

**A RELATIONAL STUDY ON SERVICE QUALITY OF CONTACT CENTRE  
REPRESENTATIVES IN KLANG VALLEY**

**By**

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**Thesis submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
in Fulfilment of the Requirement for  
the Degree of  
Master of Human Resource Management**



Othman Yeop Abdullah  
Graduate School of Business

Universiti Utara Malaysia

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**MASTER OF HUMAN RESOURCE MANAGEMENT**

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**A RELATIONAL STUDY ON SERVICE QUALITY OF CONTACT CENTRE REPRESENTATIVES IN  
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(Name of Supervisor)

Tandatangan :  
(Signature)

Tarikh : **25 AUGUST 2014**  
(Date)

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I declare that the substance of this project paper has never been submitted for any degree or post graduate program and qualifications.

I certify that all the supports and assistance received in preparing this project paper and all the sources abstracted have been acknowledged in this stated project paper.



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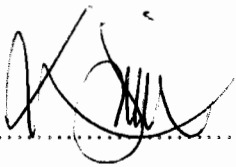
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## APPROVAL

This is to certify that we have read and reviewed this project paper entitled “A Relational Study on Service Quality of Contact Centre Representatives In Klang Valley,,”. It is hereby declared that the project paper acceptable for the fulfillment of the degree of Master of Human Resource Management in Othman Yoep Abdullah (OYA) at the College of Business (COB) Universiti Utara Malaysia.

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## **ABSTRACT**

Contact centre industries in Malaysia are growing and the rate of growth is tremendously encouraging. With the growth rate, Malaysia has been recognized as the new Asia Pacific Contact Centre Hub. The employment among local will increased aligned with the initiative of international; global organization to locate their contact centre here, in Malaysia. However, previous statistics showed that the turnover rates in this industry is high and increasing throughout Asia. As such, human capital management are crucially important in view to ensure the successful of the contact centres. To compete with other global contact centres, Malaysian contact centres should be ready to strive and compete with an international contact centres. Indeed, it is critical for a contact centre managements to effectively follow the course of strategic success factors in terms of contact centre human capital management. This research was conducted with a target to explore how service quality in the Malaysian contact centres associates to the behaviour of a contact centre representatives, in view of representative's work motivation, work climate and organizational commitment. A survey method was used in the research. Two hundred and eighty survey forms were distributed within five financial institutions contact centres in Malaysia. The results of the survey were analysed by using the SPSS programme. The results of the analysis found that the service quality in contact centres are significantly related to the contact centre representatives work climate and organizational commitment. However, the results found that the service quality in contact centres was not statistically significant related to the contact centre representatives work motivation. The study also revealed that there is no differences between gender and service quality within contact centre representatives in Klang Valley.

## ABSTRAK

Industri pusat panggilan atau perhubungan di Malaysia semakin meningkat dengan kadar pertumbuhan yang pesat dan menggalakkan. Dengan peningkatan kadar penubuhan pusat panggilan atau perhubungan, Malaysia telah diiktiraf sebagai salah satu Hab Pusat Panggilan yang terbaharu di Asia Pasifik. Peluang pekerjaan bagi modal insan tempatan akan turut meningkat, sejajar dengan inisiatif organisasi antarabangsa bertaraf dunia untuk menempatkan pusat panggilan bagi organisasi tersebut, di Malaysia. Walau bagaimanapun, statistik sebelum ini menunjukkan bahawa kadar peletakan jawatan dalam industri ini adalah tinggi dan semakin meningkat di seluruh Asia. Bagi menangani permasalahan ini, pengurusan modal insan yang baik adalah amat penting bagi memastikan keberkesanan serta kejayaan sesebuah pusat panggilan. Untuk bersaing dengan pusat-pusat panggilan global yang lain, pusat-pusat panggilan di Malaysia perlu bersedia dan berusaha untuk terus bersaing dengan pusat-pusat panggilan peringkat antarabangsa dengan menyediakan suasana kerja yang sihat dan harmoni bagi para pegawau pusat panggilan menjalankan tugas dengan memberikan kualiti perkhidmatan yang terbaik. Oleh yang demikian, kajian ini dijalankan dengan sasaran untuk meneroka serta memahami bagaimana kualiti perkhidmatan di pusat-pusat panggilan dalam sektor kewangan di Malaysia berkait rapat dengan tingkah laku pegawai-pegawai pusat panggilan, dalam faktor motivasi kerja para pegawai, iklim dalam perkerjaan dan komitmen kepada organisasi. Kaedah tinjauan telah digunakan dalam kajian ini. Dua ratus lapan puluh borang kaji selidik telah diedarkan kepada lima institusi kewangan pusat panggilan di Lembah Klang dan keputusan kaji selidik ini telah dianalisa dengan menggunakan perisian komputer, SPSS. Hasil analisa membuktikan bahawa kualiti perkhidmatan di pusat-pusat panggilan adalah amat signifikan dengan faktor iklim dalam pekerjaan dan komitmen yang jitu kepada organisasi. Namun, faktor motivasi pegawai adalah tidak signifikan terhadap kualiti perkhidmatan. Disamping itu, analisa ini turut membuktikan bahawa tiada perbezaan dari segi jantina dalam memberikan perkhidmatan yang terbaik kepada pengguna pusat panggilan di Lembah Klang.

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I would also like to take this opportunity to acknowledge to all financial institutions contact centre representatives and respondents, for giving me full support for the population of study. Your valuable time and cooperation are much appreciated.

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Background of the study**

Today, the business administration, both profit and non profit organization has changed in numerous folds contrasted with its initial starting. The ancestors who initially gave and sold administrations would never have envisioned the difficulties and advancement that the business is confronting and will encounter in the cutting edge (A. Parasuraman, 2002). A standout amongst the most creative systems for getting and keeping together with clients requesting better administrations as far as administration of data and correspondence is the development of the contact centre in the early 1990s. This is a credit to a growing interest in teaching among the people at large. There is also a growing awareness of the rights of customers and the desire for goods and services purchased.

The main responsibilities and duties of the contact centre that facilitates the flow of information and communication between firms and their customers telephone conversation (Malhotra & Mukerjee, 2004). According to Prahbakar, Sheehand and Coppett (1997), contact centre allows organizations to manage, maintain and build client relationships by resolving problems and complaints also provide help and fast solutions. Contact centres are the point



The contents of  
the thesis is for  
internal user  
only

## **6.0 Appendix**

Part A - Questionnaire

Part B - SPSS

## **7.0 References**

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Dear Sir/Madam.

**A RELATIONAL STUDY ON SERVICE QUALITY OF CONTACT CENTRE  
REPRESENTATIVES IN KLANG VALLEY**

This research is conducted as partial fulfilment towards the completion of requirement for the Master of Human Resource Management at Universiti Utara Malaysia.

The main objective of this research is to establish the importance of creating a suitable work climate in contact centres, the rational of employee work motivation and the impact of organizational commitment in the provision of service quality of contact centres.

To achieve this objective, I wish to seek your support and cooperation in participating in this survey by completing the questionnaire. This survey would take approximately 10 minutes to complete. The information that you give in this survey is only for academic purposes and will be kept strictly confidential. The findings from this survey will be reported based on the aggregated data. Anonymity of individuals who respond to this questionnaire is guaranteed.

Thank you for your kind cooperation and valuable assistance in participating in this survey. If you require further clarification or information about this survey, please do not hesitate to contact me via my email address at [famazana69@yahoo.com.my](mailto:famazana69@yahoo.com.my).

Yours sincerely,

Azlina Binti Haji Omar

Researcher (MHR – Matrix Number 811979)

Mobile Phone: 016-496 6711

**SECTION A : DEMOGRAPHIC PROFILE****1. Gender**Male ☐ Female ☐**2. Age**

20 years or below ☐ 21 – 31 years old ☐ 31 - 40 years old ☐  
41 - 50 years old ☐ 51 years and above ☐

**3. Ethnicity**Malay ☐ Chinese ☐ Indian ☐ Others ☐**4. Highest level of education**

PMR / SRP ☐ SPM ☐ STPM ☐ Certificate ☐  
Diploma ☐ Bachelor Degree ☐ Post Graduate ☐

**5. How long have you been employed in the organization?**

Less than a year ☐ 1 – 5 years ☐ 6 – 10 years ☐  
11 – 20 years ☐ 21 – 30 years ☐ More than 30 years ☐

**6. How many companies / organization have you worked for in the last 5 years?**

One ☐ 2 - 3 ☐ 4 - 5 ☐  
6 – 7 ☐ 8 - 9 ☐ More than 10 ☐

**7. The nature of your current employment**Permanent Employee ☐ Temporary Employee ☐ Contract Employee ☐**8. Your main job responsibility? (MARK ONE ONLY)**Answer enquiries ☐ Receive complains ☐ Solving complains ☐

## SECTION B : MEASUREMENT OF INDEPENDENT VARIABLES

For each statement, please indicate the extent to which you strongly disagree (1) or strongly agree (7) by ticking ( ✓ ) in the relevant box provided that best describes your opinion.

Work Motivation				
Description	Strongly Disagree	Disagree	Agree	Strongly Agree
Working here is fun.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I take the difficulties on the job as a challenge.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working at a contact centre gives me job satisfaction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I set high targets for myself	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Getting a high rating on the appraisal programme motivates me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I constantly seek and appreciate feedback from my team leader and others – both positive and negative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am learning and growing on the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a sense of Individual responsibility, over and above the team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am always motivated by the targets set for my team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have confidence in myself.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Work Climate				
Description	Strongly Disagree	Disagree	Agree	Strongly Agree
My organization provides job knowledge and skills of employees to deliver superior quality work and service.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
My organization measures and tracks work and service quality.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
My organization recognizes and rewards employees for delivery of superior work and service.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Overall, my organization provides good quality service.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
The managers in my organization, support service quality efforts.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
My organization provides effective communication to both employees and customers.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
My organization provides employees with tools, technology and other resources to support the delivery of superior quality work and service.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Organisational Commitment				
Description	Strongly Disagree	Disagree	Agree	Strongly Agree
I would be happy to spend the rest of my career with this organization.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
I enjoy discussing my organization with people outside it.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
I really feel as if this organization's problems are my own.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
I think that I could easily become as attached to another organization as I am to this one.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
I do not feel a strong sense of "belonging,, to this organization.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
I do not feel "emotionally attached,, to this organization.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
I do not feel like "part of the family,, at my organization.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
This organization has a great deal of personal meaning for me.	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

## SECTION C : MEASUREMENT OF DEPENDENT VARIABLE

For each statement, please indicate the extent to which you strongly disagree (1) or strongly agree (7) by ticking ( ✓ ) in the relevant box provided that best describes your opinion.

Service Quality				
Description	Strongly Disagree	Disagree	Agree	Strongly Agree
I can understand the specific needs of my customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I promise a customer that I will do something by a certain time, I do so.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I perform the service right the first time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When problems occur, I give them all my attention in an effort to solve them speedily	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am never too busy to respond to the requests of my customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I give prompt service to my customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I always explain to my customers each and every step I take to answer their questions e.g., why a contact needs to be transferred, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I treat all customers courteously.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have the knowledge and ability to answer customers' questions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When a customer has a problem, I provide him/her with individual attention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**End of questionnaires**

**- THANK YOU -**

APPENDIX II

Frequency Analysis

Statistics experience		
N	Valid	162
	Missing	0

Experience				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	33	20.4	20.4
	6-10 years	50	30.9	51.2
	11-20 years	54	33.3	84.6
	21-30 years	19	11.7	96.3
	more than 30 years	6	3.7	100.0
	Total	162	100.0	100.0



**Statistics**

age

N	Valid	162
	Missing	0

**Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 - 30 years	65	40.1	40.1	40.1
	31 - 40 years	68	42.0	42.0	82.1
	41 - 50 years	18	11.1	11.1	93.2
	>50 years	11	6.8	6.8	100.0
	Total	162	100.0	100.0	

**Statistics**

gender

N	Valid	162
	Missing	0

**Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	36	22.2	22.2	22.2
	Female	126	77.8	77.8	100.0
	Total	162	100.0	100.0	

**Statistics**

Ethnic

N	Valid	162
	Missing	0

**Ethnic**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	120	74.1	74.1	74.1
	chinese	25	15.4	15.4	89.5
	Indian	17	10.5	10.5	100.0
	Total	162	100.0	100.0	

**Statistics**

Education

N	Valid	161
	Missing	1

**Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	7	4.3	4.3	4.3
	STPM	4	2.5	2.5	6.8
	CERTIFICATE	1	.6	.6	7.5
	Bachelor Degree	78	48.1	48.4	55.9
	Post Graduate/Doctorate	71	43.8	44.1	100.0
	Total	161	99.4	100.0	
Missing	System	1	.6		
Total		162	100.0		

**Statistics**  
Experience

N	Valid	162
	Missing	0

**Experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	33	20.4	20.4	20.4
	6-10 years	50	30.9	30.9	51.2
	11-20 years	54	33.3	33.3	84.6
	21-30 years	19	11.7	11.7	96.3
	more than 30 years	6	3.7	3.7	100.0
	Total	162	100.0	100.0	

**Statistics**  
Employment

N	Valid	162
	Missing	0

**Employment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	permenant employee	160	98.8	98.8	98.8
	contract employee	2	1.2	1.2	100.0
	Total	162	100.0	100.0	

### Statistics

#### Responsibility

N	Valid	162
	Missing	0

#### Responsibility

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	answer inquires	8	4.9	4.9	4.9
	receive complain	5	3.1	3.1	8.0
	solving complain	112	69.1	69.1	77.2
	others	37	22.8	22.8	100.0
	Total	162	100.0	100.0	

**Statistics**

number of previous companies

N	Valid	162
	Missing	0

**number of previous companies**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	93	57.4	57.4	57.4
	2-3	67	41.4	41.4	98.8
	4-5	1	.6	.6	99.4
	6-7	1	.6	.6	100.0
	Total	162	100.0	100.0	

Regression

Variables Entered/Removed<sup>b</sup>

Model	Variables Entered	Variables Removed	Method
1	commitment, motivation, climate		Enter

- a. All requested variables entered.
- b. Dependent Variable: service\_quality

Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.597 <sup>a</sup>	.357	.344	.20905	2.484

- a. Predictors: (Constant), commitment, motivation, climate
- b. Dependent Variable: service\_quality

ANOVA<sup>b</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.826	3	1.275	29.184	.000 <sup>a</sup>
	Residual	6.905	158	.044		
	Total	10.731	161			

- a. Predictors: (Constant), commitment, motivation, climate
- b. Dependent Variable: service\_quality

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.425	.467		.910	.364		
Motivation	.125	.099	.084	1.267	.207	.921	1.086
climate	.309	.116	.198	2.674	.008	.742	1.347
commitment	.472	.078	.446	6.050	.000	.751	1.332

a. Dependent Variable: service\_quality

**CollinearityDiagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	motivation	climate	commitment
1	1	3.995	1.000	.00	.00	.00	.00
	2	.003	34.997	.04	.12	.00	.81
	3	.001	53.722	.07	.70	.38	.12
	4	.001	71.615	.89	.19	.62	.07

a. Dependent Variable: service\_quality

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.1205	3.9765	3.6896	.15416	162
Residual	-.71253	.47993	.00000	.20709	162
Std. Predicted Value	-3.692	1.860	.000	1.000	162
Std. Residual	-3.408	2.296	.000	.991	162

a. Dependent Variable: service\_quality