A STUDY ON THE SATISFACTION OF CUSTOMER TOWARDS COUNTER SERVICE AT KEDAI TELEKOM SHAH ALAM

A Case Study in the area of Shah Alam, Selangor

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Puan,

SUBMISSION OF PROJECT PAPER

I would like to refer the matter as above.

Please find attached the project paper entitled 'A Study on The Satisfaction of Customer Towards Counter Service at Kedai Telekom Shah Alam' for your kind perusal. I hope that this research will fulfill the course requirements as needed.

Your kindness to accept this project paper is very much appreciated.

Thank you.

Yours sincerely,

(NURULASHIKIN BT KAMALUDIN)
2000224215

ACKNOWLEDGEMENT

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LIST OF ABBREVIATIONS

TM	Telekom Malaysia
UNITELE	University Telekom
IT	Information Technology
TSSSB	Telekom Sales and Services Sdn Bhd
CSM	Customer Satisfaction Measurement
PFIs	Priorities for improvement
Sdn Bhd	Sendirian Berhad
Bhd	Berhad

ABSTRACT

Telekom Sales & Services Sendirian Berhad (TSSSB) was incepted in 1989, a wholly owned subsidiary of Telekom Malaysia, the country's longest serving and premier telecommunications provider, started off as part of a campaign to enhance customer services.

Under TSSSB, more than 90 Kedai Telekom stores strategically located throughout the country. Kedai Telekom playing a familiar role for the general public for service position, bill payment, bureau services and as a complaint center. Additionally, each Kedai Telekom outlet has been upgraded with retail counters and will undertake the direct sales activities as well as providing maintenance, support and after sales service.

The company had received many types of complaints from the customers towards its service. For example, long time service at counter, where the customer have to wait for a long time in order to ensure the transaction to be settled, service could not be offer due to the technical problem or not enough staff to handle, information is not accurate and not up dated, queuing problem, unable to handle the customer's problem efficiently especially at the counter. This problem may affect the company's service quality and its prestige image.

This research is done to determine: (1) the level of satisfaction of the customers towards Telekom Malaysia counter service, (2) to identify the problems that always being

faced by the customer when dealing with counter service and (3) to identify the characteristics of an effective counter service that being expected by the customers.

Primary and secondary data collections were used where the primary data was obtained from questionnaires and personal interview and secondary data were gathered from the published resources such as magazines, internet, books and also the journal.

About 120 questionnaires were distributed among the customers of Telekom service in Shah Alam, Selangor. Only 80 of the respondents gave full cooperation in answering the questionnaire and were successful collected by the researcher.

In determining the satisfaction level of the customers towards the service provided, the variables were categorized into two; effectiveness and efficiency. Majority of the respondents satisfied with the efficiencies and effectiveness of the services. However, feeling of dissatisfaction still occurred in certain aspect of services such as the ability of the staff in handling the customers' problem and the clarity of the explanation given by the staff. Based on the respondent statement, the major problem that always being face by them is lacking of staff in handling many customers especially within peak hours which is lead to the queuing problem.

To produce an effective counter service, most of the respondents suggest the Kedai Telekom have to provide an expert staff for which is knowledgeable serving them at the counter, and also need the courteous staff whom are good concentrate in more

towards skill in interpersonal relationship such as communication skill and having good manner.

In order to maintain and upgrade their company performance, Telekom Malaysia must focus on their customer service department especially in the counter service. It is because customer service most refers to the front line office like the Kedai Telekom. By this way, might improve their service performance and will satisfy their customers.

1.0   INTRODUCTION

Telekom Malaysia (TM) which has its own prestige image is the country's pioneer telecommunications provider. In a world which always deals with change, it has to transform itself from a local telephony institution to one with global presence and multimedia strength. Telekom Malaysia will constantly reinvent them to keep pace with accelerated changes in its industry and the global market place. They have to reshape their portfolio of business and their philosophy of managing them to prosper in this competitive environment.

Telekom Malaysia has ten subsidiaries under the very big name – Telekom Malaysia Berhad. The subsidiaries are Multimedia University (establish, manage, operate and administer a private University (UNITELE)), Telekom Research & Development Sdn Bhd (provide research, engineering and consultancy services relating to IT and communication technology), Telekom Cellular Sdn Bhd (PCN Cellular network), Telekom Publications Sdn Bhd (sales of advertisement space in Telekom 'Yellow Pages' Publisher and distributor of Telephone Directory), Menara Kuala Lumpur Sdn Bhd (property holding and management), Fiberail Sdn Bhd, Telekom Applied Business Sdn Bhd, Meganet Communications Sdn Bhd, VADS Sdn Bhd (manage e-Service which includes e-infrastructure and e-application services) and Telekom Sales & Services Sdn Bhd.[1]

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[1] The internet, http://telekom.com.my

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Telekom Sales & Services Sdn Bhd (TSSSB) was incepted in 1989, a wholly owned subsidiary of Telekom Malaysia, the country's longest serving and premier telecommunications provider, started off as part of a campaign to enhance customer services.[2] Today, TSSSB has metamorphosis into one of the nation's largest telecommunications and Information Technology (IT) retail chains, providing effective solutions for business as well as an outstanding range of the latest telecommunications and (IT) products and services for the home.

Under TSSSB, more than 90 Kedai Telekom stores strategically located throughout the country, drop in any time for a solution to our problem. Their stores one convenient one – stop solution points for a wide selection of Telekom Malaysia products and services.[3]

Kedai Telekom playing a familiar role for the general public for service position, bill payment, bureau services and as a complaint center. Additionally, each Kedai Telekom outlet has been upgraded with retail counters and will undertake the direct sales activities as well as providing maintenance, support and after sales service. Other than that, consultancy services are also available. A specialized service, carried out by experts to guide the customers on the ideal solutions for the customers' problem.

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[2] The Internet, http://www.tsssb.com
[3] The Internet, http://www.tsssb.com

1.1 PROBLEM STATEMENT

Customer's satisfaction is the goal of virtually every business operation whereby a proper service attitude and providing facilities towards the customers play a vital role to ensure that the customer feel comfortable when they wait for their turn. The facilities provided by Kedai Telekom were the enquiry counter to make the customers easy and be informed on what they're not very sure, the sit that prepared for them, air – condition function and the entertainment – radio or television.

In Telekom Malaysia, customer service most refers to the front line office like telekom outlets, operator services and counter service (Kedai Telekom). The company had received many types of complaints from the customers towards its service. For example, long time service at counter, where the customer have to wait for a long time in order to ensure the transaction to be settled, service could not be offer due to the technical problem or not enough staff to handle, information is not accurate and not up dated, queuing problem, unable to handle the customer's problem efficiently especially at the counter.

Even though Telekom Malaysia is the main communication company in Malaysia, they should be alert the arrival of the competitors such as DiGi and Maxis Communication or was formerly known as Binariang Sdn Bhd. if Telekom

Malaysia do not improve and solve this problem on their performance, it can cause the customers feel dissatisfied. As a result, they surely will shift to the other rival.

1.2   RESEARCH OBJECTIVE

1.2.1 To determine the level of satisfaction of the customers towards Telekom Malaysia counter service.

1.2.2 To identify the problems that always being faced by the customer when dealing with counter service.

1.2.3 To identify the characteristics of an effective counter service that being expected by the customers.

1.3   RESEARCH QUESTION

Research question must be based on the major problem of the study. Here the problem is about the counter service in Kedai Telekom. The entire question must be related with the objective of the research.

1.3.1 Do you satisfied with the Kedai Telekom counter service?

1.3.2 What are the problems that you always face when dealing with the counter service?

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1.3.3   What are the characteristics that you expect in from the effective counter service?

1.4   LIMITATION

The limitations that may occur along the research are:

1.4.1   The respondents' Feedback

Lack of the respondent's cooperation with the research activity. It is because sometimes, some respondents were reluctant to give full participation and co – operation towards answering the questionnaire. Furthermore, the respondents may be are rushing having other work to do.

1.4.2   Time constraint

Time constraints must also be taken into consideration in the right of doing this research, since it may be a factor in preventing the researcher in produce a good report and getting an appropriate result. Time given to the researcher is not sufficient and too limited (three months) because the researcher has to do practical training and simultaneously should finish her research on time.

1.4.3 Costly

Expenses involve are costly. It is because, the interviewer have to make many copies of their questionnaire to distribute to their respondents.

1.4.4 Researcher's weakness

The researcher has lack of experience in conducting a research. So, this may because the researcher makes many mistakes.

1.4.5 Accuracy

The information and data gathered by the researcher might be less accurate as a result of the limited respondents that are being interviewed by the researcher.

1.5 SCOPE OF STUDY

This study is focusing on the customer satisfaction towards counter service in Kedai Telekom. The respondents will be selected among the users of Telekom service in Shah Alam, Selangor. The services that are being monitored in this study are the customer's level of satisfaction towards services offered at Kedai Telekom,

the problems that always being faced by the customer when dealing with the counter service and also the characteristics of an effective counter service that being expected by the customers.

1.6   SIGNIFICANCE OF STUDY

From this study, we will know what are the problems faced by the customer when dealing with the counter service. The significance of the study are:

1.6.1   Customer satisfaction will be based on the service counter experience at the Kedai Telekom. This can help to improve Telekom Malaysia performance of service given to the customers.

1.6.2   To give some indication on the benefits it earned through knowledge of its customers' satisfactions level.

1.6.3   The company can identify the problems that being faced by the customer when dealing with the counter service.

1.6.4   Kedai Telekom staff will know the characteristics that being expected by the customers.

1.6.5   This study will identify all the effort in achieving the company's objectives that contribute to the effectiveness of Kedai Telekom.

2.0   LITERATURE REVIEW

2.1   Customer Satisfaction

Customers are the very important element in any business. They are the 'king' in determining the successful of a business.

Satisfaction is the main target that every company should achieve in conducting successful business. According to Kotler and Armstrong (1996), "Satisfaction is the level of person's felt state resulting comparing product perceived performance or outcome in relation to person's expectation".

In realizing about the relationship between the customer satisfaction and product or quality of service, one index is needed to measure the level of customer satisfaction. It was as an objective with giving the 'price' to the level of customer satisfaction in the company.

There are several assumptions about customer satisfaction[4]:

1.   A satisfied customer is more likely to stay with the same company.

2.   The longer a customer stays with a company, the more products or services he or she purchase from the company.

3.   It costs more to capture a new customer than to retain a current customer.

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[4] The Internet, http://www.wcbcmo.com/forum/series.htm - *Customer satisfaction study*

4. A satisfied customer is less likely to switch if a company charger higher prices.

2.2   Customer Satisfaction Measurement (CSM)[5]

2.2.1   What is customer satisfaction measurement?

Customer satisfaction measurement is still a relatively young discipline. Increasingly companies are becoming aware that it is better to take steps to gain an accurate picture of customer satisfaction with key areas and track these than to monitor complaints or rely on the perceptions of staff.

There are 5 steps in the CSM process;

Find out what is important to customers

⬇

Find out how satisfied they are with these issues

⬇

Establish PFIs (priorities for improvement)

⬇

Track satisfaction to judge the success of action to address PFIs

⬇

Regularly monitor what is important to customers
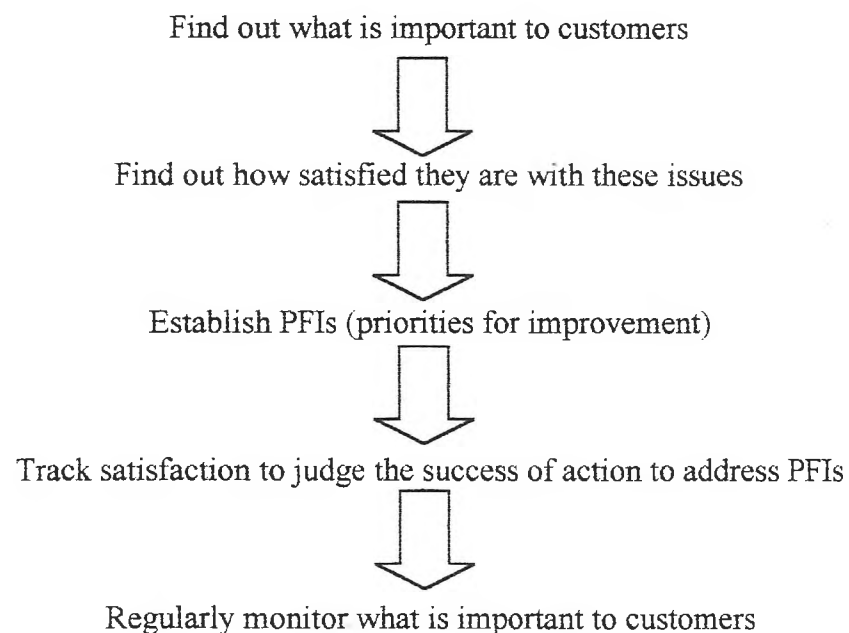
2.2.2 Why is customer satisfaction measured?

1. Understand how customers perceive your organization and whether your performance meets their expectations.

2. Identify PFIs (priorities for improvement) – area where improvement in performance will produce the greatest gain in customer satisfaction.

3. Set goals for the service improvement and monitor progress against a customer satisfaction index.

4. Benchmark your performance against other organizations. Based on the quality and customer measurement, company can improve the system in customer service and competes with other company.

5. Increase profits through improved customer loyalty and retention. The best quality customer service makes the customer repurchased the product or service and become a loyal to the company. In other word, the company successful in retains their customers.

This article discussed about the reason that customer measured. Based on the measurement, the company can improve their quality customer service system in order to make their customer satisfied with the company's service. It is very important to the company knows how to make their customers satisfied at the optimum level.

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[5] The Internet, http://www.leadershipfactor.com/csm/csm.htm - *Customer Satisfaction Measurement*

2.3   Key Drivers of Customer Satisfaction[6]

In order to measure and improve customer satisfaction, it is essential to understand what factors actually drive customer satisfaction. These are the factors that really matter to our business because they increase customer loyalty and cause repeat purchase. Thus, these drivers that determine which attributes should be measured and which functions or processes should be improved.

The key drivers are:

2.3.1   Product Performance or Service Quality

Measuring the performance and service quality is necessary to determine customer satisfaction. The goal is to determine how well your product or service fulfills the function or need for which it is purchased. This involves obtaining ratings of specific attributes that relate to product performance or service quality. You will want to determine how well you are doing on an absolute basis and relative to your competitors.

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[6] The Internet, http://www.uwa.com/marketing/consultants/custsat.htm - *Measuring and improving customer satisfaction.*

2.3.2   Meeting / Exceeding Expectation

Understanding customer expectations and then meeting or exceeding them is fundamental to creating satisfaction. Customers become satisfied only when a   company meets or, better yet, exceed their expectations. This is true regardless of the intrinsic quality of a product or service.   Thus, customer expectations are as important   as   company   performance   in determining customer satisfaction.

It is important to recognize as well that expectations are not static. Performance that satisfied a customer today may not be sufficient to satisfy that same customer in tomorrow's competitive environment. As a result, companies need to track changes in customer expectations over time and continually adjust in order to meet those changing expectations.

Although customer expectations are not straightforward or easy to measure, it is well worth the effort to do so.

2.3.3   Quality of the Interaction

A customer's perception of his or her interaction with a company is another key driver of customer satisfaction. Quite frequently how a customer feels about the transaction (how he or she is being treated) is

actually more important than the underlying quality of the product or service being purchase. Being treated poorly by a company leaves a damaging and lasting impression that is difficult to overcome.

2.3.4 Problem Resolution

An important but frequently overlooked element of customer satisfaction research is the in – depth exploration of customers' problems. Respondents should be given the opportunity to report and describe in detail any problems that they have experienced. After learning about customers' specific problem, it is essential to find out how well these problems were resolved.

Problem resolution is crucial to maintaining customer satisfaction. Most customers recognize that occasional problems are unavoidable and even inevitable. But the way a company responds to those problems is often the difference between retaining and losing a customer's business.

In many cases, we have found that good problem resolution actually increases customer satisfaction beyond the level, which existed before the problem occurred. Customers who report that a company has exceeded their expectations frequently cite quick, customer – oriented problem resolution as the source of their satisfaction.

2.4   Customer Service

Many companies have different views of customer service. The definitions of customer service are[7]:

A complex of activities involving all areas of the business which combine to deliver and invoice the company's products in a fashion that is perceived as satisfactory by the customer and which advances our company's objectives.

All the activities required to accept process, deliver and build customer orders and follow up on any activity that erred.

Timely and accurate delivery of products ordered by customers wit accurate follow up and enquiry response including timely delivery of invoice.

Customer service can be seen as a process which provides time and place utilities for the customer and which involves pre – transaction, transaction and post–transaction considerations relating to the exchange process with the customer.[8]

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[7] Christopher, M., Payne, A., & Ballantyne, D. (1993), *Relationship Marketing: Bringing quality, customer service and marketing together,* United kingdom: Butterworth – Heinemann.
[8] Christopher M. G., Schary, P. P. and Skjott – Larsen, T. (1979), *Customer Service and Distribution Strategy,* London: Assosiated Business Press.

2.5 Quality

Quality is never an accident, it is always the result of intelligent efforts. Everybody in an organization has to believe their livelihood is based on the quality of the service they deliver.

The American Society for Quality Control defines Quality as a subjective term for which each person has his or her own definition. In technical usage, quality can have two meanings:

- The characteristics of a product or service that bear on its ability to satisfy stated or implied needs
- A product or service free of deficiencies

Armand Feigenbaum, author of Total Quality Control states that quality is a customer determination which is based on the customer's actual experience with the product or service, measured against his or her requirement - stated or unstated, conscious or merely sensed, technically operational or entirely subjective - and always representing a moving target in competitive.

At its most basic, quality has been defined as 'conforming to requirement' (Crosby, 1984). This implies that organization must establish requirements and specifications, once establish, the quality goal of the various functions of an organization is to comply strictly with these specifications. However, the questions remain : whose requirements and those specifications? Thus a second series of definition states that quality is all about fitness for use, a definition based primarily of satisfying customers' needs (Juran, 1982). These two definitions can be only be

defined by customers and occurs where an organization supplies goods and services to a specification that satisfies their needs.

Philip Crosby, in his book Quality is Free (1979), concretely defines quality, whether in manufacturing or service, as 'doing things right the first time. Quality means conformance, not elegance'.

While many organizations today may not be convinced that the quality of service they offer impacts bottom – line performance. Crosby states quite clear : 'Quality is not only free, it is an honest – to – everything profit maker. Every penny you don't spent on doing this wrong, over or instead becomes half a penny right on the bottom line'.

Quality is as the people see it. This implies that it is often more difficult to state or describe what service quality is then to experience it. Some quality Gurus have attempted to define quality :

- Conformance to requirements (Philip Crosby)
- A predictable degree of uniformity and dependability at low cost, suited to the market (W. Edward Deming)
- Fitness for use, as judged by the user (Joseph M. Juran)

Quality is a factor in every area of an organization. The quality levels of individual processes combine to determine the overall quality level of the organization. Poor quality in one area may have a negative effect in another area. The net effect of these interrelationships should be creating high levels of customer satisfaction. In other words, ensuring that all areas in organization operate at and maintain a high level of quality must maximize the quality of customer service. Quality must therefore be customer driven.

2.6   Service Quality

The delivery of quality in goods and services has become a marketing priority of the 1980s. Quality in service is not engineered at the manufacturing plant, then delivered intact to the customer. Most services cannot be counted, measured, inventoried, tested and verified in advance of sale to ensure quality delivery. Furthermore, the performance of services – especially those with a high labor content – often differs among employees, among customers and from day to day.

In most services, quality occurs during service delivery, usually in an interaction between the customer and contact personnel of the service firm. For this reason, service quality is highly dependent on the performance of employees, an

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organizational resource that cannot be controlled to the degree that components of tangible goods can be engineered.

Service quality was defined as the ability of the organization to meet or exceed customer expectations. Research by Parasuraman et al. has indicated that consumers' quality perceptions are influenced by a series of four distinct 'gaps' occurring in organizations. (Figure 2.1).

These gaps on the service provider's side, which can impede delivery of services that consumers perceive to be high quality are:

Gap 1 :   Difference between consumer expectations and management perceptions of consumer expectations.

Gap 2 :   Difference between management perceptions of consumer expectations and service quality specifications.

Gap 3 :   difference between service quality specifications and the service actually delivered.

Gap 4 :   Difference between service delivery and what is communicated about the service to consumers.

Perceived service quality is defined in the model as the difference between consumer expectations and perceptions (gap 5 in figure 2.1) which in turn depends

FIGURE 2.1 CONCEPTUAL MODEL OF SERVICE QUALITY

Consumer

Word – of – mouth communications	Personal needs	Past experience

Expected service

Gap 5

Perceived service

Marketer

Gap 1

Service delivery including pre – and post contacts	External communication to consumers

Gap 4

Gap 3

Translation of perception into service quality specification

Gap 2

Management perceptions of expectations
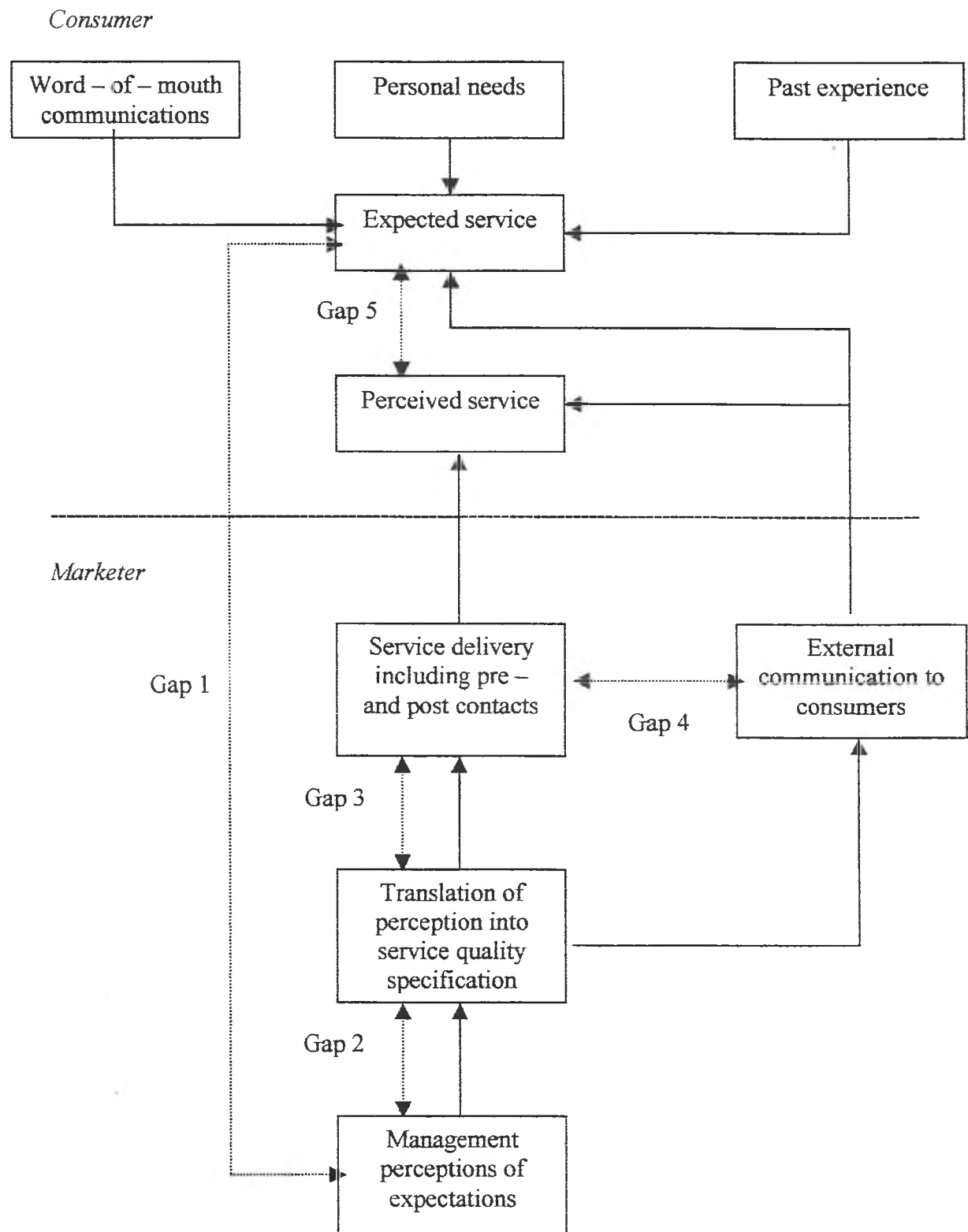
Source: Christopher Lovelock, "Service marketing" 3rd Edition, Prentice Hall, 1996, p469

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on the size and directions of four gaps associated with the delivery of service quality on the marketer's side.

In order to meet the challenges of a global economy, manufacturers and providers of services must balance the economic and profit aspect of their businesses with the goal of achieving total customer satisfaction. Quality must be designed into, built into, and maintained for each product or service provided by the company. Knowledge of customer needs, requirements, and expectations will allow the company to succeed in the marketplace. Quality is a business strategy that is critical for success.

3.0 RESEARCH DESIGN AND METHODOLOGY

In gathering the information required that are related to this study, the data collection method will be divided into two types of data:

3.1 Primary Data

Data that originated from a research for a specific purpose of addressing a problem at hand. The methods of primary data that may use in this study are:

3.1.1 Personal interviews

This method involves face – to – face communication between the interviewer and interviewee (respondent) during which the interviewer initiates the gathering of primary data from the interviewee using a prepared set of questionnaires.

3.1.2 Questionnaires

Questionnaire is a set of questions designed to generate the data necessary for accomplishing the objectives and the problem statement of the research project. The questionnaire is also designed with simple language in sentences which are easily understood and

the respondents are able to answer. Two language were used –
Bahasa Malaysia and English. The questionnaire is divided into
three sections. They were section A emphasizes on the respondents
profiles, section B emphasizes the customers level of satisfaction
towards the services given and section C emphasizes the problem
faced by the customers when dealing with the counter service and
their recommendation for the characteristics of an effective counter
service. Thus, the researcher has distributed 80 sets of
questionnaires to the selected respondent that are customers of the
Kedai Telekom outlet.

3.2   Secondary Data

The source of data is gathered either from internal or external sources.

3.2.1   Internal data

Internal data is sourced or generated from or found within the
organization for which the research is being done. All internal data
especially those pertaining to personals, sales, advertising, expenditures
or statistics (annual reports). The internal data is recorded for other uses.

3.2.2   External data

External data is obtained from outside sources are the possible information and great of use in the planned study. For example, newspaper cutting, magazines, articles and journals.

3.3   Sampling

Sampling is the process of using a small number of items or part a larger population to make conclusion about the whole population (Zikmund, 1993). Several reasons using sampling because it is cheap and save time than census especially when the population size is large, time and budget is limited. Sampling also can be done in shorter time than census (Hashim, 2000).

3.3.1   Sampling size

In this study, 80 respondents which consist of the customers of Kedai Telekom Shah Alam outlet were selected.

3.4   Data Analysis Procedure

Based on the sampling size and questionnaires, the data was analyzed by using the statistical Package for Social Science (SPSS) program. All the questionnaire are given special code to ensure all the result will be recorded and analyzed by the researcher in order to get accurate result.

4.0 ANALYSIS AND DATA INTERPRETATION

The survey was conducted within three weeks and the questionnaires were distributed to the 80 respondents at the Shah Alam area.

Once data have been collected, the analysis and interpretation of data should be made carefully and systematically in order to obtain an accurate result. The raw data was organized systematically and coded into computer where the Statistical for Social Science (SPSS) program was used since it offered flexible means of analyzing data.

4.1 Analysis of Data

4.1.1 Profile of Respondent

From the data analysis, result showed (Table 4.1), that majority of the respondents were male, which is about 10% different from female.

The age of respondents are mostly between the age 18 to 27 years old, which is 61.3% because refer to occupation profile, majority of the respondents came from student category.

TABLE 4.1: PROFILE OF RESPONDENTS (CUSTOMERS OF KEDAI TELEKOM SHAH ALAM)

Profile of Respondents	Frequency	Percentage (%)
Gender		
▪ Male	44	55.0
▪ Female	36	45.0
Age		
▪ 18 – 27 years	49	61.3
▪ 28 – 36 years	21	26.3
▪ 37 – 46 years	10	12.5
Race		
▪ Malay	40	50.0
▪ Chinese	9	11.3
▪ Indian	10	12.5
▪ Others	21	26.3
Marital Status		
▪ Married	23	28.8
▪ Single	57	71.3
Nationality		
▪ Malaysian	80	100
Place of resident		
▪ Urban	67	83.8
▪ Rural	13	16.3
Highest level of education		
▪ Primary School LCE/SRP/PMR	7	8.8
▪ MCE/SPM	15	18.8
▪ HSC/STPM/Diploma	15	18.8
▪ Degree/Master/PhD	43	53.8
Occupation		
▪ Unemployed	7	8.8
▪ Student	43	53.8
▪ Government sector	13	16.3
▪ Private sector	17	21.3

Based on race, 50% of the customers of the Kedai Telekom Shah Alam were Malay because the residence of Shah Alam area is almost Malay, followed by Chinese 11.3%, Indian 12.5% and others 26.3%.

Under marital status, 71.3% of the customer is single. Meanwhile married is 28.8%. It may due to the reason stated earlier, that the respondents were mostly from student's category which probably most of them are still single. Furthermore, the outlet of Kedai Telekom was located near to the UiTM Shah Alam.

From the analysis, (Table 4.1) result showed that 100% of the respondents are Malaysian. Mostly the customers of the Kedai Telekom were comes from the urban area (83.8 %) and only 16.3% from the rural area. The respondents from rural area always come only to settle down their problem that could not be solved by the Kedai Telekom at their place.

Customers of the Kedai Telekom mostly had the highest level of education (Diploma, Degree, Master or PhD). (Table 4.1). It is related to the respondents' occupation whereby as the result showed student in the highest, 53.8%, private sector (21.3%), government sector 16.3% and unemployed was the lowest 8.8%.

4.1.2 Customers Level of Satisfaction

From the survey, the variables are divided into two categories; efficiencies and the effectiveness. The efficiencies and effectiveness of the service will determine customers' satisfaction towards service provided.

According to Oxford Advanced Learner's Dictionary, efficient means able to work well and without wasting time or resources or competent and effective means having the desired effect or producing the intended result.

According to one of the most respected writers on management, Peter Drucker (1967), in the book of Management by Stoner, James A. F, et al (1995), efficiency means the ability to minimize the use of resources in achieving organizational objectives: 'doing things right'. Whereby effectiveness means the ability to determine appropriate objectives: 'doing the right thing'.

4.1.2.1 Efficiency

From the data analysis, (Table 4.2) 72.5% of the respondent was satisfied with the prompt service given by the Kedai Telekom Shah Alam and only 27.5% are dissatisfied.

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TABLE 4.2: THE EFFICIENCIES OF SERVICE PROVIDED BY KEDAI TELEKOM, SHAH ALAM

Variables	Frequencies	Percentage (%)
Prompt service		
▪ Dissatisfied	0	0.0
▪ Less satisfied	22	27.5
▪ Satisfied	58	72.5
▪ Very satisfied	0	0
Willingness to help the customers		
▪ Dissatisfied	30	37.5
▪ Less satisfied	42	52.5
▪ Satisfied	8	10.0
▪ Very satisfied	0	0.0
Informing when the service will available		
▪ Dissatisfied	9	11.3
▪ Less satisfied	25	31.3
▪ Satisfied	46	57.5
▪ Very satisfied	0	0.0
Readiness to respond		
▪ Dissatisfied	0	0.0
▪ Less satisfied	20	25.0
▪ Satisfied	51	63.8
▪ Very satisfied	9	11.3
Queue machine system used		
▪ Dissatisfied	0	0.0
▪ Less satisfied	0	0.0
▪ Satisfied	65	81.3
▪ Very satisfied	15	18.8

There are 90% of the respondents were not satisfied (37.5% dissatisfied and 52.5% less satisfied) with the willingness of the staff to help the customers. This may due to misunderstand by the customers towards the question. For example, during the peak hour, when some staffs were out for having their lunch, the staff who replaced them sometimes does not extremely know about certain service offered. Furthermore, during the peak hour too, the counter has their limit to each customer. Where each customer can only settle 3 bills at one time. This may make the customers feels that the staff is not willing to help them.

Refer to the Table 4.2, 57.5% of the respondent were satisfied with the staff that always inform them when the service applied can be used or get by the customers. The service involve usually refer to the connection or installing the telephone line or any other service. For example, TMnet subscribers can use the service after 4 hours of application.

Majority of the respondents were satisfied with the readiness of the staff in responding to their problem (75.1%) and only 25% were not satisfied.

All of the respondents were satisfied with the used of the queue machine system used. The queue machine system is systematic system in ensuring the customers get their turn practically. So that the customers have to wait for their turn according to their number.

4.1.2.2 Effectiveness

From Table 4.3, result showed that 55% of the respondents were satisfied with the courteousness of the staff, which is, refers to the quality of interpersonal relationship such as their communication skill and the way they approach their customers. Other 45% were not satisfied. Based on the clear and concise information on services and products given by the staff, 71.3% of the respondents were satisfied. While the other 28.8% were not satisfied.

About 43.8% were not satisfied with the providing service as promised. For example, the exact and prompt service. This may due to the same reason as the willingness of the staff in helping the customers. The staff may be pressure or very tiring in handling the variety of customer's problem. So that they are not serve the customers in the right way.

TABLE 4.3: THE EFFECTIVENESS OF SERVICE PROVIDED BY KEDAI TELEKOM, SHAH ALAM

Variables	Frequencies	Percentage (%)
Courteous staff		
▪ Dissatisfied	6	7.5
▪ Less satisfied	30	37.5
▪ Satisfied	44	55.0
▪ Very satisfied	0	0.0
Clear and concise information on services and products		
▪ Dissatisfied	8	10.0
▪ Less satisfied	15	18.8
▪ Satisfied	50	62.5
▪ Very satisfied	7	8.8
Providing services as promised		
▪ Dissatisfied	6	7.5
▪ Less satisfied	29	36.3
▪ Satisfied	40	50.0
▪ Very satisfied	5	6.3
Knowledgeable staff		
▪ Dissatisfied	10	12.5
▪ Less satisfied	20	25.0
▪ Satisfied	42	52.5
▪ Very satisfied	8	10.0
Ability of staff in handling problem		
▪ Dissatisfied	0	0.0
▪ Less satisfied	45	56.3
▪ Satisfied	27	33.8
▪ Very satisfied	8	10.0
Giving personal attention to the customers		
▪ Dissatisfied	6	7.5
▪ Less satisfied	15	18.8
▪ Satisfied	59	73.8
▪ Very satisfied	0	0.0
Clearly explanation		
▪ Dissatisfied	0	0.0
▪ Less satisfied	45	56.3
▪ Satisfied	28	35.0
▪ Very satisfied	7	8.8

Table 4.3, continued

Variables	Frequencies	Percentage (%)
Staff appearance		
▪ Dissatisfied	7	8.8
▪ Less satisfied	6	7.5
▪ Satisfied	60	75.0
▪ Very satisfied	7	8.8

There are 62.5% of the respondent were satisfied with the level of staff knowledge about a certain service provided by the Telekom Malaysia. There is only 37.5% were not satisfied. Sometimes staff in charge at the counter was not expert in certain area of service. This may cause the customers feels the staff are unable to handle any problem faced by the customers. For example, not all of the staffs know about the ISDN or TM net service even in application of these services. So, 56.3% of the respondents were not satisfied with the ability of the staff in handling their problem and 43.8% were satisfied with it.

Majority of the respondent were satisfied with the personal attention given by the staff of the Kedai Telekom Shah Alam.

Whereby 73.8% of them were satisfied and 26.3% were not satisfied.

About 56.3% are not satisfied and 43.8% are satisfied with the clarity explanation given by the staffs. (Table 4.3). This is because when not all the staffs were not expert in certain service, they will give any explanation randomly to the customers and the customers will not understand deeply about the service.

Most of the respondents were satisfied with the staff appearance based on their uniformity by wearing the same uniform and personality of the staff such as attractive personality (always smile and polite when dealing with the customers).

4.1.3 Types of problem stated by the respondents when dealing with the counter service

Most or the respondents states that lacking of staff in handling customers and queuing problem are the major problems when dealing with the counter service. Referred to Table 4.4, 41.3% of the customers stated lack of staff in handling customers and 37.5% stated about queuing problem. Actually, the entire problem stated by the customers was related.

During the peak hours such as at lunch hour, there will be not enough staff in charge at the counter. There is only three or four counter are opened where the other were closed. So, the customers have to wait for a long time for their turn. Then, this may be the queuing problem to them.

TABLE 4.4: TYPES OF PROBLEM STATED BY THE RESPONDENTS

Types of problem	Frequencies	Percentage (%)
Long time service	11	13.8
Not enough staff	33	41.3
Information not accurate	6	7.5
Queuing problem	30	37.5

4.1.4 The characteristics for an effective counter service stated by the respondents.

From the Table 4.5, it showed that most of the customers stated that providing more staff at the counter (42.5%) and courteous staff (31.3%) is needed to be an effective counter service. In terms of more staff, the

35

customers state that the expert staff is important in order to handle any problem of the customers. The courteousness of the staff is refers to the

TABLE 4.5: CHARACTERISTICS OF AN EFFECTIVE COUNTER SERVICE STATED BY THE RESPONDENTS

The characteristics	Frequencies	Percentage (%)
Courteous staff	25	31.3
Prompt service	13	16.3
Provide more staff	34	42.5
Open more counter	8	10.0

interpersonal relationship such as communication skill and serving the customers in a polite manner. The other characteristics are prompt service, 16.3% and open more counter 10%.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusions

Based on the customers' profile, the result showed that majority of the Kedai Telekom customers are students, aged between 18 to 27 years old. Most of them are Malay and well educated.

Most of the customers satisfied with the efficiencies and effectiveness of the service given by the Kedai Telekom especially in the promptly service given, queue machine system used by the Kedai Telekom, personal attention given to the customers by the staffs and also staff appearance.

The major problem that always being faced by the customers is lacking of staff in handling customers, which raised the queuing problem. Other that, this may cause by the long time service given to a customer at the counter.

Most of the respondents were recommended that providing more staff at the counter and courteous staff is needed to be an effective counter service. The customers stated that providing an expert staff is important in order to handle any customers' problem and the staffs need to improve their interpersonal relationship skill such as communication skill and how to serve the customers in a correct way.

The other characteristics are prompt service and open more counter also recommended by the customers.

Therefore, Telekom should take an appropriate action in order to solve this problem and to improve their service performance in order to satisfy their customers.

5.2   Recommendations

There are several recommendations that Kedai Telekom should consider in order to improve their service performance:

5.2.1   Provide more staff

One of the major problems faced by the customers was not enough staff in charge at the counter. Therefore, the company has to provide more staff especially an expert staff to in charge at the counter in order to handle the customers needs especially during peak hours.

5.2.2 Courteous staff

Although the customers satisfied with the staff courteousness, improvement is still needed in term of interpersonal relationship such as communication skill and serve the customers in a good manner to show good image.

5.2.3 Open more counter

In order to cover many people or customer at the prime time, the company has to open more counter to handle or serve them. So this may decline the queuing problem faced by the customers.

5.2.4 On – line service

Telekom Malaysia has to find other alternatives in order to solve the problems faced by the customers especially in queuing problem. The on – line service can be offer to the customers whereby the on – line transaction can be done at home. This service probably could be imposed to certain services such as on – line payment, on – line application for new service.

5.2.5   Drive – in counter

Drive – in counter also may be the good alternative in order to solve queuing problem since the Kedai Telekom is situated at a busy town with the busy customers such as Shah Alam. Furthermore, people nowadays are busy in handling their own work and do not have enough time to queue at the counter. This alternative can be done for the payment service.

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THE QUESTIONNAIRES / *BORANG SOAL SELIDIK*

SECTION A / *BAHAGIAN A*

Please answer all the questions below by tick (/) in the given column sincerely.

Sila jawab soalan dibawah dengan menandakan (/) di dalam ruangan yang disediakan.

1. Gender

   Jantina

   (   )   Male   (   )   Female

           Lelaki   *Perempuan*

2. Age (years old)

   Umur(tahun)

   (   )   18 – 22   (   )   33 – 36   (   )   47 – 51

   (   )   23 – 27   (   )   37 – 41   (   )   52 – 55

   (   )   28 – 32   (   )   42 – 46   (   )   > 55

3. Race

   Bangsa

   (   )   Malay   (   )   Chinese   (   )   Indian

           Melayu   *Cina*   *India*

   (   )   Others / *Lain – Lain* _____

4. Marital Status
Taraf Perkahwinan

( ) Married ( ) Single ( ) Divorced
Berkahwin *Bujang* *Bercerai*
( ) Single parents
Ibu bapa tunggal

5. Nationality : _____
Kewarganegaraan

6. Place of resident :_____
Tempat tinggal

7. Highest level of education
Taraf pendidikan tertinggi
( ) Primary School ( ) Diploma
Sekolah rendah
( ) LCE / SRP / PMR ( ) Degree
Ijazah
( ) MCE / SPM ( ) Master

( ) HSC / STPM ( ) PhD

8. Occupation : _____
Pekerjaan

SECTION B / *BAHAGIAN B*

Please circle a number from 1 to 5 according to how highly you rate the factor listed below. Please choose your rating according to:

Sila pilih satu nombor dari 1 hingga 5 mengikut bagaimana anda menilai faktor - faktor yang disenaraikan dibawah. Sila pilih berdasarkan:

1 = *Dissatisfied*	2 = *Less Satisfied*	3 = *Satisfied*	4 = *Very Satisfied*
Tidak berpuashati	*Kurang berpuashati*	*Berpuashati*	*Sangat berpuashati*

Factors *Faktor - faktor*	Ratings			
9. Prompt service to the customers *Memberi perkhidmatan kepada Pelanggan dengan segera.*	1	2	3	4
10. Consistently courteous staff *Staf sentiasa bersopan santun.*	1	2	3	4
11. Clear and concise information on services and products. (e.g: forms, brochures) *Maklumat tentang perkhidmatan dan produk jelas dan padat (spt. borang, risalah)*	1	2	3	4
12. Willingness to help the customers whenever needed. *Bersedia membantu pelanggan apabila diperlukan.*	1	2	3	4

13. Informing the customers when the service will available after application for the service being done. *Memaklumkan kepada pelanggan bila perkhidmatan boleh diberikan selepas permohonan untuk sesuatu perkhidmatan dibuat..*	1	2	3	4
14. Providing the service as promised *Menyediakan perkhidmatan seperti yang dijanjikan.*	1	2	3	4
15. Readiness to respond the questions from the customers. *Kesediaan memberi maklumbalas terhadap soalan daripada pelanggan.*	1	2	3	4
16. The staffs are knowledgeable to answer any questions from the customers *Staf mempunyai pengetahuan untuk menjawab sebarang soalan dari pelanggan.*	1	2	3	4
17. Ability of staffs in handling the customers' problems. Keupayaan *staf dalam menangani Masalah pelanggan.*	1	2	3	4
18. Giving personal attention to the customers. *Memberi perkhidmatan yang khusus kepada pelanggan.*	1	2	3	4
19. Clearly explanation from the staffs. *Penjelasan yang jelas daripada staf.*	1	2	3	4
20. The staffs appearance is neat and behave professionally. *Penampilan staf yang kemas dan professional.*	1	2	3	4

21. Signage and interior space arrangements. Susunatur *papan tanda / tanda arah dan ruang dalaman.*	1	2	3	4
22. Queue machine system used. *Sistem nombor giliran yang digunakan.*	1	2	3	4
23. Hours of business *Waktu urusniaga*	1	2	3	4

SECTION C / *BAHAGIAN C*

24. How do you feel about the overall services given in the outlet?

    Bagaimana pendapat anda tentang perkhidmatan yang diberikan di kedai ini secara keseluruhan?

    ( ) Dissatisfied   ( ) Satisfied
       Tidak berpuashati   *Berpuashati*

    ( ) Less satisfied   ( ) Very satisfied
       Kurang berpuashati   *Sangat berpuashati*

25. What are the problems that you always face when dealing with the counter service?

    Apakah antara masalah yang selalu anda hadapi semasa berurusan dengan kaunter perkhidmatan?

    _____

    _____

    _____

    _____

    _____

26. Please state 5 characteristics of an effective counter service that you expect from the Kedai Telekom outlet.

Sila nyatakan 5 kriteria yang anda rasakan perlu ada pada kaunter perkhidmatan yang efektif di Kedai Telekom

i)_____

ii)_____

iii)_____

iv)_____

v)_____

Frequencies

Statistics

		Gender	Age	Race
N	Valid	80	80	80
	Missing	0	0	0
Mean		1.45	1.51	2.15
Std. Error of Mean		5.60E-02	7.95E-02	.14
Median		1.00	1.00	1.50
Mode		1	1	1
Std. Deviation		.50	.71	1.29
Variance		.25	.51	1.67
Range		1	2	3
Minimum		1	1	1
Maximum		2	3	4
Sum		116	121	172

Statistics

		Marital Status	Nationality	Place of resident
N	Valid	80	80	80
	Missing	0	0	0
Mean		1.71	1.00	1.16
Std. Error of Mean		5.09E-02	.00	4.15E-02
Median		2.00	1.00	1.00
Mode		2	1	1
Std. Deviation		.46	.00	.37
Variance		.21	.00	.14
Range		1	0	1
Minimum		1	1	1
Maximum		2	1	2
Sum		137	80	93

Statistics

		Informing when the service will available	Providing service as promised	Readiness to respond
N	Valid	80	80	80
	Missing	0	0	0
Mean		2.46	2.55	2.86
Std. Error of Mean		7.74E-02	8.13E-02	6.59E-02
Median		3.00	3.00	3.00
Mode		3	3	3
Std. Deviation		.69	.73	.59
Variance		.48	.53	.35
Range		2	3	2
Minimum		1	1	2
Maximum		3	4	4
Sum		197	204	229

Statistics

		Knowledge able staff	Ability of staff in handling problem	Giving personal attention to the customers
N	Valid	80	80	80
	Missing	0	0	0
Mean		2.60	2.54	2.66
Std. Error of Mean		9.35E-02	7.54E-02	6.88E-02
Median		3.00	2.00	3.00
Mode		3	2	3
Std. Deviation		.84	.67	.62
Variance		.70	.45	.38
Range		3	2	2
Minimum		1	2	1
Maximum		4	4	3
Sum		208	203	213

Statistics

		Clearly explanation	Staff appearance	Signage and interior space arrangement
N	Valid	80	80	80
	Missing	0	0	0
Mean		2.53	2.84	3.01
Std. Error of Mean		7.33E-02	7.84E-02	5.18E-02
Median		2.00	3.00	3.00
Mode		2	3	3
Std. Deviation		.66	.70	.46
Variance		.43	.49	.22
Range		2	3	2
Minimum		2	1	2
Maximum		4	4	4
Sum		202	227	241

Statistics

		Queue machine system used	Hours of business	Overall service
N	Valid	80	80	80
	Missing	0	0	0
Mean		3.19	3.01	2.89
Std. Error of Mean		4.39E-02	5.48E-02	3.56E-02
Median		3.00	3.00	3.00
Mode		3	3	3
Std. Deviation		.39	.49	.32
Variance		.15	.24	.10
Range		1	2	1
Minimum		3	2	2
Maximum		4	4	3
Sum		255	241	231

Statistics

		Problem faced	Recommendations for an effective counter service
N	Valid	80	80
	Missing	0	0
Mean		2.69	2.31
Std. Error of Mean		.13	.11
Median		2.00	3.00
Mode		2	3
Std. Deviation		1.12	1.03
Variance		1.26	1.05
Range		3	3
Minimum		1	1
Maximum		4	4
Sum		215	185

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	44	55.0	55.0	55.0
	Female	36	45.0	45.0	100.0
	Total	80	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-27	49	61.3	61.3	61.3
	28-36	21	26.3	26.3	87.5
	37-46	10	12.5	12.5	100.0
	Total	80	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	40	50.0	50.0	50.0
	Chinese	9	11.3	11.3	61.3
	Indian	10	12.5	12.5	73.8
	Others	21	26.3	26.3	100.0
	Total	80	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	23	28.8	28.8	28.8
	Single	57	71.3	71.3	100.0
	Total	80	100.0	100.0	

Nationality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malaysian	80	100.0	100.0	100.0

Place of resident

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Urban	67	83.8	83.8	83.8
	Rural	13	16.3	16.3	100.0
	Total	80	100.0	100.0	

Highest level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary school LCE/SRP/PMR	7	8.8	8.8	8.8
	MCE/SPM	15	18.8	18.8	27.5
	HSC/STPM/Diploma	15	18.8	18.8	46.3
	Degree/Master/PhD	43	53.8	53.8	100.0
	Total	80	100.0	100.0	

Occupation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unemployed	7	8.8	8.8	8.8
	Student	43	53.8	53.8	62.5
	Government sector	13	16.3	16.3	78.8
	Private sector	17	21.3	21.3	100.0
	Total	80	100.0	100.0	

Prompt service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less satisfied	22	27.5	27.5	27.5
	Satisfied	58	72.5	72.5	100.0
	Total	80	100.0	100.0	

Courteous staff

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	6	7.5	7.5	7.5
	Less satisfied	30	37.5	37.5	45.0
	Satisfied	44	55.0	55.0	100.0
	Total	80	100.0	100.0	

Clear & concise information on services & products

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	8	10.0	10.0	10.0
	Less satisfied	15	18.8	18.8	28.8
	Satisfied	50	62.5	62.5	91.3
	Very satisfied	7	8.8	8.8	100.0
	Total	80	100.0	100.0	

Willingness to help the customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less satisfied	30	37.5	37.5	37.5
	Satisfied	42	52.5	52.5	90.0
	Very satisfied	8	10.0	10.0	100.0
	Total	80	100.0	100.0	

Informing when the service will available

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	9	11.3	11.3	11.3
	Less satisfied	25	31.3	31.3	42.5
	Satisfied	46	57.5	57.5	100.0
	Total	80	100.0	100.0	

Providing service as promised

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	6	7.5	7.5	7.5
	Less satisfied	29	36.3	36.3	43.8
	Satisfied	40	50.0	50.0	93.8
	Very satisfied	5	6.3	6.3	100.0
	Total	80	100.0	100.0	

Readiness to respond

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less satisfied	20	25.0	25.0	25.0
	Satisfied	51	63.8	63.8	88.8
	Very satisfied	9	11.3	11.3	100.0
	Total	80	100.0	100.0	

Knowledgeable staff

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	10	12.5	12.5	12.5
	Less satisfied	20	25.0	25.0	37.5
	Satisfied	42	52.5	52.5	90.0
	Very satisfied	8	10.0	10.0	100.0
	Total	80	100.0	100.0	

Ability of staff in handling problem

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less satisfied	45	56.3	56.3	56.3
	Satisfied	27	33.8	33.8	90.0
	Very satisfied	8	10.0	10.0	100.0
	Total	80	100.0	100.0	

Giving personal attention to the customers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	6	7.5	7.5	7.5
	Less satisfied	15	18.8	18.8	26.3
	Satisfied	59	73.8	73.8	100.0
	Total	80	100.0	100.0	

Clearly explanation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less satisfied	45	56.3	56.3	56.3
	Satisfied	28	35.0	35.0	91.3
	Very satisfied	7	8.8	8.8	100.0
	Total	80	100.0	100.0	

Staff appearance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dissatisfied	7	8.8	8.8	8.8
	Less satisfied	6	7.5	7.5	16.3
	Satisfied	60	75.0	75.0	91.3
	Very satisfied	7	8.8	8.8	100.0
	Total	80	100.0	100.0	

Signage and interior space arrangement

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less satisfied	8	10.0	10.0	10.0
	Satisfied	63	78.8	78.8	88.8
	Very satisfied	9	11.3	11.3	100.0
	Total	80	100.0	100.0	

Queue machine system used

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Satisfied	65	81.3	81.3	81.3
	Very satisfied	15	18.8	18.8	100.0
	Total	80	100.0	100.0	

Hours of business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less satisfied	9	11.3	11.3	11.3
	Satisfied	61	76.3	76.3	87.5
	Very satisfied	10	12.5	12.5	100.0
	Total	80	100.0	100.0	

Overall service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less satisfied	9	11.3	11.3	11.3
	Satisfied	71	88.8	88.8	100.0
	Total	80	100.0	100.0	

Problem faced

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Long time service	11	13.8	13.8	13.8
	Not enough staff	33	41.3	41.3	55.0
	Information not accurate	6	7.5	7.5	62.5
	Queuing problem	30	37.5	37.5	100.0
	Total	80	100.0	100.0	

Recommendations for an effective counter service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Courtenous staff	25	31.3	31.3	31.3
	Prompt service	13	16.3	16.3	47.5
	Add more expert staff	34	42.5	42.5	90.0
	Open more counter	8	10.0	10.0	100.0
	Total	80	100.0	100.0	