UNIVERSITI TEKNOLOGI MARA

FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDIES

PRACTICAL TRAINING REPORT (ADS 666)

NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION

(INTAN)

PREPARED BY

MUHAMMAD RAMZI BIN MOHAMMAD FAUZI   2014284796

JANUARY – MARCH 2017

THE DECLARATION

Declaration

We hereby declare that the work contained in this practical report is original and our own except those duly identified and recognised. If we are later found to have committed plagiarism or acts of academic dishonesty, action can be taken in accordance with UiTM's rules and academic regulations.

Signed,

....

Muhammad Ramzi Bin Mohammad Fauzi

ACKNOWLEDGEMENT

First of all, all praises only for Allah. Because of His blessings, we able to complete this report. All the hurdles in carry out practical training in National Institute of Public Administration (INTAN) are able handled smoothly. I would like to thank INTAN Sarawak that gives me opportunity to complete my practical training in 6 weeks. I am also thankful to all staff from every section that I was attached to who really helped me in understanding all the functions and activities of the organization from time to time.

Also, I would like to thanks my supervisor and lecturers, especially Madam Sharon Pearl Henry Serub and Sir Fairuz for giving and providing guidelines for me in completing my practical training report. Although we sometimes repeating the same mistakes in doing the report, but she patiently guide us until we make it.

I would also like to acknowledge and my heartfelt gratitude to my supervisor from INTAN Sarawak, Madam Kolly Lee Hui Jen and all the employees for the time spent in teaching me and being supportive during my practical training.Last but not least, I wish to express my deepest thanks to my family and friends for their unconditional support and love. Not forgetting to my practical partner, Angelina anak Sangop who are willing to help and cooperate and assist me in performing my task.

Muhammad Ramzi bin Mohammad Fauzi

Bachelor of Administrative Science (Honours)

Faculty of Administrative Science & Policy Studies

Universiti Teknologi MARA, Campus Samarahan 2

TABLE OF CONTENTS

CHAPTER 1

ORGANIZATIONAL BACKGROUND

1.0   COMPANY HISTORY

National Institute of Public Administration is a government agency which responsible for training the civil servants in management and administration. It is popularly known as INTAN (Institut Tadbiran Awam Malaysia). INTAN's main campus, located at Bukit Kiara Kuala Lumpur was officially opened in 1984 and INTAN Jalan Elmu then became the Central Regional Campus (INTENGAH) in 1998. Increasing demand for INTAN's training programmes then necessitated the establishment of two other regional campuses. The Sarawak Campus in Kota Samarahan, Sarawak was established in 1999 while the Sabah Campus in Kota Kinabalu, Sabah was set up in 2001.

INTAN Sarawak, or formerly known as INTAN Wilayah Timur (INTILA), has been establish as the result of decision of the Cabinet in its meeting on 27 January 1999. The name of INTILA, then being change as INTAN Malaysia Sarawak on 2001, and being change again as INTAN Sarawak on 2009. At this time, INTAN Sarawak has been moved to its own campus in No. 2, Lot 5452, Jalan Datuk Mohammad Musa, 94300 Kota Samarahan which is located 20 km to the northeast of the city of Kuching.

1.1 FUNCTIONS AND OBJECTIVES OF THE ORGANIZATION

INTAN began as a modest training center at Port Dickson in September 1959 and then known as the Staff Training Centre. This center provided training to officers on land administration, financial administration, office management and local government administration.

INTAN Sarawak, following the objectives and functions of INTAN Bukit Kiara, was set up to operate training programs for specifically designed to meet the training needs of federal public servants in Sarawak, Sabah and the Federal Territory of Labuan.

INTAN has two roles:

> Perform exercises that focus on attitude development, strengthening the skills and knowledge empowerment of public officials, and

> Carry out research activities, consulting and publishing for equip public servants with talents, abilities and constructive thinking.

1.2 MISSION

Develop human resource in public sector by providing high quality of training.

1.3 VISION

To be the world class institute training in public administration.

1.4 CLIENT CHARTER

1.4.1 Charter

We promise to design and implement quality training programs and meet the needs of customers with:

➢ Informing customers about a course that is designed to be run at least one (1) month before the course starts

➢ Ensuring the delivery of the course an average evaluation score of at least 5.5 on a scale of 1-7 in the assessment of the effectiveness of the delivery

➢ Ensuring performance coach INTAN an average evaluation score of at least 5.5 on a scale of 1-7 in the assessment of the effectiveness of the delivery

➢ Ensuring infrastructure and training facilities serving an average evaluation score of at least 5.2 on a scale of 1-7 in customer satisfaction ratings

➢ To ensure that all customer queries and complaints INTAN:

      (I)   given the acknowledgment of receipt within one (1) day, and

      (II)   be completed within 7 working days (except complaints involving legislation)

1.4.2 Quality Objective

INTAN Quality Objectives are as follows:

1. Running at least 90% of the scheduled courses;

2. Getting the average evaluation score:

    ➢ Not less than 5.5 in a scale of 1 to 7 for the entire course average achievement scores;

    ➢ Not less than 5.5 in a scale of 1 to 7 for the entire score coach INTAN;

    ➢ Not less than 5.5 in a scale of 1 to 7 for an overall score out of INTAN trainers;

    ➢ Not less than 5.2 in a scale of 1 to 7 for accommodation services;

    ➢ Not less than 5.2 in a scale of 1 to 7 for the service offering;

    ➢ Not less than 5.2 in a scale of 1 to 7 for the resource center.

1.5 INTAN SARAWAK'S ORGANIZATION CHART

```
                    ┌─────────────────────────┐
                    │   PENGARAH INTAN         │
                    │   MALAYSIA               │
                    └────────────┬────────────┘
                                 │
                    ┌────────────┴────────────┐
                    │   PENGARAH WILAYAH       │
                    │   KAMPUS INTAN SARAWAK   │
                    └────────────┬────────────┘
                                 │      ┌─────────────────┐
                                 ├──────│  SETIAUSAHA     │
                                 │      │  PEJABAT        │
                                 │      └─────────────────┘
          ┌──────────────────────┴──────────────────────┐
   ┌──────────────────┐                        ┌──────────────────┐
   │ BAHAGIAN KHIDMAT │                        │ SEKSYEN KHIDMAT  │
   │ PENGURUSAN       │                        │ LATIHAN          │
   └──────────────────┘                        └──────────────────┘
```

PENTADBIRAN & LOGISTIK	ASET, STOR & PENYELENGGARAAN	UNIT PEMBANGUNAN MODAL INSAN	UNIT PENGURUSAN PEJABAT	UNIT PENTADBIRAN LATIHAN
KEWANGAN & AKAUN	DOMESTIK	UNIT KEMAJUAN PENGURUSAN & INOVASI	UNIT KECERMELANGAN PERKHIDMATAN BARISAN HIDUP	UNIT PEMBANGUNAN TEKNOLOGI MAKLUMAT & KOMUNIKASI

CHAPTER 2

SCHEDULE OF PRACTICAL TRAINING

2.1   INTRODUCTION

In this chapter, I will illustrate my work done during practical training based on weekly basis. My practical training duration is in eight weeks which was started on 23 January 2017 and ended on 17 March 2017. During my practical training, I was given an opportunity to discover more about the organization whereby I able to transfer to several departments in that organization and learn as many as possible knowledge which I cannot found anywhere. The selected department was choosen by my supervisor whereby I been learned some basics of activity that perform in that department. Also, it is wisely to say that I have a very flexible time table where I sometimes change into different department when they need my help.

2.2   IN THE FIRST WEEK IN INTAN SARAWAK (23/1/2017- 27/1/2017)

On the first day, I report my present to the organization. The person who head of the industrial training students and also act as my supervisor, Madam Kolly Lee Hui Jen assigned me different units which are under administration department. After creating the 'thumb print' identification to record time of came in and out from the organization, I was assisted to the file room. The supervisor on that files room, Puan Siti Sharifah welcoming me to join them on working. The first job that they ask me to do is to help in rearranged the assets in the Assets Store and doing some labelling for the item in the store. Then, I also was being assigned to Unit

Domestik where I help in doing some routine checking to list any facilities that are broken or have problem for each room in Blok Serapi and Blok Gading's hostel. I also was being assigned to help to stamping the file in Unit Kewangan and Unit Aset, Stor dan Penyelenggaraan. Also, I had been teaching on how to manage files in the stor.

2.3   IN THE SECOND WEEK IN INTAN SARAWAK (31/1/2017- 3/2/2017)

During this week, I am more focusing on helping in Unit Aset, Stor dan Penyelenggaraan. My job is to print the barcode label for each fasilities in INTAN Sarawak. Then, I start tagging the facilities in the staff quarters, old library and administration and training center's pantry. I also had been asked to help to manage the files and update the work papers according to the division of asset. The assets in INTAN are divided into two, which are Harta Modal and Aset Bernilai Rendah. On the Friday 3th February 2017, I get permission to follow Cik Siti Aisyah who are doing internal audit in stores room and gymnasium. I feel that this is an opportunity for me to see and learn briefly as what I learn in Public Finance on how to do internal auditing within an organization.

2.4   IN THE THIRD AND FOURTH WEEK (6/2/2017- 19/2/2017)

This time around, I was transferred to Unit Domestik. The Unit Domestik is the unit involved in activities that involve the care and boarding outsiders, whether visitors, participants or cadets. During this time, I am being asked to check on the items in stores and hostels, and compared it with the data in the data system. If there are some items that are missing or broken, I

will report it and replace it. I also help the staff for their periodic report by taking the pictures that need improvement. Besides that, I also being teach on how to key in the automatics key card for the participants who will check-in and use hostels during their courses and programs using electronic system named ADEM. Not only that, I also being asked to handle the café during participants had their morning break.

But the most important thing during my time in Unit Domestik is to provide counter services. In providing counter services, the moment of truth is very important. The way I providing services and my appearances must following the standards as civil servant. At the same times, I can practice what I learn in Total Quality Management.

During my internship, I was lucky because I get to involve in CNY Dinner With INSARA Staff events due to the Raya Aidilfitri which are handled by Administration Department. I learned that the peoples from INTAN Sarawak are friendly and creative in decorating the room. At the same time, this event brings togetherness among the INTAN Sarawak staffs.

2.5   FIFTH WEEK UNTIL THE LAST WEEK (20/2/2017- 17/3/2017)

During this period, I was set to help in Unit Aset, Stor dan Penyelenggaraan. Because of shortage of labor in this unit, they recommend me to help Mr. Azli, staff in Unit Aset, Stor dan Penyelenggaraan with his work. This time, my jobs are more too make a record on any items that get out and get in the main store. Besides that, I was also checking the barcode of every items

and facilities in INTAN Sarawak to be fill and manage in new KEW-PA 7 forms. This includes Blok Pentadbiran, Dewan Makan, Dewan Serbaguna, Dewan Seminar, Surau, staff's quarters, hostels, and library. I have to print new barcode sticker for the new stocks, and replace the old and destroyed sticker with a new one. For any items that are not in the list of KEW-PA 7 or being replaced, I have to report to Mr. Azli and wait for his order. This is to meet the requirement of 5S concept.

5S is a quality environment management tools pioneered by Japan with a focus on five (5) implementation of action that begin with the letter 'S', aimed at the systematic management of hygiene practices. *Seiri (Sisih), Seiton (Susun), Seiso (Sapu), Seiketsu (Seragam)* and *Shitsuke (Sentiasa amal)* are Japanese word that summarized the 5S.

However, I still help in other unit as well. In Unit Kewangan, I help to stamps and manage the files in the files store. And in Unit Latihan, I was also there to help arrange the hall that is going to be used for any program with the participants. Sometimes, I also was being assigned to main counter in Blok Pentadbiran and Unit Domestik when the staffs need to go for medical leave.

On 9th March 2017, deputy directors from all INTAN Malaysia came for meeting and program. This time, I got a permission to follow their trip to DUN Sarawak. This is a very rare opportunity to visit DUN Sarawak and I grateful for that. Later at night, I join the staffs of INTAN Sarawak having a dinner with all deputy directors from INTAN Malaysia at Kuching.

On my last day in INTAN Sarawak, I manage to finish all the task required regarding the sticker and Kew-Pa forms. On the evening, I meet with our supervisor to share my opinion during my 6 weeks practical training in INTAN Sarawak. Then, I was asked to answer an evaluation form INTAN Sarawak. Later on the evening, I went to each department in INTAN Sarawak to take pictures with the staffs.

CHAPTER 3

PRACTICAL ANALYSIS

3.1   INTRODUCTION

In this chapter, I will provide with an analysis of training specifically focuses on one area of task as covered in my Practical Training Log Book. I will reflect definition of concept, demonstration of practical and theoretical aspects as how I relate all concepts learned in classroom at work place; and how I transform knowledge gained at workplace to reinforce understanding on the concepts learned in classroom.

3.2   SERVICE MANAGEMENT

3.2.1.   DEFINITIONS OF SERVICE MANAGEMENT

Service management has many definitions. It refers to efforts, deeds, or processes consisting of activities or a series of activities performed by the service provider, quite often close in close co-operation and interaction with customer. ICT may serve as an advantage to facilitate the process aimed at to create or give more value to customers (Kasper et.al, 2006). According to Lovelock (2004), service management is an act or performance offered by one party to another (performance are intangible, but may involve use of physical product). It is an economic activity that does not result in ownership and involve process that creates benefits by facilitating a desired change in customers, physical possessions or intangible assets. Service management originally intangible, relatively quickly perishable activities whose buying, which

does not always lead to material possession, takes place in an interactive process aimed at creating customer satisfaction

For government agencies, service management plays the most important role to provide public service. According to American Heritage Dictionary (2011), public service is an employment within a governmental system, especially within the civil service. It is a service performed for the benefit of the public, especially by a nonprofit organization and involve in supplying an essential commodity, such as water or electricity, or a service, such as communications or transportation, to the public. In other words, public services is a term usually used to mean services provided by government to its citizens, either directly (through the public sector) or by financing private provision of services

3.2.2 CHARACTERISTICS OF SERVICE, PROBLEMS AND SOLUTIONS

In a review of 46 publications by 33 authors from 1975-83, Zeithaml, Parasuraman, and Berry (1985) determined the most frequently cited characteristics of service were intangibility, heterogeneity, inseparability, and perishability. First authors to cite all four characteristics were Sasser, Olson, and Wyckoff (1978) in their article *Management of Service Operations*.

Intangibility is a distinguishing characteristic of services that makes them unable to be touched or sensed in the same manner as physical goods. It is hard to evaluate the service, making the customer to perceive greater risk and uncertainty. This is because of its lack of ability to be store,

lack of protection by patents, difficulty in displaying or communication services, and difficulty in pricing the services. To overcome this problem, the management can use personal sources of information, such as word of mouth advertising or Client Charter, tangible cues to help the service, and strong organizational image that is well-known, respected corporate image in other to overcome the intangibility in services.

Inseparability is distinguishing characteristics of services that reflect the interconnections among the service provider, the customer, and other customers sharing the same experience. Because of the inseparability characteristic, it requires physical connection to service provider, involvement of customers in the service production process and special challenges in mass production of services. This causing problem to the management to control and manage the presence of customers and customer's waiting time. Due to this, the management has to emphasis on selecting and training public contact personnel and use of multi-site location in order to overcome the problem. This can create user-friendly environment, use of physical evidence that can help socialize customers with service location and facilities, and good trainings to employees.

Heterogeneity is a distinguishing characteristic of services that reflects the variation in consistency from one service transaction to the next. Services quality and consistency are subject to great variability because they are delivered by people, and human behavior is difficult to control. Personal performance and quality can vary by time of day, time of month or year, workload, experience, attitude, knowledge, and other factors. Maintaining client trust during

lapses is critical. Heterogeneity makes it hard for a firm to maintain consistency in the quality

service. Due to that, the management must come out with a set of quality standard and institute

good service recovery. They also can simplify service process so the front liners do not get too

much complexity in providing service to the customers.

Perishability is a distinguishing characteristic of services in that they cannot be saved, their

unused capacity cannot be reserved, and they cannot be inventoried. Services are intangible and

cannot be stored as inventory; hence it can never get perished. Because the service cannot be

stored, demand forecasting becomes a major problem for the marketing managers, and a slight

mismatch in the demand may lead to loss of potential sales and customers. Perishability can

affect company performance as balancing supply and demand is very difficult. Demand can be

difficult to forecast. Demand can vary by season, time of day, or business cycle. As demand

fluctuates, it can be very difficult to maintain quality service. For example, to offset high demand

during the tourist season, a hotel in Hawaii may hire more employees. However, other time

periods are not so easy to predict. During seasons of bad weather, a manager may find himself

with too many staff. The opposite problem, which of having shortage of staffs, can be true during

an unexpected spike in demand. Due to this, the management must really know how to apply

demand and supply strategies in other to simplify the service process, educate customers, and

reduce burden of waiting.

3.3 INTEGRATING SERVICE QUALITY AND PRODUCTIVITY STRATEGIES

Quality and productivity are twin paths in creating value for both customers and organizations. Quality focuses on the benefits created for customers, while productivity addresses financial costs incurred by the organization. Managing the quality of products and services is very important to ensure that the business excels in meeting the customer requirements and achieves organizational goals. Whether it's a manufacturing firm producing hardware or a software company providing services to clients, quality management is the very essence of continuous improvement and business growth.

While product quality is measured through its ability to meet the user's requirement and the value of its features and characteristics, service quality is more of a comparison of the customer expectations and the service performance. Service quality can be defined as the process of managing the quality of services delivered to a customer according to their expectations (Richa, 2014). Though the principles of improving product quality are applicable to services as well, it's very important to know the focus areas of improvement with respect to increasing customer satisfaction when it comes to service quality management. This can be done by measuring the gap between customers' expectations and how they perceive the services offered to them. The larger the gap size, the more improvements to be made.

3.4   THE SERVICE CONCEPT

3.4.1   SHOSTACK'S ATOMIC MODEL

Shostack's atomic model is one of the earliest models that discussed on the product and service offering. Shostack argues that, as in chemical formulations, a change in one element may completely change the nature of the entity. Shostack's model is a metaphorical analogy to help marketers to visualize and manage as what she termed as "total market entity". This reflects the real situation in an example for developing a new degree program. When essential evidence changes – for example, if a degree changes its offering mode from face-to-face to online, this will affect the offer of the whole program in term of budget and development time and may delay the launch of the new program. Shostack wants to determine which service elements are tangible and which are intangible in order to help formulate product policy and communication program. This model is now used in many service marketing planning or service blueprint.

3.4.1.1   SERVICE BLUEPRINTING

Service blueprint is a customer-focused approach for service innovation and service improvement. Service blueprints allow firms to visualize the service processes, points of customer contact, and the physical evidence associated with their services from their customers' perspective. The blueprints also illuminate and connect the underlying support processes throughout the organization that drive and support customer-focused service execution.

There are five components of a typical service blueprint. Those are customer actions, support processes, physical evidence, onstage employee actions, and backstage employee actions. When building a blueprint, the first step is to clearly articulate the service process or sub-process to be blueprinted. Because companies often modify service processes to fit the needs and wants of different target customers, it is important to specify which segment of customers is the focus of the blueprint. Once this has been decided, the actions of customers should be defined first because this component serves as the foundation for all other elements of the blueprint.

After that has been established, the contact employee actions, both onstage and backstage, can be defined, followed by support processes. At this point, links can be added that connect the customer to contact employee activities and to needed support functions. Physical evidence is typically the last component added to the blueprint. Blueprints are ideally developed by cross-functional teams, possibly even involving customers.

3.4.2 SERVQUAL MODEL

The SERVQUAL service quality model was developed by a group of American authors, which is Parasuraman, Valarie Zeithaml and Len Berry, in 1985. It highlights the main components of high quality service. Businesses using SERVQUAL to measure and manage service quality deploy a questionnaire that measures both the customer expectations of service quality in terms of these five dimensions, and their perceptions of the service they receive. When

customer expectations are greater than their perceptions of received delivery, service quality is deemed low. In additional to being a measurement model, SERVQUAL is also a management model. The SERVQUAL authors identified five gaps that may cause customers to experience poor service quality.

The model of service quality, which they made, identifies the reasons for any gaps between customer expectations and perceptions (see the chart below). Gap 5 is the product of gaps 1, 2, 3 and 4. If these four gaps, all of which are located below the line that separates the customer from the company, are closed the gap 5 will also close. The gaps are as follows.

- Gap 1 is the gap between what the customer expects and what the company's management thinks customers expect.

- Gap 2 is the gap that occurs when management fails to design service standards that meet customer expectations.

- Gap 3 occurs when the company's service delivery systems – people, technology and processes – fail to deliver to the specified standard

- Gap 4 occurs when the company's communications with customers promise a level of service performance that people, technology and processes cannot deliver.

Figure 3.4.2   The Gap Model
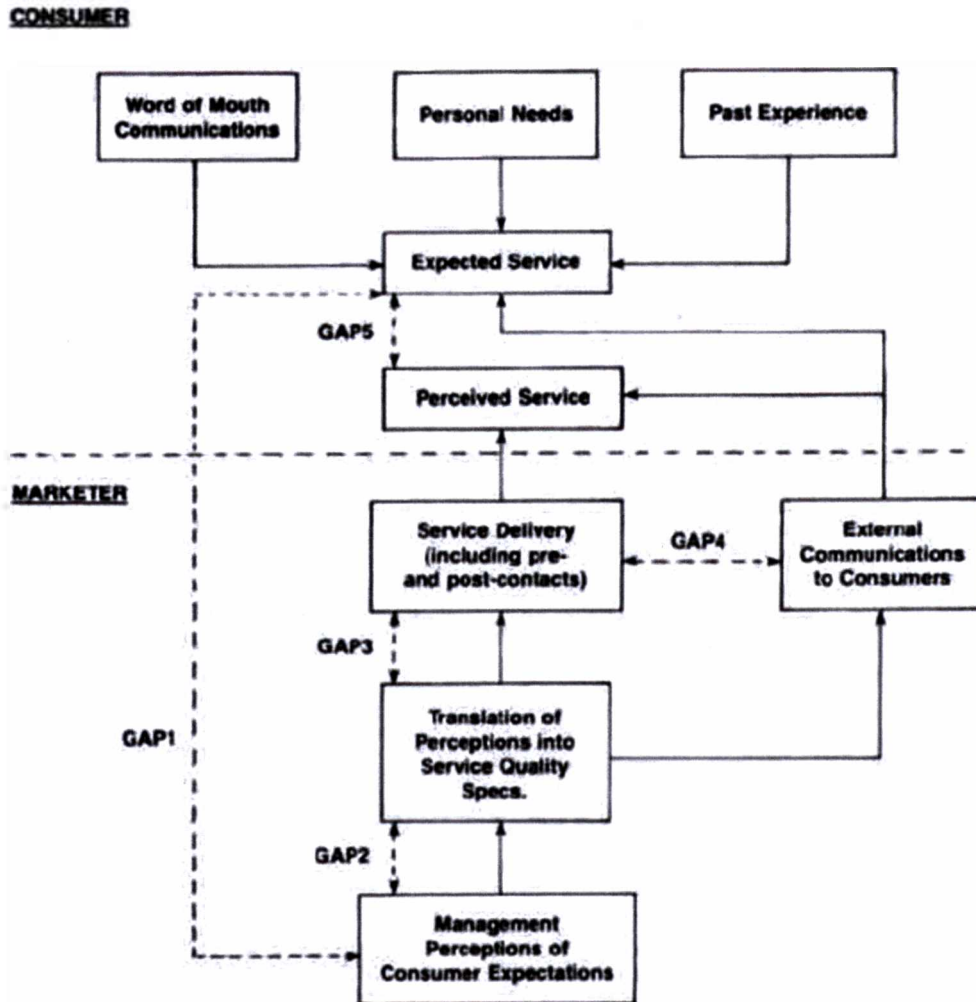
The SERVQUAL authors originally identified ten elements of service quality, but in later work, these were collapsed into five factors - reliability, assurance, tangibles, empathy and responsiveness - that create the acronym RATER and also known as the Dimension of Service Quality.

The relative importance of these factors is also measured. This enables you to compute the relative importance of any gaps between expectation and perceptions. Management can then focus on strategies and tactics to close the important gaps.

SERVQUAL can be used or adapted to measure service quality in variety of service settings. Another advantage is that it can be used for compare competitors and wide range of services.This method could be used for internal marketing. It is based on the idea that every individual in an organisation, particularly a service organisation, should recognise that they have customers to serve. There is a positive link between internal service quality and external service quality and hence customer satisfaction, customer loyalty and the profitability of the organisation. Market research can be adopted for use with employees. Personnel can be given the opportunity to give feedback to management about working conditions, company policy in general and workers' own understanding about what comprises quality for the customer. The relationship between organisational subunits and their relationship to top management are also important. This can be assessed by a variation of the SERVQUAL instrument.

3.4.2.1   THE DIMENSION OF SERVICE QUALITY

RATER is an acronym that refer to reliability, assurance, tangibles, empathy, and responsiveness

1. Reliability is ability to perform the promised service dependably and accurately. This is the ability to perform the service dependably and accurately, as promised. In software

service, it would be the correct technical functioning of the application and various features such as GUI features, billing, product information and more.

2. Assurance means competence and courtesy of employees and their ability to convey trust and confidence. This category includes these measured components: competence, courtesy, credibility and security. It is a measure of the ability to convey trust to the customers and how well they extend the courtesy. Software assurance involves the amount of confidence the customer has in handling the software application or navigating a site, the belief he has on the information provided and its clarity, reputation etc.

3. Tangibles involve appearance of psychical facilities, equipment, personnel and communication materials. When we speak of software services, the tangibles would be the aesthetics of the software application or website, navigation features, accessibility, flexibility and others.

4. Empathy represents provision of caring, individualized attention to customers. This including access, communication, understanding the customer. In software service, this would include customized applications, one-to-one customer attention, security privacy and understanding customer preferences.

5. Responsiveness means willingness to help customers and to provide prompt service, while capturing the notion of flexibility and the ability to customize the service to customer needs. It also refers on how quickly the services are rendered to the customer and the promptness of service delivery. With respect to software services, it would be the ability to respond to customer problems or give solutions.

3.4.3 BATESON'S MODEL

The Bateson's Model or also known as Servuction Model, is the production process of services that has been called the "servuction" process. It refers to the simultaneous production and consumption of services. The customer is present when the service is produced. The customer plays a role in the servuction and the delivery process.

Figure 3.4.3 The Servuction Model
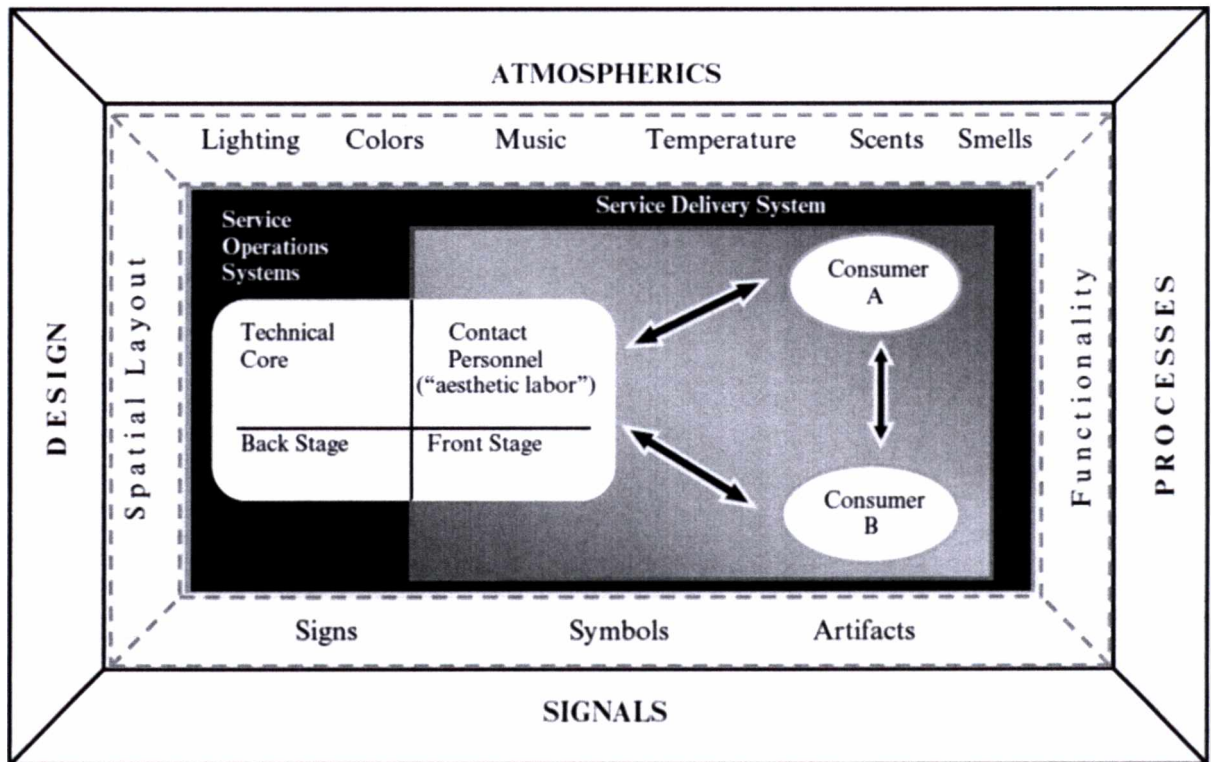
These models used to illustrate factors that influence service experience, including those that are visible and invisible to consumer. Invisible component consists of invisible organizations

and systems. It refers to the rules, regulations and processes upon which the organization is based. Although they are invisible to the customers, they have a very profound effect on the costumers' service experience.

Visible part consists of 3 parts: Serviscape (inanimate environment), contact personnel/service providers, and other consumers.

i.   Servicescape

Servicescape refers to the use of physical evidence to design service environments. It consists of ambient conditions such as music, inanimate objects that assist the firm in completing the tasks, such as furnishing and business equipment. All non-living features present during service encounter.

ii.   Contact Personnel

Contact personnel are the employees other than primary providers that interact with consumer. Service Provider is the primary provider of core service, such as dentist, physician or instructor.
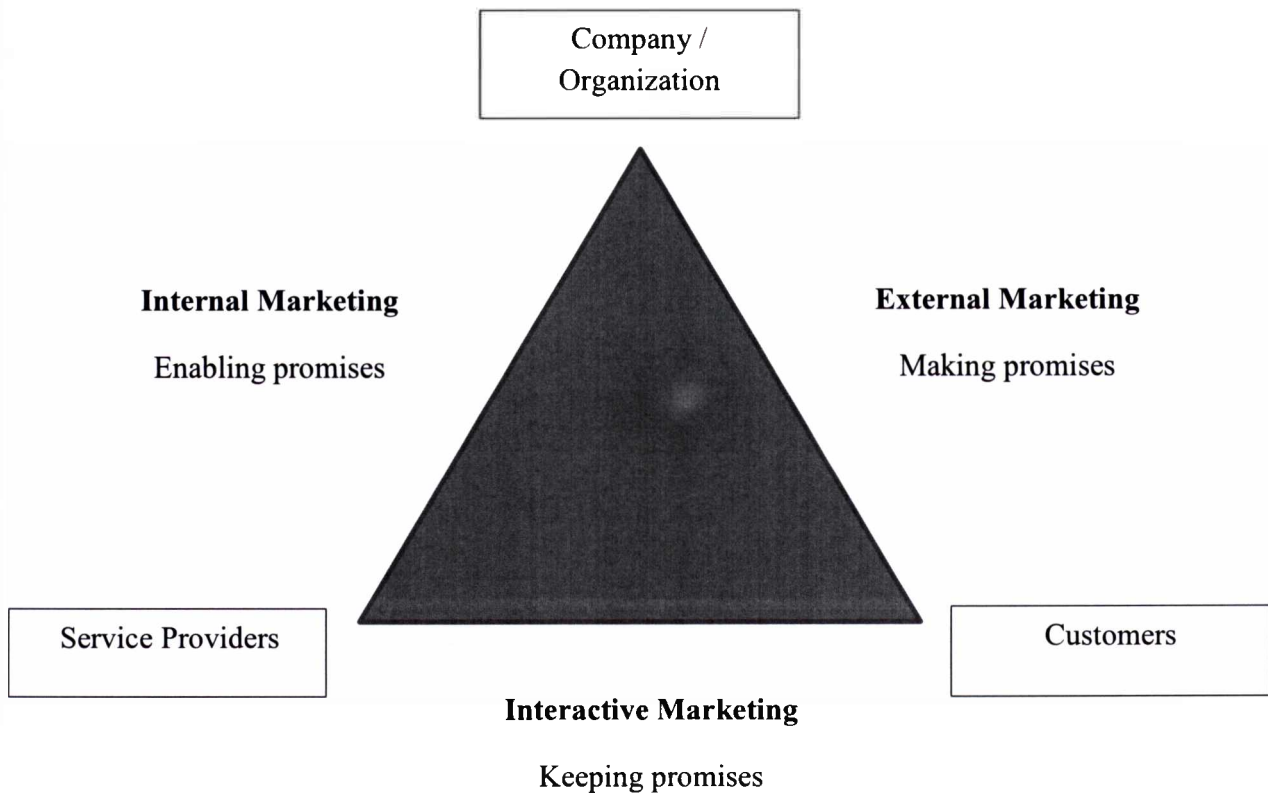
iii.   Other Customers

Other customers who are part of Customers A's experience. Servuction model demonstrates consumers are an integral part of service process. The level of participation may be active or passive, but always there. Managers must understand the interactive nature of services and customer involvement in production process. The four components of the Servuction model combine to create the experience for the consumer and it is the experience that creates the bundle of benefits for the consumer.

3.5   SERVICE MARKETING TRIANGLE

Valerie A. Zeithaml and Mary Jo Bitner have evolved 'The Services Marketing Triangle' (refer to Figure 3.5) which shows the three interlinked groups that work together to develop, promote, and deliver service. These key players are named on the points of the triangle: The company (or organization or department or "management"), the customers, and the service providers. Between these three points on the triangle, there are three types of marketing that must be successfully carried out for a service to succeed: external, internal, and interactive marketing. All these activities involve in making and keeping promises to customers. For services, all these types of marketing activities are essential for building and maintaining relationships with customers; each is now discussed in more detail.

Figure 3.5   The Service Marketing Triangle

Company /
Organization

Internal Marketing

Enabling promises

External Marketing

Making promises

Service Providers

Customers

Interactive Marketing

Keeping promises

3.5.1   External Marketing: Making Promises

Through its external marketing efforts, a company makes promises to its customers regarding what they can expect and how it will be delivered. Traditional marketing activities such as advertising, sales, special promotions, and pricing facilitate this type of marketing. But for services, other factors also communicate the promise to customers. The service employees, the design and decor of the facility, price of the service and the service process itself also communicates and helps to set customer expectations. Service guarantees and two-way communication are additional ways of communicating service promises. Unless consistent and realistic promises are set via all of these external communication vehicles, a customer

relationship will be off to a shaky beginning. Further, if there is a tendency to over promise, the relationship may also head towards getting sour as customer realizes that promises are not kept.

3.5.2   Interactive Marketing: Keeping Promises

External marketing is just the beginning for services marketing. Promises made must be kept. Keeping promises or Interactive marketing is the second type of marketing activity captured by the triangle-and is the most critical from the customer's point of view. Service promises are mostly kept or broken by the employees of the firm or by third-party providers. Sometimes service promises are even delivered through technology. Interactive marketing occurs in the moment of truth when the customer interacts with the organization and the service is produced and consumed. Interestingly, promises are kept or broken and the reliability of service is tested every time the customer interacts with the organization.

3.5.3   Internal Marketing: Enabling Promises

A third form of marketing, internal marketing, takes place through the enabling of promises. In order for providers and service systems to deliver on the promises made, they must have the skills, abilities, tools, and motivation to deliver. In other words, they must be enabled or helped to achieve this. These essential services marketing activity has become known as internal marketing. Promises are easy to make, but unless providers are recruited, trained, provided with tools and appropriate internal systems, and rewarded for good service, the promises may not be

kept. Internal marketing also brings on the assumption that employee satisfaction and customer satisfaction are inextricably linked.

3.5.4 Aligning the Sides of the Triangle:

In a triangle, all three sides are essential to complete the whole. For services all three marketing activities, represented by the sides of the triangle are critical to success; without one of the sides in place, the triangle, or the total marketing effort, cannot be optimally supported. Each side represents significant challenges, and strategies are needed for dealing with all three.

3.6 SERVICE PROCESSES

Services are defined in terms of interactions between the service provider and the customer. The level of service interactions ranges from face-to-face to written correspondence. Degrees of standardization can vary greatly among service processes. Some may be standardized to the point of automation, while others require considerable skill on the part of the provider to meet the customer's needs.

3.6.1 Classification of services

Services can be classified according to the level of customer contact with the technical core. The operating efficiency of a service is limited by the amount of customer contact. Production efficiency actually decreases with greater contact between the service provider and the customer, due to the higher level of customization.

i. **High Contact.**

In high-contact (or pure) service, a greater level of contact exists between service providers and customers. Examples include health centers, hotels, public transportation, retail establishments, and schools. This limits the amount of activities the service provider can perform and tends toward a greater degree of customization of the service delivered to individuals.

ii. **Medium Contact.**

Medium-contact (or mixed) service is characterized by limited direct contact with customers. Examples include bank branches, real estate firms, repair shops, and moving

companies. Reducing the amount of direct contact allows the service provider to perform other tasks, some of which may involve other customers. Typically, service customization is reduced as direct contact is reduced.

iii. Low Contact.

Low-contact service, also known as quasi-manufacturing, is characterized by the low level of direct contact with customers. Examples include mail-order stores, research laboratories, and the home offices of banks and real estate firms. In these situations, work is more standardized, with less customization of the work flow.

iv. Consumer Self-Service.

Some services can be standardized to the point that a customer can procure the service for him or herself, without any involvement with the service provider. Examples include automated teller machines at banks, pay-at-the-pump gasoline stations, and self-checkout registers at retail and grocery stores that use bar code scanners and accept credit and debit card payments. Office activities are not completely eliminated but may also be automated, as with certain financial transactions.

3.7 COUNTER SERVICE

There are no specific definitions about counter service in administration. Widely says, counter service is the service that are provided at the counter of the organizations. According to *Pekeliling Perkhidmatan Awam 2004*, there are three main components in counter service concept in the Malaysian public sector. These components include;

    i.   Section in front of the counter which is the customers,

    ii.   Section at the counter that is the service at the counter and lastly,

    iii.   The section behind the counter which is the support service.

The section in front of the counter refers to the waiting area where customers wait for their turn to be served. Here, it is important for the organization to provide sufficient and appropriate facilities such as visible notice boards and signage, accessible enquiry counters, comfortable waiting area where sufficient seats are available and a systematic queuing system.

The section at the counter refers to the place where the counter staff interacts directly with the customers. This is the place where the service delivery takes place and the stage where the counter staffs meet the customers, provide service and terminate the service.

On the other hand, the section behind the counter service refers to the role that managements and staff plays. These roles include planning, controlling, and evaluating all the undertaken decision

with the available information. This section monitors daily administrative activities while ensuring that all staffs and officers contribute and supports the decision and planning made. Thus these three components are interrelated where each component plays an important role in determining the success of an organization service delivery process.

3.8 TASK ANALYSIS

During my practical training at INTAN Sarawak, I have learned few things that can become a precious knowledge for me to be use in future. Besides that, I was also exposed by the organizational culture and their practice on how they manage the task given in the organization. Some of tasks and practice given are related to practical theory that I learned in my studies. To me, this is a good opportunity to understand on how the organization or the public sector such as INTAN Sarawak performing their operations to serve the public interest or needs. In the public sector, most of the organization has been introduced to Service Management. Circular issued by the government as *"Pekeliling Kemajuan Pentadbiran Awam Bil 10/1991"* which provide guidelines on counter service for public organizations.

Among the tasks I have performed during my practical training, I would like to choose services management to be included in this chapter. Specifically, I was exposed in counter service in that organization whereby they play essential role for the organization. I have been allocated into providing counter service mostly when I was assigned in Unit Domestik and when there are shortage of manpower in the counter.

3.9 IMPLEMENTATION OF SERVICE MANAGEMENT FOR COUNTER SERVICES

The applications of counter service in INTAN Sarawak are almost similar with other public organization in Malaysia. The front liners who work in counter service must follow ISO90000 criteria as their quality standards. This is similar with what I learn in Total Quality Management. In INTAN Sarawak, counter service are very important because they get customers almost every day. Their customers mostly are the civil servants and the cadets who came for a training and public who came for certain businesses, usually for renting facilities.

3.9.1 Part of the Front Counter – Customer

For each counters in INTAN Sarawak, there will be provided with chairs that can be used by the customers when they need to wait for the services. Plus, the decorations of the counter are not too extreme, but simple and relaxing, and the signboard at the counter are visible for the customer, accurate and clear; and indicates the type, place and list the needs of a business.

The counter provided shall be easily accessible, operated by knowledgeable staff, and equipped with the forms, guidelines and brochures about service. If counter service is functioning effectively, it will bring good as to facilitate the public with information without having to march in service counter, and save time waiting for customers as well as staff time served at the counter. They also can reduce the number of customers in line by dividing the customers who are not sure where and how they can get services needed.

3.9.2   Part of the Counter - Counter Service

Efforts to improve the quality of the counter can be implemented based on 4 ratings approach.

i.   Stage 1 – Preparation

This stage aims to remind the reception staff about actions to be taken before starting work for the day. The action must be done to ensure a smooth job of providing services all day. For example, make sure that the lights at the counter and wait for customers to install adequately, make sure the machines, equipment and the system in good condition and ready for use, make sure the forms and documents to carry out the work on are prepared adequately, and make sure the equipment works like a date stamp, stamp of acknowledgment, cop department / office, receipts and stationery are provided.

ii.   Stage 2 – Receiving

This stage begins when the counter staffs deal with customers in providing services. It aims to provide guidance to the staff at the counter about good practices meet current customers. The practices carried out are in accordance are as follows:

  i.   Receive and customers warmly congratulate (greetings or good morning) cheerfully as the welcome customers.

  ii.   Asking the nature of the business that customer with tone soft but clear.

  iii.   Eyes when they talk to customers and pay attention to what they say.

iv. If the service cannot be provided at the counter, specify the counter which gave the right services.

iii. Stage 3 – Processing

This stage is the stage where the counter staff began to provide services to customer. This stage aims to tell the staff how to counter best to deal with customers. For example, the service providers will have to provide efficient and accurate information, using polite words when speaking so the customers will feel happy and appreciated, give fair treatment without distinction customers, and always willing to help and give help without being asked.

Also, they need to inform in a good way to the customers who have made a mistake when filling out the form, or do not carry documents. If there is a delay in providing the services, give reasons for the delay and tell the customers the timeframe that need to be taken to solve them or give reasonable reasons if it cannot meet the requirements customers.

iv. Stage 4 - Final Service

This stage is the stage where the counter staff has been completed dealing with customers. Practice in this stage is to create feeling happy and satisfied customer at the end of their affair. It also aims to draw the customers to continue to deal with the services in the future. The matters that is appropriate to do include are such utter speech that can make customers feel they are valued and want to continue to deal such as "Thank you and see you again" or "Thank you and goodbye".

3.9.3 Behind the Counter - Support Services

The ability of departments or offices of the Government to provide counter services depends on the role played by the management and staff who provide support services behind the counter. All planning, resource management, and decision-making process day to day management is carried out in this section.

Management role will bring together the existing resources efficiently and effectively. Management is responsible for making the decision to use information supplied. Management needs to monitor, control, and track and review all plans and decisions made so set goals can be achieved. Management also plays an important role in the development of resources manpower, to ensure that all officers and staff are equally contributed to the success of any business that had been planned and decided.

CHAPTER 4

RECOMMENDATIONS

4.0 INTRODUCTION

This chapter will highlight with the examples of the strength and the weaknesses of job or tasks assigned during training as being discussed in the previous chapter. In order to find out the strength and weaknesses in practical training, observation have been made during the training being held. In this chapter, a solution will also provide for improvement.

4.1 OBSERVATION ON STRENGTH

i. Good Service Deliveries

INTAN Sarawak service deliveries are goods, as they following the standards in Pekeliling Kemajuan Pentadbiran Awam Bil 10/1991. The staffs always show concern on customer feeling and they are very friendly and easy to approach. In 6 weeks of my practical training in INTAN, never did the staff are being unfriendly with the customers. They always care about their customers need and problem, and will always provide necessary service to their customer as fast as possible. Also, the sections behind the counter provide good support to the staff at counters. The management skills showed by the manager a very professional, where they really concern with the service, especially in the time management and how their staff delivered the services. Plus, the manager also has good relationship with his staffs, and this helps them to have smooth communication between both parties. Not only that, the staff in INTAN Sarawak does not mind

to shares their knowledge and opinions with me during my practical training. This shows how much they really care about the development and improvement in their service deliveries.

ii.   Adequate Facilities and Infrastructures

Having adequate facilities are very important for the INTAN to deliver their service and achieve customer satisfaction. As INTAN function is to provide training for public officers, the facilities also must be in line with their function. INTAN Sarawak provides adequate facilities in providing the service to their customers. They have a lot of teaching infrastructure, such as computer rooms and library that have internet Wi-Fi for the use of their customers and the staffs. Also, INTAN provides hostels that have various facilities such as such as water cooler, air conditioners, gymnasium, café, electronic doors, computers, television and internet Wi-Fi. This facilities and infrastructure help to achieve customers' satisfactions and increase both customers and staff motivation.

4.2   OBSERVATION ON WEAKNESSES

i.   Lack of Discipline

The lack of disciplines by the employee is also one of the contributions that lead to the slow performance in providing services in the INTAN Sarawak. Sometimes poor performances by employee are due to lack of discipline of the employees, directly or indirectly. Common disciplinary issues are such taking advantage by arriving late to the office even after the break hours are end, smoking in the organization area and disturbing other employees during working hour. This can seriously affect the performance of the organizations. If there is a situation where the employees that a responsible for providing counters service are late, another staff needs to cover up his/her task for that day. This might create difficulties as there is lack of knowledge by the staff. 1

ii.   Poor Presentation of Facilities and Infrastructures

Even though the facilities and the infrastructures are adequate, but some of them are broken or damaged. This happen especially in hostels room, where sometimes the air conditioners are not functioning and few of the electronic doors always broken. This causes the customers to be uncomfortable and not able to access to their rooms, especially if there are emergency. Also, some part of the building is damaged, such as the toilet and the ceiling at Unit Domestik's counters. The problems become more critical, especially when the damaged part are hardly to access and require some experts to solve it. This takes a lot of time and costs for INTAN to repair the damaged parts.

4.3   RECOMMENDATIONS

For the recommendations, there are several ways that can help to improve the service performance for the organizations.

i.   Increase the Discipline of Employees

It is important that the policy of the organization should follow the public regulations. This is because the issue with employees discipline can affect the organization image and performance. In order to overcome the disciplinary problem of the employees, it is recommended for an organization to have a policy manual or an employee handbook that defines the minimum expected behavior in various contexts such as attendance, leave, employee interactions, vendor interactions, sexual harassment, submission of expenses and so on. The policy should be regularly updated, reviewed and shared with all employees. The consequences of violating the policy must be communicated to all. Also, there should be no discrimination in enforcing rules and regulations in the organization. The disciplinary actions should follow "Hot stove" rule, where the one who had disciplinary issue should be the one that need to be taken disciplinary action. Disciplinary action should be corrective and not punitive. The purpose of disciplinary action should be to transform employee behavior.

ii.   Increase Supervision Towards Facilities and Infrastructures

In order for the organization to reduce the damage on the facilities and infrastructure, it is recommended for them to increase their supervision on the facilities and infrastructure. This can be done weekly or monthly, depending on the situation. Because there are many infrastructure

and facilities in INTAN Sarawak, so they need cooperation with all staff in INTAN and the worker who work under contractors such as cleaners and engineers to inform with the responsible parties about the damage so that the action can be taken immediately. It is also recommended for the organization to use high quality facilities. For example, they can use better batteries for the electronic doors so that it can function for a long time.

CHAPTER 5

CONCLUSION

5.0   INTRODUCTION

In this chapter, I will summarize all the discussion for each of the chapter. It will include on the background of the organization, the schedule of my practical training, the task analysis, and also the recommendation from my observation on both strengths and weaknesses during my practical training. In addition, I will also provide the overall conclusion for my practical training along my 6 weeks in INTAN Sarawak.

5.1   CONCLUSION

Throughout o weeks of practical training, I have learned a lot of things and gain many new experience with all the members in INTAN Sarawak. Not only that, I also get to know how the real working environment look like. Studying in classes are so much different compared to practical training. While, in class, we mostly depend on books and lectures note, but during practical training, we have to carry out the theory and to apply it into technical methods.

The backgrounds of the organization itself show the history of INTAN establishment, their vision and mission, and their main function that is to providing training to the public officials and carry out research activities, consulting and publishing for equipping public servants with talents, abilities and constructive thinking. Apart of that, I also learn that the organization structures which are important to the organization as it works as the back bone of the

organization to ensure that the organization operation can move smoothly in which they have the top management to handle the flow of the organization and control over employees' as well.

As in the chapter 2, we are focusing on the schedule of practical training where we were given a log books to update our daily tasks and record any task that we have been done throughout the 6 weeks of our practical training in our organization. After being updated, the log book need to be checked and signed by my supervisor, Madam Kolly Lee Hui Jen, in order to see on my progress and task of what I was given.

On chapter 3, I have briefly discussed on the task analysis where I have to focus on the mainly task that I have done throughout my practical training. In this chapter, I have explained a little bit about what I had learned and understand in service management.

Other than that, in my chapter 4, I have made as observation through my own opinion on the strengths and weaknesses that I found in INTAN Sarawak. With the strength of the organization, they could maintain their service deliveries and performance. As for the weaknesses, they have to find way to overcome the problem. As for the recommendations that I have stated in earlier chapter, I hope it will improve the organization to give better services and performance, and the employees will become more discipline and efficient in handling task that are assigned to them.

To conclude my chapter 5, in my practical training with INTAN Sarawak, I have learned a lot of new things which I cannot experience before. These experiences are very useful in the future especially when I will start to work and adapt with new environment of working culture. I feel so grateful to work with them because they are all friendly and guide me in positive ways.

During my practical training, they teach me how important it is to work as a team so that the service deliveries can be done smoothly. Last but not least, I have learnt on how to communicate with other department and this helps me to increase my confidence level and at the same time enhance my communication skills.

Overall, this organization really helped me a lot during my 6 weeks of practical training. I am glad that I have choose this organization for my first attempt for a practical working experience and I felt welcome when they accept me to be part of the organization. They never left me behind and always share some knowledge with me. I hope that this practical training will be continued because it could help the students to understand and experience the real working environment.

REFERENCES

Asli, M.(1999). **Enhancing Standards: The ISO 9000 Way. Kuala Lumpur**: Pelanduk

    Publications.

Hurwitz, J., Bloor, R., Kaufman, M., Halper, F. (2009). **Service Management for Dummies**.

    Indianapolis, Indiana: *Wiley   Publishing, Inc.*

Pekeliling Kemajuan Pentadbiran Awam Bil 10/1991. Receive on 15th May 2017 from

    http://www.mampu.gov.my/ms/pekeliling/category/52-1991

APPENDIX

INSTITUT TADBIRAN AWAM NEGARA (INTAN)
NATIONAL INSTITUTE OF PUBLIC ADMINISTRATION
KAMPUS WILAYAH SARAWAK
Jabatan Perkhidmatan Awam Malaysia
No. 2, Lot 5452, Jalan Datuk Mohammad Musa
94300 KOTA SAMARAHAN
SARAWAK

JPA

Tel   : 082-592000
Faks : 082-615060
Web   : www.intanbk.intan.my

Ruj. Kami : INTAN:16/100-9/5 Jld.4(26)
Tarikh   : 14 Mac 2017

KEPADA SESIAPA YANG BERKENAAN

Tuan,

PENGESAHAN PELAJAR PRAKTIKAL TAHUN 2017

Dengan hormatnya, perkara di atas dirujuk.

2.   Sukacita dimaklumkan, Encik **Mohammad Ramzi bin Mohammad Fauzi (No. K/P: 950118-08-6145)** telah menjalani **Latihan Industri di INTAN Sarawak pada 23 Januari hingga 17 Mac 2017.**

3.   Sepanjang beliau menjalani latihan industri di INTAN Sarawak, beliau seorang yang tekun, bekerjasama, cepat belajar dan mampu melakukan semua kerja yang diamanahkan. Oleh yang demikian, pihak pengurusan INTAN Sarawak mengucapkan ribuan terima kasih atas kerjasama yang diberikan sepanjang menjalani Latihan Industri di INTAN Sarawak.
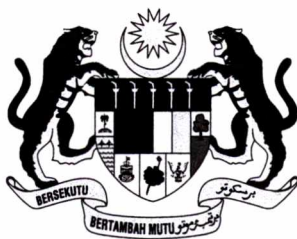
Sekian, terima kasih.

"BERKHIDMAT UNTUK NEGARA"

Saya yang menurut perintah,

(DR. JASMINE EDMUND ANDREW)
Pengarah Wilayah
Institut Tadbiran Awam Negara (INTAN) Sarawak
Jabatan Perkhidmatan Awam Malaysia

Sijil Penghargaan

Institut Tadbiran Awam Negara (INTAN)
Kampus Wilayah Sarawak

merakamkan ucapan tahniah
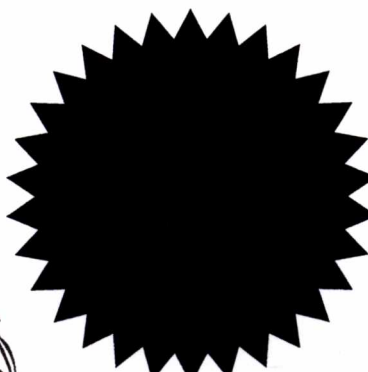kepada

MOHAMMAD RAMZI BIN MOHAMMAD FAUZI
atas sumbangan yang telah diberikan semasa
Latihan Industri
mulai 23 Januari hingga 17 Mac 2017
di
INTAN Sarawak

(DR. JASMINE EDMUND ANDREW)
Pengarah Wilayah
Kampus INTAN Sarawak

Picture 1.1   **Picture 1.2**

Pictures 1.1 I received certificates for my practical training with our supervisor, Madam Kolly Lee Hui Jen

Pictures 1.2 Me and my friends, Angelina with our practical training's supervisor, Madam Kolly Lee Hui Jen and Madam Annice