the systems are achieved by both countries through the better approaches, all groups (importer and

exporters) would profit with the desired plans in the long run. Moreover, other three groups that are expected to profit from the study are the transport operators, regulatory bodies, and countries. This study shows that apart from achieving the above findings, the empirical work has also considered possible ways to overcome the service quality. Therefore, it is realized that various roles of target group brings changes to policy initiatives, which needs a closer and more flexible relations among the transport operators. The proposal in evaluating the frameworks in present gaps between commercial vehicle operations perception at the border checkpoint is not an easy task and requires commitment by the stakeholders in the trans-border businesses. According to the results on the objectives of the study as tested in the analysis part, the elements of the new frameworks of service quality requires major changes that have to be transformed and practiced by the stakeholders. In such cases, discussion with the stakeholders affects the implementation that will be phased over a transitional period in a proper manner. As suggested by Hausman (2004), regulatory and actors' capacity in managing the implementation on related policy is based on their commitment in the whole concepts, players, and objectives. In the case of managing the perception of service quality which is not one side initiative, requires further involvement not only by the drivers but all stakeholders. There are, however, scopes for further investigation on the implications of various constraints in managing perception of the respective services. In terms of theoretical methodology, other methodological approaches used in evaluation of present practices could be done for further improvement by both regulatory agencies, such as in Malaysia and Thailand. The concepts and frameworks development processes could be utilized as comparative studies to compliment by both governments on the approaches in competitive market demand for road transport. This could involve future organizing and educating proper knowledge among the stakeholders. As a continuation, similar empirical studies could be extended to the appropriate ministers, local authority, government department, corporate bodies, and public for better outcomes. In the longer term, specific goals, strategies, and action plans to proactively lead Malaysia's transport system towards the desired vision. The bilateral trades' objectives for the country have to be developed and the Ministry of International Trade and Industry (MITI), Ministry of Transport (MOT), Ministry of Finance (MOF), Economic Planning Units (EPU), and State Planning Units have to work together in mitigating present problems and improving the bureaucratically practices. As suggestions for future study, it is proposed that the following matters should be continuously studied for better and sustainable trans-border businesses:

- i. Further investigation of the implications of various constraints in trans-border activities at entry points.
- ii. To perform a comparative study in evaluation frameworks involving the target group and government organization.
- iii. Investigating on various approaches and ensuring a competitive market in commercial industry through better infrastructure.
- iv. To expand the knowledge in service quality among the stakeholders.

- v. Establishment on the appropriate cross border policy with specific guidelines is suggested.
- vi. Encourage more export goods using road transport.
- vii. Study time opening and closing at border line.
- viii. Maximizing the usage of imports goods through local ports (Sea and Air) from Thailand.

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