



**PUBLIC SERVICE QUALITY IN GOVERNMENT  
DEPARTMENT**

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## DESCRIPTIONS

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## LIST OF ABBREVIATION

<b>JKR</b>	Jabatan Kerja Raya
<b>JBALB</b>	Jabatan Bekalan Air Luar Bandar
<b>SERVQUAL</b>	Short –form for “Service Quality”. There are five (5) dimensions scale assessing the customers’ perceptions, their minimum and desired expectations on the services provided. This means that service establishments should create specific requirements and specifications for services it provides
<b>R-A-T-E-R Model</b>	Five (5) SERVQUAL dimension are Responsiveness, Assurance, Tangibles, Empathy and Reliability. It allows customer service experiences to be explored and assessed quantitatively and has been used widely by service delivery organizations
<b>Reliability</b>	The ability to accurately accomplish what was promised
<b>Assurance</b>	The competence and courtesy extended to users and the safety provided through operations
<b>Tangibility</b>	The physical aspects of what is provided to user
<b>Empathy</b>	The individual attention provided to users
<b>Responsiveness</b>	The ability to help users and promptly provide the service, capturing the notion of flexibility and the ability to adjust the services to the user’s needs.

## **1.0 INTRODUCTION**

## 1.1 Background and scope of study

Nowadays, government agencies seek to improve their performances through the quality of their services. Government agencies need to emphasize the quality of service offered to both internal and external customers in order to succeed. Gone are the days when employees were treated as servants whose primary concern was to provide goods and services. But in the new era, this concept is totally changed as government realized that human capital is critical for the success of any government offices especially in service sectors where the quality of service mainly depends on the employees. In service, customer's satisfaction or dissatisfaction takes place during the moment of truth – when customer comes in contact with a front-line employee of the firm [Lewis and Entwistle, 1990].

In this study, the researcher will focus on Jabatan Kerja Raya Sarawak (JKR) and Jabatan Bekalan Air Luar Bandar (JBALB). Jabatan Kerja Raya Sarawak (JKR Sarawak) or Public Works Department (PWD Sarawak) was established in year 1882 led by the Inspectorate of Public Works and subsequently headed by the Superintendent of Public Works and Survey in 1897, and thereafter designated as Director of Public Works, Sarawak. There was three (3) eras of Sarawak Government administered Public Works Sarawak, namely, the 'Brooke Era' (White Rajahs from year 1882 until 1941), 'British Colonial Period' (Post World War II from year 1946 until 1963) and the 'Period after Independence' (Malaysia Government) since 1963 until now. The current Director of Public Work Sarawak is Ir. Zuraimi Bin Haji Sabki. JKR Sarawak Headquarters is at Wisma Saberka, Kuching. There are three (3) main Regional offices located at Kuching, Sibu and Miri while there are 12 Divisional offices throughout Sarawak.

JKR Sarawak core business are project management includes planning, budgeting, designing, pre and post contract administration, supervision, monitoring and maintenance over the contact period, operation and maintenance management of infrastructure and utilities and engineering consultancy services. Their Vision is *'To Be The Premier One Stop Engineering Agency in Sarawak'* while their Mission is *'To Deliver and Maintain Quality Infrastructure and Building Facilities in the Most Cost Effective and Timely Manner Through a Higher Competent and Motivated Workforce'*. Thus, JKR tagline is *'Cepat, Ekonomi Dan Berkualiti'*. At the moment, there are quiet a high number of complaints as refers to online transaction statistics in JKR Sarawak website. Until August 2016, there is 6432 cases was logged ([www.jkr.sarawak.gov.my](http://www.jkr.sarawak.gov.my)).

Jabatan Bekalan Air Luar Bandar (JBALB) formerly JKR Water Supply Authorities, was launched in 1<sup>st</sup> September 2015. It is carried on with the same roles and responsibilities as JKR Water Supplies Authorities. The management and administration of public water supplies in Sarawak is under the purview of Ministry of Public Utilities. The permanent Secretary of the Ministry of Public Utilities is appointed as the State Water Authority (SWA) under the provisions of the Water Ordinance 1994 which has also allowed for the establishment of various Water Supply Authorities under JKR to supply potable water to stipulated towns and rural areas.

JBALB lead by their director, Ir. Daniel Wong Park Ing, assisted by three (3) deputy directors namely Mr Andrew Ling Eng Lik (Dy Corporate), Mdm. Rodziah Bt Mohamad (Dy Operation) and Mr Ong Hui Keng (Dy Development). Their vision is *"High performing organization to provide clean water supply to every home in rural*

*Sarawak” and their mission is “To provide potable water and related services that are adequate, affordable, timely and meet the requirement of rural communities”.*

With the Headquarters office located at ST3 Building, Jalan Simpang Tiga, Kuching, JBALB is currently has three (3) main Regional offices located at Kuching, Sibul and Miri while there is 12 Divisional offices throughout Sarawak as similar as JKR.

The research will analyse and examine the service quality in Government Departments. Fifty (50) samples Questionnaires is distribute to JKR Sarawak, another fifty (50) samples questionnaires will be distribute to JBALB and another 100 hundred to nearest citizen randomly. Thus, total distribute is two hundred (200) questionnaires.

## 1.2 Problem statement

Just like the other businesses, government agencies also faced the same problem related to their internal marketing and their service quality. Poor service delivered might relate to the internal marketing in the organization.

The government agencies might have internal problems such as lack of training and knowledge, wrongly-placed staff including new recruit and newly transferred staff which might result to incompetence in the job or task given. The organizational structure might be unlinked with the specialities of a single person. This might also related to job rotation or maybe the superior problem such as biasness. The certain grouping between the staff will result to no co-operation between the staff.

Besides, the problem might also incurred because of the disappearing act , bad habit, personal feeling, differences in opinion and others maybe will affecting the service delivered to customers. Demotivated staff will lead to negative thinking and the gap between superior and the staff will adding the gist of negative effect that will lead to poor service to customer. Furthermore, superior should aware and take care of the staff welfare.

### 1.3 Research questions

The focus of this study is attempting to answer the following questions:-

- i. What are the factors affecting the public's satisfaction with the government service quality?
- ii. What is the level of public's satisfaction with the government service quality?
- iii. Are customers satisfied with Government service quality?

### 1.4 Objectives of study

It is the hope that the above research questions will help to achieve the following objectives:-

- i. To examine the factors affecting the public's satisfactions with government service quality.
- ii. To measure the level of public's satisfaction with the government service quality.

- iii. To assess customer's satisfaction with quality services provided by Government departments.

#### 1.4.1 Hypothesis of Study

Based on the above Research Questions (RQs) and Research Objectives (ROs), the following hypotheses are developed:-

- i) **To measure the ability to accurately accomplish what was promised.**

H1o: There is **no significant** relationship between the **reliability** of government departments and the level of public's satisfaction in government service quality.

H1a: There is **significant** relationship between the **reliability** of government departments and the level of public's satisfaction in government service quality.

- ii) **To measure the competence and courtesy extended to users and the safety provided through operations.**

H2o: There is **no significant** relationship between the **assurance** of government departments and the level of public's satisfaction in government service quality.

H2a: There is **significant** relationship between the **assurance** of government departments and the level of public's satisfaction in government service quality.

iii) **To measure the physical aspects of what is provided to user.**

H3o: There is **no significant** relationship between the **tangibility** of government departments and the level of public's satisfaction in government service quality.

H3a: There is **significant** relationship between the **tangibility** of government departments and the level of public's satisfaction in government service quality.

iv) **To measure the individual attention provided to users.**

H4o: There is **no significant** relationship between the **empathy** of government departments and the level of public's satisfaction in government service quality.

H4a: There is **significant** relationship between the **empathy** of government departments and the level of public's satisfaction in government service quality.

v) **To measure the ability to help users and promptly provide the service, capturing the notion of flexibility and the ability to adjust the services to the user's needs.**

H5o: There is **no significant** relationship between the **responsiveness** of government departments and the level of public's satisfaction in government service quality.



H5a: There is **significant** relationship between the **responsiveness** of government departments and the level of public's satisfaction in government service quality.

### 1.5 Significance of study

The study demonstrates on how internal marketing would affect the service quality in government agencies in term of service delivery and satisfaction, perception and expectation. Therefore, it will be useful on how this study could help in becoming the information medium for certain parties. The following explains the significance of the study:-

#### *i. The Management Committee*

The Management Committee in Government departments, the administration-focus where we can call it as 'the mother' to every government offices. They are the one who do the planning, structuring, budgeting, recruiting, hiring, training, personal development and many more functions. Thus, this result later will be very important and useful information to them as a channel or guidance to improve their staff and management style. The result of having this information will affect their service delivered to customers later.

#### *ii. Sarawak Government*

Sarawak Government agencies especially the Chief Minister Office, the State Secretary of Sarawak office and others can use this information as their secondary information to improve government service as a whole. As JKR and

JBALB is one of big department in Sarawak. Thus, JKR and JBALB maybe a sample to other big agencies such as Land and Survey Department, Sarawak Forest Department, Kuching Water Board, and others.

*iii. Public citizen and customers*

This study is a channel for public to show their perception, suggestions, and expectations as this study being extended as this study being extended to hundred (100) public respondents randomly.

*iv. Future interested applicants*

This is especially for the technical post, who delivered service directly to customers and this information will be useful for the possible applicants who interested to fill in the vacant post future in JKR and JBALB Sarawak.

## 1.6 Limitation

There are some limitation to this study due to the sampling design and research design that might not comprehensive according to the following factors:-

*i. Respondents*

Large sample tend to generate better result and minimize the probability errors. Thus, my survey will be based on two hundred (200) respondents. By using five-point Likert-types scale for the questionnaires, respondents might be confused,

some of the respondents might misunderstand those questions and the respondents might not be willing to answer.

*ii. Government policies*

As the study mostly focus on government staff which involves several confidential data and government procedure will limit the respondents to answer the questionnaires.

*iii. Secondary sources*

Most of the journals and articles were based on the topic in foreign countries. Limited information sources and databases can be searched through for this topic of the study. Moreover, some journals and articles may require payment. Due to limited budget, researcher was unable to access those journals or articles that need to be subscribe. In fact, there were only few local researchers conducted the research that are applicable to our study.

*iv. Location*

In this study, sampling location is a limitation to get a respond from the respondents. The sampling location for the questionnaires is at JKR Sarawak and JBALB Sarawak Headquarters, Divisional office and Regional offices. The limitation of studies will be distributed personally. The respondents might not be reply in the time required due to location were too far.

## 1.7 Definition of terms

<u>Term</u>	<u>Definition</u>
<b>JKR</b>	Jabatan Kerja Raya
<b>JBALB</b>	Jabatan Bekalan Air Luar Bandar
<b>SERVQUAL</b>	Short –form for “Service Quality”. There are five (5) dimensions scale assessing the customers’ perceptions, their minimum and desired expectations on the services provided. This means that service establishments should create specific requirements and specifications for services it provides
<b>R-A-T-E-R Model</b>	Five (5) SERVQUAL dimension are Responsiveness, Assurance, Tangibles, Empathy and Reliability. It allows customer service experiences to be explored and assessed quantitatively and has been used widely by service delivery organizations
<b>Reliability</b>	The ability to accurately accomplish what was promised
<b>Assurance</b>	The competence and courtesy extended to users and the safety provided through operations
<b>Tangibility</b>	The physical aspects of what is provided to user
<b>Empathy</b>	The individual attention provided to users
<b>Responsiveness</b>	The ability to help users and promptly provide the service, capturing the notion of flexibility and the ability to adjust the services to the user’s needs.

## **2.0 LITERATURE REVIEW**

According to Parasuraman, 1996: p.145), service quality refers to results from a comparison of what customers feel a service provider should offer (for example; expectations) with the provider's actual performance. However, according to Lewis and Booms (1983), service quality is a measure of how well the service level delivered matches customer expectations. Delivering quality service means conforming to customer expectations on a consistent basis.

Allerd (2001) points out that service quality means to conform with or adapt with requirements, this means that service establishments should create specific requirements and specifications for services it provides. Consequently, the goal of making various jobs of organization of quality is the whole conformity of such jobs with specifications and requirements defined by the organization. Generally it is known that customers take into consideration numerous dimensions when evaluating quality.

Parasuraman et al. (1988) defined the service quality as the ability of the organization to meet or exceed customer expectations. While, another definition is service quality is the difference between customer expectations of service and perceived service by Zeithaml et al. (1990). Perceived service quality results from comparison by customers of expectations with their perception of service delivered by the suppliers as referred to Zeithaml et al. (1990). If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs (Parasuraman et al., 1985; Lewis and Mitchell, 1990).

Service quality is an important dimension of organizational performance in the government and public sector as the main output of public organizations is services. Profit is not the ultimate goal as they have to play different roles such as facilitator, pace setter and socio-economical developer (Arawati, Baker & Kandampully, 2007).

According to Parasuraman, Valarie A., Zeithaml and Len Berry, in 1988, when customer expectations are greater than their perceptions of received delivery, service quality is deemed low. The SERVQUAL identified five (5) Gaps that may cause customers to experience poor service quality. The gaps are as follows; Gap 1: between management perception of customer expectations and customer expected service; Gap 2: between management perception of customer expectations and service quality specification; Gap 3: between service quality specification and services delivery; Gap 4: between service delivery and external communication; and Gap 5: between expected service and experienced services.

The most famous and dominant instrument in measuring service quality is SERVQUAL. It first published is in 1985, 1988 by Valarie A; Zeithaml, A. Parasuraman & Leonard L. Berry to measure quality in the service sector which comprised of 10 dimensions with 97 items and later reduced it to 5 dimensions with 22 item (Responsiveness, Assurance, Tangibles, Empathy, and Reliability). It can be argued that the factor underpinning the delivering of good perceived service quality is actually meeting the expectation of the customers. Thus, Zeithaml and Bitner (2000) suggested that customer expectations are belief about a service that serves as standard against which service performance is judged.

By the early 1990s, the authors had refined the model of five (5) factors that enable the acronym R-A-T-E-R. Five (5) SERVQUAL dimension are Responsiveness, Assurance, Tangibles, Empathy and Reliability.

The table below shows the Original Model and Refined Model of the Five (5) Assessment Dimensions of Parasuraman et al.

Table 2.1 ORIGINAL MODEL AND REFINED MODEL OF 5 ASSESSMENT DIMENSIONS OF PARASURAMAN ET AL.

Original Model	Refined Model	Description
Tangibility	Tangibility	Physical aspects of what is provided to users
Reliability	Reliability	The ability to accurately accomplish what was promised
Responsiveness	Responsiveness	Ability to help users and promptly provide the service, capturing the notion of flexibility and the ability to adjust the services to the user's needs
Competence Courtesy Credibility Safety	Guarantee	Competence and courtesy extended to users and the safety provided through operations
Access Communication Understanding the users	Empathy	Individual attention provided to users.

Source: MARSHALL G. MURDOCH L., 2001

The simplified R-A-T-E-R model allows customer service experiences to be explored and assessed quantitatively and has been used widely by service delivery organizations. Nyeck, Morales, Ladhari, and Pons (2002) stated the SERVQUAL measuring tool *“appears to remain the most complete attempt to conceptualize and measure service quality”*. The SERVQUAL measuring tools has been used by several researchers to examine numerous service industries such as healthcare, banking, financial services and education.



As in this study, R-A-T-E-R model is used in JKR and JBALB departments in order to measure their public's satisfaction level. A comprehensive internal marketing activity is concerned with employee recruitment, training, motivation, communication and retention efforts, Randall, & McCullough, (1988).

## 2.2 Recruitment and training

Employees are a key organizational resource. Qualified applicants are attracted to the firm through the use of specific job description and effective recruitment procedure. Careful selection of contact personnel in service organizations is an essential accompaniment to the recruitment process (Davidson, 1978). Once employed, employees must participate in training program which supplies them with a view of total organization, so that they can locate themselves within, and see their importance to the organization. Training is professional and involves marketing managers, using as many senior level managers as possible. The value of a solid recruitment and training activity in the service industry has not gone unrecognized. In previous study, over seventy percent of 323 firm surveyed reported that they carefully select personnel and emphasize training in customer interaction skill (Zeithaml, Parasuraman, & Leonard (1985). Avis requires that all personnel participate in training activity before they have any communication with customers. In addition to a more competent staff, a specific benefit realized from the mandatory training is significantly decreased turnover in service personnel (Davidson, 1978).

### 2.3 Motivation

Motivation strategies can help to increase an employee's drive to activity a higher level. Most employees in high contact service job are self-motivated to provide what they believe is good customer service, but they feel that management often frustrates their desires to do so (Zeithaml, Parasuraman, & Leonard (1985). Managers of service firms must believe in their organizations, be able to communicate their enthusiasm and conviction to their subordinates, and facilitate employee performance (Heskett, 1981). The motivation of employee can be increased by appropriate incentive activity, team-building techniques, staff meetings, staff retreats, task force, seminars and workshop. (Zeithaml, Parasuraman, & Leonard (1985). In Government of Sarawak there is many ways to motivate the staff for example yearly given the "*Anugerah Perkhidmatan Cemerlang*", yearly "*Divisional Engineers' Conference*", a thankful dinner to all the pensioners held every year and other event and motivation talks.

### 2.4 Communication

Marketing managers applying internal marketing concepts seek to improve interpersonal, interactive communication channels by establishing an open information climate. In service firm, internal communication with employee may be more important than external communication with customers (Heskett, 1981). In the case study of JKR and JBALB, the communication between the management and their staff is very important as they are big department which having branches all over Sarawak and the possibility of top management to communicate to all their branches is very low.

## 2.5 Retention effort

Retain employee, marketing managers ensure that salaries are competitive and bonus systems are attractive. Some of the most successful service firms have the most liberal and comprehensive fringe benefit activity in their industries (Heskett, 1981). Such as these factors can help to retain employees. For example, Federal Government giving the entire Government staff (including State Government) bonus yearly.

## 2.6 Personnel development / career

Existing employees should have equal opportunity in their career path. The organizational structure should give them the equality in promotion and others. Temporary employees are examples of alternative staffing. For instance, at JKR and JBALB recently, highly-skilled workers like engineers, who are supplied for long-term projects under contract from an outside technical service firm could be hired.

### **3.0 RESEARCH METHODOOGY**

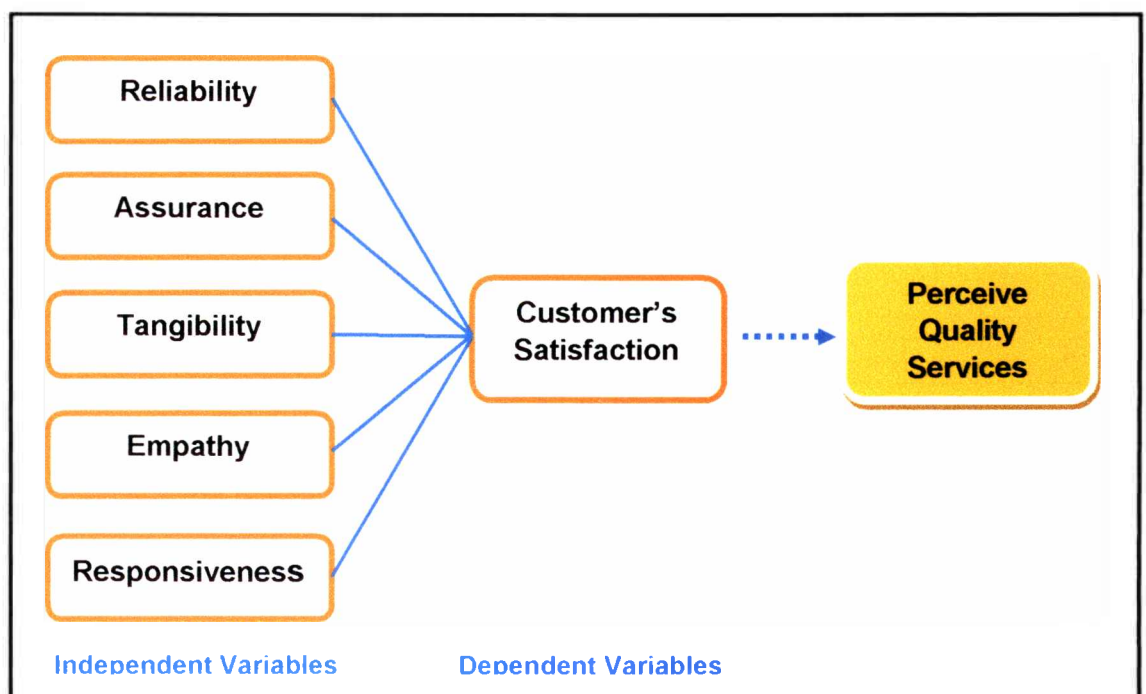
### 3.1 Research design

This study employs questionnaire survey as the main approaches for data collection. The questionnaires are distributed to elicit information on the various dimensions of service quality. The outcome of the questionnaires that will be later used to collect data to assess the customer's expectation and their perceptions on the services provided by government agencies.

#### 3.1.1 The Theoretical Framework

There can be different types of variables included in a theoretical framework. This study focus on two (2) types of variables commonly used in developing and explaining a theoretical framework namely; Independent Variables and Dependent Variable. The framework is as below.

Figure 3.1.1 THE RESEARCH FRAMEWORK OF SERVICE QUALITY DIMENSION



Reliability in this study refers to the ability of government staff to accurately accomplish what was promised to the customer for instance JKR Sarawak as per their Code of Undertaking, 1999 stated in their quality policy *"We undertake to achieve highest standard of quality in delivering our products and services to meet our customer satisfaction by adopting best practices with continuous improvement as our guiding philosophy"*.

Assurance or guarantee means that their competence and courtesy extended to users or customers and the safety of the staff and customers provided through operation.

Tangibility is the physical aspects of what is provides to users. This will be achieving when the internal marketing is successfully achieve and as a results a quality service delivered to customer. This can be done if the recruitment and training, motivation, communication, retention effort and personal development or career being focus by the higher management.

Empathy where the individual attention provided to users or customers. The accessibility, the good communication skill and ability to understand the users or customers through enough training or courses related in order to improve the knowledge and skills.

Responsiveness is the ability to help the customers and promptly provide the service, capturing the notion on the flexibility and the ability to adjust the services to the customer's needs.

### 3.2 Data collection

This study employs a quantitative technique. The questionnaires will be pilot tested to establish the reliability and validity using various statistical tests such as reliability analysis and factor analysis. The refined questionnaires will then be used in the questionnaire survey to assess the perceived quality service and customer's expectation of services provided by JKR Sarawak staff and JBALB Sarawak staff.

### 3.3 Sampling technique

There are five (5) steps under sampling design which are determining the target population, setting sampling frame and location, deciding the sampling elements, selecting sampling techniques and determining the sampling size of respondents.

The population and sample of this study is the JKR Sarawak and JBALB Sarawak staff and the customers which randomly given. The staffs are classified into Headquarters, 12 Divisional offices and three (3) main Regionals offices throughout Sarawak.

The simple random sampling technique will be used to select the sample units. To ensure adequate representativeness, a minimum sample of 200 respondents will be used. 50 samples units will be distributing to branches at JKR Sarawak, 50 samples will be distributed to JBALB Sarawak and another 100 samples will be distributed to nearest citizen randomly.

### 3.3.1 Instrumentation

A common questionnaire will be developed for various groups of staff, customers, and students. The questionnaire will be adapted version of the SERVQUAL, a five (5) dimensions scale assessing the customers' perceptions, their minimum and desired expectations on the services provided. The five (5) dimensions are Reliability, Assurance, Tangibility, Empathy and Responsiveness.

### 3.4 Procedure for analysis of data

All the research objectives will be addressed according to the focus group; staff, customers and students at JKR Sarawak and JBALB Sarawak.

To address Research Objective 1: **“To examine the factors affecting the public’s satisfaction with government service quality”** – means score and the standard deviation for the three (3) dimension of service quality: reliability, assurance and empathy will be computed.

To address Research Objective 2: **“To measure the level of public’s satisfaction with the government service quality”** – means score and the standard deviation for the five (5) dimension of service quality: reliability, assurance, tangibility, empathy and responsiveness will be computed.

To address Research Objective 3: **“To assess customer’s satisfaction with quality service provided by Government departments”** – means score and the standard deviation for the five (5) dimension of service quality: reliability, assurance, tangibility, empathy and responsiveness will be computed.



### 3.4.1 Descriptive Analysis

According to Sekaran & Bougie (2009, p.105), Descriptive research involves transformation of raw data into a form that would provide information to describe a set of factors in a situation. Descriptive study requires a sample of hundreds or thousands of subjects to generate an accurate relationship between selected variables.

Descriptive statistics are used to explain the basic features of the data and present quantitative description in a manageable form. The data will be reduced because it provides simple summaries of sample or measures. Descriptive analysis is useful to explore and check data before performing statistical test and data interpretation. Descriptive research is more efficient and able to obtain information with reference to test the hypothesis. The researchers can also know the research problem and able to clearly define what they should measure in this research. The measure involve includes measures of frequency, central tendency such as mean, median and mode and measures of location and variability through standard deviation, variance, kurtosis and skewness.

### 3.4.2 Reliability Test Analysis

In order to avoid bias or error, reliability has to be conducted to obtain a consistent outcome. The reliability of a research can be obtained from Cronbach's alpha. According to Nunnally, J. C. (1978). It has been proposed that can be viewed as the expected correlation of two tests that measure the same construct. By using this definition, it is implicitly assumed that the average correlation of a set of items is an accurate estimate of the average correlation of all items that pertain to a certain construct.

### 3.4.3 Chi-Square Test Analysis

A chi-squared test, also written as  $\chi^2$  test, is any statistical hypothesis test wherein the sampling distribution of the test statistic is a chi-squared distribution when the null hypothesis is true. Without other qualification, 'chi-squared test' often is used as short for Pearson's chi-squared test. Chi-squared tests are often constructed from a sum of squared errors, or through the sample variance. Test statistics that follow a chi-squared distribution arise from an assumption of independent normally distributed data, which is valid in many cases due to the central limit theorem. A chi-squared test can be used to attempt rejection of the null hypothesis that the data are independent. In this study, chi-square used to analyse the demographic profiles.

### 3.4.4 Regression Analysis

In statistical modelling, regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modelling and analysing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables (or 'predictors'). More specifically, regression analysis helps one understand how the typical value of the dependent variable (or 'criterion variable') changes when any one of the independent variables is varied, while the other independent variables are held fixed. In all cases, the estimation target is a function of the independent variables called the regression function. In regression analysis, it is also of interest to characterize the variation of the dependent variable around the regression function which can be described by a probability distribution

### 3.4.5 Cross-tabulation Analysis

A technique for analysing the relationship between two variables that have been organized in a table. In statistics, a contingency table (also known as a cross tabulation or crosstab) is a type of table in a matrix format that displays the (multivariate) frequency distribution of the variables. Cross-tabulations are tables that reflect the joint distribution of two or more variables. In cross-tabulation, the percentages can be computed either columnwise, based on column totals, or row wise, based on row totals.

### 3.4.6 Cronbach's Alpha Analysis

Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. A "high" value for alpha does not imply that the measure is one-dimensional. If, in addition to measuring internal consistency, you wish to provide evidence that the scale in question is one-dimensional, additional analyses can be performed. Exploratory factor analysis is one method of checking dimensionality. Technically speaking, Cronbach's alpha is not a statistical test - it is a coefficient of reliability (or consistency).

Cronbach's alpha is useful for the multi-scaled items which able to determine how well the items in a set are positively correlated to one another. The coefficient alpha value can range from 0 to 1 and a value less than 0.6 shows unsatisfactory internal consistency reliability while when the value is closer to 1, the internal consistent reliability is high (Malhotra, 2010).

### 3.4.7 ANOVA Analysis

Analysis of variance (ANOVA) is a collection of statistical models used to analyse the differences among group means and their associated procedures (such as "variation" among and between groups), developed by statistician and evolutionary biologist Ronald Fisher. In the ANOVA setting, the observed variance in a particular variable is partitioned into components attributable to different sources of variation. In its simplest form, ANOVA provides a statistical test of whether or not the means of several groups are equal, and therefore generalizes the t-test to more than two groups. ANOVAs are useful for comparing (testing) three or more means (groups or variables) for statistical significance. It is conceptually similar to multiple two-sample t-tests, but is more conservative (results in less type I error) and is therefore suited to a wide range of practical problems.

## **4.0 DATA ANALYSIS AND FINDINGS**

#### 4.1 Introduction

Once researcher gets the data through questionnaires, it will be analysed, key-in and edited (Sekaran & Bougie, 2009, p.306). Each data are analysed to derive information related to the components of the marketing research problem and thus, to provide input into the management decision problem (Naresh, 2010, p.42). Data analysis is an important step that should be monitored to avoid any error that may affect the results. In order to produce the quality and standard data, there is several processes to gone through. The researcher will code the data by labelling a number to the participants' responses to avoid any confusion and then facilitate the researcher to fill up and categorize it in SPSS (Sekaran & Bougie, 2009, p.306). For example, in Section A of the questionnaires is the respondent's profile for gender, "male or female". Code number one (1) is for "male" and code number two (2) is for "female".

The data will go to the editing process after being coded and filled in the database. In example, if there is a typo error and then must be immediately change to the correct spelling. After checked by the researcher, the data will be transformed from the original numerical representative value to another value (Sekaran & Bougie, 2009, p.310). Where in my research, from 200 copies of questionnaires, however; only about 189 copies were returned.

#### 4.2 The Analysis and Findings

This analysis has been carried-out to have a general idea about the respondents' gender, age, race, their marital status, level of education, income, and occupation.

#### 4.2.1 Analysis on Genders

**Table 4.2.1(a) RESPONDENTS ACCORDING TO THEIR GENDERS**

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	81	42.9	42.9	42.9
Valid Female	108	57.1	57.1	100.0
Total	189	100.0	100.0	

**Table 4.2.1(b) THE CROSS-TABULATION ACCORDING TO RESPONDENTS' GENDERS**

			Gender		Total
			Male	Female	
Occupation	Government: JKR Staff/JBALB Staff	Count	36	54	90
		% within Gender	44.4%	50.0%	47.6%
	Government: Others	Count	39	47	86
		% within Gender	48.1%	43.5%	45.5%
	Private	Count	1	4	5
		% within Gender	1.2%	3.7%	2.6%
	Businessman	Count	2	1	3
		% within Gender	2.5%	0.9%	1.6%
	Others	Count	3	2	5
		% within Gender	3.7%	1.9%	2.6%
<b>Total</b>		<b>Count</b>	<b>81</b>	<b>108</b>	<b>189</b>
		<b>% within Gender</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

According to Table 4.2.1(a) and Table 4.2.1(b) above indicates respondents accordingly to their gender. There are 57.1 percent female respondents and 42.9 percent male respondents. This is because a majority of female in government servant. A probability of respondent's are taken from staff at Jabatan Kerja Raya Sarawak, staff at Jabatan Bekalan Air Luar Bandar, the related customers such as contractors, suppliers, and nearest citizen with has deal with both government offices such as Samarahan areas and Kuching areas.

**Table 4.2.1 (c) THE CHI-SQUARE TESTS ACCORDING TO RESPONDENTS' GENDERS**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.879 <sup>a</sup>	4	.578
Likelihood Ratio	2.968	4	.563
Linear-by-Linear Association	.918	1	.338
N of Valid Cases	189		

As refer to Table 4.2.1 (c) is to test whether there is any significant difference between respondents' genders with respect to JKR and JBALB officers, other government officers, private, businessman and others, the Chi-square test is conducted. Calculated Chi-square value 2.879 is greater than Chi-square critical value 5.991. Thus, there is a significant difference between respondents' gender at 95% confidence level. This which indicate in general that female and male are somehow different in terms of their quality assessment.

#### 4.2.2 Analysis on Age

**Table 4.4.2 (a) RESPONDENT ACCORDING TO THEIR AGE**

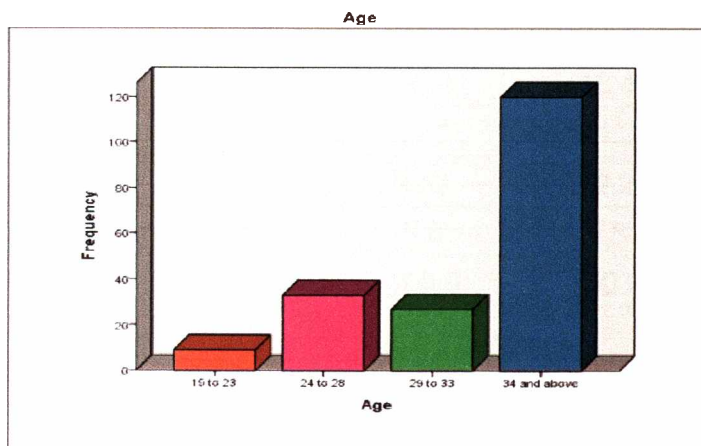
	Frequency	Percent	Valid Percent	Cumulative Percent
19 to 23	9	4.8	4.8	4.8
24 to 28	33	17.5	17.5	22.2
Valid 29 to 33	27	14.3	14.3	36.5
34 and above	120	63.5	63.5	100.0
Total	189	100.0	100.0	



**Table 4.2.2 (b) THE CROSS-TABULATION ACCORDING TO RESPONDENTS' AGE**

			Age				Total	
			19 to 23	24 to 28	29 to 33	34 and above		
<b>Occupation</b>	Government: JKR Staff / JBALB Staff	Count	5	14	7	64	90	
		% within Age	55.6%	42.4%	25.9%	53.3%	47.6%	
	Government: Others	Count	2	16	15	53	86	
		% within Age	22.2%	48.5%	55.6%	44.2%	45.5%	
	Private	Count	1	2	1	1	5	
		% within Age	11.1%	6.1%	3.7%	0.8%	2.6%	
	Businessman	Count	1	0	2	0	3	
		% within Age	11.1%	0.0%	7.4%	0.0%	1.6%	
	Others	Count	0	1	2	2	5	
		% within Age	0.0%	3.0%	7.4%	1.7%	2.6%	
	<b>Total</b>		<b>Count</b>	<b>9</b>	<b>33</b>	<b>27</b>	<b>120</b>	<b>189</b>
			<b>% within Age</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Table 4.2.2(a) and Table 4.2.2(b) indicate respondents according to their age group. Out of the total 189, respondents from the age of 34 and above is the majority with 63.5 percent, followed by respondents from the age of 24 to 28 with 17.5 percent, respondents from age 29 to 33 with 14.4 percent and the respondents from the age of 19 to 23 is the lowest with 4.8 percent. The bar chart below shows the clearer picture on the age group of respondents.



**Figure 4.2.2: AGE OF RESPONDENTS**

**Table 4.2.2 (c) THE CHI-SQUARE TESTS ACCORDING TO RESPONDENTS' AGE.**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.416 <sup>a</sup>	12	.007
Likelihood Ratio	23.440	12	.024
Linear-by-Linear Association	3.750	1	.053
N of Valid Cases	189		

As refer to Chi-square test at Table 4.2.2(c) is carried out to determine whether there is any significant difference between the age groups of respondents with respect to JKR and JBALB officers, other government officers, private, businessman and others. Calculated Chi-square value 27.416 is greater than Chi-square critical value 15.507. Thus, there is a significant difference between the age groups of respondents at 95% confidence level.

#### 4.2.3 Analysis on Race

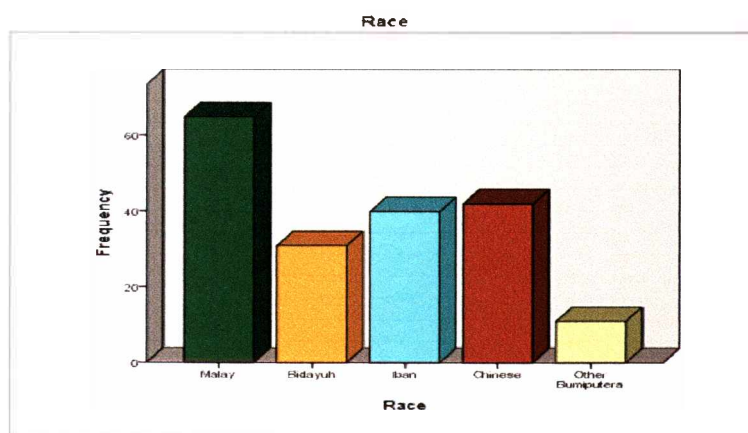
**Table 4.2.3(a) RESPONDENTS ACCORDING TO THEIR RACE**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	65	34.4	34.4	34.4
	Bidayuh	31	16.4	16.4	50.8
	Iban	40	21.2	21.2	72.0
	Chinese	42	22.2	22.2	94.2
	Other Bumiputera	11	5.8	5.8	100.0
	Total	189	100.0	100.0	

**Table 4.2.3(b) THE CROSS-TABULATION ACCORDING TO RESPONDENTS' RACE**

			Race					Total
			Malay	Bidayuh	Iban	Chinese	Other Bumiputera	
Occupation	Government: JKR Staff / JBALB Staff	Count	23	19	18	22	8	90
		% within Race	35.4%	61.3%	45.0%	52.4%	72.7%	47.6%
	Government: Others	Count	40	8	17	19	2	86
		% within Race	61.5%	25.8%	42.5%	45.2%	18.2%	45.5%
	Private	Count	0	2	1	1	1	5
		% within Race	0.0%	6.5%	2.5%	2.4%	9.1%	2.6%
	Businessman	Count	0	1	2	0	0	3
		% within Race	0.0%	3.2%	5.0%	0.0%	0.0%	1.6%
	Others	Count	2	1	2	0	0	5
		% within Race	3.1%	3.2%	5.0%	0.0%	0.0%	2.6%
	Total	Count	65	31	40	42	11	189
		% within Race	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.2.3(a) and Table 4.2.3(b) indicate the race of the respondents. Among 189 respondents, the majority respondents are Malay with 34.4 percent followed by Chinese, Iban, Bidayuh and other Bumiputera such as Melanau, and Kejaman. The majority respondents are from the government officers. The bar chart below shows the clearer picture on respondents' race.



**Figure 4.2.3: RACE OF RESPONDENTS**

**Table 4.2.3(c) THE CHI-SQUARE TESTS ACCORDING TO RESPONDENTS' RACE.**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.991 <sup>a</sup>	16	.054
Likelihood Ratio	28.995	16	.024
Linear-by-Linear Association	2.104	1	.147
N of Valid Cases	189		

Chi-square test is carried out to determine whether there is any significant difference between the race of respondents with respect to JKR and JBALB officers, other government officers, private, businessman and others. Calculated Chi-square value 25.991 is greater than Chi-square critical value 15.507. Thus, there is a significant difference between the races of respondents at 95% confidence level as per Table 4.2.3 (c).

#### 4.2.4 Analysis on Marital Status

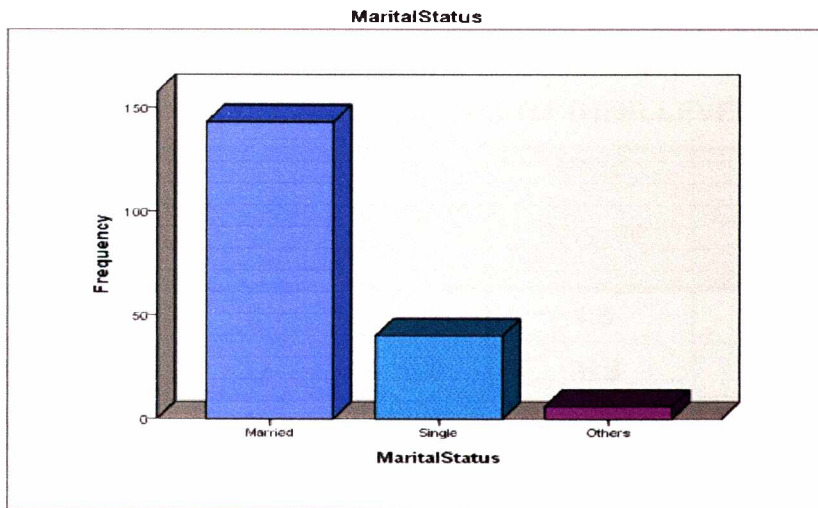
**Table 4.4.4 (a) RESPONDENTS ACCORDING TO THEIR MARITAL STATUS**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	143	75.7	75.7	75.7
	Single	40	21.2	21.2	96.8
	Others	6	3.2	3.2	100.0
	Total	189	100.0	100.0	

**Table 4.2.4 (b) THE CROSS-TABULATION ACCORDING TO RESPONDENTS' MARITAL STATUS**

			Marital Status			Total	
			Married	Single	Others		
Occupation	Government: JKR Staff / JBALB Staff	Count	70	16	4	90	
		% within Marital Status	49.0%	40.0%	66.7%	47.6%	
	Government: Others	Count	66	19	1	86	
		% within Marital Status	46.2%	47.5%	16.7%	45.5%	
	Private	Count	1	3	1	5	
		% within Marital Status	0.7%	7.5%	16.7%	2.6%	
	Businessman	Count	2	1	0	3	
		% within Marital Status	1.4%	2.5%	0.0%	1.6%	
	Others	Count	4	1	0	5	
		% within Marital Status	2.8%	2.5%	0.0%	2.6%	
	<b>Total</b>		<b>Count</b>	<b>143</b>	<b>40</b>	<b>6</b>	<b>189</b>
			<b>% within Marital Status</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Table 4.2.4(a) and Table 4.2.4(b) indicate the marital status of the respondents. Among 189 respondents, 143 married which this is the majority with 75.7 percent followed by single with 21.1 percent and other status such as divorcee and widower with a percentage of 3.2 percent. The majority respondents are from the government officers. The bar chart below shows the clearer picture on respondents' marital status.



**Figure 4.2.4: MARITAL STATUS OF RESPONDENTS**

**Table 4.2.4 (c) THE CHI-SQUARE TESTS ACCORDING TO RESPONDENTS' MARITAL STATUS**

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.724 <sup>a</sup>	8	.122
Likelihood Ratio	10.482	8	.233
Linear-by-Linear Association	.378	1	.539
N of Valid Cases	189		

Chi-square test is carried out to determine whether there is any significant difference between the marital status of respondents with respect to JKR and JBALB officers, other government officers, private, businessman and others. Calculated Chi-square value 12.724 is greater than Chi-square critical value 5.991. Thus, there is a significant difference between the marital statuses of respondents at 95% confidence level as per Table 4.2.4 (c).

4.2.5 Analysis on Level of Education

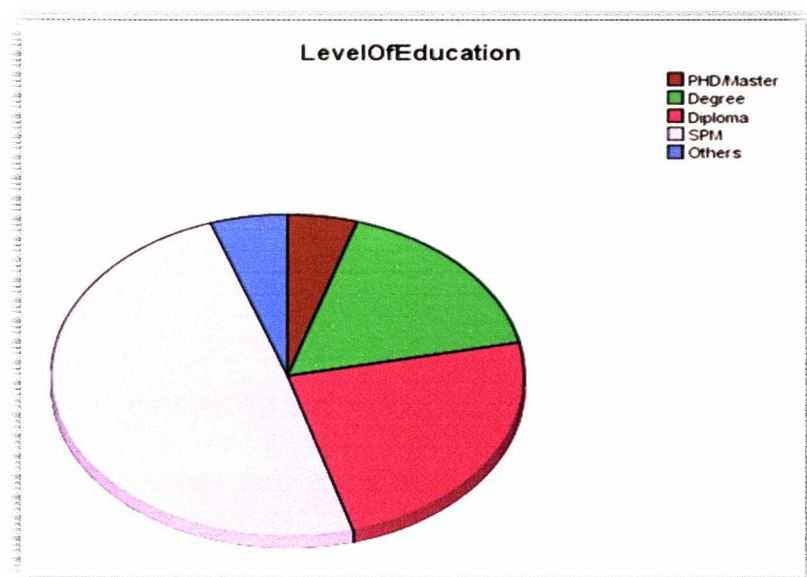
**Table 4.4.5 (a) RESPONDENTS ACCORDING TO THEIR LEVEL OF EDUCATION**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PHD/Master	9	4.8	4.8	4.8
	Degree	32	16.9	16.9	21.7
	Diploma	45	23.8	23.8	45.5
	SPM	93	49.2	49.2	94.7
	Others	10	5.3	5.3	100.0
	Total	189	100.0	100.0	

**Table 4.2.5 (b) THE CROSS-TABULATION ACCORDING TO RESPONDENTS' LEVEL OF EDUCATION**

			Level Of Education					Total
			PHD / Master	Degree	Diploma	SPM	Others	
Occupation	Government: JKR Staff / JBALB Staff	Count	4	13	20	47	6	90
		% within Level Of Education	44.4%	40.6%	44.4%	50.5%	60.0%	47.6%
	Government: Others	Count	3	19	24	37	3	86
		% within Level Of Education	33.3%	59.4%	53.3%	39.8%	30.0%	45.5%
	Private	Count	1	0	0	4	0	5
		% within Level Of Education	11.1%	0.0%	0.0%	4.3%	0.0%	2.6%
	Businessman	Count	0	0	1	2	0	3
		% within Level Of Education	0.0%	0.0%	2.2%	2.2%	0.0%	1.6%
	Others	Count	1	0	0	3	1	5
		% within Level Of Education	11.1%	0.0%	0.0%	3.2%	10.0%	2.6%
Total	Count	9	32	45	93	10	189	
	% within Level Of Education	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Table 4.2.5(a) and Table 4.2.5(b) indicate the level of education of the respondents. Among 189 respondents, 93 respondents which this is the majority with 49.2 percent is SPM holder followed by Diploma holder with 23.8 percent, 16.9 percent is Degree holder, 4.8 percent is PHD or Master holders and another 5.3 percent is others level of education such as STPM holder and UPSR holder. The majority respondents holding SPM is from the government where in government offices they need many support groups. The bar chart below shows the clearer picture on respondents' level of education.



**Figure 4.2.5: LEVEL OF EDUCATION OF RESPONDENTS**

**Table 4.2.5(c) CHI-SQUARE TESTS ACCORDING TO RESPONDENTS' LEVEL OF EDUCATION**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.831 <sup>a</sup>	16	.334
Likelihood Ratio	19.719	16	.233
Linear-by-Linear Association	.022	1	.881
N of Valid Cases	189		

As per Table 4.2.5(c), the Chi-square test is carried out to determine whether there is any significant difference between the respondents' level of education with



respect to JKR and JBALB officers, other government officers, private, businessman and others. Calculated Chi-square value 17.831 is greater than Chi-square critical value 15.507. Thus, there is a significant difference between the levels of education of respondents at 95% confidence level.

#### 4.2.6 Analysis on Monthly Income

**Table 4.4.6 (a) RESPONDENTS ACCORDING TO THEIR MONTHLY INCOME**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than RM1,000	4	2.1	2.1	2.1
	RM1,001 - RM2,000	37	19.6	19.6	21.7
	RM2,001 - RM3,000	64	33.9	33.9	55.6
	RM3,001 - RM4,000	53	28.0	28.0	83.6
	More than RM4,000	31	16.4	16.4	100.0
	Total	189	100.0	100.0	

**Table 4.2.6 (b) THE CROSS-TABULATION ACCORDING TO RESPONDENTS' MONTHLY INCOME**

			Income					Total
			Less than RM1,000	RM1,001 - RM2,000	RM2,001 - RM3,000	RM3,001 - RM4,000	More than RM4,000	
Occupation	Government : JKR Staff / JBALB Staff	Count	2	19	25	24	20	90
		% within Income	50.0%	51.4%	39.1%	45.3%	64.5%	47.6%
	Government : Others	Count	1	14	34	27	10	86
		% within Income	25.0%	37.8%	53.1%	50.9%	32.3%	45.5%
	Private	Count	0	1	2	1	1	5
		% within Income	0.0%	2.7%	3.1%	1.9%	3.2%	2.6%
	Businessman	Count	0	1	2	0	0	3
		% within Income	0.0%	2.7%	3.1%	0.0%	0.0%	1.6%
	Others	Count	1	2	1	1	0	5
		% within Income	25.0%	5.4%	1.6%	1.9%	0.0%	2.6%
	Total	Count	4	37	64	53	31	189
		% within Income	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 4.2.6(a) and Table 4.2.6(b) indicate the monthly income of the respondents. Among 189 respondents, 64 respondents which this is the majority with 33.9 percent has monthly income at the range of RM2,001.00 until RM3,000.00 since there is many support group at Government offices. This followed by 28.0 percent at the range of RM3,001.00 until RM4,000.00, 19.6 percent at the range of RM1,001.00 until RM2,000.00, 16.4 percent at the range of RM4,000.00 and above and lastly only 2.1 percent has monthly salary below RM1,000.00.

**Table 4.2.6(c) THE CHI-SQUARE TESTS ACCORDING TO RESPONDENTS' MONTHLY INCOME**

<b>Chi-Square Tests</b>			
	<b>Value</b>	<b>df</b>	<b>Asymp. Sig. (2-sided)</b>
Pearson Chi-Square	19.018 <sup>a</sup>	16	.268
Likelihood Ratio	16.105	16	.446
Linear-by-Linear Association	4.888	1	.027
N of Valid Cases	189		

Table 4.2.6(c) above refer to Chi-square test is carried out to determine whether there is any significant difference between the respondents' monthly income with respect to JKR and JBALB officers, other government officers, private, businessman and others. Calculated Chi-square value 19.018 is greater than Chi-square critical value 15.507. Thus, there is a significant difference between the monthly incomes of respondents at 95% confidence level.

#### 4.2.7 Summary on Demographic Profile

Out of 189 respondents, 42.9 percent (n: 81) were male as opposed to 57.1 percent (n: 108) were female. This is not surprising as female outweighed the male officers in all Government agencies. With regard to age, 63.5 percent (n: 120) in the range of above 34 years old, 17.5 percent (n: 33) in the range of 24 to 28 years old,

14.3 percent (n: 27) in the range of 29 to 33 years old and only 4.8 percent (n: 90) in the age range of 19 to 23 years old. The highest no of respondents with the age range between above 24 years old was among the Malay Government officers with 34.4 percent (n: 65), 22.2 percent (n: 42) Chinese, followed by 21.2 percent (n: 40) Ibanese, 16.4 percent (n: 31) Bidayuh and lastly other Bumiputera such as Melanau and Kejaman (Orang Ulu) with 5.8 percent (n: 11).

#### 4.3 Reliability Tests on Independent Variables; Reliability, Assurance, Tangibility, Empathy and Responsiveness

**Table 4.3.1 RELIABILITY STATISTICS TEST**

	<b>Customers</b>	<b>Government Officers</b>	<b>Goodness of measure Result</b>
Cronbach's Alpha	.985	.941	<b>Good</b>
Cronbach's Alpha Based on Standardized Items	.985	.948	<b>Good</b>
N of Items	25	25	

The goodness of measure result shows that both reliability on customers and the Government officers are good with their Cronbach's Alpha of 98.5 percent and 94.8 percent accordingly.

#### 4.4 Analysis on Independent Variables; Reliability, Assurance, Tangibility, Empathy and Responsiveness

The regression statistical technique used to simultaneously develops a mathematical relationship between two or more independent variables and an interval-scaled dependent variable.

4.4.1 Analysis on the Customers' Reliability Statements and the Demographics Profile

Questions	Beta	Significant Level	Result
1) The office makes a commitment to provide a service at the scheduled time.	.161	0.530	Beta value is positive, thus this the demographics profile affecting the reliability. However, significant level value 0.530 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' reliability statement.
2) The staff is professional and competent.	-.189	0.359	Beta value is negative, thus this the demographics profile did not affecting the reliability. However, significant level value 0.359 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' reliability statement.
3) Staff was able to tell when service will be delivered.	-.061	0.790	Beta value is negative, thus this the demographics profile did not affecting the reliability. However, significant level value 0.790 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' reliability statement.
4) Error free and fast transactions.	.410	0.65	Beta value is positive, thus this the demographics profile affecting the reliability. However, significant level value 0.650 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' reliability statement.
5) Sincere interest in solving my problem.	-.068	0.763	Beta value is negative, thus this the demographics profile did not affecting the reliability. However, significant level value 0.763 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' reliability statement.

4.4.2 Analysis on the Customers' Assurance Statements and the Demographics Situation

Questions	Beta	Significant Level	Result
1) Staff are friendly, trustworthy and courteous	.226	.380	Beta value is positive, thus this the demographics profile affecting the reliability. However, significant level value 0.380 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' assurance statement.
2) Customers are equipped with good quality to work	-.015	.956	Beta value is negative, thus this the demographics profile did not affecting the reliability. However, significant level value 0.956 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' assurance statement.
3) Safe environment	-.238	.224	Beta value is negative, thus this the demographics profile did not affecting the reliability. However, significant level value 0.224 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' assurance statement.
4) The staff tells customer exactly what will be performed	.316	.184	Beta value is negative, thus this the demographics profile did not affecting the reliability. However, significant level value 0.184 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' assurance statement.
5) The staff willing to handle complaints	-.043	.853	Beta value is negative, thus this the demographics profile did not affecting the reliability. However, significant level value 0.853 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' assurance statement.

#### 4.4.3 Analysis on the Customers' Tangibility Statements and the Demographics Situation

Questions	Beta	Significant Level	Result
1) Materials associated with the service (e.g. pamphlets) are visually appealing at the office	-.179	.372	Beta value is negative, thus this the demographics profile did not affecting the reliability. However, significant level value 0.372 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' tangibility statement.
2) Clean and comfortable public areas	.562	.012	Beta value is positive, thus this the demographics profile affecting the reliability. However, significant level value 0.012 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' tangibility statement.
3) Front-liner staff are always well dressed and appeared neat	-.354	.132	Beta value is negative, thus this the demographics profile did not affecting the reliability. However, significant level value 0.132 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' tangibility statement.
4) The office has good ventilation and lighting	.297	.233	Beta value is positive, thus this the demographics profile affecting the reliability. However, significant level value 0.233 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' tangibility statement.
5) The office has well developed infrastructure (including Wi-Fi)	-.110	.538	Beta value is negative, thus this the demographics profile did not affecting the reliability. However, significant level value 0.538 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' tangibility statement.

4.4.4 Analysis on the Customers' Empathy Statements and the Demographics Situation

Questions	Beta	Significant Level	Result
1) The staff gives me individual attention	.264	.220	Beta value is positive, thus this the demographics profile affecting the reliability. However, significant level value 0.220 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' empathy statement.
2) The operating hours convenient to the customers	-.209	.373	Beta value is negative, thus this the demographics profile did not affecting the reliability. However, significant level value 0.373 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' empathy statement.
3) Effective communication between staff and customers	-.063	.744	Beta value is negative, thus this the demographics profile did not affecting the reliability. However, significant level value 0.744 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' empathy statement.
4) The staff gives me prompt service	.459	.055	Beta value is positive, thus this the demographics profile affecting the reliability. However, significant level value 0.550 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' empathy statement.
5) Staff is never too busy to respond to customers	-.236	.116	Beta value is negative, thus this the demographics profile did not affecting the reliability. However, significant level value 0.116 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' empathy statement.

4.4.5 Analysis on the Customers' Responsiveness Statements and the Demographics Situation

Questions	Beta	Significant Level	Result
1) Service provides quality and accurately	.204	.443	Beta value is positive, thus this the demographics profile affecting the reliability. However, significant level value 0.443 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' responsiveness statement.
2) Information provided on when services will be performed	.297	.331	Beta value is positive, thus this the demographics profile affecting the reliability. However, significant level value 0.331 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' responsiveness statement.
3) Accessibility of staff when needed	-.141	.616	Beta value is negative, thus this the demographics profile did not affecting the reliability. However, significant level value 0.616 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' responsiveness statement.
4) Staff are always willing to help	-.229	.423	Beta value is negative, thus this the demographics profile did not affecting the reliability. However, significant level value 0.423 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' responsiveness statement.
5) Prompt response to customer requests and problems	.089	.736	Beta value is positive, thus this the demographics profile affecting the reliability. However, significant level value 0.736 is more than 0.05, thus, there is no significant difference between the demographic profile and the customers' responsiveness statement.



4.4.6 Summary between Customer Overall Evaluation and their gender using ANOVA analysis

**Table 4.4.6 (a) DESCRIPTIVE ON CUSTOMER OVERALL EVALUATION AGAINST THEIR GENDER**

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
CstmrOverall1	Male	44	4.41	1.282	.193	4.02	4.80	1	7
	Female	54	5.06	.979	.133	4.79	5.32	3	7
	Total	98	4.77	1.165	.118	4.53	5.00	1	7
CstmrOverall2	Male	44	4.52	1.248	.188	4.14	4.90	1	7
	Female	54	5.00	.932	.127	4.75	5.25	3	6
	Total	98	4.79	1.105	.112	4.56	5.01	1	7
CstmrOverall3	Male	44	4.48	1.303	.196	4.08	4.87	1	7
	Female	54	4.98	.879	.120	4.74	5.22	3	6
	Total	98	4.76	1.113	.112	4.53	4.98	1	7
CstmrOverall4	Male	44	4.55	1.066	.161	4.22	4.87	1	6
	Female	54	4.85	.979	.133	4.58	5.12	3	6
	Total	98	4.71	1.025	.104	4.51	4.92	1	6
CstmrOverall5	Male	44	4.66	1.180	.178	4.30	5.02	1	7
	Female	54	4.87	.991	.135	4.60	5.14	2	6
	Total	98	4.78	1.080	.109	4.56	4.99	1	7
CstmrOverall6	Male	44	4.70	1.212	.183	4.34	5.07	1	7
	Female	54	4.98	1.000	.136	4.71	5.25	2	7
	Total	98	4.86	1.103	.111	4.64	5.08	1	7

For each dependent variable, the descriptive output gives the sample size, mean, standard deviation, minimum, maximum, standard error, and confidence interval for each level of the (quasi) independent variable. In this study, there were 98 people who responded to the entire customer overall questions. Firstly, that they would agree that Government delivers excellent quality services, and their mean was 4.77, with a standard deviation of 1.165, second that they had a good experience with the Government services, and their mean was 4.79 with a standard deviation of 1.105. Followed by their satisfaction with Government services with

mean value 4.76 and standard deviation value of 1.113, agreed on met their minimum level of expectations with mean value 4.71 and standard deviation 1.025, agree would like to be the government customer again with mean value of 4.78 and standard deviation value 1.080 and agree they will recommend government to others with the mean value 4.86 and standard deviation of 1.103.

**Table 4.4.6(b) TEST OF HOMOGENEITY OF VARIANCES**

	<b>Levene Statistic</b>	<b>df1</b>	<b>df2</b>	<b>Sig.</b>	<b>Result</b>
CstmrOverall1	3.448	1	96	.066	<b>Accept H<sub>0</sub></b>
CstmrOverall2	6.072	1	96	.016	<b>Accept H<sub>0</sub></b>
CstmrOverall3	11.382	1	96	.001	<b>Reject H<sub>0</sub></b>
CstmrOverall4	.334	1	96	.564	<b>Accept H<sub>0</sub></b>
CstmrOverall5	1.367	1	96	.245	<b>Accept H<sub>0</sub></b>
CstmrOverall6	1.961	1	96	.165	<b>Accept H<sub>0</sub></b>

Because the p value is greater than the  $\alpha$  level, we fail to reject H<sub>0</sub> implying that there is little evidence that the variances are not equal and the homogeneity of variance assumption may be reasonably satisfied.

#### 4.5 Analysis on the Overall Evaluation Satisfaction

##### 4.5.1 Analysis on Customer Overall Questions with Customers' independents variables (RATER)

Questions	R <sup>2</sup>	Significant Level	Result
1) Overall, the Sarawak Government delivers excellent quality services.	73.3%	.000 <sup>b</sup>	There is 73.3% of the variance of dependent variable. The result shows that the Significant Level is 0.000 are less than 0.05, thus we have to reject H1o, H2o, H3o, H4o and H5o. We accept H1a, H2a, H3a, H4a and H5a. In overall, we can conclude that Government deliver excellent service quality.
2) Generally, I have a good experience with the Sarawak Government.	72.6%	.000 <sup>b</sup>	There is 72.6% of the variance of dependent variable. The result shows that the Significant Level is 0.000 are less than 0.05, thus we have to reject H1o, H2o, H3o, H4o and H5o. We accept H1a, H2a, H3a, H4a and H5a. In overall, we can conclude that customer had good experience in dealing with Government.
3) All in all, I am satisfied with the Sarawak Government's services.	77.8%	.000 <sup>b</sup>	There is 77.8% of the variance of dependent variable. The result shows that the Significant Level is 0.000 are less than 0.05, thus we have to reject H1o, H2o, H3o, H4o and H5o. We accept H1a, H2a, H3a, H4a and H5a. In overall, we can conclude that customer had satisfied with Government service quality.
4) Generally, the Sarawak Government can meet my minimum level of expectations.	67.6%	.000 <sup>b</sup>	There is 67.6% of the variance of dependent variable. The above result shows that the Significant Level is 0.000 are less than 0.05, thus we have to reject H1o, H2o, H3o, H4o and H5o. We accept H1a, H2a, H3a, H4a and H5a. In overall, we can conclude that Government service quality had meet the customer minimum level of expectation.
5) If needed, I would like to be the customer of Sarawak Government again.	75.7%	.000 <sup>b</sup>	There is 75.7% of the variance of dependent variable. The result shows that the Significant Level is 0.000 are less than 0.05, thus we have to reject H1o, H2o, H3o, H4o and H5o. We accept H1a, H2a, H3a, H4a and H5a. In overall, we can conclude that customer will come again for another business with Government.
6) I will recommend Sarawak Government to others.	74.6%	.000 <sup>b</sup>	There is 74.6% of the variance of dependent variable. The result shows that the Significant Level is 0.000 are less than 0.05, thus we have to reject H1o, H2o, H3o, H4o and H5o. We accept H1a, H2a, H3a, H4a and H5a. In overall, we can conclude that customer will recommend Government to others.

4.5.2 Analysis on Government Officers' Overall Questions with Government Officers' independents variables (RATER)

Questions	R <sup>2</sup>	Significant Level	Result
1) Overall, we deliver excellent quality services.	55.5%	.000 <sup>b</sup>	There is 55.5% of the variance of dependent variable. The result shows that the Significant Level is 0.000 are less than 0.05, thus we have to reject H1o, H2o, H3o, H4o and H5o. We accept H1a, H2a, H3a, H4a and H5a. In overall, we can conclude that Government deliver excellent service quality.
2) Generally, customers have a good experience with the Sarawak Government.	47.7%	.008 <sup>b</sup>	There is 47.7% of the variance of dependent variable. The result shows that the Significant Level is 0.008 are more than 0.05, thus we have to accept H1o, H2o, H3o, H4o and H5o. We reject H1a, H2a, H3a, H4a and H5a. In overall, we can conclude that customers are not really had a good experience in dealing with Government.
3) All in all, I am satisfied with the services we delivered.	48.2%	.008 <sup>b</sup>	There is 48.2% of the variance of dependent variable. The result shows that the Significant Level is 0.008 are more than 0.05, thus we have to accept H1o, H2o, H3o, H4o and H5o. We reject H1a, H2a, H3a, H4a and H5a. In overall, we can conclude that customers had not really satisfied with Government service quality.
4) Generally, we met customer's minimum level of expectation.	46.3%	.013 <sup>b</sup>	There is 46.3% of the variance of dependent variable. The above result shows that the Significant Level is 0.013 are more than 0.05, thus we have to accept H1o, H2o, H3o, H4o and H5o. We reject H1a, H2a, H3a, H4a and H5a. In overall, we can conclude that Government service quality had not met the customers' minimum level of expectation.
5) Customers will come again to Government Offices.	47.4%	.009 <sup>b</sup>	There is 47.4% of the variance of dependent variable. The result shows that the Significant Level is 0.009 are more than 0.05, thus we have to accept H1o, H2o, H3o, H4o and H5o. We reject H1a, H2a, H3a, H4a and H5a. In overall, we can conclude that customer probably either will come again or not for another business with Government.
6) Government Sarawak is recommended as excellent quality service.	54.0%	.001 <sup>b</sup>	There is 54.0% of the variance of dependent variable. The result shows that the Significant Level is 0.001 are more than 0.05, thus we have to accept H1o, H2o, H3o, H4o and H5o. We reject H1a, H2a, H3a, H4a and H5a. In overall, we can conclude that customer probably will recommend or will not recommend Government to others.

4.6 Analysis on Customers' Overall Questions with Government Officers' Overall Questions

There is a slight different on the result of overall as above mentioned in Paragraph 4.6.1 and Paragraph 4.6.2. Thus, we analyse between the customers' overall evaluation and the Staffs' overall evaluation using Linear Regression Analysis.

**Table 4.6.1 MODEL SUMMARY<sup>b</sup> (OVERALL)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.997 <sup>a</sup>	.993	.973	1.22474

**Table 4.6.2 ANOVA<sup>a</sup> (OVERALL)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	221.300	3	73.767	49.178	.104 <sup>b</sup>
	Residual	1.500	1	1.500		
	Total	222.800	4			

**Table 4.6.3 COEFFICIENTS<sup>a</sup> (OVERALL)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.500	4.387		1.481	.378
	StaffOverall1	5.500	3.122	1.165	1.761	.329
	StaffOverall2	2.943E-014	2.236	.000	.000	1.000
	StaffOverall6	-1.000	2.236	-.175	-.447	.732

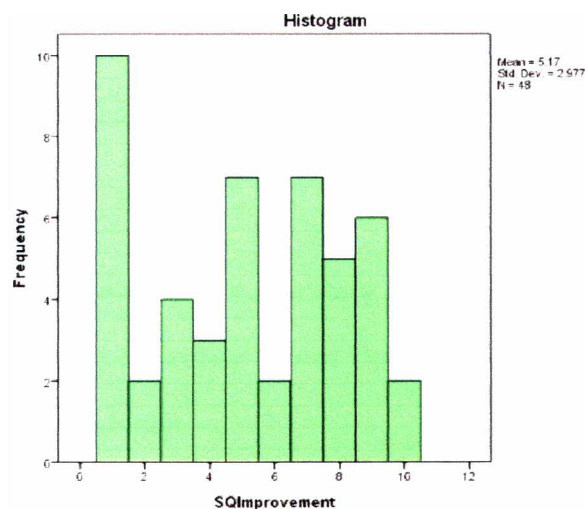
The variance of customers' overall evaluation shows that 99.3 percent confident level to the Government Staffs' Overall Evaluation. However, the significant level is 0.104<sup>b</sup> is more than 0.05<sup>b</sup>. Thus, there is no significant

relationship between the customers' overall evaluation and the Government Officers' Overall Evaluation. Thus, Dependent variable (customers' overall evaluation) can explain the 99.3 percent of the variance in the independent variable (staff overall evaluation).

#### 4.7 Analysis on Government service quality Improvement

**Table 4.7.1 SERVICE QUALITY IMPROVEMENT**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Training & Development	10	5.3	20.8	20.8
	Time Management	2	1.1	4.2	25.0
	Personnel Matters	4	2.1	8.3	33.3
	Appraisal, Career Development, Award and etc.	3	1.6	6.3	39.6
	Facilities Improvement e.g.: Parking etc.	7	3.7	14.6	54.2
	Road show / Advertisement Programs	2	1.1	4.2	58.3
	Planning, Implementation & Actions	7	3.7	14.6	72.9
	Manpower / Human Resource	5	2.6	10.4	83.3
	Teamwork	6	3.2	12.5	95.8
	Rules & Regulation	2	1.1	4.2	100.0
	Total	48	25.4	100.0	
Missing	System	141	74.6		
Total		189	100.0		



**Figure 4.7.1: SERVICE IMPROVEMENT FREQUENCY**

As refer to the Table 4.9.1 and the bar chart above, the Government quality service currently is lacking in various reasons such as training and development with 5.3 percent (n: 10), planning and implementation with 3.7 percent (n: 7) as same as facilities improvement such as parking facilities, internet facilities and others, lack in teamwork with 3.2 percent (n: 6), not enough man power or human resource problem with 2.6 percent (n:5), lack of appraisal, career development, award and other with 1.6 percent (n:3), the others is 1.1 percent (n:2) are time Management, road show program / advertisement Programs and Rules & Regulation.

#### 4.7.1 Summary on Government service improvement

From the study, it was found that service quality dimensions are positively related to customer satisfaction. However, not all of them are significantly correlated to customer satisfaction. The result indicates that the dimensions of Reliability, Assurance, Tangibility, Empathy and Responsiveness are not significantly related to customer satisfaction, in other words, they are not major determinants of customer satisfaction. The most significant related to the service quality are the internal marketing itself where we can see in the result at Paragraph 4.7 above where most of Government officer are lacking in their training and development.

#### 4.8 The relationship between the R-A-T-E-R and the customer's satisfaction.

##### Reliability Test

- i) **To measure the ability to accurately accomplish what was promised. In this study, the researcher found that there is significant relationship between the reliability**

H1o: There is **no significant** relationship between the **reliability** of government departments and the level of public's satisfaction in government service quality.

H1a: There is **significant** relationship between the **reliability** of government departments and the level of public's satisfaction in government service quality.

**Table 4.8 (a) MODEL SUMMARY (RELIABILITY)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.810 <sup>a</sup>	.656	.632	3.06427

a. Predictors: (Constant), CustomerOverall6, CustomerOverall3, CustomerOverall4, CustomerOverall1, CustomerOverall2, CustomerOverall5

**Table 4.8 (b) ANOVA<sup>a</sup> (RELIABILITY)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1541.667	6	256.944	27.364	.000 <sup>b</sup>
	Residual	807.516	86	9.390		
	Total	2349.183	92			

a. Dependent Variable: Reliability Overall

b. Predictors: (Constant), CustomerOverall6, CustomerOverall3, CustomerOverall4, CustomerOverall1, CustomerOverall2, CustomerOverall5

From the above tables shows that  $R^2$  is 65.6 percent and significant level is  $0.00^b < 0.05$ , thus the study rejected null hypothesis. The dependent variables can explain the 65.6% of the variance in customer's satisfaction of Government department service quality. Thus, the Government department is able to accurately accomplish what was promised to their customers.



## Assurance Test

- ii) To measure the competence and courtesy extended to users and the safety provided through operations.

H2o: There is **no significant** relationship between the **assurance** of government departments and the level of public's satisfaction in government service quality.

H2a: There is **significant** relationship between the **assurance** of government departments and the level of public's satisfaction in government service quality.

Table 4.8 (c) MODEL SUMMARY (ASSURANCE)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794 <sup>a</sup>	.630	.604	3.24134

a. Predictors: (Constant), CustomerOverall6, CustomerOverall1, CustomerOverall3, CustomerOverall4, CustomerOverall2, CustomerOverall5

Table 4.8 (d) ANOVA<sup>a</sup> (ASSURANCE)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1554.164	6	259.027	24.654	.000 <sup>b</sup>
	Residual	914.048	87	10.506		
	Total	2468.213	93			

a. Dependent Variable: Assurance Overall

b. Predictors: (Constant), CustomerOverall6, CustomerOverall1, CustomerOverall3, CustomerOverall4, CustomerOverall2, CustomerOverall5

From the above tables shows that  $R^2$  is 63.0 percent and significant level is  $0.00^b < 0.05$ , thus the study rejected null hypothesis. The dependent variables can explain the 63.0% of the variance in customer's satisfaction of Government

department service quality. Thus, the Government department is competence and meet the courtesy extended to their customers and safety provided through operation is also excellent.

**Tangibility Test**

iii) **To measure the physical aspects of what is provided to user.**

H3o: There is **no significant** relationship between the **tangibility** of government departments and the level of public’s satisfaction in government service quality.

H3a: There is **significant** relationship between the **tangibility** of government departments and the level of public’s satisfaction in government service quality.

**Table 4.8 (e) MODEL SUMMARY (TANGIBILITY)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775 <sup>a</sup>	.601	.574	3.43201

a. Predictors: (Constant), CustomerOverall6, CustomerOverall1, CustomerOverall3, CustomerOverall4, CustomerOverall2, CustomerOverall5

**Table 4.8 (f) ANOVA<sup>a</sup> (TANGIBILITY)**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1544.868	6	257.478	21.860	.000 <sup>b</sup>
	Residual	1024.749	87	11.779		
	Total	2569.617	93			

a. Dependent Variable: Tangibility Overall

b. Predictors: (Constant), CustomerOverall6, CustomerOverall1, CustomerOverall3, CustomerOverall4, CustomerOverall2, CustomerOverall5

From the above tables shows that  $R^2$  is 60.1 percent and significant level is  $0.00^b < 0.05$ , thus the study rejected null hypothesis. The dependent variables can explain the 60.1% of the variance in customer's satisfaction of Government department service quality. Thus, the Government department meet the physical aspects of what is provided to their customers.

### Empathy Test

iv) **To measure the individual attention provided to users.**

H4o: There is **no significant** relationship between the **empathy** of government departments and the level of public's satisfaction in government service quality.

H4a: There is **significant** relationship between the **empathy** of government departments and the level of public's satisfaction in government service quality

**Table 4.8 (g) MODEL SUMMARY (EMPATHY)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 <sup>a</sup>	.637	.611	2.85316

a. Predictors: (Constant), CustomerOverall6, CustomerOverall1, CustomerOverall3, CustomerOverall4, CustomerOverall2, CustomerOverall5

**Table 4.8 (h) ANOVA<sup>a</sup> (EMPATHY)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1211.914	6	201.986	24.812	.000 <sup>b</sup>
	Residual	691.945	85	8.141		
	Total	1903.859	91			

a. Dependent Variable: Empathy Overall

b. Predictors: (Constant), CustomerOverall6, CustomerOverall1, CustomerOverall3, CustomerOverall4, CustomerOverall2, CustomerOverall5

From the above tables shows that  $R^2$  is 63.7 percent and significant level is  $0.00^b < 0.05$ , thus the study rejected null hypothesis. The dependent variables can explain the 63.7% of the variance in customer's satisfaction of Government department service quality. Thus, the Government department giving the individual attention to each and every customer.

**Responsiveness Test**

v) **To measure the ability to help users and promptly provide the service, capturing the notion of flexibility and the ability to adjust the services to the user's needs.**

H5o: There is **no significant** relationship between the **responsiveness** of government departments and the level of public's satisfaction in government service quality.

H5a: There is **significant** relationship between the **responsiveness** of government departments and the level of public's satisfaction in government service quality.

**Table 4.8 (i) MODEL SUMMARY (RESPONSIVENESS)**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.815 <sup>a</sup>	.665	.641	2.84132

a. Predictors: (Constant), CustomerOverall6, CustomerOverall1, CustomerOverall3, CustomerOverall4, CustomerOverall2, CustomerOverall5

**Table 4.8 (j) ANOVA<sup>a</sup> (RESPONSIVENESS)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1361.473	6	226.912	28.107	.000 <sup>b</sup>
	Residual	686.212	85	8.073		
	Total	2047.685	91			

a. Dependent Variable: Responsiveness Overall

b. Predictors: (Constant), CustomerOverall6, CustomerOverall1, CustomerOverall3, CustomerOverall4, CustomerOverall2, CustomerOverall5

From the above tables shows that  $R^2$  is 66.5 percent and significant level is  $0.00^b < 0.05$ , thus the study rejected null hypothesis. The dependent variables can explain the 66.5% of the variance in customer's satisfaction of Government department service quality. Thus, the Government department is able to help their customers and promptly provide their service, capturing the notion of flexibility and the ability to adjust the services to the customer's needs.

## **5.0 CONCLUSION AND RECOMMENDATION**

## 5.1 Conclusion

The study sought to find out the relationship between service quality and customer satisfaction in Government agencies. It also sought to identify the significant drivers of customers satisfaction in the Government agencies using the SERVQUAL model.

The findings established a positive relationship between service quality and customer satisfaction. It was established that not all the service quality dimensions or attributes are significantly correlated to customer satisfaction. Specifically, the attributes of Responsiveness and Assurance were found to be the most important predictors of customer satisfaction. It was also found that the standards of service quality in the Government agencies are seen differently by customers, staff and management. Most staff and management felt the standard was just average while customers most thought it was better than just average.

The study was conducted with a set of research questions and hypotheses which relate directly to the research topic. The key objectives of the study were to examine and measure the factors affecting the public's satisfactions with government service quality and examine the public's behavioural towards government agencies. The hypothesis summary is as follows;

- i) The Government department is able to accurately accomplish what was promised. In this study, the researcher found that there is significant relationship between the reliability and the customer's satisfaction. Thus, the researcher rejected the null hypothesis.

- ii) The Government department is competence and meet the courtesy extended to their customers and the safety provided through their operations. In this study, the researcher found that there is significant relationship between the assurance and the customer's satisfaction. Thus, the researcher rejected the null hypothesis.
- iii) The Government department is able to measure the physical aspects of what is provided to user. In this study, the researcher found that there is significant relationship between the tangibility and the customer's satisfaction. Thus, the researcher rejected the null hypothesis.
- iv) The Government department is able to measure the individual attention provided to their customers. In this study, the researcher found that there is significant relationship between the empathy and the customer's satisfaction. Thus, the researcher rejected the null hypothesis.
- v) The Government department is able to measure the ability to help their customers and promptly provide the service, capturing the notion of flexibility and the ability to adjust the services to the customer's needs. In this study, the researcher found that there is significant relationship between the responsiveness and the customer's satisfaction. Thus, the researcher rejected the null hypothesis.

Finally, constraints and challenges the Government faces in ensuring higher standard of service quality were identified. In this study, the researcher found that the responsiveness is the highest rate. Recommendations have been offered and they include ensuring improvements in the Responsiveness and



Assurance attributes, reducing the service quality gaps, strengthening the systems and processes, intensifying training for staff among others.

## 5.2 Recommendation

The findings found that training and development is the most critical problem among the staff. The link between employees' training and employee performance and organizational survival and competitiveness has been abundantly established. Training generally enhances the proficiency and confidence of staff.

The Government agencies should therefore continue and intensify its staff training programmes, especially for those staff who interact with clients in their routine schedules and make such training more relevant to the needs of the various categories of staff. The training should aim at equipping the employees to be more efficient and effective to deliver high standards of client care and service quality.

The findings indicated that training on client care is provided but same cannot be said of service quality. It is therefore recommended that training on service quality should be given serious consideration. Management should ensure that there is appropriate selection and training of staff so that they can exhibit the qualities of Responsiveness and Assurance regarded by the clients as being the most important factors. The training should be regular and continuous and not only during orientation programmes of newly recruited staff.

Besides, Government agencies should also effectively deliver on its mandate of promoting, protecting and enforcing fundamental human rights,

administrative justice and promoting accountability and transparency in public service it needs to improve upon its service delivery processes. It has been undeniably established that to achieve organizational survival and competitive advantage, customer satisfaction is the key. From the study, the relationship between customer satisfaction and service quality has been clearly established; therefore, service quality should be enhanced in order to achieve customer satisfaction.

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