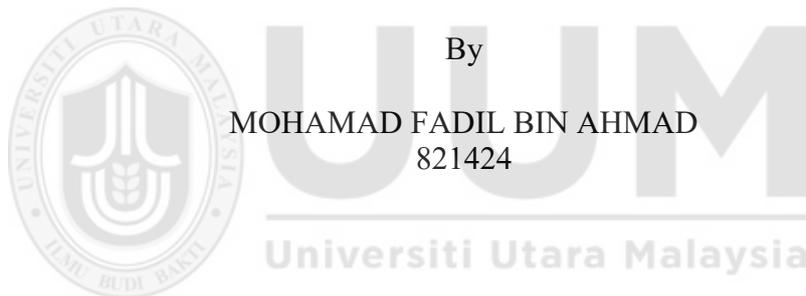


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**FACTORS AFFECTING COUNTER SERVICE QUALITY OF LEMBAGA
HASIL DALAM NEGERI MALAYSIA (LHDNM), CHERAS BRANCH**



Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the Master of Sciences
(International Accounting)



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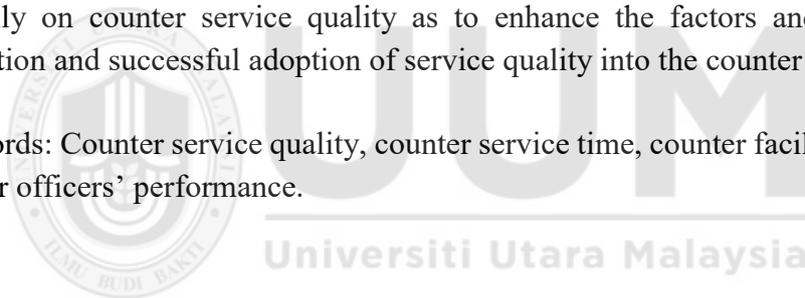
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ABSTRACT

Service quality is among the issue that organization need to face especially organization that oriented towards service. Service quality will reflect the organization whether they have achieved the required quality or not, set by the organization and customers expectation. This study focusses on to identify the factors that affects the service quality of LHDNM counter at Cheras Branch. The factors studied are counter service time, counter facilities and layout, and counter officers' performance. The factor studied was based on counter service quality. The study was executed by collecting the data through the set of questionnaires related to the counter service quality from customers who are the taxpayer from LHDNM, Cheras Branch. 200 sets of questionnaires were distributed, and 170 taxpayers responded to the questionnaire. The data was analysed using SPSS. Result from the analysis showed that factors being studied which are service time, facilities and layout, and officers' performance has the significant relationship with the counter service quality. This means, those factors are important to determine the counter service quality. Practical/theoretical implication – to understand the nature of the relationship between service time, facilities and layout, and officers' performance would enable the academics and organisations to reflect critically on counter service quality as to enhance the factors and to ensure the evaluation and successful adoption of service quality into the counter system.

Keywords: Counter service quality, counter service time, counter facilities and layout, counter officers' performance.



ABSTRAK

Kualiti perkhidmatan ialah di antara isu yang selalu dihadapi oleh organisasi khususnya organisasi yang berorientasikan perkhidmatan. Kualiti perkhidmatan akan mencerminkan sesebuah organisasi sama ada mencapai kualiti yang diharapkan oleh organisasi dan juga pelanggan. Kajian ini menjurus kepada mengenalpastian faktor-faktor yang mempengaruhi kualiti perkhidmatan kaunter di Lembaga Hasil Dalam Negeri Malaysia (LHDNM) Cawangan Cheras. Faktor-faktor yang dikaji adalah faktor masa perkhidmatan kaunter, kemudahan dan susun atur kaunter dan pencapaian pegawai kaunter. Faktor-faktor ini dikaji atas tahap yang mengaitkan dengan kualiti perkhidmatan kaunter. Kajian ini dilaksanakan dengan mengumpul data dengan cara menyampaikan set pertanyaan yang berkaitan dengan kualiti perkhidmatan kaunter kepada pelanggan iaitu pembayar cukai LHDNM Cawangan Cheras. Sebanyak 200 set soalan telah di keluarkan dan sebanyak 170 set telah dijawab dan dikembalikan oleh pelanggan. Data yang diperolehi telah dianalisa dengan menggunakan sistem SPSS. Dapatan dari analisis mendapati faktor-faktor yang dikaji iaitu masa perkhidmatan, kemudahan dan susunatur, dan pencapaian pegawai mempunyai hubungan yang ketara dengan kualiti perkhidmatan kaunter. Ini bermakna, faktor-faktor tersebut adalah sangat penting untuk mengenalpasti kualiti perkhidmatan kaunter. Implikasi praktikal/teori – bagi memahami keadaan hubungan antara masa perkhidmatan, kemudahan dan susunatur, dan pencapaian pegawai membolehkan ahli akademik dan organisasi untuk menumpukan dengan khusus kepada kualiti perkhidmatan kaunter bagi meningkatkan faktor-faktor tersebut dan memastikan penilaian dan kejayaan adaptasi kualiti perkhidmatan kepada sistem kualiti.

Kata Kunci: kualiti perkhidmatan kaunter, masa perkhidmatan kaunter, kemudahan dan susun atur kaunter, pencapaian pegawai kaunter.

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LIST OF ABBREVIATION

LHDNM	Lembaga Hasil Dalam Negeri Malaysia
MOF	Ministry of Finance
EPF	Employee Provident Fund
DV	Dependent variable
TQM	Total Quality Management
NPM	New Public Management
UK	United Kingdom
IT	Information Technology
IV	Independent Variable
UTC	Urban Transformation Centre
SPSS	Statistical package of Social Science
CSQ	Counter Service Quality
ST	Service Time
FCL	Facilities and Counter Layout
COP	Counter's Officer Performance
KMO	Keiser-Meyer-Olkin
BTOS	Bartlett's Test of Sphericity

CHAPTER 1

INTRODUCTION

1.1 Background of the study

Service delivery system has been the focus of many organizations especially for service delivery organizations. Focus of the organization is to deliver a high-quality service to the customer as to meet the needs and requirement of the clients as well as customer satisfaction. There is a different construct between service quality and customer satisfaction because customer satisfaction is derived from service quality (shemwell et al. 1998). Study by Sureshchandar et al. (2002); Quang Nguyen et al. (2018) found that customer satisfaction and service quality have a solid relationship between them. It was also indicated that both elements are independent and closely related. Researcher at King Fahd University indicated that ‘contact personnel’ could affects student evaluation towards service quality by the university. The factors that contributed to the quality service concept by the students consist of, for example, physical environment, layout, classroom, and the overall cleanliness (Sohail et al. 2004; Mohammad Alamgir Hossain et al. 2018). According to Parasuraman et al. (1985) it is difficult to determine the service quality than product quality. Service quality derived from actual service performance compared to customer expectation.

Carlzon (1989) also claimed that ‘moment of truth’ is a part of the customer overall impression that was experienced by customer during the service process. Therefore, it is important to deliver a high-quality service as to meet the needs of the customer and satisfied

them as well. Based on that, service organizations are really concerned about their service that they are providing to the customer whether they are in the private sector or public sector.

As a subject of the study, public sector agency which is Lembaga Hasil Dalam Negeri Malaysia (LHDNM) is an agency within the Ministry of Finance (MOF) whereby one of the main revenues is collecting through direct tax. Based on LHDNM Act 1995, LHDNM has the autonomy in financial and personnel management. It also executes the responsibility to expand the quality and effectiveness of tax administration. LHDNM is responsible to manage the administration of the direct taxes under Income Tax Act 1967 (LHDNM website, n, d).

One of the main missions of LHDNM is to provide excellent tax service. LHDNM's Quality Policy used integrity as base of service delivery and they are really committed to deliver the best service to customer (LHDNM website). One of the services that LHDNM provides is consultation on taxation over the counter. Every branch of LHDNM have their own service counter. Every taxpayer who want to address their problems regarding taxation will meet the officer at the counter first. The counter is the front line to handle taxpayer cases. As front liner, they will influence the first impression about LHDNM tax services.

As part of the public sector, LHDNM is expected to deliver a good image as engine of nation development. If LHDNM fail to accomplish the responsibility, it will affect the reputation of public sector.

Every day, hundreds of taxpayers come to the counter asking about tax information and to solve their tax problems. Some of the taxpayer may solved their problem during the service counter session. However, some may not and need further action by related unit based on the cases/problems and the taxpayer need to wait for some period of time before their problem is solved.

Taxpayers may feel unsatisfied because their problem could not be settled on the same day and need to wait for some time or maybe they need to come back to LHDNM branch counter. In fact, to satisfy people is a hard and tough work. Therefore, LHDNM's service counter may also have the problem to provide best service and to solve taxpayer problems over the counter. How to grade whether the quality of service delivered at the counter meet the satisfaction of the taxpayer.

As the study refer to other MOF agency which is Employee Provident fund (EPF), the agency also has a charter that mentioned about the service at the counter which stated that waiting time at the counter for non-peak hour is 8 minutes and peak hour is 15 minutes (EPF Client Charter,n.d). Every year EPF will show the achievement of the “janjikita” on the EPF website (www.kwsp.gov.my). Hence, based on the achievement chart, the service can be measure whether it has met the requirement of the counter service quality or not. It also shows the service level of the agency being delivered to the customer. All of this shown that the achievement has spoken and represent the agency as a good agency that can deliver good service.

Therefore, based on these two comparisons, government agencies need to serve the best and high quality of service especially counter service, there must be some factors that contribute to the service quality delivered to the customer. As mention by Bitner (1990). They agreed that service with high quality will achieve the satisfaction from the customer and make them loyal to the service. The customers willing to recommend to other customer to use the service and could also reduce complaints from the customer.

1.2 Problem Statement

Based on LHDNM Client Charter, December 2017 (Figure 1.0), there is one charter that mention about counter service delivery which is charter number 11. This charter cover how counter service should be given to the customers or taxpayers. The counter officer should deliver the service within 15 minutes after the customer took the queue number. If the service is delivered after 15 minutes, the counter service deliver can be considered as not achieving the service level that LHDNM required.

9	Mengambil tindakan terhadap surat, faks, dan e-mel dengan mengeluarkan : <ul style="list-style-type: none"> • Surat akuan terima dalam tempoh 3 hari bekerja dari tarikh penerimaan. • Surat makluman berhubung status tindakan dalam tempoh 7 hari bekerja selepas surat akuan diterima dihantar sekiranya perkara yang dibangkitkan mengambil masa untuk diselesaikan. 	
10	Menjawab panggilan telefon dalam tempoh tidak melebihi 3 deringan	
11	Memberi layanan di kaunter dalam tempoh 15 minit selepas mengambil nombor giliran	

Nota

 Piagam 9, 10 dan 11 dalam kajian

Mulai 1.1.2009 taksiran tidak rasmi telah dibatalkan menurut pindaan Akta Setem 1949.

#

Petunjuk




Figure 1.0 : LHDNM Client Charter December, 2017

If the customer waits too long than the time that they should wait, this may cause a complaint from the customer because they were unsatisfied with the service because customer think that they should be served in short time. Customer satisfaction is based on time waiting, the treatment they get during the consultation time, and the result of the service.

As to deliver the high-quality service, counter must know how to meet the need of the customer as to satisfy them with the service. When a quality service being served, then customer feels satisfied and the organization meets the objective of the service which is delivery of a high-quality service to all customer.

However, for the time being the client charter for the counter service is under study, meaning that it would not be assessed by the customer yet. Hence, the service cannot be measure on how good the service being delivered to the customer. Does it achieve the required level which is; delivered service within 15 minutes after the queue number was taken?

One of the indications of quality service is reduction of complaints. Based on Table 1.1 - year 2014 and 2015 there were complaints about the service from LHDNM, made by the taxpayers. Although it was not too high and critical which are 14 cases (2014) and 18 cases (2015), however it did indicate that the service still needs to be improved to satisfy the taxpayers.

Table 1.0
Complaints from the taxpayers to LHDNM (2014-2015)

Year	2015	2014
Complaints to LHDNM	18 Cases	14 Cases

As the counter service is the forefront counter that represent LHDNM to the customers or taxpayers, it becomes the first impression to the image of the agency. Whether the agency good or not in delivering the service quality. This mention by Lasser et al. (2000); Yavas et al. (2001); Bick et al. (2004); Andreassen et al. (2008) and Liang et al. (2009). that to measure the firm performance, service quality is critically used as measurement. Organisation used service quality as a basic instrument to identify their weaknesses and strengths. Based on that, to obtain a better understanding on which factors that affects the counter quality service and to which extent the level of quality service that LHDNM should have and deliver to the customer, a quantitative study by using selected model of quality service measurement as guide was undertaken.

1.3 Research Question

Based on problem statement stated above, research questions for this study are:

- Research Question 1 : Does service time affect counter service quality?
- Research Question 2 : Do facilities and layout affect counter service quality?
- Research Question 3 : Does officers' performance affect counter service quality?

1.4 Research Objective

Based on problem statement stated above, research objective for this study are:

Research Objective 1 : To investigate the relationship between service time and counter service quality.

Research Objective 2 : To investigate the relationship between facilities and counter layout, and counter service quality.

Research Objective 3 : To investigate the relationship between officer performance and counter service quality.

1.5 Significance of the Study

This study is significant in two ways:

1. Theoretical significant – this study can contribute to the enhancement of the quality service delivery system by showing the evidence on the factors that are affecting the quality of counter service. Those factors are indicators to degree the level of counter service quality through the customer or taxpayer's experience. Then, an empirical study is needed on service time, counter facilities and layout and counter officer's performance as the factors affecting the quality of the counter service.
2. Practical significant – the finding of this study could be used by LHDNM, particularly and other organizations, in general, in improving the counter service quality. The organization could focus on the factors identified in the study, which affect service quality, for improving or upgrading the service to customers.

1.6 Scope of the Study

The scope of research is to determine the relationship between factors of service time, counter facilities and layout and counter officer's performance towards the quality of counter service. The quality of counter service is the dependent variable (DV) and the service time, counter facilities and layout, and officer's performance are the independent variables.

The finding from the analysis is expected to gain understanding of the factors that could enhance the quality of the tax service counter. In addition, this study may contribute to government on what could be done to increase the quality of the tax service counter level and in turn increase the level of customer satisfaction. Hence, LHDNM can sustain and improve the quality of the service delivery through the tax counter to the taxpayer by sharing the right and accurate tax information and solving taxpayer problems on tax matters.

1.7 Limitation of the Study

The study focuses on the customers who are taxpayers of the LHDNM Cawangan Cheras who are using tax service counter to get tax information and service about their tax matters. This study inspects the relationship between independent factors and counter service quality of this LHDNM branch. This branch is one of the biggest branches under Pengarah Negeri Wilayah Persekutuan Putrajaya. As this study is focus merely on one LHDNM branch, the findings of this study may vary from other LHDNM branches and do not represent the whole Malaysia's taxpayers.

1.8 Organization of the Thesis

This study has five chapters. First chapter is an explanation on introduction, research problem, research questions, research objectives, scope and limitation and significant of study. Chapter two will include study on literature review on previous study in the topic discussed and explanation on the definition, theory and result of the previous research. Continue with chapter three, is an explanation on methodology that was used in the study to achieve the objectives of the research and result of the study being stated and discussed will be in chapter four. Lastly, chapter five will discussed the conclusion of the research finding including contribution of the study and propose for future study.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Nowadays public sector has become a major focus and extensively debated in Malaysian parliament as its role as agent to shaping the development of nation. However, it is rarely discussed academically such in research literature. For the time being, more than 1.6 million employees worked in public sector. Based on that figure, public sector is expected to deliver a better quality of service, tools and accommodation to support the growth of the social and economic of the nation. Therefore, failure in executing the task or mandate of any public department will reflect the departments or ministries which represent the Malaysia government.

In the case of Lembaga Hasil Dalam Negeri Malaysia (LHDNM), the agency is one of the important agencies under Ministry of Finance (MOF). LHDNM is the agency given the authority to manage the collection of direct tax. 60% of direct tax collection for the nation is from LHDNM. Therefore, with all the responsibilities and roles, LHDNM must interact with the public daily.

According to Kloot (1999) and Akinboade, (2014), most of developing nations, their public sector rarely has measurement of performance in their service delivery. This is based on interview of CEOs and finance director in Australia local government bodies. This also pointed that local government officers believe they are responsible not only to state and

federal bodies and also to the public who needs the service. (Kuppusamy et al. 2006; Akinboade, 2014).

Going through the literature, since the 80s, Bolton (1998) claimed as to achieve customer satisfaction, resource allocation, performance monitoring and service quality become the point to be stressed. Year by year the importance of service quality has become a concern topic to the public either to the public sector or private sector.

Service delivery is different from manufacturing and selling tangible products to public. The expectation from the customer came from people talking about the service/product, from the previous product ownership and from the wide publicity of advertising also. This could develop the perception about the service/product after they really experience the transaction, however the perceptions are not affected by the personal contact with manufacturer of the product (Burke et al. 2005). The experience gained is very important to determine whether the service provided is of good quality or not. This concept is supported by several studies such as Burke et al. (2005), Schneider (1990) and Schneider et al. (1985). Meanwhile, Nowak et al. (1998) found four main factors that build customers satisfaction. The main factors consist of timeliness, service quality, product quality and cost management.

On the other hand, in providing service quality, the role of emotion has also started to come into the picture. Study by Sureshchandar et al. (2002) and Quang Nguyen et al. (2018) documented that service quality and customer satisfaction have a positive relationship

between them and both factors are independent and always related. When customer is satisfied with the service, it means that the service given is in high quality of service.

2.2 Service Quality

Through the years, academics and public start to focus on service quality in accordance with theory and practical. Anderson and Zeithaml, (1984); Buzzell and Gale, (1987); Parasuraman et al. (1985); Zeithaml, (2000); Mariëtte Louise Zietsman (2019) agreed that service quality is the contributor to the customer satisfaction and the market share itself. Then its proven that public and private sector are driven by quality service as to survive in the market and remain competitive.

Before this, private sector has implemented the service quality principles in faster growth compared to the public sector. Usually, public sector objective is to provide and deliver a social benefit to the peoples at a reduce cost and limited budget (Dewhirst et al. 1999; Fryer et al. 2015). Therefore, it is not surprising, that private sector organisations have higher profitability and productivity than public sector organisations (Ehrlich et al. 1994). This is the differences between both bodies.

Since 1990s, Malaysia, like others developed countries, Total Quality Management (TQM) and New Public Management (NPM) has become the adopted quality concept by the public sector organizations. Objective of the concept adoption is to enhance and improve the service delivery quality by accepting a customer-oriented approach (Mwita, 2000; Ghaith Abdulraheem Ali Alsheikh et al. 2017). However, public sector has turned the public

management into electronic government recently (Teicher et al. 2002). This is also for the continuity of improvement in service quality in the public sector. However, service quality measurement issues remain unsolved although the concept is growing faster in the public sector. Since independence of Malaysia in 1957, a lot of transformations has been adapted into the public sector. Two policies have been introduced by Malaysia Government in early 1980s, which are “Look East Policy” and “Malaysia Incorporated and Privatisation Policy”.

As to increase the efficiency and productivity by former regulator, public sector has been recognised as leader and regulator in terms of economic functions for private sector organisations (Triantafillou, 2002). The impact remained unknown for the service delivery, although the quality service is becoming the key focus of public service management (Robinson, 2003).

Based on that, a conceptual model that relates the service quality dimensions, service performance of the organisations and customer satisfaction is introduced. The model is tested through an exploratory study in an effort to establish the extent to which the adoption of service quality has enhanced service performance and customer satisfaction in the Malaysian public service. The results are then discussed, and implications for academics and practitioners are highlighted.

2.2.1 Service Quality in The Public Sector

There are two perspectives to the ongoing pursuit of service quality. First perspective, there is a desire to survive and compete in a global environment. It was from the perspective of

the service organization. Second perspective is from the customer perspective, there is a desire for better quality services provided by the organisations. Service quality has achieved considerable popularity across the private sector, whereas, the public sector has differently applied the concept in slower take up.

Nowadays, pressure from customer in having a good quality service has become public sector focus on profit and providing same and identical services between public and private sector. Mostly, the research in service quality are more focus in private sector organisations. Then, public sector started to practice the service quality management derived from the private sector (Buckley, 2003; A. Alahmed et al. 2018).

2.2.2 Differences between Private Sector Services and Public Sector Services

Several researches have recommended that there are several discrete variances whether in public or private sector organizations mentioned by Wamsley, (1990); Zeppou et al. (2003) because those sectors run in different situations and management. Robinson (2003) and Noor Afizah Mohd Paili et al. (2016) said that public sector managed in different way compared to the private sector in terms of restricted resources, less market competition and customer expectation in the service delivery.

Many had argued that the public sector is inherently inefficient in delivering the services because of the absence of incentives base that exist in the private sector – which operates in an open market and had decentralised model of decision-making (Bhatta, 2001). In contrast the private sector's singular focus is on economic efficiency, as it is generally

focus on profit and/or cost reduction as the organisations key ingredients to survival and growth (Cooper, 2004; Ranson et al. 1994).

The public sector caters two types of customer (Donnelly et al.; 1995): first customer is the one who is willing to pay for the service and another one is who do not pay in any way for the service provided by the government. The service that charged for the service likely compete with the commercial sector which delivered and offered the same service to the customer (Robinson, 2003). Hence, services which are offered without any payment are less motivated to practice service quality approach unless they are required to follow the regulation stated by government to deliver a better service and demand from the customer through complaints about the government services.

There are three areas of quality that public sector tends to refer to:

- 1) Customer quality (the expectation from the customer needs to the services);
- 2) Professional quality (the process to deliver the service to the customer); and
- 3) Management quality (the control of resources to meet the demands of customers)

(Curry et al. 1998; Ovretveit, 1991; Kadir et al. 2000; Armah-Attoh, D., 2015).

2.3 Counters' Service Time and Officers' Performance

Evans et al (2001) put forward three vital elements or components of services. Firstly, component consists of facilities, process and procedures. Next, behaviour of worker representing the second component of service – how is the service being served? Is it in time? Short que? Served in appropriate period? The third component is employee's

professional judgment – how do the officer or staff serve the customer? In good manner?
Giving a professional service? Well prepared as front liner officers?

In designing better services, effective balance between these three components are crucial. The organization goal is to deliver a consistent quality service and directed to meet the needs of the customer throughout the service delivery. Imbalance focus on one of the components will lead to a low quality of services and customer perception.

Too much emphasis on behaviour might provide a friendly and personable environment, however, it also can cause of leisurely of service and inconsistent service. When giving too much focus on professional judgment, it might lead the service process to a good solution, but it also can cause a slow, insensitive or inconsistent service by giving too long of an explanation that may bring up other problem which is not related to the main problem.

Performance is the overall outcome or success of a person during certain periods of duty compared to the standard of the work; the targets or criteria that have been determined in advance and have been agreed (Rivai, 2004; Suharno Pawirosumarto et al. 2017). Rivai (2004) and Suharno Pawirosumarto et al. (2017) further states that performance does not stand alone but is related to job satisfaction and compensation, influenced by the skills, abilities and individual traits. In other words, employee performance is determined by the ability, desire and environment. Employee performance is influenced by various characteristics of each individual (Suharno Pawirosumarto et al. 2017). In the development of a competitive and globalized era, companies certainly require employees who are high achievers.

2.4 Counters' Facilities and Layout

One of the factors being study are facilities and layout of the counter that can affect the quality of the service. Price et al. (2003) and Dunja Meštrović (2019) observed the impact of the accommodations on undergraduate students' choice of university. The study found eight top reasons, for example, accessibility of computers, quality of library facilities, good teaching reputation, quality of public transport and friendly attitude towards students.

Another survey conducted at King Fahd University found that apart from 'contact personnel' that influence students' assessment on service quality, there are a number of other issues raised by the respondents. Those factors significantly contribute to student concept of service quality include physical environment, layout, lighting, classrooms, appearance of building, classrooms, appearance of the buildings and grounds and the overall cleanliness (Sohail et al. 2004; Mohammad Alamgir Hossain et al. 2018). This also shows the importance of facilities and layout towards the perception of the quality services. It may just be a cosmetic of the service, but it also contributes to the completion of the service in becoming quality service.

Meanwhile, Carlzon (1989) argued that the quality of any services experienced by customers significantly affect their overall impression over the service provided (Dale, 2003) as well as over the organization itself. On the other hand, Deming (1982), claimed that most people provided their views, of whether they are satisfied or not with the quality of the service, based on what they observed. Parasuraman et al. (1985) and Mariëtte Louise Zietsman (2019) argued that it is tougher and tricky to determine service quality than

product quality. Service quality perception determined by comparing customers' expectation with real service performance that can lead to a quality service.

2.5 Service Quality Framework/Model

As this research focuses on quality service, the framework or model developed by Parasuraman et al. (1988) is considered as appropriate or suitable to be employed in the study. Parasuraman et al. (1988) regarded service quality as representation of customers' evaluation on the overall level of service offered by an entity or organisation. Most of the service dimensions depicted in the conceptual model relate to the human-interaction elements of service delivery and contained employee-related behaviours and organizational practices which, taken together, have the capacity to influence service performance and customer satisfaction.

The proposed model, employed in the study, derived from the original SERVQUAL instrument developed by Parasuraman et al. (1988), (Bedman Narteh, 2013), (Sedigheh Moghavvemi, et al. 2018) Rafikul Islam et al. (2015). The instrument is accepted as a standard for assessing various dimension in service quality (Buttle, 1994), and is based on the concept of service-quality "gaps" (Parasuraman et al. 1985; 1988; Samson Yusuf Dauda, et al. 2016; Abdul Rahim, 2015).

The dimensions are:

- 1) Tangibles – service physically features such as technology used, setting of decoration and tools or equipment being used by government employees as to provide service based on customer demand;

- 2) Reliability – perform the service delivery in accurate way and trustworthy by the worker;
- 3) Responsiveness – a willingness to give 100% commitment to serve the customer by being aware of the needs of the customer;
- 4) Competence – professionally perform the service delivery by skillful and knowledgeable employee;
- 5) Courtesy – the consideration service with respect, politeness and warm friendliness during service delivery;
- 6) Credibility – integrity in the service session including honesty and believability;
- 7) Access – a public servant’s approachability and ease of contact in anytime;
- 8) Communication – understanding between service provider and customer by listening and acknowledging customer problems and comments, also deliver the service in easy communication and both parties could understand;
listening and acknowledging their comments and problems, and deliver the services in a language they understand; and
- 9) Understanding the customer – determination in giving the best explanation and solution towards customer problem.

Since Parasuraman et al. (1988) introduced the SERVQUAL instrument, the model instrument has been used and developed by many researcher to identify the service quality in specific sectors and industries (Fick et al. 1991; Babakus et al. 1992; Coyle et al. 1993; Cronin et al. 1992; Lewis et al. 1996; Smith, 1995; Buttle, 1996; Lam et al. 1997; Lim et al. 2000; Oldfield et al. 2000; Gounaris et al. 2003, Bedman Narteh, 2013, Sedigheh Moghavvemi, et al. 2018; Rafikul Islam et al. 2015; Abdul Rahim, 2015).

In the studies within the banking industry, Avkiran (1994) found four factors within which has 17-items that could measure the quality of service which been studied in Australian commercial bank branches. Zhu et al. (2002) explored the impact of information technology (IT) on service quality in a large consumer bank. Their results showed that IT based services have a direct impact on the SERVQUAL dimensions and an indirect impact on customer perceived service quality and customer satisfaction. They also concluded that the evaluations of customers for IT based services were affected by their preference towards traditional services, experiences in using IT based services and perceived IT policies.

2.5.1 SERVQUAL Instrument

The original SERVQUAL instrument identified nine components of service quality. In a further study conducted by Parasuraman et al. (1988) and adapted by Gjoko Stamenkov et al. (2015), Bedman Narteh, (2013), Sedigheh Moghavvemi, et al. (2018), Noor Hazilah Abd Manaf et al. (2013); Rafikul Islam et al. (2015); Abdul Rahim, (2015), these nine components were grouped into five dimensions:

- 1) **reliability** which is the ability to perform the service in an accurate and dependable manner;
- 2) **tangibles** which refers to physical factors such as equipment, facilities and personnel;
- 3) **empathy** involves individual attention and care to customers;
- 4) **responsiveness** is the willingness to give help and prompt service to customers professionally; and

- 5) **assurance** refers to the knowledgeable employees with courtesy and their ability to present confidence and trust.

Reliability analysis showed an alpha coefficient that were analysed, resulted scale ranging from .87 to .90 for the instrument from different service sectors. By rewording the items measuring expectations, the instrument was further refined by Parasuraman et al. (1991a).

2.5.2 SERVQUAL Criticisms

SERVQUAL model has been used by many studies as a framework in evaluating and measuring service quality, although the model has been used widely, there have also been theoretical and operational criticism directed towards this model in the management literature and research. These criticisms have mainly revolved around the interpretation and implementation of the instrument (Babakus et al. 1992; Smith, 1995; Buttle, 1996; Lam et al. 1997; Newman, 2001).

A major problem with the model instrument is related to its dimensional structure. Several researchers have mention in their study the different dimensions for the expectations, perception and gap scores. Thus, the universality of SERVQUAL's five dimensions has been questioned (Carman, 1990; Cronin et al. 1992; Buttle, 1996).

Although the SERVQUAL instrument has been criticised, the SERVQUAL has been widely used in various contexts throughout other studies. It is hard to measure the service quality because service quality is an abstract concept. Wang et al. (2003) mentioned "that there is no standard scale and procedure to measure perceived quality particularly in the

banking sector”. The SERVQUAL instrument has been widely used because it “provide a basic skeleton ... which can be adapted or supplemented to fit the characteristics or specific research needs of a particular organization ...” (Parasuraman et al. 1988). There is concern over the validity of the usefulness of the instrument. Buttle (1996) also argues that it is still a useful tool for the measurement of service quality and still the mostly widely used and probably the best available. It has also been argued that the use of gap scores to measure service quality is more appropriate since service quality is a multidimensional concept.

Angur et al. (1999) compared SERVQUAL with SERVPERF (service performance) which is an alternative measure of the service quality that uses customer perceptions rather than gap scores. They found that while SERVPERF appears to explain more variance in overall service quality than SERVQUAL, the average difference in variance explained was too small to the extent that it was negligible. The researcher believed that SEVPERF could measure the service quality rather than SERVQUAL.

In addition, from practical point, they found that the SERVQUAL scale appeared to provide more helpful information to managers in addressing specific areas of service deficiency than SERVPERF. Which mean practically SERVQUAL is manageable to measure and evaluate the service quality in more specific and detail than using SERVPERF that is specific to control the performance measurement.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter explains the research design and method that were used in the study. This chapter will also discuss the research framework, research hypotheses, research design, operational definition, analysis measurement, data sampling and collection procedures and data analysis. Data analysis includes pilot test, reliability and validity test, descriptive analysis, factors analysis and inferential analysis. Besides that, this chapter also discuss the reliability and validity tests. The results from these tests were used to ensure the data are reliable and valid in producing research findings.

3.2 Research Framework

The conceptual framework of the study is as in Figure 2.0. The purpose of this study is to identify main factors that affect the counter quality service. The study also aims to identify the relationship between the factors and the Counter Service Quality (Dependent Variable: DV). The factors of Independent Variable (IV) being study are:

- 1) Counter Service Time,
- 2) Counter facilities and layout; and
- 2) Counter officer's performance

These DV and IVs were adopted from the research done by Mansor, N. et al. (2010) in a research of 'Customer's Satisfaction towards Counter Service of Local Authority in Terengganu, Malaysia'.

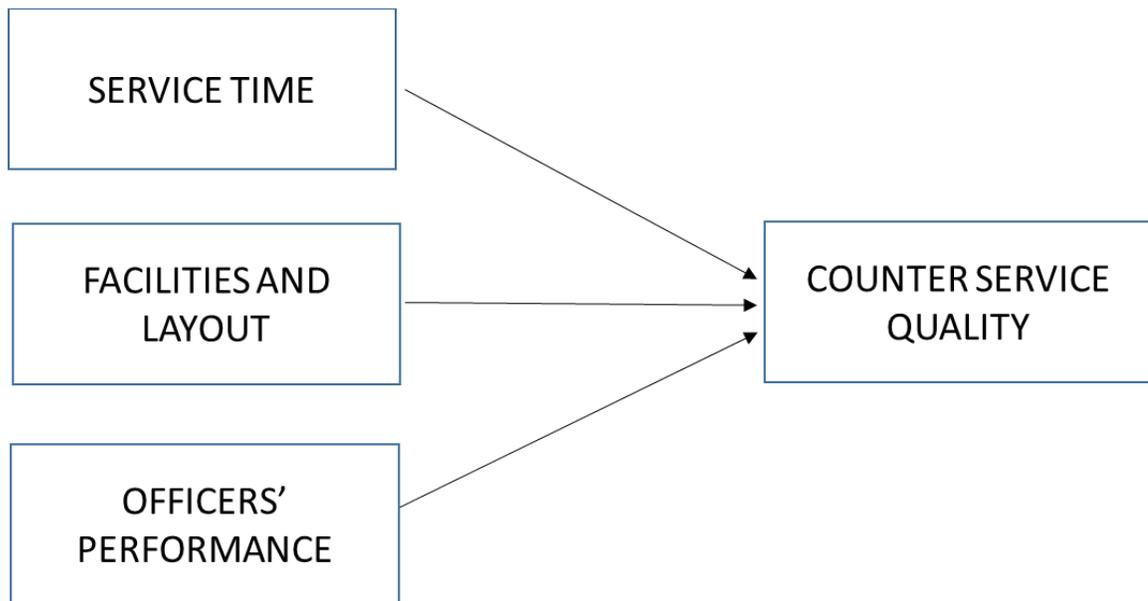


Figure 2.0
Conceptual Framework for Examining Counter Service Quality

Parasuraman *et al.* (1988) and Gjoko Stamenkov *et al.* (2015) argued that customer's assessment for the whole service environment is a reflection of the service quality being offered by the organisations. Most of the service dimensions represent the service delivery by human-interaction elements; how the employee delivers the service to the customer. Quality service is also a product without goods; the customer will get a service during the "sell and buy" session as 'product' deliver to customer. This combined behaviours and practise in organisation may influence the service delivery flow from service quality, performance of the service and also customer satisfaction after the service delivered.

This study adapted to the SERVQUAL model because this model was proposed by Parasuraman *et al.* (1988) (Gjoko Stamenkov *et al.* 2015; Rafikul Islam *et al.* 2015; Abdul

Rahim, 2015). Research field has recognised the model instrument as a model to evaluate service quality dimensions (Buttle, 1994).

There were nine service dimensions identified by Parasuraman *et al.* (1985) to describe the service quality which are (Samson Yusuf Dauda, et al. 2016):

- 1) Tangibility;
- 2) Reliability;
- 3) Responsiveness;
- 4) Competence;
- 5) Courtesy;
- 6) Credibility;
- 7) Access;
- 8) Communication; and
- 9) Understanding.

However, for the purpose of this study only four service dimensions are studied. They are tangible, reliability, competence and responsiveness. The four service dimensions that are related with the study's independent variables are as follow:

- 1) Responsiveness related to “Counters’ Time Service”
- 2) Tangibility related to “Counters’ Facilities and Layout” and
- 3) Reliability and competence related to “Counters’ Officers Performance”.

Based on researcher observation during his service for more than 2 years as Head of Unit Khidmat Pelanggan (UKP) at LHDNM, Cheras Branch, these four dimensions are the most

appropriate and suitable for the study and related to the three IVs of the study. The three IVs are truly reflecting the tax counter service delivery at Cheras Branch.

Although the SERVQUAL model is widely used by academicians all over the world who studied specifically on quality of service. There are arguments whether the model could cater the context of service quality universally and that there is still no specific model (Bower et al. 1994; Brady et al. 2001; Cronin et al. 1992; Groenroos, 1982; Lehtinen et al. 1982; Rust et al. 1994).

However, there is agreement in the research field about the importance of service employee who is referred as the face of service organization. Many researches used this particular term as subject of the study in achieving customer satisfaction based on quality service by the employee.

3.3 Research Hypotheses

The development of hypothesis of the research are based on the research questions and research objectives that are related to the IVs and DV of the study. Hypothesis according to (Sekaran et al. 2013) is always in the form of declarative sentences and related to one variable to other variables.

3.3.1 Counters' Service Time

Service counters are usually assessed by its service time. How fast the counter could serve the customer and the time served show how efficient the counter is. The shorter time of waiting and the faster the service, a better service given and rated as excellent by the customer. Evans et al. (2001) recommended three basic components of service whereby the first component, consists of physical facilities, process and procedures. The second component represent the employee's action and behaviour which show how the service is being served? Is it in time? Short que? Serve in appropriate time or period? Lastly third component is employee's professional judgements towards the customers – how the officer or staff serve the customer? In good manner? Giving a professional service? Well prepared as frontline officer? These three components were positively related to the counters' service time as to produce and deliver a quality service. Based on above discussion, it can be argued, that the better service time leads to a greater counter service quality. Hence, the following hypothesis is proposed and developed.

H1 : There is a positive relationship between Counters' Service Time towards the Counter Service Quality.

3.3.2 Counter facilities and layout (IV)

Second factor affecting the counter service quality. Counter facilities and layout that are provided in the counter area, may be considered as the contributor to the counter service quality. A survey conducted at King Fahd University found other factors apart from 'contact personnel' that affect students' evaluation on service quality. The factors significantly contribute to student perception of service quality include physical

environment, layout, lighting, classrooms, appearance of building, classrooms, appearance of the buildings and grounds, and the overall cleanliness (Sohail et al. 2004; Mohammad Alamgir Hossain et al. 2018). This also show that the important of facilities and layout towards the perception of the quality services and the relationship was extremely positive. It may just be a cosmetic of the service, it also contributes to complete the service and become quality service. Based on above discussion, it can be argued, that adequate and complete counters' facilities and layout leads to a greater counter service quality. Based on that, second hypothesis was developed.

H2 : There is a positively relationship between Counters' Facilities and layout towards the Counter Service Quality.

3.3.3 Counter Officer's Performance (IV)

This factor also could be one of the factors that could be assessed as contributor to the counter service quality. How the officer handled and tackled the cases during the counter session between the officer and customer. Whether they have the knowledge that could drive them to solve the cases or the effort of the officer that can solved the cases easily. This can show how the officer react and responded to solve the cases during the counter session.

Rivai (2004) and Suharno Pawirosumarto et al. (2017) further states that performance does not stand alone but is related to job satisfaction and compensation, influenced by the skills, abilities and individual traits. In other words, employee performance is determined by the

ability, desire and environment. Employee performance is influenced by various characteristics of each individual (Suharno Pawirosumarto et al. 2017).

Sharifuddin Zainuddin, (1998); argued that there is a gap between service provider should know about their customer and what and how they do to achieve could be recognised when the customers' perception on services was compared to service needs and adequacy. The result shows there was implication to a public policy and management that is to fulfil the expectation and perception of customers, fulfil the personnel with technical skills and enhance training programs to provide better and high-quality service. This means that personnel skill and knowledgeable are positively related towards a better counter service delivery. Based on above discussion, it can be seen, that skilful and knowledgeable counter officer who can enhance the performance leads to a greater counter service quality. Hence, the following hypothesis is proposed.

H3 : There is a significant relationship between Counter Officer's performance towards the Counter Service Quality.

3.4 Research Design

In general, there are two types of research approaches or methods which are qualitative research method and quantitative research method (Neil, 2009, Sekaran et al. 2013). Qualitative research – this kind of research design is to have an in-depth understanding of the events without using numerical measurement (Zikmund, 2013). This Quantitative research is based on data that is descriptive in nature and not qualified (Sekaran et al. 2013).

This study applied quantitative method as the data collection method. This method is used because this study needs to get the responds data directly and to get the information from the customer who used the tax counter of LHDNM, Cheras branch. The customer or taxpayers who experienced the service directly could assess the quality service being served to them.

The quantitative method involves collecting data process and analysing the data by using statistical software such as SPSS or STATA. One of the ways of gathering data for the quantitative method is to employ a questionnaire. Based on Sekaran et al. 2013, questionnaire is one of the popular methods in collecting data. Data can be collected and easily coded to be analysed. Nowadays, questionnaire can be distributed manually or online. As the technology upgraded, the data collected by online questionnaire can be obtained faster than the manual.

This study used quantitative method by using survey (questionnaire) to collect and gather data and information from the respondents. The questionnaire was developed by adapting Nadiah Hanani et al. (2015) questionnaire. The study was a research of Pusat Transformasi Bandar (UTC) sebagai Pusat Hentian Setempat: Kajian Kepuasan Pelanggan Terhadap Perkhidmatan UTC Kuala Lumpur. The questionnaire was adopted from this study because the research also studies about the service served at the Pusat Transformasi Bandar (UTC) which have several government and agencies counter delivering service to the public. Hence, it is related to this study which is to identify the factors affecting the counter service quality of LHDNM, Cheras Branch.

The questionnaire was reviewed by two experts who are a senior lecturer at Universiti Utara Malaysia, Dr Abu Sufian Abu Bakar and Dr Saliza Abdul Aziz. They had reviewed and provided opinions to ensure the questionnaire is well developed and useful to gain accurate data for the study. A pilot test was also carried out during the development of the questionnaire to ensure the reliability and validity of the questionnaire. After several revisions and amendments made based on the pilot test result, the revised questionnaire was ready to be used for the actual survey.

3.5 Analysis Measurement

This study used survey approach as research data collection method. Survey form of questionnaire were distributed to the customer while using the counter tax service. The questionnaires were distributed manually. The questions used five-point Likert scale as stated below:

- 1) “1” for “strongly unsatisfied”;
- 2) “2” for “unsatisfied”;
- 3) “3” for “uncertain”;
- 4) “4” for “satisfied”; and
- 5) “5” for “strongly satisfied”.

The questionnaire has two parts which are:

- 1) Part A : Service Quality
- 2) Part B : Respondent information (demographic)

Part A of the survey contained questions that touched about the IVs and the DV of the study. This part has three sections which are:

- 1) Section A : Counter service quality (DV);
- 2) Section B : Counters' service time (IV);
- 3) Section C : Counter facilities and layout (IV); and
- 4) Section D : Counter officer's performance (IV).

Every single section has several items which questions is to be asked to the customers and

Table 3.1 shows the total questions (items) for every variable:

Table 3.1
Total Items According to Variables

Variables	Total items
Counter service quality	7
Service Time	2
Counter facilities and layout	12
Counter officer's performance	7
Total	28

Source : Appendix A

Part B of the survey is about demographic questions. The questions focused on information about gender, nationality, race, age, marital status, occupation, education background, purpose of attending counter and frequency of using LHDNM counter service per year.

3.6 Sampling

A study needs a data and information to be analysed to get result for the conclusion of the subject study. As usual, the data gathered from the population of the subject study. What is population? Population refers to the entire groups of people, events, or things of interest which is to be investigated by the researcher (Sekaran et al. 2013; Abdul Rahim, 2015). However, this study only use sampling rather than population because of the time constrain to gather all the information from the population of taxpayer in LHDNM, Cheras branch.

This study sampling population were held at LHDNM Cawangan Cheras. The population of the taxpayer used the tax counter for year 2017 was 59,878 taxpayers and for year 2018 was 27,846 taxpayers (the amount reduces because half of the file had been transferred to new branch which is Bangi branch). This survey has been done during year 2018. The sample of the study is the customer who were attending the tax counter. The questionnaire was distributed to the customer to answer based on their experience attending the tax counter and was distributed manually. The respondents were randomly picked by the researcher. From 200 questionnaire distributed, 170 were returned. All the return questionnaire can be used, reliable and valid.

For research conducted using multivariate regression analysis, sample size are preferably ten times or more than the number of variables in the study (Roscoe, 1975). Hair et al. (1998) said, an accurate and proper sample size for generality purposes is 15 to 20 for each variable. Hence for 4 variables in the study, the sample size should have at least 80

respondents (20 respondents x 4 variables). However, for record, the samples were 170 respondents responded to the survey, exceeded the required respondent.

3.7 Data Collection

The data and information were collected from distribution of questionnaire to the taxpayers who came to the counter directly at LHDNM, Cawangan Cheras. The questionnaires were distributed for about two months (Mac and April 2018), during month of HASiL4U (submission program of tax form through e-filing). This study was chosen during this period because the number of taxpayers who were attending the counter is quite high. The questionnaires were distributed through the counter and the questionnaires were distributed to the taxpayer after the service rendered. Respondents were randomly pick without specific condition.

3.8 Data Analysis

For this research, the data was analysed by Statistical Package of Social Science (SPSS) system. The data were filtered and checked before it can be used as research data. A few types of analyses were used as to ensure the data is useful and provides accurate result.

3.9.1 Pilot Test

After researcher finished constructing the questionnaire, to validate and examine the validity of the data from the questionnaire, a pilot test was carried out. The researcher needs to distribute the questionnaire to a small group of target respondent that have the same

characteristic of actual sample as to execute the pilot test (Sekaran et al. 2013; Abdul Rahim, 2015).

The pilot test must be done to ensure the respondent really understand and that the instrument is reliable and valid to be used as data collection instrument. (Lucky, 2011; McLintire et al. 2007) said that if the questionnaire fails to meet the goals, the researcher can amend and adjust the questionnaire after the pilot test. Researcher also can remove the unnecessary items from the instrument after the pilot test (Sekaran et al. 2013). Pilot test also is used to ensure the instrument are free from errors, by (Zikmund, 2013).

A minimum of 30 respondents who is taxpayer from LHDNM Cheras Branch has become the respondent for the pilot test. This pilot test was done on Januari 2018 (a month). This kind of respondent also will become the respondent for the real collection of data from the questionnaire. 30 respondents are at the minimum amount and is enough to validate the questionnaire form (Burn et al. 1998). For the purpose of the pilot test of this study, the respondent for the pilot test were 30, however from the 30 respondents only 27 surveys are valid to be analysed.

3.9.2 Reliability and Validity Analysis of Pilot Study

a) Validity Test and Result

Table 3.2 – shows the result of the analysis using factor analysis. This analysis was conducted for the pilot test (n=30) using PCA with varimax rotation on all the items in the

variables which are Counter Service Quality (CSQ), Service Time (ST), Facilities and Counter Layout (FCL), and Counter Officer's Performance (CPO).

Table 3.2
Factor Analysis (n=30) (Pilot Test)

Construct	Number of Items	Number of factors	KMO	BTOS (p-value)
<i>Dependent variable</i>				
Counter Service Quality (CSQ)	7	1	0.700	0.000
<i>Independent variables</i>				
Service Time (ST)	2	1	0.500	0.337
Facilities and Counter Layout (FCL)	12	1	0.684	0.000
Counter's Officer Performance (COP)	7	1	0.876	0.000

Source : Appendix B

The result shows that Keiser-Meyer-Olkin (KMO) for all of the variables are above the threshold 0.50 with a range between 0.500 to 0.876. The Bartlett's Test of Sphericity (BTOS) (P-value) for the variables (CSQ, FCL and CPO) is significant at 0.000, only one variable which is (ST) is not significant at 0.337. This may happen because of the respondent who think that the (ST) is not significant and relate to determine the quality of the service counter. Researcher will revise and construct the questionnaire to ensure respondent have understood about variable in the real survey. Beside that other variables with positive result indicate that the instrument of the questionnaire is valid and can be

used in the real survey. Next analysis is reliability test of the data collected to be use in the study.

b) Reliability Test and Result

Reliability Test is used to test the reliability of the items for each variable as mention in Table 3.3 above. The result from test showed the Cronbach' Alpha result of the data from the 30 respondents of the pilot test ($n=30$). Three variables which are CSQ, FCL and COP scored above 0.6 with range 0.844 to 0.921 (good). However, only one variable which is ST scored of Cronbach's Alpha below 0.6 that is 0.312 (poor).

Table 3.3
Reliability test (n=30) (Pilot Test)

Variables	Number of Items	Cronbach's Alpha
<i>Dependent variable</i>		
Counter Service Quality (CSQ)	7	0.844
<i>Independent variables</i>		
Service Time (ST)	2	0.312
Facilities and Counter Layout (FCL)	12	0.921
Counter's Officer Performance (COP)	7	0.912

Source : Appendix B

Based on Sakaran and Bougie (2010) reliabilities with Cronbach's Alpha score less than 0.6 is poor, if the score range between 0.6 and 0.7, those are acceptable and score above

0.8 are good result. From the result we may know that three variables (CSQ, FCL and COP) are accepted variables. Although one variables (ST) has score below 0.6, this variable can be used in the study by making some changes and revising on the question of the component to ensure the respondents really understand the questions and answer correctly as to use in the real survey.

3.10 Summary

This chapter has focus on theory to be used in the study. Parasuraman et al. (1988) introduced the SERVQUAL model that adapted service dimensions in the model structure Abdul Rahim, (2015). Buttle (1994) said a standard for evaluating the service quality dimensions and used the service quality concept “gaps” were accepted and recognized by the researchers. This study also has three hypothesis and used quantitative method as research data collection method and five-point Likert scale. Pilot test has been done after the data has been collected from the respondent. Result from the test, showed that the data can be used and reliable for further test and analysis.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents and discusses the results of study. The results are based on the analysis carried out by using Statistical Package for Social Science (SPSS). The SPSS was used to analyse data by using several types of tests and analyses. The analysis conducted by SPSS are descriptive analysis; reliability test; factor analysis; and regression.

4.2 Response Rate

200 questionnaires were distributed to the customers of LHDNM Cheras Branch. It was quite tough to get the respondents to answer the survey questionnaire as they were worried to reveal any information. Some of them took the questionnaire, but, did not return them. However, 170 questionnaires were returned by the respondents (refer Table 4.1). The response rate is 85% which met the minimum respondents i.e. 80 or $(20 \times 4 = 80)$ respondents and even exceeded the minimum figure. Hence it is adequate to conduct further analysis for the study with 170 respondents.

Table 4.1
Response Rate

Survey	Frequency	Percentage %
Total Survey Distributed	200	100
Total Survey return	170	85

4.3 Respondent Profile

This section explains the profile of the respondent in their demographic information using Descriptive Analysis. The demographic information consists of gender, nationality, race, age, marital status, occupation, education background, purpose of attending counter and frequency of using LHDNM counter service per year. The analysis showed the frequency and percentage of the demographic of the respondent as shown in Table 4.2.

Respondent of the survey consist of 33.5% of male and 66.6% of female. 96.5% from the respondents are Malaysian and the rest are foreigner (3.5%). Race of the respondent are 78.2% Malay, 5.9% Chinese, 4.1% Indian and others about 11.8%. Range of the respondent age is; the lowest age 0.6% (below 20 years), the highest range of age is between 21 to 50 years in about 95.3% and over 51 years is 4.1%.

Married respondent is the highest; in total, 113 from 170 respondents (66.5%) compared to single and widower (29.4% and 4.1%). Out of 170 respondents, 50% are working in the public sector, 35.9% in private sector, 3.5% has own a business and others 10.6%. In terms of education background, lower education (SPM and lower) is 3% and higher education is 97%.

As the research is to study about the counter service quality, there are two questions regarding the counter service i.e. purpose of attending counter and frequency of using the counter 64 out of 170 respondents came to the counter because of assessment and audit cases and 32 of them came for repayment and tax arrears cases. 3 respondents attended due

to travel restriction and 71 for other purposes. About 42.9% came to the counter once per year and the rest is more than twice attending to the LHDNM counter service to solve their tax matter.

Table 4.2
Profile of the Respondent

Demographic Items	Frequency	Percentage %
<i>GENDER</i>		
Male	57	33.5
Female	113	66.5
<i>NATIONALITY</i>		
Malaysian	164	96.5
Foreigner	6	3.5
<i>RACE</i>		
Malay	133	78.2
Chinese	10	5.9
Indian	7	4.1
Others	20	11.8
<i>AGE</i>		
Below 20 years	1	0.6
21 – 30 years	31	18.2
31 – 40 years	87	51.2
41 – 50 years	44	25.9
51 – 60 years	5	2.9

Over 60 years	2	1.2
<i>MARITAL</i>		
Single	50	29.4
Married	113	66.5
Widower	7	4.1
<i>OCCUPATION</i>		
Public Sector	85	50
Private Sector	61	35.9
Business Owner	6	3.5
Others	18	10.6
<i>EDUCATION</i>		
SRP/PMR and below	1	0.6
SPM	4	2.4
STPM/DIPLOMA	19	11.2
DEGREE/MASTER/PHD	143	98.2
Professional Certificate	3	1.8
<i>PURPOSE</i>		
Assessment/Audit	64	37.6
Collection (Repayment/Tax arrears)	32	18.8
Travel Restriction sec. 104	3	1.8
Others	71	41.8
<i>FREQUENCY</i>		
Once	73	42.9

Twice	61	35.9
3 times	15	8.8
4 times	9	5.3
More than 5 times	12	7.1

Source : Appendix C

4.4 Descriptive Result

Table 4.3 describe the descriptive analysis which showed minimum, maximum, mean and standard deviation values for each variable. This study used Likert Scale as interval scale whereby the minimum score is 1 and maximum score is 5. This analysis will show the mean of the score and standard deviation for every variable.

Table 4.3
Descriptive Analysis

Variables	Minimum	Maximum	Mean	Standard Deviation
CSQ	7	35	3.776	0.857
ST	2	10	3.667	0.900
FCL	12	60	3.694	0.751
COP	7	35	3.808	0.919

Source : Appendix G

Standard deviation is a quantity expressing how much the score differ from the mean score for the variables. It also can be defined as to quantify the amount of variation or dispersion of a set of data score. The higher standard deviation value means the data spread is more disperse and it showed that the data from respondent is not consistent. From the Table 4.3, the minimum mean score for the variables is 3.667 (ST) and the maximum score is 3.808 (COP) which means all variables mean score is above mid score that is above 3.0. The lower value of Standard deviation is 0.751 (FCL) and the higher is 0.919 (COP). Although the mean score for the ST is the minimum score, the standard deviation is 0.900 away from the mean score. Differ from the FCL mean score with 3.694, however the standard deviation is 0.751 away from mean score, lesser than ST standard deviation which means the FCL data is more consistent than ST data. Overall all score in the Descriptive Analysis are within acceptable range.

4.5 Validity Result

This section explains about Validity Test based on Factor analysis. Through Keiser-Meyer-Olkin (KMO) Test, the data is being tested to measure how suitable the data is for factor analysis. According to Hair et al. (1998), KMO need to exceed threshold value of 0.5 in order to perform a good factor analysis. Walker and Maddan (2009) also said the KMO which measure share the variances must be greater than 0.5, while the Bartlett's Test of Sphericity (BTOS) (*p*-value) must be less than 0.001 (Beavers, Lounsbury, Richards, Huck, Skolits & Esquivel, 2013).

Based on Table 4.4 – KMO value for all variables is greater than 0.5 which is CSQ – 0.881, ST – 0.856, FCL – 0.925 and COP – 0.944. All the variables significant at 0.000 (BTOS). Hence, this means all the data is suited for the factor analysis.

Table 4.4
Factor analysis (n=170)

Variables	Number of items	Number of factors	KMO	BTOS (<i>p</i>-value)
CSQ	7	1	0.881	0.000
ST	2	1	0.856	0.000
FCL	12	1	0.925	0.000
COP	7	1	0.944	0.000

Note : KMO : Keiser-Meyer-Olkin ; BTOS : Bartlett's Test of Sphericity
 Source : Appendix D

Table 4.5 showed the score of Principal Component Analysis (PCA). The dataset is explained by several different characteristics. The PCA summarizes those characteristics to define fewer characteristics to explain the data well. Additionally, it does remove the redundancy or correlation that can exist when explaining data using large number of variables and create a list of uncorrelated variables. In other way, PCA is a statistical method used to reduce the number of variables in a dataset.

Table 4.5
Component Matrix using Principal Component Analysis (n=170)

Variables	Component
Counter Service Quality (CSQ)	
CSQ1	-0.021
CSQ2	0.884
CSQ3	0.848
CSQ4	0.882
CSQ5	0.865
CSQ6	0.888
CSQ7	0.821
Service Time (ST)	
ST1	0.925
ST2	0.925
Facilities and Counter Layout (FCL)	
FCL1	0.832
FCL2	0.838
FCL3	0.797
FCL4	0.777
FCL5	0.816
FCL6	0.817
FCL7	0.842
FCL8	0.764
FCL9	0.789

FCL10	0.750
FCL11	0.777
FCL12	0.805
Counter Officer's Performance (COP)	
COP1	0.937
COP2	0.922
COP3	0.895
COP4	0.919
COP5	0.920
COP6	0.910
COP7	0.930

Source : Appendix F

Most of the items in the variables scored above 0.750, only one items in Counter Service Quality (CSQ) for item number 1 (CSQ1) has scored below 0.750 which is -0.021. This indicates that the CSQ1 is not a strong factor to the variables. As a result, the CSQ1 will be taken out from the item in CSQ variables.

Table 4.6 and 4.7 show the Factor Analysis and Component Matrix using Principal Component analysis after one item of CSQ has been taken out.

Table 4.6
Factor Analysis after CSQ1 taken out

Variables	Number of items	Number of factors	KMO	BTOS (<i>p</i>-value)
CSQ	6	1	0.889	0.000

Source : Appendix H

Table 4.7
Component Matrix using Principal Component Analysis (n=170)

Variables	Component
Counter Service Quality (CSQ)	
CSQ2	0.884
CSQ3	0.847
CSQ4	0.882
CSQ5	0.865
CSQ6	0.889
CSQ7	0.821

Source : Appendix H

The impact of this action will be shown in the next analysis which is in Reliability Test.

4.6 Reliability Result

Based on explanation on paragraph 4.5 about Validity Test through factor analysis, next analysis is Reliability Test which is a measure to indicate that a reliable instrument to be used as a means of collecting data for the instrument to be considered good. This can be measure based on Cronbach's Alpha score. Table 4.8 showed that Cronbach's Alpha score for every variable is over 0.800 (CSQ = 0.896, ST = 0.830, FCL = 0.948 and COP = 0.969). Sekaran et al. (2013) explained that reliabilities with Cronbach's Alpha less than 0.6 are considered poor, meanwhile if the score ranges between 0.6 to 0.7, they are acceptable and Cronbach's Alpha score above 0.8 are considered good.

Table 4.8
Reliability Test (n=170)

Variables	No. of Item	Cronbach's Alpha
CSQ	7	0.896
ST	2	0.830
FCL	12	0.948
COP	7	0.969

Source : Appendix E

On the PCA, the analysis had suggested to remove one item from the CSQ variable which is CSQ1 because of negative score. Although the first run on Reliability Test includes the CSQ1 in the item of the variables, a high score of Cronbach's Alpha which is 0.896 was

obtained. On the other hand, when the CSQ1 was removed, the Cronbach's Alpha score become higher which is 0.931 (see Table 4.9). Therefore, it is better to remove the CSQ1 from the item of CSQ variable as to get higher score.

Table 4.9
CSQ revised on Reliability Test

Variables	No. of Item	Cronbach's Alpha
CSQ	6	0.931
ST	2	0.830
FCL	12	0.948
COP	7	0.969

Source : Appendix E and H

4.7 Correlation Result

Correlation test were conducted to test the correlation between variables which is Counter Service Quality (CSQ) as Dependent Variables (DV) and Independent Variables (IV) which consist of Service Time (ST), Facilities and Counter Layout (FCL) and Counter Officer's Performance (CPO). Table 4.10 is about Pearson Correlation Coefficient Analysis.

Table 4.10
Pearson Correlation Coefficient Analysis (n=170)

	CSQ
CSQ	1.000
ST	0.827**
FCL	0.757**
COP	0.864**

** . Correlation is significant at the 0.01 level (2-tailed)

Source : Appendix I

Table 4.10 shows that all variables are significant at the level 0.01 with a range between 0.740 to 0.864. Counter Officer's Performance (COP) is the highest correlation with score 0.864 as to relate with the Counter Service Quality compared to others independent variables. However, the other two variables also correlated positively to the dependent variables, Counter Service Quality, with significant at level 0.01.

4.8 Normality Result

In this study, normality test is used to determine the data gathered is well-defined by a normal distribution. The test also measured how likely a group of data to be normally distributed for a random variable. Table 4.11 shows the skewness and kurtosis value for each variable.

Table 4.11
Skewness and Kurtosis Test of Each Variables (n=170)

Variables	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
CSQ	-0.963	0.186	1.233	0.370
ST	-0.809	0.186	0.869	0.370
FCL	-0.825	0.186	1.829	0.370
COP	-1.272	0.186	1.844	0.370

Source : Appendix G

Negative values on skewness which indicates the result of the analysis are on the right side of the graph with the range of -0.809 to -1.272. The value showed that the data are moderately skewed. On the kurtosis value of the normality test showed the value between 0.869 to 1.844 with positive value. This means all the variables are in the normal distribution. Palaniapan (2007) explained the value of the skewness and kurtosis must be in the range of +/- 2.0 for normal distribution.

4.9 Regression Result

This section presents and discusses the regression result (Table 4.12). As it can be seen from Table 4.12, 82% of the variance consistently showed the variables contributed to the Counter Service Quality in total. It also indicated that 28% remaining percentage can be clarified by other variables. All variables have a “t” score between 3.292 to 9.300 and are significant at 0.001.

Based on the result, the finding is significant when 82% of the variance support the variables and contributed to Counter Service Quality. It also means that result consistently support the hypotheses and has positive relationship through the independent variables and dependent variable which are Service Time, Facilities and Layout and Officer Performance affect Counter Service Quality. The rest of 28% variance is are other factors that could affect the Counter Service Quality.

Table 4.12
Regression Result

	Unstandardized		Standardized		
	Coefficients	Std. Error	Beta	t	Sig.
(Constant)	0.177	0.143		1.237	0.218
STTotal	0.301	0.054	0.316	5.578	0.000*
FCLTotal	0.193	0.059	0.169	3.292	0.001*
COPTotal	0.468	0.050	0.502	9.300	0.000*

Note: * $p < 0.01$, adjusted R Square = 0.820, F-statistic = 256.773, sig at 0.000
Source : Appendix J

4.10 Summary

This chapter provides the findings on quantitative analysis derived from the data gathered. The data was obtained from 170 respondents which represent respond rate of 85% from the survey distributed. Several tests were used to analyse the data to ensure the data were

enough and reliable to be used in the study. Normality test was carried out and the result showed that the variables are normally distributed. All variables obtained reliable Cronbach's alpha score, which gives support to the study and the assumption of factor analysis was met. As to determine the strength of the relationship between the variables, Pearson correlation was used as to get the result. Regression analysis was also conducted to determine the independent relations as well as the contribution of IV's in predicting the factors that affect the counter service quality as the dependent variable. Hence, next chapter will conclude the findings from the result of several tests from this chapter.



CHAPTER 5

CONCLUSION

5.1 Introduction

This chapter highlights the key conclusions of the study. Besides that, contribution of the study will be suggested to the Lembaga Hasil Dalam Negeri Malaysia (LHDNM) and other related agency or organization especially government bodies. Lastly, discussion on the limitations of the study and recommendations for the future are also be provided.

5.2 Discussion of the key findings

In matter to do the study, one theory was employed to investigate the factors affecting counter service quality in LHDNM Cawangan Cheras. The SERVQUAL theory become the reference theory of the study which is to use service dimension derived from the original instrument established by Parasuraman *et al.* (1988) (Abdul Rahim, 2015). This theory has been integrated with the conceptual framework as reference to execute the study of the factor affecting the quality of the counter service. The data gathered from the respondents was analysed by using SPSS 20 with several analysis and tests.

The study's objective is to examine the relationship between the dependent variable (DV) and the independent variables (IV). The descriptive analysis result showed that the independent variables (IV) has means score between 3.667 and 3.808. This indicates the variable is high level of agreeable from the respondents on the independent variable that is counters' service quality if the means score greater than 3.000. Besides that, factor analysis based on Table 4.4 – KMO value for all variables is greater than 0.5 whereby CSQ – 0.881,

ST – 0.856, FCL – 0.925 and COP – 0.944. All the variables are significant at 0.000 (BTOS). Therefore, this indicates that all of the data is suited for the factor analysis. Through Keiser-Meyer-Olkin (KMO) Test, the data is being tested to measure how suitable the data is for factor analysis. According to Hair et al. (1998), KMO need to exceed threshold value 0.5 in order to perform a good factor analysis.

Sekaran et al. (2013) stated that reliabilities (reliability test) with Cronbach's Alpha less than 0.6 are considered poor, meanwhile if the score ranges between 0.6 to 0.7, they are acceptable and Cronbach's Alpha score above 0.8 are considered good. Table 4.6 showed that Cronbach's Alpha score for every variable is over 0.800 (CSQ = 0.896, ST = 0.830, FCL = 0.948 and COP = 0.969). All this test and analysis showed that the gathered data were useful and reliable to be used as data of the study.

In this study there are three objectives to be achieved by investigating and analysing the data gathered from the respondents after all the data has been tested and approved to proceed to be analysed by further test.

From the test and analysis, it was found that the independent variables which are counters' service time, counters' facilities and layout and counter officers' performance has positive relationship towards dependent variable counter service quality. This has been proved by the result from correlation result that showed that the independent variables are significant at the level 0.01 with a range between 0.740 to 0.864. Counter Officer's Performance (COP) is the highest correlation with a score of 0.864 as to relate with the Counter Service

Quality compared to others independent variables. However, the other two also correlated positively to the dependent variables Counter Service Quality with significant at level 0.01.

The normality test is used to determine the information gathered is well-defined by a normal distribution. The test also measures how likely a group of data to be normally distributed for a random variable. Table 4.9 show the skewness and kurtosis value for each variable. Negative values on skewness indicates the result of the analysis are on right side of the graph with the range of -0.809 to -1.272. The value shows that the data are moderately skewed. On the kurtosis value of the normality test showed the value between 0.869 to 1.844 with positive value. This means all the variables are in the normal distribution. Palaniapan (2007) said the value of the skewness and kurtosis must be in the range of +/- 2.0 for normal distribution.

This paragraph explained the regression result of the data analysis for this study. All variables have a “t” score between 3.292 to 9.300 and significant at 0.001. From the data analysis, it demonstrated 82% of the variance consistently showed the variables contributed to the Counter Service Quality in total. It is also indicated that 28% remaining percentage can be clarified by other variables.

Based on the above result discussion, the objectives of the study which are:

Research Objective 1 : To investigate the relationship between service time and counter service quality.

Research Objective 2 : To investigate the relationship between facilities and counter layout, and counter service quality.

Research Objective 3 : To investigate the relationship between officers' performance and counter service quality.

From those objectives, the findings could be concluded that the relationship between the independent variables (service time, facilities and layout, and officers' performance) towards the dependent variables (counter service quality) were consistent with the previous study that those independent variables were affecting the dependent variables which is counter service quality. The independent variables have a positive relationship between the counter service quality. The better independent variables, counter service quality level is also getting better and could satisfied the customer.

5.3 Contributions of Study

There are at least two contributions of the study. First, practical/policy contribution to the Lembaga Hasil Dalam Negeri Malaysia (LHDNM) and, second, contribution to the knowledge/ theory itself.

5.3.1 Contributions to Lembaga Hasil Dalam Negeri Malaysia (LHDNM)

As contribution to the LHDNM as a tax organization which serve taxpayers as their customer especially service through the counter, the result may give the organization enhancement to the quality of the counter service based on three independent variables which are Service Time, Facilities and Counter Layout and Counter Officer's Performance. These three factors become the indicator for the organization to enhance and improve the service in terms of the way of service being serve, to ensure the customer is comfortable

with the environment of the counter service and also to enhance and integrate knowledgeable officer and the performance as to provide and deliver professional and high quality of counter service in the LHDNM.

5.3.2 Contributions to Knowledge/Theory

The study provides empirical evidence on the relationship between the independent variables that are counter services' time, counter facilities and layout, and counter officers' performance with dependent variable counter service quality. As documented by the study these variables are significantly affecting the service quality. As the result showed that three independent variables were the factors that contributed to the counter service quality.

5.4 Limitations of the study

This study has faced limitation on the sample that the respondents were from LHDNM, Cheras Branch only and the period study only took three months which was too short to gather much data. The study also focuses on only three variables because of the period limitation. The result of the survey does not reflect the actual population and the result may be not accurate as to represent the whole taxpayer population. The result may differ if the information gathers from the whole population.

5.5 Recommendations for Future Studies

In the future, this study could be extended to the whole population taxpayers or other sample of taxpayers based on LHDNM branch in a longer period. A study also could be done by focusing on other variables in the SERVQUAL theory. This can measure and

indicate the customer satisfaction and may provide accurate information to the organization as to upgrade the quality of services in the future.

5.6 Conclusion

Counter Service Quality in LHDNM is one of the important component or unit that serves the taxpayers in tax matter. This has become a measurement of the LHDNM whether a quality counter service is delivered or not. This research is to examine the relationship between independent variables (counters' service time, counters' facilities and layout and counter officers' performance) and dependent variable (counter service quality). From the study, result showed that 82% of the variance data proved the variables contributed to the counter service quality.

In conclusion the study found that the organization should focus in those variables as to enhance and improve the quality of the counter service especially in LHDNM. This is to deliver a better service and satisfied the taxpayer with excellent services.

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APPENDICES

APPENDIX A

SURVEY FORM



Dear Participant,

Tax service counter is one of the services provided by Inland Revenue Board of Malaysia (IRBM) for the customers to handle their tax matters.

According to that, this questionnaire is designed to study customers' satisfaction towards counter service of Lembaga Hasil Dalam Negeri Malaysia (LHDNM). Expected respondents are from the customer attended at the counter.

This study is conducted as a partial fulfillment for my Master of Science in International Accounting. The information you provide for the purpose of this study will be kept STRICTLY CONFIDENTIAL and for the academic purpose only.

Your participation is highly appreciated and your input is highly valued. Thank you very much for your time and cooperation.

Yours sincerely,

Mohamad Fadil Ahmad

Master of Science (International Accounting)

Universiti Utara Malaysia

PART A : SERVICE QUALITY

BAHAGIAN A: KEPUASAN PELANGGAN

Please provide your answer by circling the appropriate option:

Sila berikan jawapan anda dengan membulatkan pilihan yang bersesuaian:

A. COUNTER SERVICE QUALITY KUALITI PERKHIDMATAN KAUNTER						
	Service Quality <i>(Kualiti Perkhidmatan)</i>	Strongly unsatisfied <i>(Sangat tidak berpuashati)</i>	Unsatisfied <i>(Tidak berpuashati)</i>	Uncertain <i>(Tidak pasti)</i>	Satisfied <i>(Berpuashati)</i>	Strongly satisfied <i>(Sangat Berpuashati)</i>
1.	Determined to facilitate customer <i>(Bersungguh-sungguh untuk membantu pelanggan)</i>	1	2	3	4	5
2.	Responsive to customers' problems/matters/cases <i>(Responsif terhadap masalah/urusan/kes pelanggan)</i>	1	2	3	4	5

3.	Easy to get service through the counter <i>(Mudah untuk mendapatkan perkhidmatan melalui kaunter)</i>	1	2	3	4	5
4.	Information given within appropriate time frame <i>(Maklumat yang diberikan adalah tempoh masa yang mencukupi)</i>	1	2	3	4	5
5.	Equal service provided to every customer <i>(Perkhidmatan setara diberikan kepada semua pelanggan)</i>	1	2	3	4	5
6.	Fast service <i>(Perkhidmatan yang cepat)</i>	1	2	3	4	5

7.	Enough number of counter officer available <i>(Pegawai kaunter yang bertugas mencukupi)</i>	1	2	3	4	5
B. Service Time (Masa Perkhidmatan)						
		Strongly unsatisfied <i>(sangat tidak berpuashati)</i>	Unsatisfied <i>(tidak berpuashati)</i>	Uncertain <i>(tidak pasti)</i>	Satisfied <i>(berpuashati)</i>	Strongly satisfied <i>(sangat berpuashati)</i>
1.	Waiting time to be served by the counter officer <i>(masa menunggu untuk dilayan oleh pegawai kaunter)</i>	1	2	3	4	5
2.	Service time to solve/process customers' matters/cases by the counter officer <i>(masa dilayan untuk menyelesaikan/</i>	1	2	3	4	5

	<i>memproses urusan/kes oleh pegawai kaunter)</i>					
C. FACILITIES AND COUNTER LAYOUT (KEMUDAHAN DAN SUSUNATUR KAUNTER)						
		Strongly unsatisfied (sangat tidak berpuashati)	Unsatisfied (tidak berpuashati)	Uncertain (tidak pasti)	Satisfied (berpuas hati)	Strongly satisfied (sangat berpuashati)
1.	Waiting area <i>(kawasan menunggu)</i>	1	2	3	4	5
2.	Waiting bench <i>(Bangku menunggu)</i>	1	2	3	4	5
3.	Information counter <i>(Kaunter informasi)</i>	1	2	3	4	5
4.	Queue number system <i>(Sistem nombor menunggu)</i>	1	2	3	4	5
5.	Writing facilities	1	2	3	4	5

	<i>(Kemudahan menulis)</i>					
6.	Discussion room <i>(Bilik perbincangan)</i>	1	2	3	4	5
7.	Information brochure/ leaflet <i>(Risalah informasi)</i>	1	2	3	4	5
8.	Security <i>(Keselamatan)</i>	1	2	3	4	5
9.	Signage <i>(Papan tanda)</i>	1	2	3	4	5
10.	Parking <i>(Tempat meletak kenderaan)</i>	1	2	3	4	5
11.	Toilet <i>(Tandas)</i>	1	2	3	4	5
12.	Lift <i>(Lif)</i>	1	2	3	4	5
D. COUNTER OFFICERS' PERFORMANCE (PENCAPAIAN PEGAWAI KAUNTER)						
		Strongly unsatisfied	Unsatisfied <i>(tidak berpuashati)</i>	Uncertain <i>(tidak pasti)</i>	Satisfied <i>(berpuas hati)</i>	Strongly satisfied

		<i>(sangat tidak berpuashati)</i>				<i>(sangat berpuashati)</i>
1.	Service provided by the counter officer <i>(perkhidmatan yang diberikan oleh pegawai kaunter)</i>	1	2	3	4	5
2.	Hospitality by the counter officer <i>(layanan mesra oleh pegawai kaunter)</i>	1	2	3	4	5
3.	Knowledgeability of the counter officer <i>(pegawai kaunter yang berpengetahuan)</i>	1	2	3	4	5
4.	Accurate information and advice given	1	2	3	4	5

	<i>(maklumat dan informasi yang diberikan adalah tepat)</i>					
5.	Counter officer determined to solve the customer's problem <i>(pegawai kaunter bersungguh-sungguh untuk membantu menyelesaikan masalah pelanggan)</i>	1	2	3	4	5
6.	Fast service by the counter officer <i>(perkhidmatan yang cepat oleh pegawai kaunter)</i>	1	2	3	4	5
7.	Service provided meets taxpayer expectation	1	2	3	4	5

(perkhidmatan yang diberikan mencapai jangkaan)					
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PART B : RESPONDENT INFORMATION

BAHAGIAN B: INFORMASI RESPONDEN

<p>Please provide your information by ticking (<input type="checkbox"/>) the appropriate option: <i>Sila berikan maklumat anda dengan menandakan (<input type="checkbox"/>) pilihan yang bersesuaian:</i></p>	
1.	<p>Gender (<i>Jantina</i>) :</p> <p>(<input type="checkbox"/>) Male (<i>Lelaki</i>)</p> <p>(<input type="checkbox"/>) Female (<i>Perempuan</i>)</p>
2.	<p>Nationality (<i>Warganegara</i>) :</p> <p>(<input type="checkbox"/>) Malaysian (<i>Malaysia</i>)</p> <p>(<input type="checkbox"/>) Foreigner (<i>Orang asing</i>)</p>
3.	<p>Race (<i>Bangsa</i>) :</p> <p>(<input type="checkbox"/>) Malay (<i>Melayu</i>)</p> <p>(<input type="checkbox"/>) Chinese (<i>Cina</i>)</p> <p>(<input type="checkbox"/>) Indian (<i>India</i>)</p> <p>(<input type="checkbox"/>) Others (<i>lain-lain</i>)</p>
4.	<p>Age (<i>Umur</i>) :</p> <p>(<input type="checkbox"/>) Below 20 years (<i>bawah 20 tahun</i>)</p> <p>(<input type="checkbox"/>) 21 – 30 years</p> <p>(<input type="checkbox"/>) 31 – 40 years</p> <p>(<input type="checkbox"/>) 41 – 50 years</p>

	<input type="checkbox"/> 51 – 60 years <input type="checkbox"/> Over 60 years (<i>lebih 60 tahun</i>)
5.	Marital status (<i>Status perkahwinan</i>) : <input type="checkbox"/> Single (bujang) <input type="checkbox"/> Married (berkahwin) <input type="checkbox"/> Widower (duda/janda)
6.	Occupation (<i>Pekerjaan</i>) : <input type="checkbox"/> Public Sector (<i>Sektor awam</i>) <input type="checkbox"/> Private Sector (<i>Sektor swasta</i>) <input type="checkbox"/> Business Owner (<i>Pemilik perniagaan</i>) <input type="checkbox"/> Others (<i>Lain-lain</i>)
7.	Education background (<i>latar belakang pendidikan</i>) : <input type="checkbox"/> SRP/PMR and below <input type="checkbox"/> SPM <input type="checkbox"/> STPM/Diploma <input type="checkbox"/> Degree, Master and above <input type="checkbox"/> Professional certificate <input type="checkbox"/> Others
8.	Purpose of attending counter (<i>tujuan hadir ke kaunter</i>) : <input type="checkbox"/> Assessment/audit (<i>penaksiran/audit</i>) <input type="checkbox"/> Collection - repayment / tax arrears (<i>Pungutan–bayaran balik/tunggakan cukai</i>) <input type="checkbox"/> Travel Restriction Sec. 104 (<i>Sekatan perjalanan S104</i>) <input type="checkbox"/> Others (<i>lain-lain</i>): _____

APPENDIX B

PILOT TEST

RELIABILITY (PILOT TEST N=30)

COUNTER SERVICE QUALITY

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.932	0.935	6

COUNTER SERVICE TIME

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.927	0.928	2

COUNTER FACILITIES AND LAYOUT

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.940	0.943	12

COUNTER OFFICER PERFORMANCE

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
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0.983	0.983	7
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ALL VARIABLES

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.911	0.917	4

FACTOR ANALYSIS (PILOT TEST N=30)

COUNTER QUALITY SERVICE

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.700
Bartlett's Test of Sphericity	Approx. Chi-Square	82.990
	df	21
	Sig.	0.000

COUNTER SERVICE TIME

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.500
Bartlett's Test of Sphericity	Approx. Chi-Square	38.080
	df	1
	Sig.	0.000

COUNTER FACILITIES AND LAYOUT

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.804
Bartlett's Test of Sphericity	Approx. Chi-Square	277.572

df	66
Sig.	0.000

**COUNTER OFFICER
PERFORMANCE**

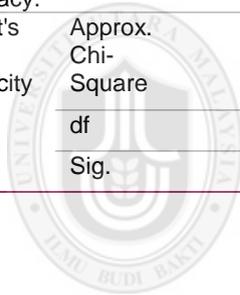
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.934
Bartlett's Test of Sphericity	Approx. Chi-Square	322.349
df		21
Sig.		0.000

ALL VARIABLES

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.787
Bartlett's Test of Sphericity	Approx. Chi-Square	89.497
df		6
Sig.		0.000



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APPENDIX C

DEMOGRAPHIC ANALYSIS

GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	57	33.5	33.5	33.5
	FEMALE	113	66.5	66.5	100
	Total	170	100	100	

NATIONALITY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALAYSIAN	164	96.5	96.5	96.5
	FOREIGNER	6	3.5	3.5	100
	Total	170	100	100	

RACE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALAY	133	78.2	78.2	78.2
	CHINESE	10	5.9	5.9	84.1
	INDIAN	7	4.1	4.1	88.2
	OTHERS	20	11.8	11.8	100
	Total	170	100	100	

AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BELOW 20 YEARS	1	0.6	0.6	0.6
	21 - 30 YEARS	31	18.2	18.2	18.8
	31 - 40 YEARS	87	51.2	51.2	70
	41 - 50 YEARS	44	25.9	25.9	95.9
	51 - 60 YEARS	5	2.9	2.9	98.8

OVER 60 YEARS	2	1.2	1.2	100
Total	170	100	100	

MARITAL

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SINGLE	50	29.4	29.4	29.4
MARRIED	113	66.5	66.5	95.9
WIDOWER	7	4.1	4.1	100
Total	170	100	100	

OCCUPATION

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid PUBLIC SECTOR	85	50	50	50
PRIVATE SECTOR	61	35.9	35.9	85.9
BUSINESS OWNER	6	3.5	3.5	89.4
OTHERS	18	10.6	10.6	100
Total	170	100	100	

EDUCATION

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SRP/PMR AND BELOW	1	0.6	0.6	0.6
SPM	4	2.4	2.4	2.9
STPM/DIPLOMA	19	11.2	11.2	14.1
DEGREE/MASTER/PHD	143	84.1	84.1	98.2
PROFESSIONAL CERTIFICATE	3	1.8	1.8	100
Total	170	100	100	

PURPOSE

	Frequency	Percent	Valid Percent	Cumulative Percent
ASSESSMENT/AUDIT	64	37.6	37.6	37.6
COLLECTION(REPAYMENT/TAXARREARS)	32	18.8	18.8	56.5
TRAVELRESTRICTIONSEC.104	3	1.8	1.8	58.2
OTHERS	71	41.8	41.8	100
Total	170	100	100	

FREQUENCY

	Frequency	Percent	Valid Percent	Cumulative Percent
ONCE	73	42.9	42.9	42.9
TWICE	61	35.9	35.9	78.8
3 TIMES	15	8.8	8.8	87.6
4 TIMES	9	5.3	5.3	92.9
MORE THAN 5 TIMES	12	7.1	7.1	100
Total	170	100	100	

APPENDIX D

RELIABILITY ANALYSIS

RELIABILITY ANALYSIS (n=170)

COUNTER SERVICE QUALITY

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.896	0.872	7

COUNTER SERVICE QUALITY (AFTER DELETION 1 ITEM)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.931	0.933	6

COUNTER SERVICE TIME

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.830	0.831	2

COUNTER FACILITIES AND LAYOUT

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.948	0.949	12

COUNTER OFFICER PERFORMANCE

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.969	0.969	7



APPENDIX E

FACTOR ANALYSIS

FACTOR ANALYSIS (N=170)

COUNTER SERVICE QUALITY

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.881
Bartlett's Test of Sphericity	Approx. Chi-Square	817.351
	df	21
	Sig.	0.000

COUNTER SERVICE TIME

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.500
Bartlett's Test of Sphericity	Approx. Chi-Square	118.226
	df	1
	Sig.	0.000

COUNTER FACILITIES AND LAYOUT

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.925
Bartlett's Test of Sphericity	Approx. Chi-Square	1605.221
	df	66
	Sig.	0.000

COUNTER OFFICER PERFORMANCE

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.944
Bartlett's Test of Sphericity	Approx. Chi-Square	1454.257
	df	21
	Sig.	0.000

ALL VARIABLES

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.843
Bartlett's Test of Sphericity	Approx. Chi-Square	587.969
	df	6
	Sig.	0.000



APPENDIX F

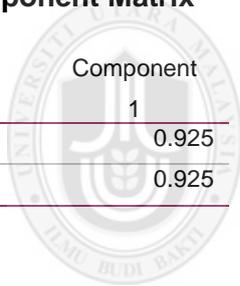
COMPONENT MATRIX

Component Matrix^a

	Component 1
CSQ1	-0.021
CSQ2	0.884
CSQ3	0.848
CSQ4	0.882
CSQ5	0.865
CSQ6	0.888
CSQ7	0.821

Component Matrix^a

	Component 1
ST2	0.925
ST1	0.925



Component Matrix^a

	Component 1
FCL7	0.842
FCL2	0.838
FCL1	0.832
FCL6	0.817
FCL5	0.816
FCL12	0.805
FCL3	0.797
FCL9	0.789
FCL4	0.777
FCL11	0.777
FCL8	0.764
FCL10	0.750

Component Matrix^a

	Component 1
COP1	0.937
COP7	0.930
COP2	0.922
COP5	0.920
COP4	0.919
COP6	0.910
COP3	0.895



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APPENDIX G

DESCRIPTIVE AND NORMALITY ANALYSIS

Descriptive Statistics

	N	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
						Statistic	Std. Error	Statistic	Std. Error
CSQST	170	1.00	5.00	3.7765	0.85775	-0.963	0.186	1.233	0.370
CSQTT	170	1.00	5.00	3.6676	0.90027	-0.809	0.186	0.869	0.370
FCLT	170	1.00	5.00	3.6946	0.75194	-0.825	0.186	1.829	0.370
COPT	170	1.00	5.00	3.8084	0.91916	-1.272	0.186	1.844	0.370
Valid N (listwise)	170								



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APPENDIX H

REVISED ON CSQ1

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.889
Bartlett's Test of Sphericity	Approx. Chi-Square	809.584
	df	15
	Sig.	0.000

Component Matrix^a

	Component
	1
CSQS6	0.889
CSQS2	0.884
CSQS4	0.882
CSQS5	0.865
CSQS3	0.847
CSQS7	0.821

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.931	0.933	6

APPENDIX I

CORRELATION ANALYSIS

Descriptive Statistics

	Mean	Std. Deviation	N
CSQT	3.7765	0.85775	170
STT	3.6676	0.90027	170

Correlations

		CSQST	CSQTT
CSQT	Pearson Correlation	1	.827**
	Sig. (2-tailed)		0.000
	N	170	170
STT	Pearson Correlation	.827**	1
	Sig. (2-tailed)	0.000	
	N	170	170

** . Correlation is significant at the 0.01 level (2-tailed).

Descriptive Statistics

	Mean	Std. Deviation	N
CSQ	3.7765	0.85775	170
FCLT	3.6946	0.75194	170

Correlations

		CSQST	FCLT
CSQT	Pearson Correlation	1	.757**
	Sig. (2-tailed)		0.000
	N	170	170
FCLT	Pearson Correlation	.757**	1
	Sig. (2-tailed)	0.000	
	N	170	170

** . Correlation is significant at the 0.01 level (2-tailed).

Descriptive Statistics

	Mean	Std. Deviation	N
CSQT	3.7765	0.85775	170
COPT	3.8084	0.91916	170

Correlations

		CSQST	COPT
CSQT	Pearson Correlation	1	.864**
	Sig. (2-tailed)		0.000
	N	170	170
COPT	Pearson Correlation	.864**	1
	Sig. (2-tailed)	0.000	
	N	170	170

** . Correlation is significant at the 0.01 level (2-tailed).



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APPENDIX J

COEFFICIENTS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.177	0.143		1.237	0.218
STT	0.301	0.054	0.316	5.578	0.000
FCLT	0.193	0.059	0.169	3.292	0.001
COPT	0.468	0.050	0.502	9.300	0.000



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