



**A STUDY ON CUSTOMER SATISFACTION  
WITH SIBU POST OFFICE COUNTER SERVICES**

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SARAWAK**

**MARCH 2002**





MARA UNIVERSITY OF TECHNOLOGY

PROJECT PAPER

MKT 650

A STUDY ON CUSTOMER SATISFACTION WITH SIBU POST OFFICE  
COUNTER SERVICES

A RESEARCH PAPER SUBMITTED AS PARTIAL FULFILMENT  
OF THE REQUIREMENTS FOR THE DEGREE OF  
BACHELOR OF BUSINESS ADMINISTRATION (HONOURS) (MARKETING)

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“DECLARATION OF ORIGINAL WORK”

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Hereby, declare that:

- This work has not previously been accepted in substance for any degree, locally or overseas, and is not being concurrently submitted for this degree or any other degrees.
- This project paper is the result of my independent work and investigation, except where otherwise stated.
- All verbatim extracts have been distinguished by quotation marks and sources of my information have been specially acknowledged.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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LETTER OF TRANSMITTAL

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Dear Sir,

**SUBMISSION OF THE PROJECT PAPER MKT 650**

The above matter is referred.

Attached herewith is the final project entitled "A STUDY ON CUSTOMER SATISFACTION WITH SIBU POST OFFICE COUNTER SERVICES". I hope this project paper would fulfil the requirements as needed by the Faculty of Business Administration.

Your kind acceptance of the report is very much appreciated.

Thank you.

Yours sincerely,

.....  
(RAJAK @ ABDUL RAZAK BIN AMIN)

## ACKNOWLEDGEMENT

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In the name of Allah the Most Gracious and the Most Merciful, I am most grateful that finally, I managed to complete the project paper in time for this semester. I would like to take this opportunity to express my deepest gratitude to all the people who have helped me in making this project possible.

First and foremost, my sincere gratitude to my advisor, Dr. Jamil Hamali for his encouragement, constructive comments and suggestions, guidance and assistance throughout every phase of the project until completion.

Secondly, thousand of thanks to Mr. George Fung, the Sibul Post Office Region III Manager, for his kindness in supplying vital information and data on the subject for the purpose of this study.

Last but not least, to my family for their love, especially my loving wife, Sofiah for her patience, support, encouragement; and to my six children, Naim, Nur'Izzah, Safwan, Nadiah, Azhar and Ahmad, you all are my source of inspiration.

## ABSTRACT

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The study is based on customer satisfaction with Sibü Post Office Counter Services, where it is the sole processing outlet for postal services other than providing SBBS Counters for various agencies such as Telekom Malaysia, Sibü Water Board, SESCo, Astro and etc. The study is based on primary data and secondary data. For primary data, the researcher had conducted interviews with the staff and customers; respondents through questionnaires; and secondary data through annual report, journals, articles in newspapers, as well as Internet.

The researcher will comment on the system used by SPO with other companies operating the SBBS Counters in gauging its efficiency of its similar services.

Strategic location at the town centre and the economic environment in Sarawak plays an important role in the demand for its services. On the other hand, the presence of competitors in the market diminishes the market shares of the product.

Lastly, the researcher put up suggestions on how to improve the marketing edge of the company in marketing services to the public in Sibü.



## LISTS OF ABBREVIATION

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|       |   |
|-------|---|
| SPO   | Sibu Post Office                          |
| TM    | Telekom Malaysia SibU                     |
| SESCo | Sarawak Electricity Supply Corporation    |
| SWB   | Sibu Water Board                          |
| Astro | Measat Broadcast NetworkSystems Sdn. Bhd. |
| PKPA  | Pekeliling Kemajuan Perkhidmatan Awam     |
| SMC   | Sibu Municipal Council                    |

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- 1 Research Questions
- 2 Document Submitted
- 3 Photos of Sibul Post Office

## ORGANIZATION OF STUDY

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| <b>CHAPTER</b> | <b>REMARKS</b>  |
|----------------|---|
| 1              | An Introduction, inclusive of the Background, Problem Statement, Objective, Research Methodology, Scope and Limitation, Significant and Hypotheses. |
| 2              | An Overview of Malaysian Economic; Sarawak Economic for the period of 2000 to 2002.   |
| 3              | The Literature Review related to the Objective of the Study.  |
| 4              | Discuss the matters pertaining to the Customer Satisfaction with the Services Provided by Sibü Post Office..  |
| 5              | The Results of the Hypotheses, Customer Satisfaction on Various Services provided by Sibü Post Office.  |
| 6              | Conclusion and Recommendation.  |

# CHAPTER ONE

## INTRODUCTION

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## I. INTRODUCTION

### 1.1 BACKGROUND OF STUDY

Postal Services started as a Federal Government department known as **Postal Department** but gradually evolved into a **corporate entity** known as **Pos Malaysia Berhad**. At present it is in the final stage of becoming a **private company** under **Phileo Allied Holding Company**.

Sibu Post Office (SPO) is one of the many post offices in the country serving the public mainly in their **core business i.e. mailing**. Other subsidiary functions are the **SBBS (One-Stop Payment Counter) counter services** for other agencies such as the collection of payment for bills of Telekom Malaysia, Astro, Sibu Water Board (SWB), SESCo, Permodalan Nasional Berhad (PNB) Trust shares in the like of Amanah Saham Nasional (ASN), Amanah Saham Bumiputra (ASB), Amanah Saham Wawasan 2020(ASW 2020), Amanah Saham Nasional 2 (ASN 2), Amanah Saham Nasional 3 Imbang (ASN 3), Amanah Saham Malaysia (ASM) and etc. Other services available here are **remittance** of currency for both domestic and international, despatch and delivery of both domestic and foreign



parcels; **courier services** in the likes of Pos Laju and Pos Ekspres; **registered mail service**; and also the sale of **postage stamps**.

The **modern forms of communication** such as the use of cellular hand phones, e-mails, facsimiles, and etc. **has taken over much of the importance of Post Offices** to get the message across the world i.e. mailing. Nevertheless **the natural growth** of the sector through increase of population and also the fact that **not every thing can go paperless** has keep post offices going and survive the evolution of tasks. Apart from that it has **diversified** into payment collecting agency for the various principals as seen in the SBBS counters function.

The study **focuses on customer satisfaction on services** provided by the Sibü Post Office (SPO) Counters in their daily routines, whether they meet the general standard and expectations set by their clients.

The **PKPA (Pekeliling Kemajuan Perkhidmatan Awam or Civil Services Progress Circular) Bil. 10 / 1991** give the guideline as to how a **standard counter service** should be. SPO counters are no exception to these guidelines because they also give similar services as in other government agencies' counters or private ones, furthermore the major shareholder of the company is the Government of Malaysia. The researcher is going to use this guideline **to gauge the standard of quality and competitiveness of SPO counters**.

## **1.2 PROBLEM STATEMENT**

The study is to find out whether the Sibü Post Office (SPO) Counter Services are operating according to the standard and expectations of the Sibü public.

## **1.3 OBJECTIVES OF STUDY**

To find out the criteria set by the Sibü customers in ascertaining their satisfaction on the services provided by the Sibü Post Office. Customer satisfaction will be based largely on how users perceive service performance relative to their expectations. The firm, by contrast, may use formal approaches, measuring performance on certain characteristics against predefined standards and seeking employee inputs – assuming that management is sufficiently disciplined.

## **1.4 RESEARCH METHODOLOGY**

The researcher will use the Questionnaires given out to the sample public, interviews on both staff and public; and observation techniques.

## **1.5 SCOPE OF STUDY**

The researcher will try to find out the needs and wants as well as the expectations of the customers when they drop by at the SPO counters. The scope is limited to customer satisfaction with its counter services.

## **1.6 LIMITATION OF STUDY**

As SPO is providing a wide array of services that are core to their existence namely the postal mail services in the form of Pos Laju, Pos Ekspres, Registered Mail, Air and Sea Parcels, Sales of Stamps, Money Orders and Postal Orders; apart from being collection of payment agents for Telekom Malaysia, SESCo, SibU Water Board, SibU Municipal Council, Astro, Permodalan Nasional Berhad's ASB, ASN, ASN 2, ASN 3, ASW 2020, ASM., the researcher will touch generally on these services.

## **1.7 SIGNIFICANT OF STUDY**

The study is purely and strictly for academic purpose as it is a partial requirement for the Bachelor in Business Administration (Honours) (Marketing) degree course in which the University is testing the student's knowledge and skills in conducting study or research. The research is not the



**in-depth study on the topic**, nevertheless, the findings on the study can also be used by the SPO to **elevate its current service quality** to meet the expectation of the SPO's customers which it may have overlook in view of its busy chores.

## **1.8 HYPOTHESES**

**1.8.1 Poor post-payment procedures of SBBS bills** by SPO causes unnecessary inconveniences to the customers such as telephone / electricity supply / water supply being terminated even though it has been paid before the due dates.

**1.8.2 Poor facilities and services** at SPO divert many potential customers to patronize other agencies providing SBBS counters.

**1.8.3 Improvement of SPO counter services** will generate more customers to use its counters and thus **generate better turnover**.

**1.8.4 Poor directional and information signage** causes unnecessary delay to customers to get to their required counters thus increasing total service time.

- 1.8.5 Poor parking facility** discourage potential customers at SPO turn away many potential customers to go to other alternative outlets.
- 1.8.6 RM5,000.00 maximum limit** for “a single withdrawal of PNB’s ASN / ASB shares in any one day “discourage ‘bigger fish’ from using SPO counters for those transactions.
- 1.8.7 Inefficient and overcautious SBBS counter staff** cause **long queues** for payment of miscellaneous bills.
- 1.8.8 Many counters other than the SBBS and *stamp counters* are sometimes *unattended*** that customers find it embarrassing to wait or may need to call the staff for attention to be entertained.
- 1.8.9 Many customers are unaware of the differences between the Pos Laju and Pos Ekspres services** that they request for the wrong service actually intended.
- 1.8.10 Blames on delay to clear foreign parcels** fast were put on **special requirements of various agencies** such as the Royal Customs, Police, and also the Health Department (Pharmacy).

**1.8.11** Illiterate customers are not helped to fill forms that they beg fellow customers to solve their problems.

**1.8.12** Small, congested lobby in front of counters is insufficient to cater for customers at peak times.

# CHAPTER TWO

## MALAYSIAN ECONOMY

## **2. MALAYSIAN ECONOMY**

### **2.1 CURRENT SITUATION**

2.1.1 The returning optimism mirrors hopes among other export-oriented East and South East Asian economies waiting for world trade to recover. Strong economic fundamentals and strengthened corporate and banking sector balance sheets have made Malaysia well-positioned to tap the emerging global recovery to achieve stronger growth of 3.5 percent in 2002. The Malaysia's Annual Report 2001 shows Malaysia's confidence gradually returning after last year's dismal 0.4 percent growth.

2.1.2 Prospects of recovery have swept the Kuala Lumpur Stock Exchange index near the 760 – point level, making the 16-month highs, as a new economic policy broom has helped sell the Malaysian investment story. The Prime Minister of Malaysia, Datuk Seri Dr. Mahathir's decision to firmly grasp the nettle since taking charge of the finance ministry last July 2000, and the installation of professional managers in place of politically connected tycoons, has pleased the markets.



## **2.2 ECONOMIC FORECAST FOR 2002**

2.2.1 The Bank Negara Malaysia, which adopted an accommodative stance for an expansionary fiscal policy, expects interest rates to remain stable in 2002. Kuala Lumpur 3-month inter-bank money has been trading at 3.28 percent, close to historical lows. It said a focus of policy would be to ensure that economic fundamentals supported Malaysia's fixed exchange rate. Pegged at 3.80 per dollar in late 1998, most analysts reckon the ringgit is around fair value on a trade-weighted basis.

2.2.2 Malaysia's external position continues to improve. Official reserves had risen to nearly \$32.6 billion by mid-March, up by more than \$7 billion since May 2001. Exports are seen up 4.4 percent in 2002 after a 10.4 percent fall last year, and imports up 4.8 percent after dropping 9.9 percent.

2.2.3 Malaysia is beginning a period of fiscal consolidation after a series of deficits to help bring the economy out of the crisis and then cushion it through last year's abrupt slowdown. This year's deficit is budgeted at 5.1 percent of GDP after 2001's came in at 5.5 percent, below the 6.5 percent

budgeted. Credit rating agency Standard & Poor's expected Malaysia's days of running deficit would end by 2004.

### **2.3 RELATIONSHIP BETWEEN ECONOMIC INDICATORS AND THE OBJECTIVE OF THIS STUDY.**

**2.3.1** When the economic situation was favourable in the past, many customers patronized the SPO counters because they preferred SPO to other SBBS counters such as Kedai Telekom counters, SibU Municipal Counters, SESCo Counters, SibU Water Board Counters, and other agencies' counters because of **its strategic location** at the town centre and the wide array of **different types of services offered**. Other agencies' counters mentioned above only received their own bills or other SBBS bills, whereas the SPO counters are also **collecting agents** for them plus their own core business such as **mailing, stamps, parcels, registered mails, remittance, national courier service and etc.**

**2.3.2** So with much money in hand to spend, customers are lavish in their spending, tend to send more letters and gifts to relatives and acquaintances

far away; more business transactions and remittances. More people tend to order from internet, from books, toys, clothing to pornographic materials and etc.

2.3.3 Many foreign workers remitted their income and send their personal items to their family back home and vice versa. Not only the volumes and amount remitted was bigger but the frequency was higher so SPO counters were having a busy time then.

2.3.4 After the September 11, 2001 attack on New York's WTC twin towers Malaysian economy once again was once feeling the pinch as the United States of America's economy downturn. Less Malaysia's export was recorded, so was the import from USA but currently the situation is improving. The Kuala Lumpur Stock Exchange (KLSE) has passed the "psychological 700 point" which shows that the **economic situation in Malaysia is improving**. The KLSE's share price has been bullish with anticipation that the economic situation is getting better or recovering. Malaysia's foreign reserve has also increased an indicator that the economy is recovering.



# CHAPTER THREE

## LITERATURE REVIEW

### 3. LITERATURE REVIEW

3.1 “Delivering high quality service is closely linked to profits, cost savings, and market share. Companies are seeking new ways to measure quality that include customers’ perceptions and expectations. A telecommunications company has developed a model for integrating the voice of a customer into every aspect of the business.”

- Susan J. Devlin and H.K. Dong<sup>1</sup>

3.2 “Competitive strategy can take many routes. As Day has written: “The diversity of ways a business can achieve a competitive advantage quickly defeats any generalizations or facile prescriptions ... First and foremost, a business must set itself apart from its competition. To be successful, it must identify and promote itself as the best provider of attributes that are important to target customers.”<sup>2</sup>

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<sup>1</sup> Service Marketing, Prentice Hall, Third Edition 1996, Christopher H. Lovelock, page 562

<sup>2</sup> Service Marketing, Prentice Hall, Third Edition 1996, Christopher H. Lovelock, page 164

3.3 “Product quality, once a competitive advantage, is now just the ante into the game. Says Eric Mittelstadt, president and CEO of Fanuc Robotics North America: “Everyone has become better at developing products. In robotics, the robot itself has become sort of a commodity. The one place you can differentiate yourself is in the service you provide.”

- Eric Mittelstadt<sup>3</sup>

3.4 “Positioning is the process of establishing and maintaining a distinctive place in the market for an organization and / or its individual product offerings. Heskett frames the issue nicely: “the most successful service firms separate themselves from ‘the pack’ to achieve a distinctive position in relation to their competition. They differentiate themselves ... by altering typical characteristics of their respective industries to their competitive advantage.”

- Heskett<sup>4</sup>

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<sup>3</sup> Service Marketing, Prentice Hall, Third Edition 1996, Christopher H. Lovelock, page 69

3.5 “Marketing is about getting better business not just more business. Firms should monitor the caliber of their practice, not just its volume.”

- David H. Maister<sup>5</sup>

3.6 “Parasuraman, Ziethaml, and Berry formulated a **service-quality model** that highlights the main requirements for delivering the expected service quality. The model identifies **five gaps** that cause unsuccessful service delivery that are described in the following paragraphs:

**3.6.1 Gap between Consumer Expectation and Management**

**Perception:** Management does not always perceive correctly what customers want. Hospital administrators may think that patients want better food, but patients may be more concerned with nurse responsiveness.

**3.6.2 Gap between Management Perception and Service-Quality**

**Specification:** Management might correctly perceive the customers’ wants but not set a specified performance standard.

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<sup>4</sup> Service Marketing, Prentice Hall, Third Edition 1996, Christopher H. Lovelock, page 167

<sup>5</sup> Service Marketing, Prentice Hall, Third Edition 1996, Christopher H. Lovelock, page 228



Hospital administrators may tell the nurses to give 'fast' service without specifying it quantitatively.

**3.6.3 Gap between Service-Quality Specifications and Service**

**Delivery:** the personnel might be poorly trained or overlooked and incapable or unwilling to meet the standard. Or they may be held to conflicting standards, such a taking time to listen to customers and serving them fast.

**3.6.4 Gap between Service Delivery and External Communications:**

Customer expectations are affected by statements made by company representatives and ads. If a hospital brochure shows a beautiful room but the patient arrives and finds the room to be cheap and tacky looking, then the external communications have distorted the customer expectations.

**3.6.5 Gap between Perceive Service and Expected Service:**

This gap occurs when consumer measures the company's performance in a different way and misperceives the service quality. The physician may keep visiting the patient to show care, but the patient may interpret this as an indication that something is really wrong."

- Parasuraman, Zeithaml and Berry<sup>6</sup>

3.7 “The same researchers found out that there are five determinants of service quality. These are presented in the order of importance as rated by customers (based on an allocation of 100 points):

3.7.1 **Reliability:** The ability to perform promised service dependably and accurately (32).

3.7.2 **Responsiveness:** The willingness to help customers and to provide prompt service (22).

3.7.3 **Assurance:** The knowledge and courtesy of employees of employees and their ability to convey trust and confidence (19).

3.7.4 **Empathy:** the provision of caring, individualized attention to customers (16)

3.7.5 **Tangibles:** the appearance of physical facilities, equipment, personnel, and communication materials (11).”

Parasuraman, Zeithaml and Berry<sup>7</sup>

3.8 “According to Jeffrey Bleustein, Harley’s chief operating officer, there is no single reason for Harley’s success. Rather it is an emphasis on a number of basic management concepts that has led Harley through one of the greatest turnarounds in American corporate history.

Bleustein’s set of management concepts, often referred to as the ‘engine of Harley’s success’ include the following:

1. Motivated and involved employees
2. Quality products
3. Customer price / value perception
4. Aggressive marketing

These factors work together to form the basics of Harley’s strategy. Bleustein notes that all parts of the ‘engine’ must be implemented simultaneously: one or two parts are not enough.”

Bleustein, Harley’s CEO.<sup>8</sup>

3.9 “Porter’s *five-forces model* of competitive analysis is a widely used approach for developing strategies in many industries. The intensity of competition among firms varies widely across industries. According to

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<sup>6</sup> Marketing Management An Asian Perspective, Prentice Hall 1999, Philip Kotler and 3 others, page 590

<sup>7</sup> Marketing Management An Asian Perspective, Prentice Hall 1999, Philip Kotler and 3 others, page 591

Porter, the nature of competitiveness in a given industry can be viewed as a composite of five forces:

1. Rivalry among competitive firms
2. Potential entry of new competitors
3. Potential development of substitute products
4. Bargaining power of suppliers
5. Bargaining power of consumers

- Porter<sup>9</sup>

3.10 “Frank Perdue, Chairman of the Executive Committee, Perdue Farms. Inc., in a speech in September 1991 reiterated these values, saying “If you were to ask me what was the biggest factor in whatever success we have enjoyed, I would answer that it was not technology, or economic resources, or organizational structure. It ... has been our conscious decision that, in order to be successful, we must have a sound set of beliefs on which we premise all our policies and actions.... Central to these beliefs is our emphasis on quality.... Quality is not an accident. It is the one absolutely necessary ingredient of all the most successful companies in the world.”

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<sup>8</sup> Strategic Management Sixth Edition, Prentice Hall 1997, Fred R. David, page C-372

<sup>9</sup> Strategic Management Sixth Edition, Prentice Hall 1996, Fred R. David, page 126



- Frank Perdue,

Chairman of the Executive Committee,

Perdue Farms. Inc., 1991<sup>10</sup>

3.11 “There never was in the world two opinions alike, no more than two hairs  
or two grains; the most universal quality is diversity”

- Michael De Montaigne (1533-1592)<sup>11</sup>

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<sup>10</sup> Strategic Management Sixth Edition, Prentice Hall 1996, Fred R. David, page C-646

<sup>11</sup> Consumer Behavior, Sixth Edition, Prentice Hall 1997, L.G. Schiffman and L.L. Kanuk page 3

# CHAPTER FOUR

SERVICE PROVIDED  
&  
LEVEL OF SATISFACTION

## 4. SERVICES PROVIDED BY SPO AND LEVEL OF SATISFACTION

### 4.1 CONCEPTS

4.1.1 There are **three components in counter services** i.e. In front of the Counter (Customer); Counter Section (service at the counter); and Support Services.

4.1.2 A quality counter services is **one that meets the requirement** of its clients or customers and able to satisfy them. Customers will only be satisfied when the service is fast, error-free, easy to get, not burdening, and accompanied with a caring and hospitable service.

4.1.3 For the customer, there should be a guideline to follow, signage, direction, waiting area; queue system; and suggestion system.

4.1.4 For the counter personnel, there must be a preparation to start the daily chore; entertaining the customers; giving an efficient and accurate service; and ending the session with courteousness.

4.1.5 For the support service, the management should draft a service strategy; set the appraisal standard; human resource management; and improvement of system and procedure.

4.1.6 For the support personnel, there must be an improvement in giving the service; meet the appraisal standard, procedure and work guide; and practice a high work performance.

## **4.2 SERVICES PROVIDED**

4.2.1 SPO has SBBS counters (One-Stop Payment Counter); Pos Laju and Pos Ekspres counters, stamps counters; registered letters counter; parcel counters; and customer support counter to entertain the varying needs of the heterogeneous customers.

4.2.2 For consignees that are near to SPO, the support staff may deliver parcels right to the doorstep in order to beat the small storage area available.



### 4.3 QUEUE SYSTEM

4.3.1 It is very important to have a **correct system for queue** because it effects the satisfaction and waiting time for the customers thus their satisfaction as well.

4.3.2 There are **five types of queue** that are usually used i.e. one queue for one service counter; **one queue for many service counters**; many queues for many counters that provide the same service; **many queues for many counters that provide different service**; and lastly the call system.

### 4.4 PARKING AREA

4.4.1 In order to give excellent service for the customers, there should be ample parking nearby to enable the customers to park their vehicles for a short time while getting the service at any of the counters.

# CHAPTER FIVE

FINDING  
AND  
ANALYSIS

## **5. FINDINGS AND ANALYSIS**

- 5.1 Majority of the SPO's clients are regulars i.e. they do visit the SPO counters regularly, be it daily or weekly. The purpose of their coming to the SPO counters varies. Most of them come to pay the utility bills like telephone, water, electricity and ASTRO bills; buying stamps to post ordinary letters or registered mails; to remit or receive remittance; to send or receive parcels; to post Pos Laju or Pos Ekspres mails; to deposit or draw money from the various PNB Trusts accounts like ASB, ASN, ASW, ASM and etc. Only two of the hundred respondents were first timers to SPO while another thirty-three were occasional customers who transact on monthly or less frequent basis.
- 5.2 The direction signage and arrows are still less conspicuous that most respondents (85 per cents) point out that they have problem locating the counters if not for their regular visit to the SibU Post Office.
- 5.3 The car parking space is sufficient for the customers needs if not for the unscrupulous few who indiscriminately park their vehicles on two parking lots thus denying others to park their vehicles at the supposedly empty lots. Customers usually park their vehicles for a short period of time and as soon as their transaction is over they would leave thus parking problem is only temporary.



5.4 The Sibü Post Office lobby is well maintained that the SPO management has contracted a company to keep the floor swept twice daily and the building cleaned. Air fresheners are also put up giving out fresh fragrance that absorb the unpleasant odour. The lobby has been equipped with extra air-conditioning units over the past year to keep the lobby cooler and more comfortable for counter transaction.

5.5 The respondents are happy despite that they have to stand in queue before being served at the SBBS counters. The SPO has adopted this queue system (single queue for several common SBBS counters) because the customers are entertained on a first-come first-serve basis. There is no question that certain counters are moving faster than the other counters and this has made the customers happy. This queue system also produce more turnover because there is little time wasted in having the customers walking over to the respective counters from where they are seated while waiting for their turn to be served. It also save space as the lobby area is small which would be congested if calling system were used.

5.6 The SBBS counters are opened and closed on schedule and the counter staff takes turn off for lunch. This arrangement enables the counters to be open from 08.00 in the morning through 04.00 in the afternoon. This longer operating hours is an advantage over other SBBS counters at other agencies such as the Kedai Telekom and



others which open at 08.30 in the morning. The difference between these counters is that SPO counters rely on more bills paid through them to earn more income through commission while other agencies accept their own bills plus other SBBS utility bills without worry over how much commission they make or forego. So whatever SBBS bills they received will be exchanged and channeled back to their counterparts in Sibü Water Board, Telekom Malaysia or SESCo and respective accounts updated.

5.7 The SPO counter staff has been found to be polite as recorded by 90 percents of the respondents that they were served with a smile and thanked for after the transaction is over. They were also decently dressed although they do not wear uniform such as blazers. They are also found to be helpful and ready to help when enquired on certain matter. None of the respondents found them eating / drinking / singing / whistling / talking and laughing excessively while serving at the counters, instead all respondents reported that they are efficient and diligent at their respective work place.

5.8 It was found out that some customers still do not know the difference between the Pos Laju Courier Service and Pos Ekspres service which was introduced not very long ago. Ten respondents treated them as the same. The majority (83 respondents or 83% of the sample) overall rating given by the respondents on the quality of SPO counter service is categorized as good i.e. between 70% and 85% while 12

respondents or 12% put their rating at satisfactory level (55% to 69%) and another 5 respondents or 5% put it at very good (over 85%). So the majority of the respondents (83 respondents out of 100) which theoretically represent 83 percents the sample of the Sibü public are contented with the SPO counter service.

# CHAPTER SIX

## CONCLUSION & RECOMMENDATIONS

## **6. CONCLUSION AND RECOMMENDATIONS**

### **6.1 CONCLUSION**

From the research that I have conducted I have found out that the quality of service at the SPO counters as **good** where the respondents have agreed that they are satisfied with the service rendered to them. The only thing is that SPO need to do is **to further improve its service to keep up with the need of time**. Years ago all transactions were manually done but now it is fully computerized; even the movement of Pos Laju and Pos Ekspres articles can be tracked easily whether it has been acknowledged receipt or not by the recipients. The lobby has also been air-conditioned to give extra comfort to customers while patronizing the SPO counters.

## 6.2 RECOMMENDATIONS

The **cheques for payment to various principals** should be made in the **name of the particular principal respectively** and not in the name of Pos Malaysia. This will prevent the delay in cheque clearance into Pos Malaysia account first before lodging into respective principal's account. This will prevent the name of payer as defaulter even though he has actually paid the sum before the expiry date.

6.2.1 As Pos Malaysia rely on the number of bills transacted for **commission** (the more bill processed the more income derived) so SPO should go for **excellent service with easy and convenient parking, short queue time and good post-payment procedures** beside other pull factors in attracting potential clients.

6.2.2 The choice of asking people to **queue in single file for SBBS counters** is the most appropriate system since SPO lobby do not have enough space to accommodate chairs for people to sit on while waiting for their turn to be served. It has been found that the **rate of output is higher if customers queue**, compared to the use of calling system. This is because the reaction time is minimized as the next in the line of the queue is just a few feet away from the counter while those using the calling system they would wait until their number being called before



start walking to the counter concerned. Sometimes he may sit at the farthest end of the waiting area so this system give unnecessary time delay.

6.2.3 The researcher found many clients fumble when they want to post the Pos Ekspres envelopes because the counter do not put a sign to show that completed and correctly filled envelopes may be posted there. Better still is to put a **small posting box** for the purpose in case the counter is not manned at the material time.

6.2.4 The poor utilization of car park by customers and staff alike such as **by occupying two parking bays by one vehicle** is mere selfishness and should not be tolerated. **Warning signs** should be erected to discourage this unethical attitude so that more people can share the limited number of free-parking bays, after all most people who park here do not take more than fifteen minutes if the queue to payment counters is not busy.

6.2.5 The SPO's management should also instill in the **mindset of staff** so as **not to be selfish** when parking their vehicles so that the empty bays could be taken up by the customers. The feeling of **empathy for customers** who need the parking bay for short duration should be present in their heart because without customers where would the SPO staff be. Human nature is such they prefer something free first before paying for the next best option i.e. to park at the SMC coupon parking



nearby or go to Kedai Telekom 500-metre away, which provide ample free-parking bays for their customers.

- 6.2.6 Regarding the RM5,000.00 limit on withdrawal from SPO counters in any one day should not be a problem as SPO is doing a **niche** in business **dealing with small timers**. For those who wish to withdraw larger sum of money they may go to other outlets such as the banks and financial institutions. Furthermore SPO do not keep large amount of cash for transaction but use the money paid by the customers to settle the withdrawals. Keeping large amount of money will cost more as security guards need to be employed and as well as making it prone to hold-ups.
- 6.2.7 The findings found out that long queues were not caused by inefficient SBBS counter staff but rather due to **surge of customers** who prefer to pay their respective bills after payday. So the end of the month or on payday is the busiest time for SPO.
- 6.2.8 It is true that sometimes the other counters were **unattended** because the staff were busy inside such as opening of parcels, sorting mails etc. and at other time the customer happen to be at the counter when the staff just moved inside for a while to do other office chores. To overcome this problem it is advised that the SPO management put a **buzzer** at those counters where customers need to press

the buzzer for attention that service is required. This arrangement would not cost much and customers do not have to wait for too long unattended at the counter.

6.2.9 Foreign parcels have to go through the **customs procedure** to ascertain if they are dutiable or not. If they are dutiable the customs tax must be paid first before it could be released from customs control. So the delay is not on SPO but that they must undergo certain procedure i.e. **clearance** from the Customs for dutiable goods; Pharmacy for health products; and the Police Special Branch for security reasons. At other time parcel delivery were delayed due to **vague, obscure or incorrect address** and without the name of addressee on it.

6.2.10 Illiterate customers especially were not served well by the customer service counter because the counter is not very **conspicuous** but rather a place where various forms can be obtained. The paradigm of these customers is that they go for those officers that look **familiar** to them to approach for help i.e. they go to other counters such as the Parcel Counter or the Customs staff to help them fill the ASB withdrawal form for example.

6.2.11 Nothing much can be done for the small lobby area where all counters are situated because SPO was built more than forty years ago to cater for the needs at that time. Any way this problem only occur during **payday** or **a few days after STPM and SPM results were announced** when students hastily posted

applications for places in universities and other institutions of higher learning.

Generally the SPO lobby is still good enough to cater for ordinary day transactions.

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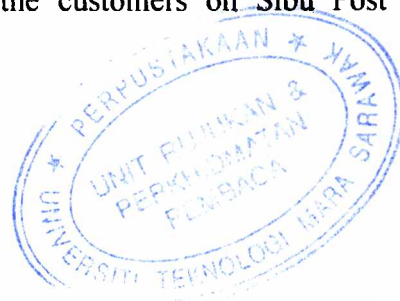
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# APPENDIX

**APPENDIX 1****Research Questions**

1. What are the functions of Sibul Post Office?
2. What are the types of services provided by the Sibul Post Office counters?
3. What are the criteria of a good counter?
4. Do the Sibul Post Office counters meet the above criteria?
5. How is the workload at the counters?
6. What are the attitudes of staff towards their job at the counters?
7. What types of Queue system is / are used at the counters?
8. What are the advantages of the Queue system used?
9. Is signage sufficient to guide customers to go to respective counters?
10. Is the lobby fitted with air-conditioning system?
11. Is the lobby clean and tidy?
12. Is parking area sufficient for every customer's vehicle?
13. What are the common problems at Sibul Post Office parking area?
14. What are the attitudes of the counter staff at Sibul Post Office?
15. What is the overall appraisal given by the customers on Sibul Post Office counters?







**FRONT VIEW OF SIBU POST OFFICE**

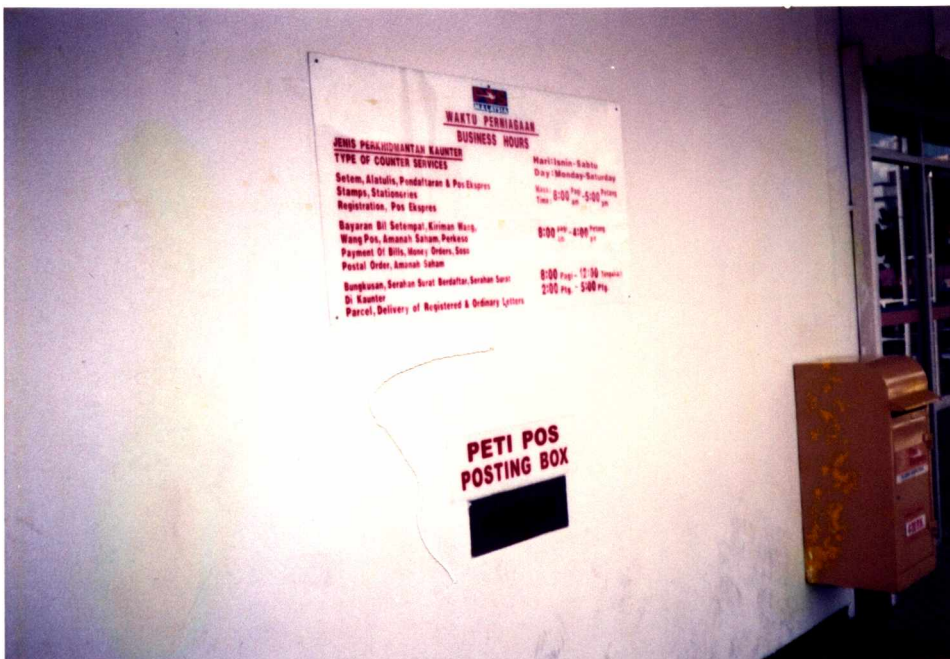


**INDISCRIMINATE PARKING OF MOTORCYCLES AT THE CAR PARK**





**NOTICE BOARD FOR GENERAL INFORMATION**



**NOTICE OF SIBU POST OFFICE OPENING HOURS  
AND NIGHT POSTING BOXES FOR ORDINARY MAIL AND POS EKSPRES**



**CUSTOMER SERVICE COUNTER AT SIBU POST OFFICE**



**CUSTOMERS QUEUE AT THE SIBU POST OFFICE SBBS COUNTER**



Dear respondents,

I am an undergraduate at the Universiti Teknologi MARA (UiTM) Samarahan Campus and is now doing a Study on Customer Satisfaction with Sibul Post Office as partial requirement for my Bachelor Degree of Business Administration (Honours) (Marketing). In order to obtain an accurate assessment of the actual situation please help me answer sincerely the questions that I put in this questionnaire.

This questionnaire is to find out the level of satisfaction of customers with the services rendered by the Sibul Post Office (SPO) counters. Whatever answer you give will determine the level of satisfaction of customers towards the efficiency of the Sibul Post Office Counter Services.

Lastly, thanks in anticipation for filling the questionnaire. Please return it to me as soon as you finish.

Instruction in filling this questionnaire:

1. Please tick (  ) at the appropriate column.  
(Y and N stands for Yes and No respectively).
2. Do not write your name.
3. Do not sketch or write other than what is being asked.
4. Do not discuss with other respondent when answering this questionnaire.
5. Answer this questionnaire sincerely and calmly.

Thanks,

(Abdul Razak Bin Amin)

(Researcher  
Use Only)

1. How often do you transact with Sibü Post Office?

- Daily
- A few times per week
- Weekly
- Occasionally
- First time

1

2. Which counter do you usually go?

- SBBS Counter
- Parcel Counter
- Pos Laju / Pos Ekspres Counter
- Stamps Counter
- Other Counters

2

3. How do you arrive at Sibü Post Office?

- On foot
- Own transport

3

4. If you use own transport, how long do you take it to find a parking lot for your vehicle?

- 0 – 2 minutes
- 3 – 5 minutes
- 6 – 10 minutes
- Over 10 minutes

4

5. What problems do you usually encounter at the Sibü Post Office car park?

- All parking lots being utilized?
- Some motorists parked their vehicles indiscriminately?
- Some motorists blocked the passageway / entrance / exit?
- Others, please specify \_\_\_\_\_

5

6. When you enter the Sibü Post Office lobby, do you find:

- |  | Y                        | N                        |
|--|--------------------------|--------------------------|
| Ample signage to bring you to the specific counter required? | <input type="checkbox"/> | <input type="checkbox"/> |
| The lobby pleasant, tidy, cool and the floor well swept?     | <input type="checkbox"/> | <input type="checkbox"/> |
| The required forms easily available?                         | <input type="checkbox"/> | <input type="checkbox"/> |
| Customer Service Counter available?                          | <input type="checkbox"/> | <input type="checkbox"/> |
| Arrows to show direction of a particular counter?            | <input type="checkbox"/> | <input type="checkbox"/> |

6



|  |                          |                          |                             |
|--|--------------------------|--------------------------|-----------------------------|
| The counters open and close on schedule?   | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| Lot of peoples queuing in front of you?  | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| Notice Board available for general information?  | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| Enough rubbish bins over the place?  | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| Queuing lanes for the various counters?  | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| <b>7. At the counter, do you find the counter staff:</b>   | <b>Y</b>                 | <b>N</b>                 |                             |
| Say good morning / good afternoon / welcome to you?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> 7  |
| Show a smile while serving you?  | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| Speak politely to you?   | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| Pleasantly and decently dressed?   | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| Carry out the task fast, efficient and error-free?   | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| Give information correctly when required?  | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| Entertain customers according to queue?  | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| Scold you for a little mistake / error / slow response?  | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| Ready to help / accept constructive comments?  | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| Eat / drink / sing / whistle / talk and laugh excessively<br>while serving customers?  | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| Say thank you after serving you?   | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| <b>8. Do you find the counter staff do their job properly, efficiently<br/>and deligently?</b>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> 8  |
| <b>9. Are you satisfied with the standard of service offered to you?</b>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> 9  |
| <b>10. Do you face the following problems at Sibü Post Office?</b>   |                          |                          |                             |
| Cannot draw money exceeding RM5,000.00 per day?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> 10 |
| Bill paid within 3 days from due date but still<br>appear in next bill (slow update)?  | <input type="checkbox"/> | <input type="checkbox"/> |                             |
| <b>11. Do you know the difference between the Pos Laju and Pos<br/>Ekspres service (Pos Laju is for domestic and international use<br/>while Pos Expres is for domestic use only)?</b> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> 11 |

12. What is the overall rating you give to the Sibü Post Office Counter service?

- Very Poor (Below 40%)
- Not satisfactory (40% - 54%)
- Satisfactory (55% - 69%)
- Good (70% - 85%)
- Very Good (Over 85%)

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\*\*\*\*\* Thank you, that's all! \*\*\*\*\*





|  |  |  |  |  |  |
|--|--|--|--|--|--|
| 11. Revise Findings, Conclusion & Recommendation |  |  |  |  |  |
| 12. Preparation of Final Report                  |  |  |  |  |  |
| 13. Submission of Final Report                   |  |  |  |  |  |

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