

Measuring Service Performance for Urban Transformation Centre

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Abstract

Service quality is much related to the customer satisfaction since it is one of the instruments to ensure the quality of the service that they provide to the customer is achieving the customer need. Enhancing service delivery to citizens at the centre had been identified in RMK 11 which is this plan are to within 2016-2020. This area is focused on supporting the government to transform the government service delivery become more effective and efficient in delivering the services to the public. Therefore, the government will put an effort in eliminating unnecessary bureaucratic process and ensure that the service that is being offered are more accessible and innovative. This is the reason why in Malaysia, the Urban Transformation Centre (UTC) had been introduced and becomes one of the service centers that provide integrated of services for the public or citizen. The purpose of this centre exist is to ensure that the public easy to access to the government service in one building without need to go to the other places and also to ensure that the public can receive the service during the weekend too. This paper aims to analyze service quality using SERVQUAL dimension and to suggest the specific items to measure service performance of UTC. All of the SERVQUAL dimensions which include of reliability, assurance, tangibility, empathy, and responsiveness had been explained in this paper which all of dimension is important to measure the customer satisfaction on UTC service performance.

Keywords: Service quality, Customer satisfaction, Urban Transformation Centre, SERVQUAL

INTRODUCTION

The Urban Transformation Centre (UTC) is one of the Malaysian government effort and initiatives in providing the urban community with central government and private sector services under single ceiling (Urban Transformation Centre, 2016). UTC also had been known as 'one stop centre for government service'. It is located in various states and urban area. UTC is part of National Blue Ocean Strategy 6 (NBOS 6) under our YAB Prime Minister command. The purpose of introducing UTC is to ensure that

public and private sector able to cooperate in delivering the quality of service delivery. Other than that, UTC is one of the Community Transformation Centre (CTC) agenda which is to give a maximum satisfaction to the public (UTC Website, 2016).

There are three objectives of UTC, one is to easiest the public to settle down various matters with a government body without need to going many places at one time “one centre for various services”. Second, it is to make people easy to access the service from government body and non-governmental organization under one roof. Thirdly, it is to ensure the sustainability and development of the economic growth and improve the citizen standard of living better with more local economic networks (UTC Website, 2016). All of the objectives of UTC really focused on public needs and prioritize the public right as a citizen in this country to receive the best service delivery in dealing with any matter especially public service.

UTC have provided multivariate of services, all of the services include ten clusters of facilities and services which are health services, security services, education, training and employment services, financial services, business and entrepreneurial development services, utility services, youth development services, welfare and community development services, and non governmental organization services (UTC Website, 2016). All of the services had been categorized into two categories which are government agencies and public amenities. The government agencies are included of SPAD, JPJ, LHDN, KWSP, PTPTN, MARA, Klinik 1 Malaysia, JPN, MITI and others too. However, for public amenities, it is include of gym, cafeteria, futsal court, atm machine and others too. Therefore, UTC becomes one of the centre where it becomes a centre of public attraction to get all of the services under one roof of the building because it will make them easier and quick in getting the services without going many places to get the services especially for government agency services.

UTC had recorded the visitor about more than 27 million who had utilized the UTC facilities since it had been launched in 2012 (Othman, Hammim, & Kim, 2016). Many positive results were proven after the UTC had been introduced. One of the successful results of the UTC is the Johor UTC had become one of the UTC that recorded the highest number of passport applications and road tax collections (Othman *et al.*, 2016). Although UTC had show a positive result to the government and public, but there is lack of information on public satisfaction toward the UTC service performance especially in service quality.

PUBLIC SATISFACTION ON SERVICE DELIVERY PERFORMANCE

Satisfaction is an indicator of the public's perceptions of service quality; it ponders how it feels to use a service. Increasing people's perception of quality in public

services allows us to address all the components that drive forward customer satisfaction (Scottish Government Website, 2016). The degree of satisfaction depends on a great number of regional and individual factors, and on the institutional settings within which the service supplier is working (Mouwen, n.d). It is really important to recognize the consumer satisfaction level, which may reflect the caliber of services, organizational performance, the ability to meet specific customers' needs, and yet it might determine citizens' trust in the public sector (Patapas, 2013). However, the other scholar also had said that customer satisfaction is related to perceived service quality (Malik, 2012). According to the Lenka et al., (2009), the customer satisfaction is a combination of two elements which are a cognitive and affective nature. Malimor et al (2007) explained that cognitive nature is relating between the expectation and performance while the affective nature is connected with feeling of satisfying (Saifullah Malik, 2012).

METHODOLOGY

The methodology for this study is referring to the past studies by comparing the content of dimension of service quality with the service performance quality of UTC in Malaysia. The past studies is based on the empirical papers from 2012-2016 which related with the service quality. Moreover, the experience from the public and the information about UTC in media mass also become the sources to collect the information for this study. This is because the UTC in Malaysia is one of government initiative to ensure the service that had been provided to fulfil the citizen needs and achieve the quality standard of service delivery. Therefore, by using the SERVQUAL as the indicator to measure the performance of service quality in UTC will prove whether the UTC achieve the service quality standard of service performance in achieving the objective of UTC.

Dimension of Service Quality

The most popular measure of service quality (SERVQUAL) assesses the operational delivery of service during a single instalment. This concept allows service to be improved on traditional quality management rules (Klaus & Maklan, 2011). Dimension of service quality includes tangibles, reliability, responsiveness, assurance and empathy (Wirtz, 2012). Many previously developed measurement instruments have tended to concentrate exclusively on customer perceptions of service; i.e. measuring what the client thinks of the present service delivery. SERVQUAL is seen as superior, because it too concentrates on sampling to understand adequately customers' expectations (Raheem & Yusof, 2012). Based on Ziethmal, the Parasuraman

SERVQUAL 5 point of service quality dimension had been applied in many organisation. Bebko also agreed with the Ziethmal statement (Siami & Gorji, 2012). The SERVQUAL also had proved that this dimension are suitable as a benchmarking in evaluate their customers and clients needs from their service provider (Amir Ghallib Abdalla et. Al, 2015). The other scholar also finds out that service quality had a significant relationship with customers' satisfaction (Agbor, 2012). Moreover, the SERVQUAL scale is applicable in measuring the service quality in various area of services (Chatzoglou *et al.*, 2012). Therefore, the SERVQUAL dimension will be used in this study since this model had been applicable in various study in carry out the service quality performance of the service provider. The previous study also agree that the SERVQUAL model is the best model to be applicable in measuring the service quality and the scholars suggested that this model should be use continuously (Siami & Gorji, 2012).

Reliability

Reliability is largely concerned with the ability to do the promised service in a dependent and accurate manner (Lee, 2015). The scholar said that reliability dimension of service quality is better as compared to empathy and tangibility (Bindal, 2014). It had been supported by the studies that had been carried out in Huduma Centre in Kenya where most of the respondent agree that they are overall satisfied with the reliability of service delivery at this centre (Amir Ghalib Abdalla *et al.*, 2015). However, the other scholar has concluded that the reliability is the lowest dimension in achieving the service quality (Shanka, 2012). The result had been supported by the other scholars that carried out the study in Citizens Service Centres (CSCs) in Greece where they find out that reliability is one of the dimension that not meet the customer expectation (Chatzoglou *et al.*, 2012). Therefore, based on the previous research, it shows that the scholars had found out the result of reliability toward the customer satisfaction is not same in different places, although they are carried out the research in the same area of service.

This is the reason why the researcher would like to identify whether the dimension of reliability exist in Urban Transformation Centre. It will focus on how the service provider in UTC meet the user expectation. For example, Immigration Department have their own policy where they can ready the customer passport within an hour either for new or renew the passport. However, according to the customer who is Syazwan Norhalik, he have an experience in renewing his passport in UTC Keramat in 2015 where he supposedly get the new passport in one hour but then he get his new passport more than a day where he have to come again to utc keramat for the next day to get his new passport. This is because the server down and the passport cannot be

ready in one hour. Therefore, indirectly, the service provider unable to meet their policy where they promise to ready the passport within an hour but when such of this problem occur, they failed to meet the customer expectation and it will create the feeling of dissatisfied among the customers. To overcome this issue, the service provider should do a service recovery action to ensure customer does not feel dissatisfied with their service performance. For instance, in the case of the Syazwan Norhalik situation, one of the way is by giving him discount instead need to pay full payment for renew the passport. So, It will make him worth to get his passport in the next day.

Although there is a problem occur in UTC Keramat, but in another UTC such as UTC Paya Bunga Kuala Terengganu have show a positive response in aspect of reliability dimension of service quality. It can be proved when the JPN Department was able to ready Mykid within two hours only (Mynewshub, 2016). Therefore, it show that the UTC able to give a good services to their public more efficient and effective without need to take a longer time to get the Mykid.

Assurance

Assurance is the employees' level of courtesy and knowledge (Ebrahimi, 2012). This dimension includes four elements which are credibility, security, competence, and courtesy (Wirtz, 2012). According to the past research, considering the level of meeting customers' expectations, assurance dimension got the highest ratings, therefore it is the most important dimension in achieving the service quality (Ebrahimi, 2012). This study had been supported by another scholar where they believe the assurance dimension can influence the people satisfaction (Vaz & Mansori, 2013).

In UTC, assurance can be related with what the service provider provide to their customer by ensure their customer will feel more safe in providing the information to the service provider. For instance, in JPN, it is more involve with confidential information about their customer. This is because they are responsible for registering important demographic events such as births, deaths, adoptions, marriages and divorces; and issues identity cards to those eligible (IBM Corporation, 2010). Therefore, they have to ensure that every single of the information is keep as confidential.

Tangibles

Tangibles dimension can be defined as appearance of physical facilities, equipment, personnel, and communication materials (Wirtz, 2012). Grounded along the previous research, the tangibility dimension show there is a weak positive correlation between tangibility dimension with the satisfaction on service delivery because the

appearance and personality is not very important in their process of service delivery (Osman, 2014). Nevertheless, the other scholar said that improving quality through tangibles means attention to the littlest details that competitors might consider trivial (Bindal, 2014). However, the scholar found out the tangible dimension has a significant effect on customer satisfaction (Calisir *et al.*, 2012). There is also another study that consistent with the result where the tangible dimension coefficient is positive and affects the satisfaction of the customer where it is a dimension which is important in lead to the customer satisfaction (Nuradli Ridzwan *et al.*, 2014).

Referring to physical facilities in UTC, mostly the UTC provide a good physical facilities to the customer where they want to ensure the customer feel comfortable in receiving their services. This is because tangibles factor can influence the customer perception on their service performance. However, UTC Perak comes out with the issue when the human factor influences their service delivery where their attitude, moral philosophy, and working culture had not performed to the public expectation. Moreover, the parking lots also become the trouble where the parking space is limited for approximately 200 lots and mostly being conducted by the staff and not for the public (Bukhari, 2013). Therefore, it show that the tangibles factor are important in ensure the public satisfied with the UTC service performance. This is because the bad performance in aspect tangibility is clear and it will indicate on how the UTC able to serve their customer in a good way and create a good impression toward their service performance.

Empathy

Empathy is the service provider's demonstration of its concern for the individual demands of clients (Ebrahimi, 2012). It includes three elements which are accessed, communication, and understanding the customer (Wirtz, 2012). It is the only service quality dimension having a predicted impact on customer satisfaction (Calisir, 2012). Empathy is the only service quality dimension that having a predicted impact on client satisfaction (Calisir, 2012). It also had been supported in another research too where the other scholar find out that the empathy are the only dimension that have a significant effect with customer satisfaction (Calisir *et al.*, 2012). However, the other scholar finds out that the score of Empathy is not satisfactory but not unsatisfactory also. This is because the service provider is unable to give individual attention to its customers and is unable to understand the specific needs of its customers (Bindal, 2014). This research also had been supported by the other scholar when they found out that this dimension is least important to their customer since the customer expectation also is not too high compare to the another dimension which the value of percentage is less than 90%

compare to the another dimension, the customer give an expectation more than 90%. (Siami & Gorji).

UTC also need to have an empathy element in providing the service quality to their customer. This is because the empathy element will help the service provider itself understand what their customer want. For example, UTC have no medium channel to get feedback or response from their customer. This can be prove when their own official website does not provide any channel to give customer opportunity to give some ideas in improving their service performance. It show that the UTC still lacking in ensure their understand what customer need and expect from then in delivering the service. Therefore, to ensure they able to understand what the customer need, they need to provide some of the channel as medium such as facebook, twitter, and any other social media to interact with the public about their services. Furthermore, they have to include one section in their website only for customer feedback and complaints about the service in UTC. This is because the voice of public is the important thing in ensure they have a high quality of services in delivering the services.

Responsiveness

Responsiveness is a willingness to help customers and provide prompt service (Wirtz, 2012). Based on the previous study, responsiveness show that there was positive and significant relationship between service quality dimensions responsiveness and customer satisfaction (Kushwaha, 2014). The other scholar also supports the statement since the result show that the readinesses to response from the provider of service to the receiver of the service are important although the responsiveness dimension is a third factor that will contribute to the satisfaction (Vaz & Mansori, 2013). Nevertheless, in that respect is the other scholar said that the service interruption is really high in dimensions of responsiveness which exhibits the lack of employees' responsiveness especially in offering prompt service. This is because it is really significant for the public sector service provider to improve responsiveness among employees, which is one of the major concerns for clients (Franklin, 2014).

In UTC, responsiveness also become one of the important element in ensure that customer will feel satisfied toward their service performance. This can be related with how long the period of time taken for the service provider in delivery their service to the customer. Based on the previous study, the Huduma Centre in Kenya, although most of the customers give a good response toward the service delivery in their centre, but the customers also complaint the Huduma Centre facing an issue of shortage of employees to give services to them and indirectly it lead to the problem such as service delay and others (Amir Ghalib Abdalla, 2015). Therefore, the period of time for the customer to

receive the service is important. This is because customer will feel dissatisfied when the service provider need to take a longest period of time to serve them. Same goes to one stop service centre in Malaysia which is UTC, to avoid such of this problem occur, the service provider should ensure the employees is adequate to serve the public. This is because the shortage of employees will lead toward this problem and at the same time, the service provider should have an application mobile apps to help the public make an appointment with them to get the services at the exact time without need to wait for their turn for a few hours especially during the peak time and weekend. This is because mostly people will come to the UTC at this time.

Table 1:
Summary of Dimension Service Quality

Dimension of Service Quality	Literature Review	Suggestions for UTC
Reliability	Realibility is largely concerned with the ability to do the promised service in a dependent and accurate manner (Lee, 2015)	If the service failure occur during the service delivery, the service provider should do a service recovery action to prevent the customer dissatisfaction
Assurance	Assurance is a dimension that includes four elements which are credibility, security, competence, and courtesy (Wirtz, 2012)	The service provider need to ensure that every single of the information is keep as confidential by improve their information system to high level of the security databases
Tangibles	Improving quality through tangibles means attention to the little details that competitors might consider trivial (Bindal, 2014)	Service provider should provide sufficient of facilities to the UTC user in ensure the tangibles factor can increase the customer satisfaction
Empathy	Empathy is the service provider's demonstration of its concern for the individual demands of clients (Ebrahimi, 2012)	The service provider need to provide some of the channel as medium to communicate with public such as facebook, twitter and any other social media to interact about their services
Responsiveness	Responsiveness is a willingness to help customers and provide prompt	The service provider should have an application mobile service (Wirtz, 2012). apps to help the public make an appointment with them to get the services at the exact time without need to wait for their turn for a few hours especially during the peak time and weekend

CONCLUSION

Good service quality in delivery performance is the first priority in ensure the service performance achieve the customer need. If the service provider able to fulfill the customer need, it will increase the customer satisfaction toward their service delivery performance. Therefore, if UTC able to increase their customer satisfaction toward their service performance results, it will improve their reputation as one of the government service center which is not only achieve the objective of NBOS6 but also at the same time, it able to gaining the support from the public with least complaint on their service quality delivery. Furthermore, the government also can make some improvement in UTC service delivery from time to time based on the customer demand and feedback from the public user. Indirectly, it will increase the UTC reputation as one of government service center that able to fulfill the customer need especially in urban area who always facing an issue of time and crowded with population.

As a recommendation, the service provider should come out with different alternative in ensure they are able to increase the customer satisfaction in deliver the high quality of service delivery performance to their customer. Therefore, they have to come out with new technology where everything can be done in effective and efficient way. It is to ensure the service delivery performance is more productive and less manual process. Moreover, the service provider should give training their employees on how to treat the customer in a good manner. This is because the way they treat the customer also can influence the emotional and satisfaction of the customer toward the service delivery performance. Last but not least, the government also need to monitor and take action in ensure how to improve the facilities in UTC to ensure the facilities that had been provide to the customer achieve the customer need.

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