



اَللّٰهُمَّ صَلِّ وَسَلِّمْ عَلٰى اَبْنائِنَا
UNIVERSITI
TEKNOLOGI
MARA

**UNIVERSITI TEKNOLOGI MARA
KAMPUS KOTA SAMARAHAN**

***"THE SERVICE QUALITY AT SERVICE COUNTER:
A STUDY AT CELCOM AXIATA SDN BHD"***

HAIRANI BUJANG

**BACHELOR OF BUSINESS ADMINISTRATION (HONS) MARKETING
FACULTY OF BUSINESS MANAGEMENT
UNIVERSITI TEKNOLOGI MARA
KOTA SAMARAHAN**

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ABSTRACT

The purpose of this study was to investigate the strong relationship between service quality and customer satisfaction exists in practice in the Celcom service counter at Celcom Axiata Sdn Bhd, Kuching.

The quality needs improvement as a result of the customer dissatisfaction was also investigated. The samples consisted of 174 respondents from Kuching North society only.

The findings of study revealed that there are about 51.1% of respondents are moderately agreed that the staff of Celcom are well-dressed and appear neat (Tangibility). 63.8% of respondents are moderately agreed that Celcom's staffs are being polite when dealing with customers (Assurance).

Lastly, it is also found in this study that 69% of respondents strongly disagree that staffs of this department cannot be expected to give customers personal attention (Empathy).

CHAPTER 1 : INTRODUCTION

Introduction

This study focuses on the relationship between service quality and customer satisfaction at Celcom Axiata Sdn Bhs service counter. To understand the study this chapter explain several topics related to the study which starts with the background of the study and the problem statement. Several research objectives and research questions are also identified, significant of the study, limitation, definition of terms and finding in chapter summary.

1.1.1. Background of Celcom Axiata Sdn Bhd

Celcom started its operation as STM Cellular Communications in 1988 with Fleet Group and Telekom Malaysia as shareholders. Subsequently Telekom Malaysia sold its 51% shareholding to the TRI group which was controlled by Tajuddin Ramli. Fleet Group's share meanwhile was transferred to the Time Engineering group which was later sold to TRI.

In the initial years Celcom experienced a tremendous growth in subscriber base and network coverage under the stewardship of Rosli Man, the President of the company. It was during his tenure that Celcom turned into the leading cellular companies in Malaysia. He left Celcom in 1996.

When the cellular phone market was opened up in 1995, Celcom upgraded to the GSM900 service and quickly grew to become the largest

mobile phone company in Malaysia. Competition soon sets in, and several digital mobile telcos compete for market dominance. It was the age of the phenomenal growth of mobile services.

During the Asian financial crisis in 1997, Celcom's owner, Tan Sri Tajudin Ramli suffered a debt crunch, and his shareholding in Celcom was seized by Danaharta, the national asset restructuring company. Failure to resolve his debts resulted in the controlling stake in Celcom being sold to Telekom Malaysia, the government-owned incumbent fixed line operator in 2003.

Telekom Malaysia proceeded to merge Celcom with its own mobile-operator subsidiary TMTouch through a reverse takeover of TMTouch.

Celcom first stamped its mark in Malaysia's telecommunication industry 10 years ago. It was indeed a decade of achievement as Celcom became a household name.

Celcom continues what it does best - offering customers integrated communications services ranging from cellular, fixed network to multimedia. Celcom has come so far because it is customer-focused and innovative. Today, Celcom's active customer base has reached more than 1 million and it is still the market leader.

1.1.1.1. History of Celcom Malaysia Berhad

Celcom Malaysia Berhad is the oldest mobile telecommunications company in Malaysia. Celcom is one of a member of the Axiata group of companies. Being one of the

very few companies in Malaysia to originally obtain a cellular phone license, it successfully introduced mobile telephony in Malaysia through its ART-900 (Automatic Radio Telephone) service, using first generation (analogue) ETACS (Extended Total Access Communication System) specifications of the United Kingdom, a derivative of the US-AMPS (Advanced Mobile Phone System) technology.

The ETACS ART-900 was started using the prefix "010". Celcom now uses the dialing prefix identifier of "013" and "019" and offer digital GSM (Groupe Speciale Mobile), an originally European standard, now largely a world standard for mobile communications. The original frequency band for GSM is 900 MHz, and was soon extended to 1800 MHz to cater for a much wider bandwidth requirements.

Through the Mobile Numbering Portability by the Malaysian Communications and Multimedia Commission, CELCOM also provides Virtual Mobile Operator services. Celcom also provides rural communications services using CDMA Technology and Satellite Phone.

1.1.1.2. Company Vision

Celcom vision is become the finest Enterprise in the country:-

- To delight our customers
- To build a profitable enterprise that maximizes investor returns

- To empower, develop and reward our people, to become Malaysia's preferred employer
- To build win-win relationships with all our business partners based on mutual trust, respect and support
- To work to bridge the digital divide, to build our nation and to enhance its standing abroad
- To maintain the highest levels of transparency, integrity and professionalism
- Together with all our stakeholders, we will make Celcom Malaysia a premium brand: a brand that symbolizes the spirit of freedom, aspiration, confidence, dynamism, timelessness, universality and globalism

1.1.1.3. Celcom Brand Vision

Our brand vision is about pleasing our *customers and exceeding their expectations*. It is our goal to empower them with choices and innovative solutions that will give them greater control and freedom to live it to the fullest.

1.1.1.4. Celcom Pledge

- We pledge to delight our customers in every aspect of our services
- We pledge to be committed to the pursuit of excellence
- We pledge to maintain the highest level of integrity and professionalism

- We pledge to be always optimistic, positive and dynamic in all we do
- We pledge to constantly reflect warmth friendliness and approachability through our service and our work.

1.1.2 Scope of Study

The purpose of this study is to measure the quality of services provided at the Celcom main branch located at Wisma Lim Kim Soon, Jalan Satok, Kuching.

The respondents are will be from both internal and external customers. The scope of study will involve the perception of customers on the following dimensions:

- *the appearance of physical facilities, equipment, personnel and communication materials*
- *the caring individualized attention the firm provides to its customers*
- *the knowledge and courtesy of employees and their ability to convey trust and confidence*
- *the willingness to help customers and provide prompt service*
- *the ability to perform the promised service dependably and accurately*

1.2. Problem Statement

Quality must work within the system of the organization, not just focused on its products and services. Organizations must master change and these emerging capabilities, or give way to smaller, newer, more agile competitors. Over the last few years, companies have gradually focused on service quality and customer satisfaction.

This strategy is very profitable for both companies and customers, particularly for Service Company and customers. An improvement of the supplied service quality can attract further customers. For this reason, the development of techniques for customer satisfaction analysis is necessary. These techniques allow the critical aspects of the supplied services to be identified and customer satisfaction to be increased (Cuomo 2000). This research explores the relationship between customer satisfaction (i.e., customer satisfaction about overall service) and service quality attributes, based on needs and expectations expressed by the customers of celcom counter service. The model proposed in this study investigates the impact of service quality aspects on Celcom customer satisfaction. To calibrate the model, data collected in a survey addressed to a sample of Celcom's customers were used. This study begins with an introduction to a theoretical framework of relationship between SERVQUAL with customer satisfaction. Next, the experimental survey is described and the statistical descriptive analysis of the sample is reported.

1.2.1. Current Level of Service

Based on observation and verbal feedbacks from customers, the current level of service is at the good quality level. Customers felt that the quality of services provided reach their level of expectations.

1.3. Objectives of Study

The objective of this study is to develop a measurement scale, to assess the quality of service provided at the Celcom branch located at Jalan Satok, Kuching and to identify the basic constructs underlying consumers' perceptions on the quality of service provided.

The objectives of this research proposal are to achieve the following:

- 1.3.1. To identify whether strong relationship between service quality and customer satisfaction exist in practice in the Celcom service counter.
- 1.3.2. To investigate whether quality needs improvement as a result of the customer dissatisfaction.
- 1.3.3. To recommend the appropriate solutions for measuring customer satisfaction.

1.4. Research Questions

The following research questions form the basis of the study:

1.4.1. Does strong relationship exists between service quality and customer satisfaction in practice in the Celcom Bhd?

1.4.2. What are those dimensions of SERVQUAL need to be improved if customers are dissatisfaction?

1.4.3. What are the best recommendations to measure the satisfaction?

1.5. Significance of Study

The research on this topic is about the service quality available at the branch who attending customers and giving services the customer. It will enable to determine the factors and reasons that can fulfill the consumers' needs regarding the quality level of services provided in the company. Hence, the standard line in terms of providing the best service quality to reach maximum level of customers' satisfaction.

The research will also serve as a proposal to the Celcom Branch in Kuching on what and how to improve the level of their service quality, through gathering of information from the respective consumers' point of view and to better understand what the consumers want and expect from the company in order to give an added value to the quality of service.

1.6. Limitations of Study

1.6.1. Private and Confidential

The data required to measure the number of customers visiting the company for the payment of the electricity bills would be strictly kept by the relevant authority. To access into the data may require further communication with the Head of the Department.

1.6.2. Time

The time available to carry out the research is not sufficient enough if advisor require comprehensive results.

1.6.3. Co-operation

Lack of co-operation from the relevant personnel; those carry out the duty and the superior who keep the data. The identify customers may not fully co-operate to fill the questionnaires.

1.6.4. Sample

Because of the nature of this research is to evaluate the level of service quality and also because of the unique characteristics of the service itself, which are intangible, heterogeneity, inseparability and perishability, it's very difficult to get a sample or hard evident.

1.6.5. Unresponsive

We would face a problem to get the customers to fill up the questionnaires either they have no time or unwillingness to do so. Elderly customers may feel not comfortable and reluctant to fill such questionnaires due to the level of understanding on the questions being asked, too comprehensive.

1.7. Definition of Terms

1.7.1. Service Quality

Some important definitions of service quality are coming as following:

Parasuraman et al., (1985, 1988): Service quality is determined by the differences between customer's expectations of services provider's performance and their evaluation of the services they received.

Asubonteng et al. (1996): Service quality can be defined as "the difference between customers' expectations for service performance prior to the service encounter and their perceptions of the service received".

Gefan (2002): Service quality as the subjective comparison that customers make between the quality of the service that they want to receive and what they actually get.

1.7.2. Expectation

Expectation refers to the act of expecting or prospects, especially of success or gain (Answer.com)

1.7.3. Customer Satisfaction

Customer satisfaction is defined as a customer's overall evaluation of the performance of an offering to date. This overall satisfaction has a strong positive effect on customer loyalty intentions across a wide range of product and service categories (Gustafsson, 2005).

CHAPTER 2: LITERATURE REVIEW

This chapter discuss on the customer satisfaction, service quality, a changing philosophy, SERVQUAL dimension in relation to service counter.

2.1. Introduction

One of the greatest challenges facing organizations today is the ever-growing competition, the continuous increase in customer expectation (Joseph & Walker, 1988; Leonard & Sasser, 1982; Takeuchi & Quelch, 1983) and customers' subsequent demands as service improves (Ettorre, 1994). Moreover, customers are becoming increasingly critical of the quality of service they experience (Albrecht & Zemke, 1985a). Customer demand and competition are forcing to cut loose from the traditional customer satisfaction paradigm, to adopt proactive strategies which will assist them to take the lead in the market-place. One strategy which has gained momentum, in services, is the concept of quality and quality management. According to Berry *et al.* (1988), service quality has become a great emendator and the most powerful competitive weapon which many leading service organizations possess. Service business success has been associated with the ability to deliver superior service (Gale, 1990; Rudie & Wansley, 1984). Delivering superior service by maintaining high quality is a prerequisite for success (Parasuraman *et al.*, 1988). Leading

need to understand how customers evaluate the quality of their service offering, how they choose one organization in preference to another and on what basis they give their long-term patronage.

Service quality is one of the most dominant themes of research in services (Fisk *et al.*, 1993). During its infancy, service quality research based its foresight on consumer behaviour and the confirmation/disconfirmation paradigm (Gronroos 1992).

According to this paradigm, as customers consume a product, they compare the quality they have experienced to that of their prior expectations (Swan and Comb, 1976), which leads to an emotional reaction manifested in the satisfaction/dissatisfaction with the products or services purchased (Woodrup *et al.*, 1983).

Thus, instead of using quality concepts from manufacturing, services marketing researchers based their work on developing a service quality concept on models from consumer behaviour (Brown *et al.*, 1992). Following extensive research on the so-called perceived service quality model, it has been recognized that customers evaluate service quality by comparing the service provider's actual performance 'perceptions' with what they believe.

2.4. SERVQUAL Dimensions in Relation to Celcom Service Counter

2.4.1. Tangibles

Examples of the tangibles factor are “has up-to-date equipment”, “physical facilities are absolutely appealing” and “materials are absolutely appealing”. These aspects might be even more important in business as there is no face-to-face contact between the customer and an employee.

The image aspects of employee are also judged by the people. Although a number of employees offer customers the opportunity to customize to their needs, this customization process is mostly aimed at the content of the service delivery.

2.4.2. Service Reliability

Some of the aspects in the reliability factor have to do with “doing what is promised” and “doing it at the promised time”. Some organizations found out the hard way that there are also a lot of customers would like to be treated because of convenience considerations (Riseley and Schehr, 2000). If customers cannot trust an organization to do what they ask, those customers will be dissatisfied (Riseley and Schehr, 2000).

2.4.3. Responsiveness

One of the aspects in the responsiveness factor is “gives prompt service”. The amount of time it takes to deal at the counter

appears to be of great importance to the customers of the Celcom Bhd. It can be assumed that people expect customer service to be even quicker because of the technological advances. Thus, it is very important for organizations to have a service that is quick, but on the other hand customers expect service to be excellent.

2.4.4. Assurance

One of the aspects in the assurance factor is “knowledge to answer questions”. Customers expect to find everything they want on a customer service. At the counter, people are not satisfied if they cannot find everything they want. Customer services need to have great rich and relevant product information (Dayal et al., 2002). Two other aspects in the assurance factor are “employees can be trusted” and “feel safe in your transactions with employees”. First, there is the risk for customers to share personal information with an organization they do not know. Aspects in the assurance factor that could be very important in business are (Daughtrey, 2001):

Availability of a formal privacy and confidentiality policy on a service delivery;

- secured access to a service (that customers are prompted to acknowledge);
- general reputation of frontliner;
- certifications or guarantees of assurance; and
- Report on experiences of other customers.

These organizations are becoming aware of the advantages of such certification in relation to customers' trust in these organizations.

2.4.5. *Empathy*

In the dimension of empathy there are several aspects that are usually not found at service counter. Because of the fact that there is human interaction, service counter normally do offer personal attention. This kind of service is aimed at giving customers the experience of getting personal attention. The idea is that the more a service counter is tailored to a particular customer's needs, the more likely that customer will return again and again (The Economist, 2001). A friendly looking face of an assistant at service counter is supposed to make customers feel more comfortable. The latter possibility of asking customers of a satisfaction questions will enable companies to tailor their offerings to the wishes of the customer to prevent customer dissatisfaction.

Summary

This chapter reviews the literature or the definition on satisfaction, service quality and SERVQUAL dimensions such as tangibles, service reliability, responsiveness, assurance and empathy.

CHAPTER 3: RESEARCH METHODOLOGY AND FRAMEWORK

This chapter illustrates the methodology that is applied in this study. This chapter contains several sections beginning with the introduction, followed by the research design, sampling frame, sampling techniques, sample size, population, procedures of analysis as well as chapter summary.

3.1. Research Design - SERVQUAL

By the use of SERVQUAL scale it is possible to compare customers' expectations and their perceptions of actual performance (Parasuraman and Zeithaml, 1990). This scale has been developed for the service sector and has five generic dimensions or factors:

3.1.1. Tangibles: Physical facilities, equipment and appearance of personnel;

3.1.2. Reliability: Ability to perform the promised service dependably and accurately;

3.1.3. Responsiveness: Willingness to help customers and provide prompt service;

3.1.4. Assurance (including competence, courtesy, credibility and security):

Knowledge and courtesy of employees and their ability to inspire trust and confidence;

3.1.5. Empathy (including access, communication, understanding the customer):

Individualized attention that the firm provides to their customers.

3.2. Conceptual Framework

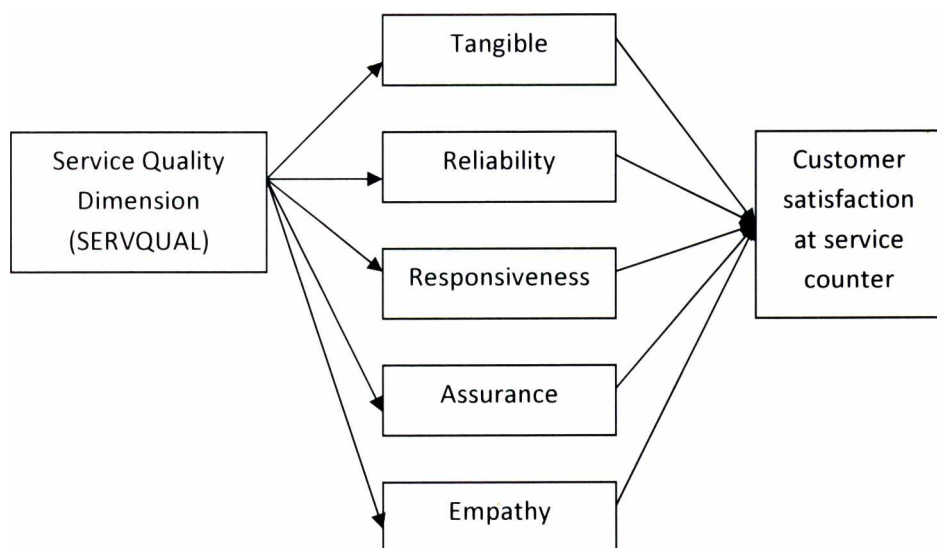


Figure 1: Relationship between service quality and customer satisfaction based on SERVQUAL.

The five Service quality dimensions have been selected from the SERVQUAL. In the SERVQUAL instrument, a few numbers of statements measure the performance across these five dimensions. For each statement, the expectation and the experience of a customer are determined. There is some criticism on the long-term stability of the results of the SERVQUAL scale (Lam and Woo, 1997) and on the general applicability of the five dimensions (Buttle, 1996; Crosby and LeMay, 1998). Although

alternative models have been proposed for the measurement of service quality, the SERVQUAL scale has been widely used by academics and practitioners to measure service quality.

CHAPTER 4: DATA COLLECTION METHOD

4.1. Data Collection Method

This study presented data that has been collected through quantitative survey. At first we distributed the questionnaires that mean the sample population and after that the data being presented according to the research questions and the variables identified in the frame of reference.

4.1.1. The primary data

4.1.1.1. Interviewing

We did interviewing session with customers to get information such as their perceptions towards service provided by Celcom counter, their opinion on service quality based on SERVQUAL dimensions.

4.1.1.2. Questionnaires

We administered questionnaires to be distributed to respondents at Celcom Service Counter.

4.1.2. The secondary data

Certain types of information such as related articles and journals those can assist in this study also being gathered. Secondary data can be obtained by browsing through online databases such as Emerald Insight, Science Direct and others.

4.2. Survey Instruments

The questions will be designed to measure the perceptions and service quality based on the following SERVQUAL five dimensions.

- Tangibles (Physical Environment) – demographic and employees' appearances
- Reliability – provide services as promised (queuing system)
- Responsiveness – prompt services
- Assurance – accurate transaction and courteous
- Empathy – show interest to serve the customers

4.3. Sampling Technique

Data for the study has been collected through a department survey using a structured self-administered questionnaire. This convenience sampling approach was used because of the difficulty in obtaining probability samples in Celcom Service Counter.

4.4. Sampling Size / Population

4.4.1. Sampling Size

Sample size is based on population in Kuching North only. The whole population in North Kuching is 12, 773 (based on Kuching North City Hall (DBKU's census). The table of Kritjche & Morgan revealed that when population more than 10,000 therefore, total of 264 questionnaires form will be distributed for this research.

4.4.2. Population

The study targeted customers who come to Celcom counter at the same time become respondents for this survey. The respondents will be those who are visiting the Celcom Counter during office hour, from 9.00am till 4.30pm, targeted both external customers. The questionnaires will be distributed using the drop-off/pick-up method.

4.5. Quantitative Data Presentation

Self-administrated survey has been conducted based on the structured questionnaire. The questionnaire has been developed based on the variables that were identified in the frame of reference.

The purpose of the questionnaire survey was to develop empirical evidence on the quality factors of customer service that are important to people. The questionnaire used in the study is comprised of four parts. Part A contains demographic profile of respondents including gender, age group, marital status, education and many more. Part B consists of SERVQUAL's perceptions of respondents based on a seven-point Likert scale ranging from "strongly disagree=1" to "strongly agree=7" to measure the 15 items of service quality dimensions.

The survey comprised the following questions:

- Personal information (gender, age, education);
- Respondents' visit to Celcom service counters who deal with employees
- Specific SERVQUAL that are experienced by respondents.

The core of the questionnaire consists of the list of aspects of service quality. For every aspect we ask the respondent to indicate the importance of that aspect and at the same time we ask for their satisfaction with that aspect. The structure of the questions is based on the SERVQUAL scale (Zeithaml et al., 1990). Finally, section C comprises of open-ended question for respondents to answer regarding recommendation upon the service the Celcom Axiata Sdn Bhd need to be improved.

4.6. Procedure for Analysis

The collected data has been analyzed by using SPSS data 17.0 Version. ANOVA, t-test, regression analysis as well as descriptive analysis used to analyze the usable data. Then, the analyzed data converted into table, graph, and bar chart as well pie chart so that the data can be presentable and understandable manner as better explanation being reported.

4.7 VARIABLE ITEMS

Description	Sources
Tangibility	Sohail M. S.; (2003)
This department have up-to-date department	
The physical facilities have visually appealing	
The staff is well dressed and appear neat	
The appearance of the physical facilities of this department is keeping with the type of service provided	
Reliability	
When this department promises to do something by a certain time, they are doing so	
When customers have problems, this department is be sympathetic and reassuring	
This department is dependable	
They provide their services at the time they promise to do so	
They are keeping their records accurately	
Responsiveness	
This department shouldn't be expected to tell customers exactly when services would be performed	
It is not realistic for customers to expect prompt service from employees of this department	
The staffs of this department don't always have to be willing to help customers	
It is okay if they are too busy to respond to customer request promptly	
Assurance	
A customer is able to trust employees of this department	
A customer is able to feel safe in their transaction with employee of this department	
The staff is be polite	
The staffs are able to get adequate support from this department to do their jobs well	
Empathy	
This department is not being expected to give customers individual attention	
Staffs of this department cannot be expected to give customers personal attention	
It is unrealistic to expect staffs to know what the needs of their customers are	
It is unrealistic to expect this department to have their customers' best interests at heart	
They shouldn't be expected to have opening hours convenient to all their customers	

Table 1: Instruments used and its sources in the study

Summary

As conclusion, this chapter describes the quantitative, analytical approaches of this study. Furthermore, this chapter explained in detail the introduction, research design, sampling, sampling size, instrument and procedure analysis. This chapter, also explain the data collection procedures and data analysis.

CHAPTER 5: FINDINGS AND ANALYSIS

This chapter discussed the result and findings of the study that were conducted by the researcher. The findings were based on the development and distributed questionnaires which were distributed to the respondents. This chapter was divided into several sections starting with the demographic information of the respondents such as gender, age, status, educational level and frequency of visit. The next section explained assumptions, reliability test and regression test.

5.1. Demographic analysis

A total of 264 questionnaires were distributed, 174 respondents returned the questionnaire and all 174 sets are valid for analysis. The following are the results of the study.

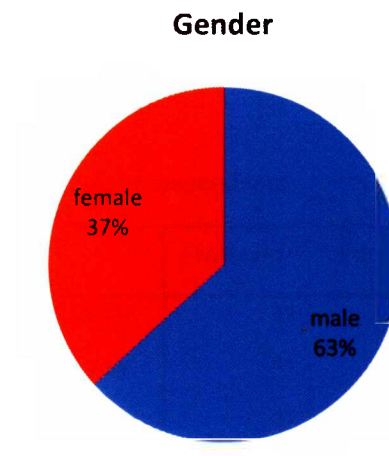


Figure 2: Percentage of respondents according to gender

Table 2: Gender

	Frequency	Percent
Valid male	110	63.2
female	64	36.8
Total	174	100.0

Table 2 shows the distribution of respondents according to gender. 63.2% of the respondents were male and remaining 36.8% were female.

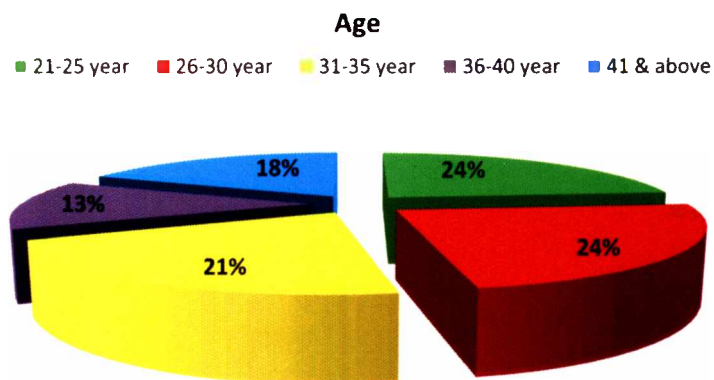


Figure 3: Percentage of respondents according to age

Table 3: Age of respondents

	Frequency	Percent
Valid 21-25 year	41	23.6
26-30 year	41	23.6
31-35 year	37	21.3
36-40 year	23	13.2
41 & above	32	18.4
Total	174	100.0

Table 3 shows the frequency and percentage of respondents of various age groups. The age between 21 to 25 year and 26 to 30 year formed the biggest group; 23.6%. This is followed by respondents in the age group between 31 to 35 year-old (21.3%), between 41 and above (18.4%), and age group is between 36 to 40 year-old (13.2%).

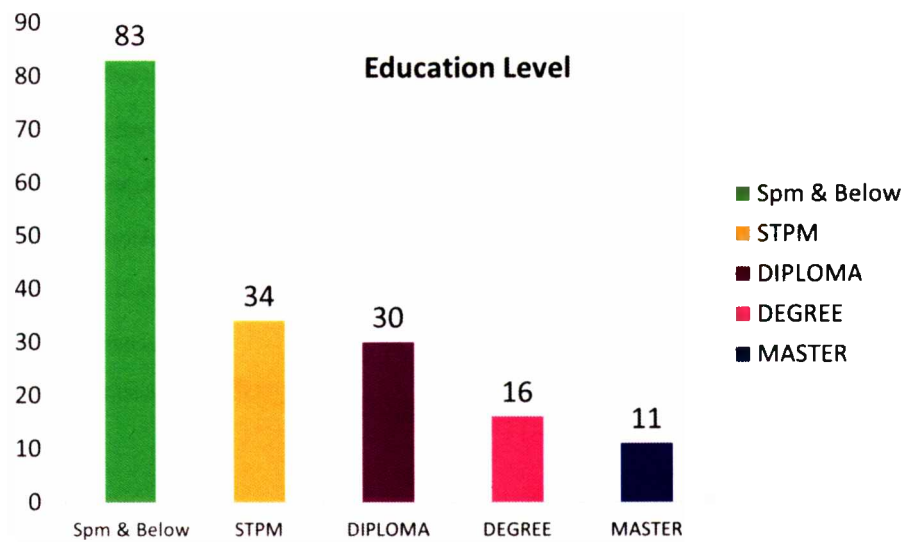


Figure 4: Frequencies of respondents according to Education level

Table 4: Education Level

		Frequency	Percent
Valid	SPM & Below	83	47.7
	STPM	34	19.5
	DIPLOMA	30	17.2
	DEGREE	16	9.2
	MASTER	11	6.3
	Total	174	100.0

Table.4 shows the frequency and percentage of the respondents according to their level of education. 47.7% of the respondents have SPM & below qualification. 19.5% of the respondents have STPM, 17.2% are diploma holder and only 9.2% of them with degree level. Out of 174 respondents, 6.3% have Master qualification.

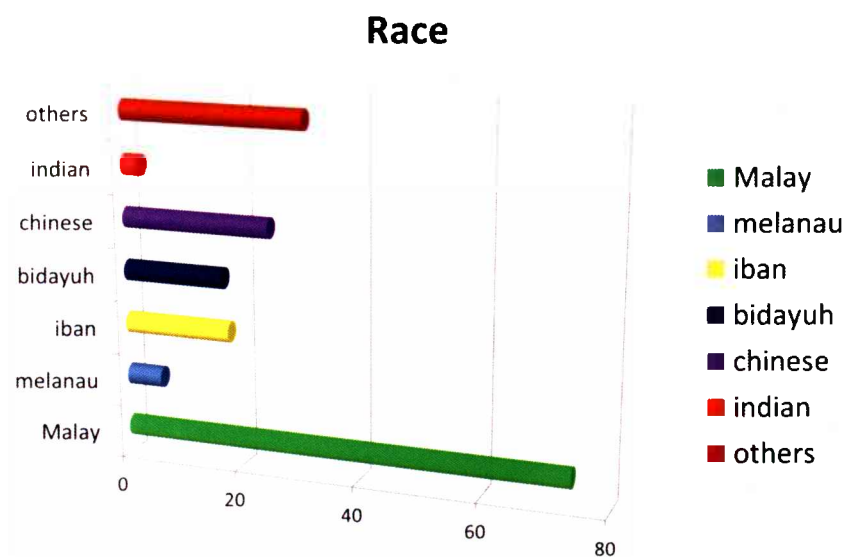


Figure 5: Frequencies of respondents according to race

Table 5: race of respondents

		Frequency	Percent
Valid	Malay	74	42.5
	melanau	6	3.4
	iban	18	10.3
	bidayuh	17	9.8
	chinese	25	14.4
	indian	3	1.7
	others	31	17.8
	Total	174	100.0

Table 5 shows the frequency and percentage of respondents according to their race. Most of the respondents were from Malay (42.5%). This is followed by others group (17.8%), 14.4% of Chinese and the remaining race 10.3% were from Iban group. A small percentage is 1.7% with Indian group of people.



Figure 6: Percentage of visits

Table 6: Number of Visit

		Frequency	Percent
Valid	3rd time	2	1.1
	more than 3 times	172	98.9
Total		174	100.0

Most of respondents were visiting Celcom service counter for more than three times (98.9%). Only 1.1% went to service counter for their third time.

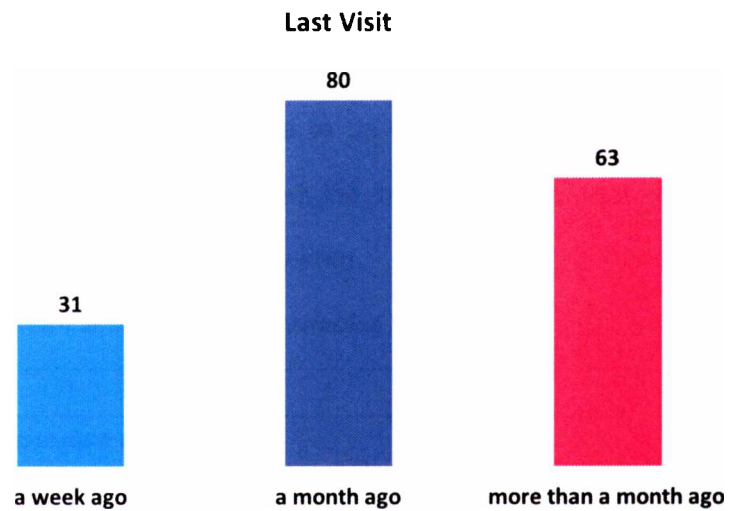


Figure 7: Frequencies of customer's last visit

Table 7: Last Visit

		Frequency	Percent
Valid	a week ago	31	17.8
	a month ago	80	46.0
	more than a month ago	63	36.2
Total		174	100.0

Out of 174 respondents, 46% of them made their last visit at Celcom service counter for a month ago. They made their transaction and other kind of services at service counter more than a month ago showing that 36.2% and remaining 17.8% of respondents made their last visit only for a week ago.

5.2. Mean Analysis

From the Table 8 below, it showed all 22 items used in the questionnaire and their mean score respectively. By doing mean analysis, the score result able to be obtained in order to get to know which dimension scored the highest and lowest so that research objective can be answered.

Table 8: Mean score for every variables

No	Description	Mean
1	This department have up-to-date department	5.83
2	The physical facilities have visually appealing	5.85
3	The staff is well dressed and appear neat	6.18
4	The appearance of the physical facilities of this department is keeping with the type of service provided	5.83
5	When this department promises to do something by a certain time, they are doing so	5.68
6	When customers have problems, this department is be sympathetic and reassuring	5.71
7	This department is dependable	5.74
8	They provide their services at the time they promise to do so	5.71
9	They are keeping their records accurately	5.74
10	This department shouldn't be expected to tell customers exactly when services would be performed	1.56
11	It is not realistic for customers to expect prompt service from employees of this department	1.49
12	The staffs of this department don't always have to be willing to help customers	1.51
13	It is okay if they are too busy to respond to customer request promptly	1.49
14	A customer is able to trust employees of this department	5.88
15	A customer is able to feel safe in their transaction with employee of this department	5.91
16	The staff is be polite	6.11
17	The staffs are able to get adequate support from this department to do their jobs well	5.90
18	This department is not being expected to give customers individual attention	1.37
19	Staffs of this department cannot be expected to give customers personal attention	1.36
20	It is unrealistic to expect staffs to know what the needs of their customers are	1.37
21	It is unrealistic to expect this department to have their customers' best interests at heart	1.39
22	They shouldn't be expected to have opening hours convenient to all their customers	1.37

5.2.1. Tangibility

From table 9 below, customers felt satisfied with the facilities available at the counter, however less satisfied with the counter up-to-date as well as the appearance of the physical facilities of the counter.

Table 9: Tangible

No	Factors	Average Score
1	This department have up-to-date facilities	5.83
2	The physical facilities have visually appealing	5.85
3	The staff is well dressed and appear neat	6.18
4	The appearance of the physical facilities of this department is keeping with the type of service provided	5.83
	Total Average Score	5.92

5.2.2. Reliability

From Table 10, customers were highly satisfied with the service provided, but less satisfied with the department promises.

Table 10: Service Reliability

No	Factors	Average Score
1	When this department promises to do something by a certain time, they are doing so	5.68
2	When customers have problems, this department is be sympathetic and reassuring	5.71
3	This department is dependable	5.74
4	They provide their services at the time they promise to do so	5.71
5	They are keeping their records accurately	5.74
	Total Average Score	5.72

5.2.3. Responsiveness

From Table 11 below, customers were happy with the prompt service provided even though they were happy with the willingness and readiness of employees to assist them whenever requested or might be caused by miss communication.

Table 11: Responsiveness

No	Factors	Average Score
1	This department shouldn't be expected to tell customers exactly when services would be performed	1.56
2	It is not realistic for customers to expect prompt service from employees of this department	1.49
3	The staffs of this department don't always have to be willing to help customers	1.51
4	It is okay if they are too busy to respond to customer request promptly	1.49
	Total Average Score	1.51

5.2.4. Assurance

From Table 12 below, customers put a high trust on the employees and felt that their transactions are safe even though the employee may be less courteous.

Table 12: Assurance

No	Factors	Average Score
1	A customer is able to trust employees of this department	5.88
2	A customer is able to feel safe in their transaction with employee of this department	5.91
3	The staff is polite	6.11
4	The staffs are able to get adequate support from this department to do their jobs well	5.90
	Total Average Score	5.95

5.2.5. Empathy

From Table below 13, customers are willing to come back to do their bills payment in future and will recommend others to do transaction at the service counter of Celcom Axiata Sdn Bhd.

Table 13: Empathy

No	Factors	Average Score
1	This department is not being expected to give customers individual attention	1.37
2	Staffs of this department cannot be expected to give customers personal attention	1.36
3	It is unrealistic to expect staffs to know what the needs of their customers are	1.37
4	It is unrealistic to expect this department to have their customers' best interests at heart	1.39
5	They shouldn't be expected to have opening hours convenient to all their customers	1.37
	Total Average Score	1.37

5.3. RELIABILITY TEST

By referring to Table 14 below, **Empathy** dimensions scored the highest and **tangibility** scored the lowest Cronbach Alpha for the five dimensions. However, every dimension used in this study was showing the strong relationship. Meaning that, those strong relationships refer to reliable dimensions for testing.

Table 14: Reliability test for every dimension

No	Dimensions	Cronbach Alpha
1	Tangibility	0.910
2	Reliability	0.966
3	Responsiveness	0.968
4	Assurance	0.924
5	Empathy	0.986

5.4. REGRESSION TEST

As such, can be concluded that the services provided at the service counter is excellent and other necessary improvements will enable its reach the super excellent level.

Table 15: Regression Test between dimensions with customer satisfaction and customer loyalty

Dimensions/Independents Variable	Sig. Value	Dependents Variable
Tangibility	0.459	Customer Satisfaction
Reliability	0.437	
Responsiveness	0.419	
Assurance	0.648	
Empathy	0.545	
Tangibility	0.385	Customer Loyalty
Reliability	0.412	
Responsiveness	0.692	
Assurance	0.716	
Empathy	0.469	

Based on reliability & regression a finding, Independent Variables (Assurance) is the dimensions that most effected towards Customer satisfaction and customer loyalty (dependent variables). The result as showed in the table; (Customer Satisfaction; 0.648) and (Customer Loyalty; 0.716).

5.5. ITEM TOTAL CORRELATION

Table 16: Item Total Correlation

Dimensions	Significant Value	Remarks
Tangibility	0.799	Strong Relationship
Reliability	0.904	Very Strong Relationship
Responsiveness	0.923	Very Strong Relationship
Assurance	0.827	Strong Relationship
Empathy	0.959	Very Strong Relationship

Based on findings, the second objective in this research is answered by using regression and item total correlation methods. Second objective was to investigate which dimensions of SERVQUAL need to be improved as a result of the customer dissatisfaction. Therefore, the results from both method used showed that 'The Lowest Score' among all dimensions is **Tangibility** (Regression= 0.385, Item Total Correlation=0.799)

Summary

This chapter described the results and findings of the study in describing and answering all research questions that were identified from chapter one. The results obtained were analyzed using statistical analysis in ensuring its reliability. The finding of the study included the demographic information of the respondents such as their gender, age, study and educational level. The result obtained hoped to increase the understanding of the researcher and others on the satisfaction level of service quality and the Celcom service counter.

CHAPTER 6: CONCLUSIONS

This study was conducted mainly to determine customer satisfaction level toward Celcom service counter and to identify weaknesses. Therefore, this chapter is developed to report the conclusions of the findings.

Although alternative models have been proposed for the measurement of service quality, the SERVQUAL scale has been widely used by academics and practitioners to measure service quality.

Based on the data collected, we found that tangible dimension scoring the lowest score among the five dimensions. Being that, many improvements shall be carried out by the Celcom in order to improve further. Even though empathy dimensions scored the highest among the dimensions, there are still necessary efforts to be done in order to maintain the current value and to improve further value.

In overall the performance are satisfactorily. There are about 51.1% of respondents are moderately agreed that the staff of Celcom are well-dressed and appear neat (Tangibility). 63.8% of respondents are moderately agreed that Celcom's staff is being polite when dealing with customers (Assurance). Lastly, it is also found in this study that 69% of respondents strongly disagree that staffs of this department cannot be expected to give customers personal attention (Empathy).

CHAPTER 7: RECOMMENDATIONS

This chapter was conducted mainly to determine the relevance of the strong relationship between service quality and customer satisfaction in Celcom service counter. The following recommendations were proposed with regards to the findings obtained in the study which are as follows:-

- Based on findings show that tangible is the lowest score among all the dimensions. Therefore, Celcom Axiata Sdn Bhd should improve the service counter by providing latest design of service counter together with updated facilities and comfortable waiting and service area to their customers.
- To create a trustworthy from the customer based on finding, Assurance score 5.88, Celcom Axiata Sdn Bhd should provide more internal or external training to their customer service to improve their interpersonal skills, communications skills and being professional in their task.

Summary

This chapter presented and discussed the final part of the study, covering the discussion of the findings and conclusions of each research question and researched objectives that were discuss earlier in the previous chapter.

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APPENDIX: GANTT CHART

Table 1
Schedule of Activities and Time Frame of Research Proposal

No	Activities	July				August				September				October				November	
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2
1.	Literature review	■	■	■															
2.	Proposal				■	■	■												
3.	Sample design						■	■											
4.	Data collection and preparation								■	■									
5.	Data analysis									■	■	■							
6.	Draft report												■	■					
7.	Final report														■	■			
8.	Report presentation															■	■		
9.	Submission of report																■	■	

APPENDIX (QUESTIONNAIRE)

THE SERVICE QUALITY AT SERVICE COUNTER: A STUDY AT CELCOM AXIATA SDN BHD

We would be grateful if you could spare a few minutes to complete this Customer Satisfaction Questionnaire to help us ensure that our standard of customer care exceeds expectations wherever possible.

Section A: Respondent's Profile
Please tick (✓) appropriate answer

1. Gender:

Female	<input type="checkbox"/>
Male	<input type="checkbox"/>

2. Age:

21-25 year	<input type="checkbox"/>
26-30 year	<input type="checkbox"/>
31-35 year	<input type="checkbox"/>
36-40 year	<input type="checkbox"/>
41 and above	<input type="checkbox"/>

3. Race:

Malay	<input type="checkbox"/>
Melanau	<input type="checkbox"/>
Iban	<input type="checkbox"/>
Bidayuh	<input type="checkbox"/>
Others (please specify)	<input type="checkbox"/>

4. Education level:

SPM & Below	<input type="checkbox"/>
STPM	<input type="checkbox"/>
DIPLOMA	<input type="checkbox"/>
DEGREE	<input type="checkbox"/>
MASTER	<input type="checkbox"/>

5. Number of visit Celcom Service Counter:

1 st time	<input type="checkbox"/>
2 nd time	<input type="checkbox"/>
3 rd time	<input type="checkbox"/>
More than 3 times	<input type="checkbox"/>

6. When was your last visit at Celcom counter?

A week ago	<input type="checkbox"/>
A month ago	<input type="checkbox"/>
> A month ago	<input type="checkbox"/>

SECTION B : DIMENSIONS OF SERVICE QUALITY

No	Description	Scale						
		Strongly Disagree			Strongly Agree			
	Tangibility							
T1	This department have up-to-date facilities	1	2	3	4	5	6	7
T2	The physical facilities have visually appealing	1	2	3	4	5	6	7
T3	The staff is well dressed and appear neat	1	2	3	4	5	6	7
T4	The appearance of the physical facilities of this department is keeping with the type of service provided	1	2	3	4	5	6	7
	Reliability							
R1	When this department promises to do something by a certain time, they are doing so	1	2	3	4	5	6	7
R2	When customers have problems, this department is be sympathetic and reassuring	1	2	3	4	5	6	7
R3	This department is dependable	1	2	3	4	5	6	7
R4	They provide their services at the time they promise to do so	1	2	3	4	5	6	7
R5	They are keeping their records accurately	1	2	3	4	5	6	7
	Responsiveness							
RP1	This department shouldn't be expected to tell customers exactly when services would be performed	1	2	3	4	5	6	7
RP2	It is not realistic for customers to expect prompt service from employees of this department	1	2	3	4	5	6	7
RP3	The staffs of this department don't always have to be willing to help customers	1	2	3	4	5	6	7
RP4	It is okay if they are too busy to respond to customer request promptly	1	2	3	4	5	6	7
	Assurance							
A1	A customer is able to trust employees of this department	1	2	3	4	5	6	7
A2	A customer is able to feel safe in their transaction with employee of this department	1	2	3	4	5	6	7
A3	The staff is polite	1	2	3	4	5	6	7
A4	The staffs are able to get adequate support from this department to do their jobs well	1	2	3	4	5	6	7
	Empathy							
E1	This department is not being expected to give customers individual attention	1	2	3	4	5	6	7
E2	Staffs of this department cannot be expected to give customers personal attention	1	2	3	4	5	6	7
E3	It is unrealistic to expect staffs to know what the needs of their customers are	1	2	3	4	5	6	7
E4	It is unrealistic to expect this department to have their customers' best interests at heart	1	2	3	4	5	6	7
E5	They shouldn't be expected to have opening hours convenient to all their customers	1	2	3	4	5	6	7

Appendix: Table 1: Table for Determining Minimum Returned Sample Size for a Given Population Size

Population Size	Sample Size
1000	213
1500	230
2000	239
4000	254
6000	259
8000	262
10000	264