

UNIVERSITI TEKNOLOGI MARA

**ANALYSING THE FACTORS INFLUENCING
CUSTOMER SATISFACTION AT AVER ASIA RENTAL
SDN BHD (AARSB)**

**MOHAMAD AMIRUL BIN JAMALUDDIN
UMMI FITRIYANIE BINTI AHMAD TALHAH
NURUL FAIZAH BINTI ADNAN**

**Thesis submitted in fulfilment
of the requirement for the degree of
Master in business administration (MBA)**

Arsyad Ayub Graduate Business School

January 2026

ABSTRACT

This study explores the various factors that determine customer satisfaction in relation to Aver Asia Rental Sdn Bhd (AARSB), which is a leading player within the competitive landscape of equipment rental industry within Malaysia. A quantitative research methodology was employed in that the information was gathered using structured questionnaires with 104 customers being surveyed. Four independent variables were assessed for their effect on Customer Satisfaction (dependent variable) using the Customer Perceived Value (CPV) Theory framework with Service Quality, Responsiveness and Support, Employee Competence and Communication Performance and Perceived Value and Adaptability as independent variables. A descriptive analysis, correlation analysis and a multiple regression analysis were carried out on the collected data using SPSS. The study integrated the findings of SWOT and TOWS analysis into its strategic recommendations. To enhance the services provided by AARSB and build stronger relationships with their customers, it is recommended that data-driven customer feedback systems be implemented, and that digitalisation efforts should be accelerated. Additionally, customer value propositions should be developed around customised rental packages and partnership programs. The findings of this study provide AARSB with the necessary insights to further develop their service offers. Therefore, build the competitive advantage necessary to succeed in Malaysia's rapidly evolving industrial equipment rental market. The research provides empirical and practical evidence-based techniques about how to improve AARSB service delivery through greater customer loyalty and enhancing their competitive advantage in Malaysia's industrial rental marketplace.

ACKNOWLEDGEMENT

In the name of Allah SWT, all praise is due to Allah for granting us the strength, patience and wisdom to complete this meaningful journey. His blessings and guidance have been our greatest source of inspiration and perseverance.

Our utmost gratitude goes to our dedicated supervisor, Associate Professor Dr Raja Adzrin Raja Ahmad for her precious support as well as her helpful guidance and substantial contributions of knowledge. Her exceptional expertise and continued encouragement established the foundation for this thesis and provided assurance to us of the overall quality of this academic work.

We would like to express our sincere appreciation to Arshad Ayub Graduate Business School (AAGBS) and Ethical Committee (REC) of Universiti Teknologi Mara for providing an academic foundation, ethical governance and administrative assistance that made this study possible. We appreciate the trust and opportunity given to us as postgraduate researchers.

Special thanks to the management and staff at Aver Asia Rental Sdn Bhd (AARSB) for their cooperation, transparency and willingness to facilitate data collection and interviews. Their professional insight and support were important to establishing this thesis in real-world industry practice.

We want to express our deepest appreciation to our families and friends for the unconditional love, encouragement and emotional support you have provided us throughout this difficult journey. Your belief in us has kept us motivated and has given us the strength to finish the journey.

We also want to thank everyone who contributed directly or indirectly to the completion of this thesis. We hope that this work will benefit everyone who reads it and serve as a meaningful contribution to knowledge and practice

TABLE OF CONTENTS

| | |
|--|-----|
| AUTHOR'S DECLARATION..... | I |
| ABSTRACT..... | II |
| ACKNOWLEDGEMENT..... | III |
| 1.1 PREAMBLE..... | 1 |
| 1.2 BACKGROUND OF THE STUDY..... | 1 |
| 1.2.1 Industry background..... | 1 |
| 1.2.2 Company background..... | 3 |
| 1.3 PROBLEM STATEMENT..... | 5 |
| 1.4 RESEARCH OBJECTIVE..... | 9 |
| 1.5 RESEARCH QUESTIONS..... | 9 |
| 1.6 SCOPE OF STUDY..... | 9 |
| 1.7 SIGNIFICANCE OF STUDY..... | 10 |
| 1.8 DEFINITION OF TERMS..... | 11 |
| 1.9 CHAPTER SUMMARY..... | 13 |
| CHAPTER TWO: LITERATURE REVIEW..... | 14 |
| 2.1 PREAMBLE..... | 14 |
| 2.2 STRATEGIC TOOLS..... | 14 |
| 2.2.1 SWOT Analysis..... | 14 |
| 2.2.2 TOWS Analysis..... | 16 |
| 2.3 CRITICAL REVIEW OF THE DEPENDENT VARIABLES..... | 18 |
| 2.3.1 Customer Satisfaction..... | 18 |
| 2.4 CRITICAL REVIEW OF THE INDEPENDENT VARIABLES..... | 21 |
| 2.4.1 Service Quality..... | 21 |
| 2.4.2 Responsiveness & Support..... | 24 |
| 2.4.3 Employee Competence and Communication Performance..... | 28 |
| 2.4.4 Perceived Value & Adaptability..... | 31 |
| 2.5 CONCEPTUAL FRAMEWORKS..... | 35 |
| 2.5.1 Customer Perceived Value Theory (CPV)..... | 36 |
| 2.5.2 Relationship between Service Quality with Customer Satisfaction..... | 37 |
| 2.5.3 Relationship between Responsiveness and Support with Customer Satisfaction..... | 37 |
| 2.5.4 Relationship between Employee Competence and Communication Performance with Customer Satisfaction..... | 38 |
| 2.5.5 Relationship between Perceive Value and Adaptability with Customer Satisfaction..... | 39 |
| 2.6 ACADEMIC CONSTRUCT..... | 40 |
| 2.7 CHAPTER SUMMARY..... | 41 |
| CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY..... | 42 |
| 3.1 PREAMBLE..... | 42 |
| 3.2 THE RESEARCH DESIGN..... | 42 |
| 3.2.1 Purpose of Study..... | 43 |
| 3.2.2 Types of Investigation..... | 43 |
| 3.2.3 Unit of Analysis..... | 44 |
| 3.2.4 Time Horizon..... | 44 |
| 3.3 SAMPLING DESIGN..... | 44 |
| 3.3.1 Target Population..... | 44 |
| 3.3.2 Sample Size..... | 45 |
| 3.3.3 Sampling Techniques..... | 46 |
| 3.4 RESEARCH INSTRUMENT..... | 47 |
| 3.4.1 Questionnaire Design..... | 47 |

CHAPTER ONE: INTRODUCTION

1.1 Preamble

The competitive industrial equipment rental sector in Malaysia has grown through strategic expansion of branch and diversification of service significantly. Therefore, customer satisfaction is an essential component of sustainable competitive advantages for Aver Asia Rental Sdn Bhd (AARSB). The dissertation examines the empirical gap which exists due to lack of understanding of how customers perceive AARSB by conducting a detailed analysis of customer satisfaction. The goal of the research is to examine the factors that influence customer satisfaction as well as to provide recommendations that are doable. Therefore, this research will not only contribute to AARSB's service improvement strategy but will also expand the body of knowledge on Business to Business (B2B) equipment rental companies in Malaysia.

1.2 Background of the study

1.2.1 Industry background

The equipment rental industry is an important driver for the continued growth of the economy in Malaysia. This industry serves various sectors of the economy such as construction, manufacturing, oil and gas, events and entertainment and logistics without requiring the large-scale capital investment for ownership (Abdul Rashid et al., 2020). Frost & Sullivan (2022) emphasise that the evolution of this industry has changed the perception of the market from being largely fragmented, consisting of many small providers to sophisticated, service-based industry which currently valued at RM3.5 billion a year. It is also projected to continue growing, driven by infrastructure development and changes in business models.

Malaysia started its journey through industrialisation in the 1980s, when small enterprises dominated the industry by offering basic construction machinery. However, the Asian Financial Crisis (1997 – 1998) was the turning point for the Malaysian equipment rental market where Malaysian firms were forced to reconsider capital usage and recognise the advantages of equipment rental versus ownership (Shaharoun & Haron, 2018). As a result, all the national development plans, especially under Vision 2020 and the current Shared Prosperity Vision 2030 have created consistent demand for rental equipment through major infrastructure development projects including transportation networks, energy facilities and urban development initiatives (Economic Planning Unit, 2021).