

2

MANAGING COMPETENCY AMONGST DRIVERS
TRADESMAN IN THE SERVICE CORPS:
EMPIRICAL INVESTIGATION INTO USER AND
PROVIDER PERCEPTION OF QUALITY

MEJ ROSLI BIN MUHAMMAD ✓
MEJ ROSLI BIN BAHAROM

Submitted to the Faculty of Business and Accountancy
University of Malaya
In partial fulfillment of the requirements for the Degree of
MASTERS OF MANAGEMENT
August 2004

Perpustakaan Universiti Malaya



A511846103

ACKNOWLEDGEMENTS

We would like to express our sincere gratitude to our supervisor Encik Mohd Khidzir bin Yusof, for his professional guidance, suggestions, criticisms and concern that enable us to produce this paper.

Also we indebted to our loving families for their patience and tolerance in allowing us to indulge in this project paper rather spending the valuable time with them. Our thanks also to the staffs of Army Institute of Management – Management Wing, for their advised and cooperation. We also would like to take this opportunity to thank all the Commanding Officers and Officers Commanding that involved directly and indirectly in supporting our research.

Lastly, we have to admit that nobody is perfect. Any mistakes and errors found in this paper are of our doing and carelessness. May all who read this paper accept our advance apology.

ABSTRACT

Although there is no specific study conducted on service quality, however there are informal complaints by the users from the other corps on the transportation service provided by the Royal Service Corps (RSC). The complaints cover on the aspect of condition of vehicle, driver's punctuality, personality and appearance. As drivers have undergone several training, which included basic and advance courses, either formal or informal, however their competency or performance still been questioned. They are supposed to be competent in carrying out their tasks once they are certified as trained drivers.

This research is conducted empirically to find out to what extent does the perception of service quality of transport service provided by RSC has correlation with the level of customers' satisfaction. Theoretical framework in this research explains the connection on how independent variable (perception of service quality) influences dependent variable (customer satisfaction). The data, which has been collected, were generated and tested with inferential statistics like multiple regression analysis, Chi Square and ANOVA, reliability test and factor analysis as the test of significance. Descriptive analysis like central tendencies and dispersions were used as data analysis methods. Personally administered questionnaires are used as the main data collection method. Nominal and interval scales were used as means of measurement. Literature review is also done to get definition of concepts and types of measurement used and recommended in past studies. In this research, SERVQUAL method developed by Parasuraman, Zeithaml and Berry (1988) is considered to measure the perception of service quality. As the result of the data analysis, it is found that there is a positive relationship between perception of service quality and customer satisfaction towards the transport service provided by RSC. In this research, we also identified that the perception level of service quality is considered as below average and therefore it influence the customer satisfaction to be at low level too. The results of the research can also be used as an

upgrading basis that needs to be done by the RSC to improve the quality of the transport service.

Methodology used in this research is survey using the self-administered questionnaire to collect primary data. The data is analyzed by using the application 'Statistical Package for Social Science (SPSS) version 11.5.

TABLE OF CONTENTS

Page Number

Acknowledgement	ii
Abstract	iii
Table of contents	v
List of Abbreviations	vii
List of Figures and Table	viii

Chapter 1 – Introduction

1.1	Background of the Royal Service Corps	1
1.2	Organization	3
1.3	Combat Driver	4
1.4	Objective of the Study	5
1.5	Significance of the Study	6
1.6	Organization of the Research	6

Chapter 2 – Literature Review

2.1	Overview on Competency	7
2.2	Concept of Perception	9
2.3	Concept of Service	10
2.4	Concept of Quality	10
2.5	Concept of Customer Satisfaction	14
2.6	Measuring Perception of Service Quality	14

Chapter 3 – Research Methodology

3.1	Introduction	16
3.2	Primary Data	16
3.3	Secondary Data	16
3.4	Absorption of Theories	17
3.5	Theoretical Framework	17
3.6	Research Design	19
3.7	Research Field	20
3.8	Survey Instrument	20
3.9	Research Procedure	23

Chapter 4 – Research Results (Customers' Perception)

4.1	Demographic Profile Analysis	25
4.2	Cross tabulate Analysis	27
4.3	Correlation Analysis	35
4.4	Anova Analysis	37

4.5	Reliability Test	40
4.6	Regression Analysis	42
4.7	Factor Analysis	47
4.8	Conclusion	50

Chapter 5 – Research Result (Driver’s Perception)

5.1	Demographic Profile	51
5.2	Crosstabulate	52
5.3	Correlation Analysis	56
5.4	Anova Test	58
5.5	Reliability Test	61
5.6	Regression Analysis	65
5.7	Factor Analysis	69
5.8	Conclusion	72

Chapter 6 – Conclusions

6.1	Introduction	74
6.2	Discussion	74
6.3	Summary	76
6.4	Recommendations	77

Appendices

- A. Bibliography.**
- B. Customer’s Questionnaires.**
- C. Driver’s Questionnaires.**

LIST OF ABBREVIATIONS

ANOVA	-	Analysis of Variance
BMA	-	Brigade Maintenance Area
DMA	-	Division Maintenance Area
HQ	-	Headquarters
HRM	-	Human Resource Management
MT	-	Motor Transport
NCO	-	Non Commissioned Officer
RSC	-	Royal Service Corps
SERVQUAL	-	Service Quality
SNCO	-	Senior Non Commissioned Officer
SOP	-	Standard Operating Procedure
SPM	-	Sijil Pelajaran Malaysia
SRP	-	Sijil Rendah Pelajaran
STPM	-	Sijil Tinggi Persekolahan Malaysia

LIST OF FIGURES AND TABLES

Figure list

- Figure 2.1 - Elements of Service Quality
Figure 3.1 - Theoretical Framework

Table List

- Table 4.1.1 - Demographic Profile
Table 4.2.1 - Customer Satisfaction of Service by Corps Group
Table 4.2.2 - Customer Satisfaction of Service by Years of Service Group
Table 4.2.3 - Customer Satisfaction of Service by Rank Group
Table 4.2.4 - Frequency of Service Usage by Corps Group
Table 4.2.5 - Frequency of Service Usage by Years of Service Group
Table 4.2.6 - Frequency of Service Usage by Rank Group
Table 4.2.7 - Period of Service Usage by Corps Group
Table 4.2.8 - Period of Service Usage by Year of Service Group
Table 4.2.9 - Period of Service Usage by Rank Group
Table 4.2.10 - Customer View of Service Performance by Corps Group
Table 4.2.11 - Customer View of Service Performance by Service Group
Table 4.2.12 - Customer View of Service Performance by Rank Group
Table 4.3.1 - Correlation Analysis
Table 4.4.1 - Customer Satisfaction by Corps Group
Table 4.5.1 - Reliability of Dependant Variables
Table 4.5.2 - Reliability of Independent Variables (Personality)
Table 4.5.3 - Reliability of Independent Variables (Tangibles)

Table 4.6.1	-	The Regression Analysis Model
Table 4.6.2	-	Model Summary
Table 4.6.3	-	Anova Table Analysis
Table 4.6.4	-	Coefficient Table Analysis
Table 4.7.1	-	Total Variance Explained
Table 4.7.2	-	Rotated Component Matrix
Table 5.1.1	-	Demographic Profile
Table 5.2.1	-	Driver's Satisfaction by Age Group
Table 5.2.2	-	Driver's Satisfaction by Education Group
Table 5.2.3	-	Satisfaction of Service by Years of Service Group
Table 5.2.4	-	Satisfaction of Service by Rank Group
Table 5.3.1	-	Correlation Analysis
Table 5.4.1	-	Driver's Satisfaction by Rank Group
Table 5.5.1	-	Reliability of Dependent Variables (Driver's Satisfaction)
Table 5.5.2	-	Reliability of Independent Variables (Career Planning)
Table 5.5.3	-	Driver's Appearance
Table 5.5.4	-	Vehicle Suitability
Table 5.5.5	-	Formal and Informal Training
Table 5.5.6	-	Unit Facilities
Table 5.6.1	-	The Regression Analysis Model Stepwise
Table 5.6.2	-	Model Summary Table Analysis
Table 5.6.3	-	Anova Table Analysis
Table 5.6.4	-	Coefficient Table Analysis

Table 5.7.1 - Total Variance Explained

Table 5.7.2 - Rotated Component Matrix