

CHAPTER 6

CHAPTER 6 – CONCLUSIONS

6.1 Introduction

Transportation is an important aspect in any military logistic systems. An efficient system will increase the mobility and operational efficiency of the military formation in all stages of war including counter insurgency operation.

In the Malaysian Army, the responsibilities of providing the land transportation support to the field formation lies on Royal Service Corps (RSC). Since the land transportation resources are limited, an efficient road transport management system is needed with an aim and objective. RSC Transport Company and Battalion is the immediate unit to provide support to Brigade and Division.

Although there is no specific study conducted on service quality on the transportation service provided by the Royal Service Corps (RSC), however there are informal complaints by the users from the other corps on that aspect. The complaints touch 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 but 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.

6.2 Discussion

There are two parts of independence variables that were discussed towards achieving the service quality. The first is on the customers' perception and the other one is from the drivers' perception. The dimensions of independence variables on the customers' perception are as follows:

- a. Tangibles. These dimensions will influence the customers' satisfaction towards the service, which covers the overall condition of the vehicles, facilities and safety equipment and appearance of the drivers.
- b. Reliability. The dimensions will influence the customers' satisfaction towards the service on the time aspect, service promised and the level of drivers' knowledge and skill.
- c. Responsiveness. The dimensions will influence the customers' satisfaction towards the service on the driver's punctuality, politeness and their concern on the cleanliness of vehicles and safety during movement.
- d. Personality. The dimensions will influence the customers' satisfaction towards the service specifically on the driver's himself which covers the knowledge, discipline, behavior and politeness.

The dimensions of independence variables on the driver's perception towards providing the quality service are as follows:

- a. Personal Appearance. It includes the personal outlook of the driver especially on their uniform.
- b. Vehicle Suitability. It covers the condition of the vehicles, the toolkit, the comfortability level and user-friendly level and whether the vehicles still suitable or not for current usage.
- c. Unit's Facilities. In this dimensions it includes the facilities that the RSC unit have such as the ramp, tire dismounter and servicing stores.
- d. Formal and Informal Training. It covers on the training that had been imparted by the drivers.

- e. Career Planning. It covers the views from the drivers on their career planning whether they are satisfied or not.

6.3 Summary

From the results of data analysis in Chapter 4 indicates that there is relationship between perception of service quality and customers' satisfaction towards the RSC transportation services. Those findings are useful by providing the secondary data, which provides information especially to the RSC Directorate and Army Log HQ. Results can also be used as an evaluation on the customers needs and wants in providing the quality services for customers' satisfaction. Beside that, the results of data analysis in Chapter 5 indicates that there is relationship between perception of service quality and drivers' satisfaction towards the RSC facilities and career planning in the RSC unit. Those findings are useful by providing the secondary data, which provides information especially to the RSC Directorate and Army Log HQ. Results can also be used as an evaluation on the drivers' requirements towards increasing their competency in providing the quality services for their customers.

Overall study shows that in providing quality service, the focus group should be on Combat unit because they are the most not satisfied group compare to Combat Support and Service Support unit.

Overall study shows that in providing quality service, the RSC should focus on the career planning and developing the facilities in their units. In such organization, the human resources are the most important assets and they are the immediate representative deals with the customers.

6.4 Recommendations

Base on our study, we would like to recommend the following:

- a. RSC Directorate should concentrate on the four factors on the customers' perception that is efficiency, driver's personality, vehicles appearance and comfortness, to achieve customers' satisfaction. Further study should be conducted on this matter to get more information for the betterment of the service.

- b. RSC Directorate should look into the upgrading aspect in term of infrastructure and facilities in their units to facilitate the drivers in performing their task efficiently. Currently, support equipment is very important in enhancing the job capability in any organization.

- c. RSC Directorate should focus on the career planning and training aspect of their drivers. In such organization in providing the service, human resource is the most important asset beside the material. Their motivation level will influence their performance and capability, which will color the corps overall image.