



RELATIONSHIP BETWEEN SERVICE QUALITY AND CUSTOMER
SATISFACTION TOWARDS POS MALAYSIA IN MELAKA TENGAH
DISTRICT

اونيورسيتي تيكنيكل مليسيا ملاك
UNIVERSITI TEKNIKAL MALAYSIA MELAKA

TUAN NUR ALYA ANISAH BINTI TUAN KAMARUDIN

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

I hereby acknowledge that this project paper has been accepted as part of fulfilment for the degree of Bachelor of Technology Management (Supply Chain Management and Logistics) with Honours



SIGNATURE

:

NAME OF SUPERVISOR

: NURSHAMIMAH BINTI SAMSUDDIN

DATE

: 14/02/2025

اونيورسيتي تيكنيكل مليسيا ملاك

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

SIGNATURE

:

NAME OF PANEL

: Ts. DR. NURHAYATI BINTI KAMARUDIN

DATE

: 14/02/2025

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This thesis is submitted in partial fulfilment of the requirements for the award of

Bachelor of Technology Management (Supply Chain Management and Logistics)
with Honours

Faculty of Technology Management and Technopreneurship

Universiti Teknikal Malaysia Melaka

JANUARY 2025

DECLARATION OF ORIGINAL WORK

I hereby declare that all the work of this thesis entitled “RELATIONSHIP BETWEEN SERVICE QUALITY AND CUSTOMER SATISFACTION TOWARDS POS MALAYSIA IN MELAKA TENGAH DISTRICT” is original done by myself and no portion of the work encompassed in this research project proposal has been submitted in support of any application for any other degree or qualification of this or any other institute or university of learning.



SIGNATURE

:



NAME

: TUAN NUR ALYA ANISAH BINTI TUAN

اونيورسي تيكنيكل مليسيا ملاك
KAMARUDIN

DATE

: 31 JANUARY 2025

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

DEDICATION

This Final Year Project is dedicated to the amazing people who have supported me throughout this incredible journey. To my family, your unwavering support and love have been my greatest strength. Your belief in me has been a constant reminder to keep pushing forward, even when the going got tough. I am forever grateful for your patience, understanding, and the sacrifices you have made to help me achieve my dreams.

To my friends, thank you for the endless encouragement, for the late-night study sessions, and for always being there to lift my spirits. Your companionship has been a source of motivation and joy, making this challenging journey much more manageable.

A special thank you to my supervisors, Dr. Muzani Bin Zainon and Madam Nurshamimah Binti Samsuddin. Your guidance, wisdom, and expertise have been invaluable. Thank you for your patience, for challenging me to reach my full potential, and for believing in my abilities. Your mentorship has profoundly shaped my academic and personal growth.

This work is a testament to all your contributions. Thank you for being a part of this journey with me.

ACKNOWLEDGEMENT

First and foremost, I'd want to thank ALLAH SWT for giving me with excellent health, strength, and the opportunity to accomplish this Final Year Project (FYP) on time. I am grateful to my parents for their continuous encouragement and tolerance while they waited for me to finish my degree. Their encouragement has been important in my journey.

I would also like to extend my sincere thanks to my friends for their timely advice and the wealth of knowledge they shared, which was instrumental in advancing this research project. Their insights significantly contributed to the efficient completion of this work.

My heartfelt gratitude goes to my excellent supervisor, Dr. Muzani Bin Zainon and Madam Nurshamimah Binti Samsuddin, for their essential assistance, instruction, supervision, support, and overall contribution. Their careful instruction during the two semesters of doing this final year project was critical to my accomplishment.

Finally, I'd like to convey my gratitude to everyone who took the time and effort to complete the questionnaires. Their valuable feedback was crucial in completing this study. Thanks to their collaboration and guidance, I was able to complete all of the questionnaire's components.

Once again, I extend my heartfelt thanks to everyone involved.

ABSTRACT

As online shopping and e-commerce become more popular, parcel and service delivery companies such as Pos Malaysia are also expanding. Pos Malaysia is a Malaysian courier firm that provides a variety of services, including parcel and letter transportation, communication, financial services, and supply chain management. Nowadays, the postal and courier industry is increasing rapidly. However, customers, on the other hand, frequently report dissatisfaction with Pos Malaysia services. The purpose of this study was to analyse customer satisfaction with Pos Malaysia's service quality. A quantitative research design was applied, with 150 Pos Malaysia customers selected using a convenience sampling technique. The SERVQUAL approach was used in the study to analyse aspects such as reliability, responsiveness, security and safety, and communication. The data was analysed using the Statistical Package for the Social Sciences (SPSS) software, which included both descriptive and correlation analyses.

Keyword: SERVQUAL, quality service, customer satisfaction, courier, Pos Malaysia

ABSTRAK

Memandangkan beli-belah dalam talian dan e-dagang semakin popular, syarikat penghantaran bungkusan dan perkhidmatan seperti Pos Malaysia turut berkembang. Pos Malaysia ialah syarikat kurier Malaysia yang menyediakan pelbagai perkhidmatan, termasuk pengangkutan bungkusan dan surat, komunikasi, perkhidmatan kewangan, dan pengurusan rantai bekalan. Pada masa kini, industri pos dan kurier meningkat dengan pesat. Namun begitu, pelanggan pula sering melaporkan ketidakpuasan hati terhadap perkhidmatan Pos Malaysia. Tujuan kajian ini adalah untuk menganalisis kepuasan pelanggan terhadap kualiti perkhidmatan Pos Malaysia. Reka bentuk penyelidikan kuantitatif telah digunakan, dengan 150 pelanggan Pos Malaysia dipilih menggunakan teknik persampelan mudah. Pendekatan SERVQUAL digunakan dalam kajian untuk menganalisis aspek seperti kebolehpercayaan, responsif, keselamatan dan keselamatan, dan komunikasi. Data dianalisis menggunakan perisian Statistical Package for the Social Sciences (SPSS), yang merangkumi kedua-dua analisis deskriptif dan korelasi.

Kata kunci: SERVQUAL, servis kualiti, kepuasan pelanggan, kurier, Pos Malaysia

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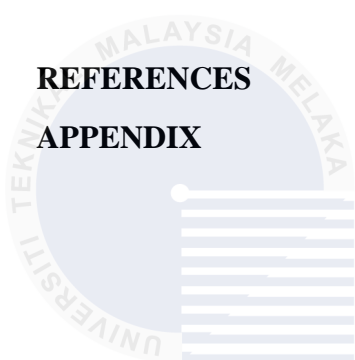
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LIST OF ABBREVIATIONS

ABBREVIATION

MEANING

SERVQUAL

Service Quality

SPSS

Statistical Package for Social Science

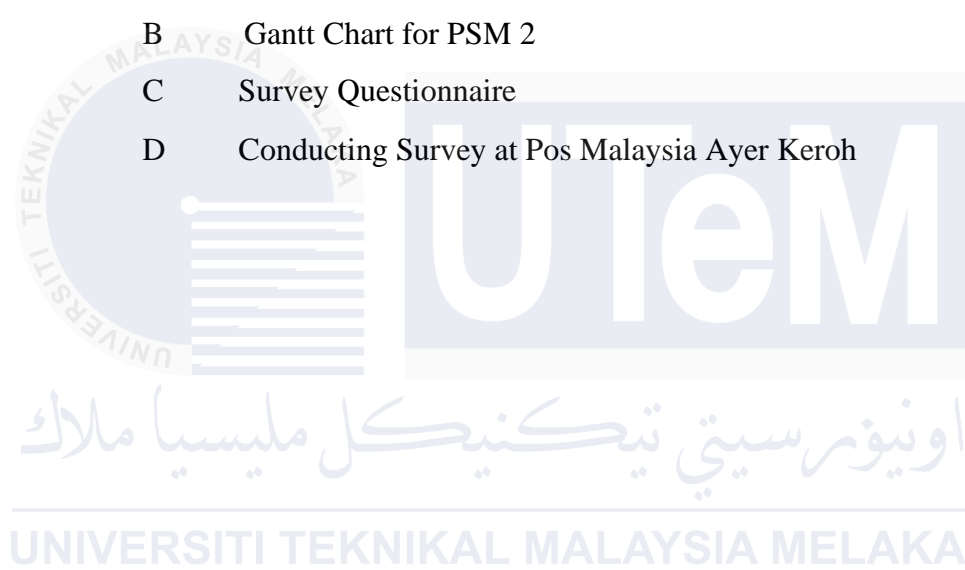


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CHAPTER 1

INTRODUCTION

The logo of Universiti Teknikal Malaysia Melaka (UTeM) is displayed in the background. It features a circular emblem on the left with the university's name in Malay and English, and a large 'UTeM' text on the right.

1.1 Introduction

This thesis is a research presentation that provides a basic summary of the background study on the relationship between service quality and customer satisfaction towards Pos Malaysia in the Melaka Tengah district. This chapter includes the research outline and a basic review of the background study on the relationship between service quality and customer satisfaction. This chapter also includes a problem statement about service quality as it relates to customer satisfaction with Pos Malaysia in Melaka Tengah district, the research question and objectives, the scope of the study, the study's significance, and its limitations.

1.2 Background of Study

Courier service sectors are crucial in today's modern world. These services are tasked with delivering documents, packages, or other goods quickly and efficiently from one location to another (Defry et al., 2022). Utilizing courier services enhances

delivery management and helps customers receive their e-commerce purchases. According to the Malaysian Communications and Multimedia Commission (MCMC), there are over 32 courier services available in Malaysia. Furthermore, the use of Malaysian postal services has been rising in response to the rapid growth of e-commerce, making it easier for customers to shop. The increased demand for couriers driven by online purchases and various transportation options has spurred the development of the courier sector. This sector is receiving significant attention as the expansion of e-commerce, higher customer expectations, and operational inefficiencies present challenges for courier companies like Pos Malaysia, prompting them to optimize processes and seek innovative solutions.

The growing demand for efficient and dependable delivery methods, especially for online transactions, has resulted in the expansion of specialised delivery services. These services, which are frequently provided by courier businesses, are designed for people who work from home or have an occasional need for secure and quick delivery of important papers. To satisfy their clients' changing expectations, many delivery professionals are expanding their services to encompass extensive delivery choices. This move is critical for assuring the secure and efficient delivery of costly products, particularly for individuals who rely on courier services for their most vital items (Zakiuddin, 2021).

Pos Malaysia Berhad, Malaysia's first postal and courier service, began operations in early 1987 (Halimi, 2019). The government introduced Pos Malaysia as a logistics service provider to deliver goods and parcels from wholesalers to end customers (Izzah, Rifai & Yao, 2016). In 2018, Pos Malaysia operated 914 post offices across the country (MCMC, 2018). It competes with major companies such as GDEX, Citylink, Skynet, and Worldwide Express. Pos Malaysia offers the lowest courier prices for small packages, making it an ideal choice for small businesses. Due to its extensive network and competitive pricing, most Malaysian consumers prefer using Pos Malaysia services (Bernama, 2020).

Additionally, Pos Malaysia serves as an intermediary between consumers and various entities, including TNB, Telekom, Syabas, insurance companies, and others. This service allows Malaysian consumers to handle personal matters such as bill payments, driving license renewals, and insurance renewals. Customers can

conveniently pay their bills at any Pos Malaysia counter across the country (Kamaruddin et al., 2018).

Pos Laju is a subsidiary of Pos Malaysia. Pos Laju courier services are available at 691 post offices across Malaysia, offering amenities such as Pos Laju Kiosk, EziBox Terminal, and Pos Laju Ezidrive-Thru. The growth of Pos Laju's courier services is driven by the surge in e-commerce, which has significantly increased online shopping traffic. According to the 2018 e-commerce survey, 57.2% of online shoppers prefer home delivery for their purchases, while the rest choose other methods (MCMC, 2018). Additionally, the PwC Global Consumer Insights Survey 2018 for Malaysia revealed that 30% of Malaysian consumers expect quick delivery of their purchases and are willing to pay extra for same-day delivery ("Do You Know What Your Consumers Want?", 2018). These services provide convenient options for customers to send packages, mail post and paying bills. Consequently, the researcher is focusing on the Pos Malaysia courier service in the Melaka Tengah district.

According to Rashid, Mansor, and Hamzah (2011), customer satisfaction is increasingly regarded as a quality indicator in a variety of businesses. As a result, the quality of service provided by the organisation has an impact on customer satisfaction. There are a few research that show that service quality has an impact on customer satisfaction and is related to one another. Previous research discovered a substantial link between service quality and customer satisfaction (Ariani, 2015). Furthermore, the McLean (2003) study stated that it can be challenging to provide clients with the best service available in order to boost customer satisfaction. This is because service quality improves the organization's business success through the implementation of improvements to quality in a variety of areas. Furthermore, the service quality was explained by Parasuraman, Zeithaml, and Berry's (1988) five dimensions of tangibles, reliability, responsiveness, assurance, and empathy. However, in this study, the researcher will only focus on reliability, responsiveness, and two additional dimensions: communication and security and safety.

The main goal of this research study is to examine the critical characteristics that most significantly impact customer satisfaction with Pos Malaysia courier service. Do reliability, responsiveness, security and safety as well as communication in service quality relate to customer's satisfaction especially in courier service?

1.3 Problem Statement

In order to succeed and satisfy their clients, businesses and services are being compelled by the demanding world of the service sector to adopt and communicate their simplest service quality. Consequently, clients have a crucial and ongoing role in the long run prosperity of a company. The degree to which customers are satisfied with a service provider significantly affects how loyal they are. The Malaysian economy has benefited greatly from the vibrant courier service sector, which also serves to reach out to the wider community.

The majority of competing courier firms compete on delivery prices, which must correlate to the value of the items, the weight of the goods, and the delivery distance. Customer satisfaction is dependent on price, where items and services have the same quality but are priced relatively low, providing more value to customers (Loo & Asrah, 2022). Dumping delivery services in Malaysia have become a problem because there are just a few organisations that demand excessive rates to customers. According to Mohd Yusof Abdul Rahman, Deputy President of the Consumers Association Malaysia (Fomca), the government has yet to issue guidelines regulating and setting maximum delivery prices. He, too, believes that shipping businesses must offer competitive pricing in order to be a viable option for clients. Customer satisfaction is vital to measure because it has a substantial impact on the firm's long-term performance as well as the purchasing behaviour of customers. Customer satisfaction can also serve as a barrier to customers switching to competitors (Jamal et al., 2018).

The increasing rise of e-commerce not only increases demand, but also increases customer expectations for delivery services. Customers prefer speedier and more flexible delivery (Chen & Chankov, 2018). According to a Parcel Perform survey done in 2019, around 43 percent of respondents are dissatisfied with their e-commerce delivery experience in Malaysia. This is because Malaysia has the longest transit delay among Asian countries, with delivery times ranging from five to eight days (My Metro, 2019). This refers to the delivery of the customer's goods, which is the most difficult challenge in e-commerce. Delivery failure has an adverse effect on all stakeholders involved in the delivery process (Rai et al. 2019). Failure to deliver items on time has

impacted customer satisfaction with the services provided. Increasingly severe rivalry in the courier service industry, combined with constant expansion efforts, has caused margins to stagnate, resulting in declining profitability despite profit, sales, and revenue increases (Daily News, 2019). Competition amongst delivery providers makes it difficult for any organisation to acquire customers who are interested in using their services. Customers will prefer an efficient and speedy service to suit their demands and desires (Nur' Najmah et al., 2019).

"Looking Ahead Going Beyond" is POS Malaysia Berhad's theme tagline. Pos Malaysia is committed to providing its customers with the greatest level of quality and good service, which requires it to constantly improve its systems and services. Nonetheless, no corporation could escape the contentious concerns. The headline "Pos Malaysia is asking customers for their patience due to unexpected delays" was in the news on June 23, 2020. Pos Malaysia offered bad service, hence this is true. Many customers had expressed their anger with Pos Malaysia on social media (Mohd Ali, 2022). Based on MCMC Industry Performance Report 2023, MCMC received a total of 146,659 complaints for all service under the communications and multimedia industry in 2022, down to 49.7% compared to 291,718 complaints received in the prior year. From the total amount of complaints, 27% of it are from postal & courier complaints only. Certain consumers claimed that their courier's delivery was delayed by a month during the Movement Control Order (MCO), which was implemented in March 2020. Customers were unhappy about the delay and compared the delivery time to other courier firms that provided considerably faster service.

1.4 Research Questions

The researcher determined three research questions in this study:

- a) What is the service quality dimension on customer satisfaction towards Pos Malaysia service?
- b) What are the relationships between service quality dimensions and customer satisfaction towards Pos Malaysia?
- c) What is the most significant service quality dimension that influence customer satisfaction towards Pos Malaysia?

1.5 Research Objectives

- a) Identify each service quality dimension on customer satisfaction towards Pos Malaysia service.
- b) Examine the relationships between service quality dimensions and customer satisfaction towards Pos Malaysia.
- c) Determine the most significant service quality dimension that influence customer satisfaction towards Pos Malaysia.

1.6 Scope and Limitation of the Study

The study's focus is solely on the courier service industry in Malaysia, which was chosen by the researcher to determine the relationship between service quality and customer satisfaction in the context of the courier service industry in Malaysia. The population of the study is Pos Malaysia courier service in the Melaka Tengah district.

Pos Malaysia is a critical business that serves approximately 80% of the country's population (Zakiuddin, 2021). It has the most extensive network coverage and the largest courier fleet in Malaysia. Pos Malaysia's wide distribution network coverage, which spans almost every geographic area in Malaysia, and its presence in critical places around the country make it easier and more convenient to connect Malaysia and beyond (Defry et al., 2022). This extensive network allows Pos Malaysia to cater to a wide range of customers, from individuals to businesses, and to provide a comprehensive range of services, including letter mail, express delivery, parcel delivery, and logistics solutions. The respondent for this research is a customer that uses said services.

The purpose of this study is to look into the relationship between service quality and customer satisfaction in the context of Pos Malaysia courier service in Melaka Tengah area. Service quality is an important aspect in determining customer satisfaction, thus courier service providers like Pos Malaysia must ensure that their services satisfy their customers' expectations (Yaacob et al., 2022). By understanding the relationship between service quality and customer satisfaction, Pos Malaysia can identify areas for improvement and develop strategies to enhance its services and increase customer satisfaction.

The limitations of this study stem from several factors that may impact the generalizability and depth of the findings. One notable limitation is the potential for sampling bias, as the study focuses solely on a single courier company which is Pos Malaysia in Malaka Tengah. This narrow scope may restrict the applicability of the findings to other quality services provided by other courier companies in the same district. The chosen data collection methods, which is quantitative method, might be susceptible to bias or limited representation.

Secondly, due to resource constraints and time limitations, the study may not be able to delve deeply into every aspect of quality services by Pos Malaysia operations. Furthermore, the study may encounter challenges in accurately assessing the relationship between quality services and customer satisfaction due to the complexity of the industry and the presence of confounding variables. Moreover, the study's reliance on cross-sectional data may limit its ability to capture longitudinal trends or changes over time.

Despite these constraints, the study intends to provide significant insights into the dynamics of the relationship between quality service and customer satisfaction at Pos Malaysia. To address these constraints, future research might use more diverse sampling methods, objective measurements of technology adoption and learning tactics, and longitudinal research designs to analyse changes over time.

1.7 Significant of Study

1.7.1 Theoretical Perspective

This study has significant implications for both students and organizations. The findings of this study can inform future research in the courier industry, contributing to the existing body of knowledge on customer satisfaction in Malaysia. Moreover, readers will gain a deeper understanding of current global trends and emerging concerns in the courier service industry, particularly with regards to service quality.

This study examines the relationship of service quality on customer satisfaction. It serves as a foundation for future research, potentially identifying and exploring additional variables. The study can be applied to various locations and regions, as it focuses on consumer satisfaction with Pos Malaysia courier service. The study may also provide valuable insights and ideas for future research.

1.7.2 Practitioners' Perspective

The courier service industry is seeing increased traffic due to online purchases, necessitating careful consideration in this study. Academics and practitioners can benefit from additional discussion of this topic. Academics can learn about various studies by analysing the variable relationship. The findings can help forecast a new variable, that are improved from past studies on consumer satisfaction.

This study helps practitioners and authorities recognise the impact of service quality on customer satisfaction, which can have significant ramifications. For example, poor service or extended wait times during service delivery. These implications impact customer satisfaction and help businesses better understand what customers desire. This study provides valuable insights on relationship between service quality and customer satisfaction for the courier companies.

1.8 Summary

In conclusion, the study on the relationship between service quality and customer satisfaction towards Pos Malaysia in the Melaka Tengah district underscores the importance of understanding and meeting customer expectations in the courier service industry. By addressing issues such as pricing competition and delivery delays, this research offers valuable insights for Pos Malaysia and other courier companies to enhance their services and improve customer satisfaction. The findings of this study not only contribute to academic knowledge but also provide practical implications for practitioners to optimize service quality and customer experience. Moving forward, continuous research and improvements in service quality are essential to ensure customer loyalty and business success in the competitive courier service sector.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

A literature review is a synthesis of all available information on a specific research topic. The purpose of a literature review is to shed light on existing information about the subject under investigation. In this chapter, we'll discuss what we've learned about the relationship between service quality and customer satisfaction at Pos Malaysia in Melaka Tengah district. This chapter will explain the SERVQUAL model as proposed by Parasuraman, Zeithaml, and Berry (1985), which include reliability and responsiveness. Looking at the complex industry of courier service, researcher add two more variable which is security and safety and communication to relate it with world nowadays. The subsequent literature reviews will address the definitions of dependent and independent variables. The variable determinant is required to understand how independent factors influence the dependent variable (Mohamed Alfu, 2023). The researcher looked at the specific theoretical models used to develop this conceptual framework.

2.2 Definition of key concept

The researcher strengthened the research topic statement by explaining key concepts used in the study. The goal is to provide understanding for future researchers to reference. The main concepts found in the research topic are listed below.

2.2.1 Service Quality

Quality is meeting customer needs and ensuring their satisfaction. Investing in higher-cost services with a focus on quality and customer satisfaction is still relevant today. To consume high-quality services, customers must pay a higher cost to the provider.

Many researchers have devoted the last 40 years looking into service quality measurement (Anantharathan Parasuraman, Zeithaml, & Berry, 1985). Parasuraman, Zeithaml, and Berry (1988) define service quality as the assessment of customers' expectations and assumptions about the service. Customers' expectations are contextual forecasts that might be stated as a sensation of ambiguity or not knowing what they want after using various services (Prakash & Mohanty, 2012). Customers' service quality expectations, on the other hand, might be seen as a desire to reduce customer uncertainty by offering satisfactory service (Parasuraman, Zeithaml, & Berry, 1986).

Bitner, Booms, and Mohr (1994) found that service quality explains the consumer's overall impression of the company's excellence in service. This is because service quality is a customer evaluation of service performance based on perceptions and differences between consequences and desires. It can also refer to the gap between consumer expectations for quality and actual performance (Lumen Learning, 2018).

On the other hand, service quality is the most important factor in determining customer satisfaction.

According to previous research, customer perceptions of service quality can be divided into two dimensions, including functional quality and technical quality. Functional quality measures a customer's perception of how the service should deliver, whether the customer receives good or bad service. Meanwhile, technical quality measures what the customer receives from the service or considers outcomes such as customer interaction during the service encounter. The majority of research takes a different approach to the definition of service quality because there is currently no precise definition of the term service quality (Wisniewski, 2001).



2.2.3 Customer Satisfaction

Customer satisfaction is a critical component in the service business, as it influences client loyalty. Customer satisfaction is seen as a necessity for customer retention and loyalty, and it certainly helps to achieve economic goals like as profitability, market share, and return on investment (Westlund, 2000).

Customer satisfaction is treated as a dependent variable in this study. Customer satisfaction is defined as a customer's perception of a product or service and how well it meets their needs and expectations. Customer satisfaction is a conceptualised meaning based on the customer's experience during a specific service encounter. Zygiaris et al. (2022) define customer satisfaction as the customer's consumption experience when purchasing goods or services, which is considered an overall evaluation. The previous study concluded that the customer experience leads to customer satisfaction.

Furthermore, satisfaction can be described before and after the purchase process been made based on emotions. Furthermore, satisfaction is a psychological process in which a customer compares the service they received to another service with

higher expectations. The customer's overall satisfaction with the organisation's services is based on all their interactions or experiences with the organisation (Yun & Park, 2022). Customer satisfaction especially towards service quality, can occur at different levels within an organisation. For example, satisfaction with the contact person, the core service, and the organisation.

The degree of satisfaction is correlated with the overall assessment of service performance. The degree of satisfaction indicates how happy a client is with the services they receive, especially when those services are good; for unhappy consumers, this could be the case when the service falls short of their expectations. Three phases of satisfaction were identified by the earlier study, Duy & Hong (2017): neutral, disappointed, and satisfied. When the service or product performs as expected, the consumer is said to be satisfied. When the customer's expectations are not met by the service or product, they enter the disappointed stage. Lastly, the neutral stage indicates if the product or service's performance lives up to expectations.

According to some earlier research, gaining customer satisfaction would support corporate expansion (Leland & Bailey, 1995; Anderson & Zemke, 1998; Shagari & Abubakar, 2014). Additionally, satisfied consumers are individuals that often buy the product or service and leave positive reviews, according to Incesu and Asikgil (2012). In the meantime, the unhappy client will think about the several aspects that lead to unfavourable comments on a certain good or service. Low perceived value led customers to go to competitors with higher perceived value, which decreased loyalty despite the benefits of customer satisfaction (R. E. Anderson & Srinivasan, 2003). According to a number of research, customer happiness and loyalty are positively impacted by perceived expectations (Chiou, 2004). Lin and Wang's (2006) study, which found that wholehearted views could boost customer satisfaction and impact customer loyalty, corroborated these findings. Accordingly, it has been demonstrated that the corporate and brand image has a favourable impact on consumer satisfaction and loyalty (Andreassen & Lindestad, 1997; Raj G. Javalgi & Moberg, 1997).

To satisfy the customer, there are a few factors to consider, including perceived benefits, location, facilities, reputation, and quality. Quality is recognised through personal evaluation performance, such as the quality of the product and service itself,

as well as the manner in which the product or service is delivered (Siali, Wen, & Hajazi, 2018). According to some researchers, prompt service is one of the factors that influence customer satisfaction. Therefore, many companies would consider that factor in business performance as they fear of losing customers. Aside from the previous research, Atkinson (1988) stated that, the satisfaction is from several factors such as cleanliness, security, value for money, courtesy of employees, prompt service, and friendliness of employees.

As a result, in the courier service industry, the efficiency with which the parcel is delivered may be considered part of prompt service. As a result, the company experiences a high level of satisfaction, or in other words, the customer is satisfied with the service. Furthermore, customer satisfaction is critical in the courier service industry, and this study focuses on identifying the factors that contribute to customer satisfaction. A significant amount of previous research has been conducted as stated above. However, additional research is still required to meet customer satisfaction and requirement contexts, such as different people and regions.

2.3 Measuring Service Quality

One well-liked technique for gauging service quality in the service sector is the Service Quality Method (SERVQUAL). Service quality is a five-dimensional construct that encompasses tangibles, assurance, responsiveness, empathy, and reliability, according to Parasuraman et al. (1988). Researchers are increasingly employing SERVQUAL and the general method to measure service quality as an expectation/perception gap (Babakus and Mangold, 1989; Brown and Swartz, 1989; Swartz and Brown, 1989; Webster, 1989). It is a multi-item measure intended to evaluate how customers or consumers view the quality of services. The ten elements of service quality—access, communication, competence, civility, credibility, reliability, responsiveness, security, tangibles, and knowing or comprehending the customer—were the foundation of SERVQUAL's original design. These ten

dimensions were reduced to five: tangible, reliability, responsiveness, assurance, and empathy. SERVQUAL is defined as a "perception-minus-expectations" framework for measuring service quality (Anantharathan Parasuraman, Berry, and Zeithaml, 1991). For the purpose of this research, the researcher will delve into two dimensions from SERVQUAL which is reliability and responsiveness along with two more dimensions which is communication and safety and security.

The SERVQUAL system is not flawless. The system's flaws have been pointed up in earlier research. Three further problems with SERVQUAL were found in one of the studies that used its items (Carman, 1990). These include, firstly, assessing the quality of services across various service functions; secondly, identifying issues with measuring customer expectations; and thirdly, dimensionality according to the service business type. The SERVQUAL instrument needs more research, despite the fact that Carman (1990) did not evaluate service quality in the conceptual and operational senses as defined by Parasuraman et al. (1986). SERVQUAL has a strong potential for widespread application because it is designed to evaluate a core construct in service quality models, hence its measurement qualities should be examined.

While other authors have criticised the SERVQUAL instrument (Mohd-Any et al., 2019), it remains the most widely used method of confirmatory factor analysis. Thus, SERVQUAL has proven to be a valid model for measuring service quality in various service organisations and industries (Wisniewski, 2012). Parasuraman, Zeithmal, and Berry (1988) describe the SERVQUAL model's five dimensions as follows:

- Reliability

Parasuraman, Zeithmal, and Berry (1988) define reliability as the service provider's promise to execute the service accurately. According to Zeithmal et al. (2016), reliability as a service quality dimension is important because customers frequently expect companies to communicate implicitly and keep their promises. This dimension mostly indicates Pos Malaysia ability to deliver parcels to end customers.

- Responsiveness

According to Zeithmal et al. (2016), responsiveness measures the ability to provide prompt service and customer support. This dimension measures how quickly services are delivered and how employees assist customers when they have a problem. In this

study, Pos Malaysia typically assists customers in dealing with issues such as parcel delivery delays, parcel loss, and damage to items received.

- Empathy

Empathy is a measure of an employee's awareness and care for their customers. Empathy can be demonstrated in a variety of ways, including knowing customers' names, needs, and preferences (Arlen, 2018). In this study, the Pos Malaysia courier service is aware of their customers' problems in dealing with them, as well as meeting their needs during the delivery and receiving process.

- Assurance

Knowledge and courtesy of assurance, which can be interpreted as the customer's trust and belief in the services. Pos Malaysia courier service is one of Malaysia's largest courier services, with high traffic in logistics. This study shows that many customers use Pos Malaysia courier service to deliver their items.

- Tangible

Parasuraman, Zeithmal, and Berry (1988) define tangible as physical facilities and environments in which the customer can see and feel the service being provided. It includes machinery, external structures, contact tools, and personnel. The study explained that Pos Malaysia office equipment and technology are factors that influence customer satisfaction and may be useful for the organisation in improving service.

- Security and Safety

At Pos Malaysia, ensuring security and safety is crucial in determining service quality and customer satisfaction. This is because customers are more likely to be satisfied with their experience if they feel secure and safe during the transaction process or the safety of their parcel. To achieve this, Pos Malaysia employs various security measures such as CCTV cameras and secure storage facilities to protect customer packages and assets. Furthermore, Pos Malaysia's commitment to safety is reflected in its adherence to industry standards and regulations, such as those related to the handling and storage of hazardous materials (OSHA, 2020). By prioritizing security and safety, Pos Malaysia can maintain high levels of customer satisfaction and loyalty, ultimately driving business success.

- Communication

The communication between courier and customer plays a crucial role in determining service quality and customer satisfaction at Pos Malaysia. Effective communication helps to establish trust and builds a strong rapport between the two parties, which is essential for ensuring that customer expectations are met. For instance, when a customer places an order, the courier should clearly communicate the delivery timeline and any potential issues that may arise, thereby setting realistic expectations (Liu et al., 2020). Furthermore, the courier should be responsive to customer inquiries and concerns, providing timely updates on the status of the delivery to maintain transparency and build trust (Gao et al., 2019). This open communication helps to reduce misunderstandings and ensures that customers are satisfied with the service provided. By fostering a culture of effective communication, Pos Malaysia can improve its service quality and increase customer satisfaction, ultimately driving business growth and loyalty.

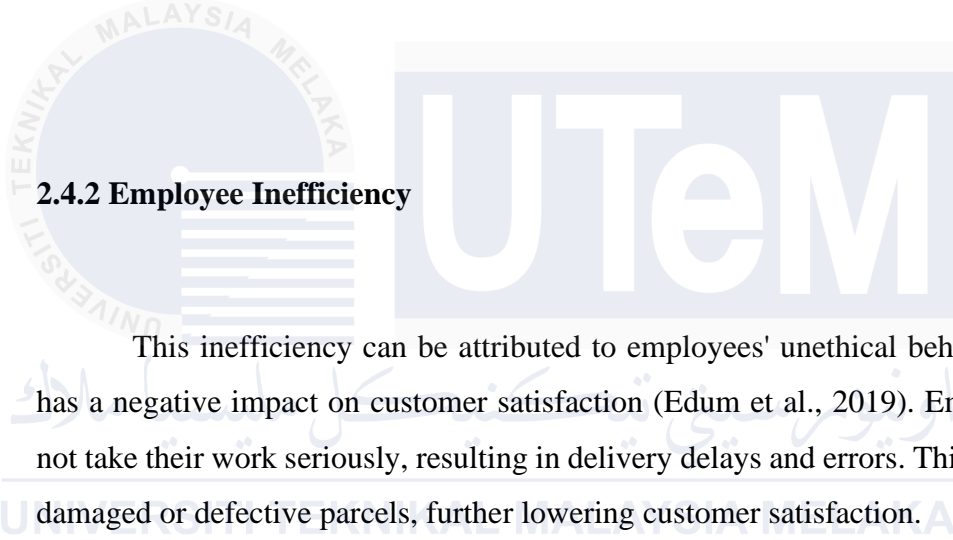
2.4 Challenges in Ensuring High Service Quality

2.4.1 High Volume of Parcel

Pos Malaysia's struggle to meet the growing demand for parcel deliveries has become more apparent, raising concerns among e-commerce merchants about the reliability of its services. According to a survey conducted by Zakiuddin (2021), which gathered feedback from e-commerce merchants, there is growing dissatisfaction with Pos Malaysia's performance, particularly in terms of providing consistent delivery and adhering to shorter delivery times. Merchants lamented that they frequently have to cancel customers' orders due to Pos Malaysia's unreliable delivery time frames. Furthermore, some merchants are forced to accommodate their customers' concerns by

taking on some of the delivery responsibilities themselves, which has an impact on their business operations and customer satisfaction.

Pos Malaysia's capacity and capabilities have struggled to keep up with the rapidly expanding e-commerce market, resulting in bottlenecks in its delivery network and service disruptions. Inadequate resources, such as manpower, vehicles, and sorting facilities, have hampered Pos Malaysia's ability to efficiently handle the increasing volume of parcels. As a result, delays, missed deliveries, and other logistical issues have become more common, frustrating merchants and customers alike.



2.4.2 Employee Inefficiency

This inefficiency can be attributed to employees' unethical behaviour, which has a negative impact on customer satisfaction (Edum et al., 2019). Employees may not take their work seriously, resulting in delivery delays and errors. This can result in damaged or defective parcels, further lowering customer satisfaction.

Employee inefficiency can be attributed to the fact that Pos Malaysia operates its services primarily through manpower rather than technology. However, if employees do not have a positive work ethic, it can lead to inefficiencies and a decrease in customer satisfaction (Fauzan, 2018). Pos Malaysia is particularly concerned about employee inefficiency because it can lead to customer complaints and a negative image for the company. Customers may lose trust in the company if they receive damaged or defective parcels, resulting in a decrease in customer satisfaction.

Pos Malaysia can address this issue by offering training and development opportunities, recognising employee contributions, and promoting a positive work environment. Pos Malaysia can improve its efficiency and customer satisfaction by addressing these challenges, thereby increasing its market reputation and competitiveness.

2.4.3 Last Mile Delivery

The challenges in ensuring high service quality towards customer satisfaction at Pos Malaysia involve several key issues. One of the primary challenges is the last mile delivery, which can be particularly difficult due to the complexity of navigating urban areas and ensuring timely delivery. This complexity can lead to delays and inefficiencies, ultimately affecting customer satisfaction, as noted by Nurul Huda Hazizan et al. (2022): "The last mile delivery is often the most challenging part of the delivery process, as it involves navigating through congested urban areas and ensuring timely delivery". Furthermore, the lack of visibility and real-time tracking information can also contribute to the challenges in ensuring high service quality, as customers are often left in the dark about the status of their deliveries (Webster, 1989).

Another challenge is the need for efficient training of employees to handle customer interactions effectively. This includes ensuring that employees are responsive to customer needs and can handle any issues that may arise during the delivery process. Efficient training will make employees more competent and able to handle the peak season in case of any problems with customers, directly increasing the level of responsive between employees and customers. Effective employee training is crucial in ensuring high service quality, as it enables employees to handle customer interactions effectively and respond to customer needs (Al-Weshah et al., 2013).

Additionally, the long distance and time delay in the delivery process can cause inefficiencies in responsive, which can negatively impact customer satisfaction. To address this, courier companies must ensure that they have robust logistics and delivery systems in place to minimize delays and ensure timely delivery. This includes calculating the shipping cost based on the value of the goods, delivery distance, and weight of the goods to provide customers with accurate estimates and manage their expectations. Accurate shipping cost calculation is crucial in managing customer expectations and ensuring timely delivery (So et al., 1998). Furthermore, the use of technology, such as real-time tracking and automated delivery notifications, can also help to improve the efficiency of the delivery process and enhance customer satisfaction (Kotler, 2003).

2.5 Demographic Factors

Today, an increasing number of consumers engage in multi-channel marketing, which involves searching for information and making purchases both online and offline. Researchers such as Persaud and Azhar (2012) have noted this trend. Demographic factors such as age, gender, and education level shed light on consumers' physical characteristics and aid in the identification of similar groups. Workman and Cho (2012) emphasise the importance of demographic variables in this regard, implying that they can also act as moderators, influencing overall service quality.

2.5.1 Age

Previous studies by Javalgi (1990) discovered that older customers valued personal service and financial advice as important aspects of bank services. Mattila (2003) on the other hand, found that the lack of personal service in e-banking is a major barrier to internet banking adoption among mature customers.

2.5.2 Gender

Workman and Cho (2012) found that gender is a significant determinant of consumer behaviour. According to Sharma et al. (2012), it has a direct impact on perceived service quality. Interestingly, both male and female consumers are positive about innovative mobile marketing on smartphones (Persaud and Azhar, 2012). Gender differences are evident in a variety of contexts; for example, Williams et al. (2009) discovered systematic gender variations among online gamers. Furthermore, research suggests that women have higher service quality expectations than men.

2.5.3 Education

One demographic factor that has a big impact on how customers view the quality of services is education. Higher educated people, for example, are more likely to be exposed to better services and goods, which raises their expectations for service quality (Grazhdani & Merollari, 2015). Kotler (2010) backs this up by arguing that as the number of educated individuals rises, so does the demand for high-quality goods. Furthermore, because they are more likely to understand the value of quality in many facets of life, clients with higher education levels may have different perceptions of service quality than their counterparts with lower education levels.

2.5.4 Socioeconomic Background

Depending on their financial level, customers have different opinions about the quality of the services they receive (Scott, 1993). It is commonly believed that those with greater incomes are also more educated (Farley, 1964). Kotler (2010) asserts that the demand for high-quality items rises as the number of educated individuals rises.

It's possible that customers with greater incomes will see service quality differently than those with lower incomes.

2.6 Proposed Research Framework

The proposed framework for research includes both dependent and independent variables. The independent variables for measuring service quality are

reliability, responsiveness, safety and security, and communication. The dependent variable is customer satisfaction. The figure below depicts the proposed research structure, which addresses the research concerns and objectives.

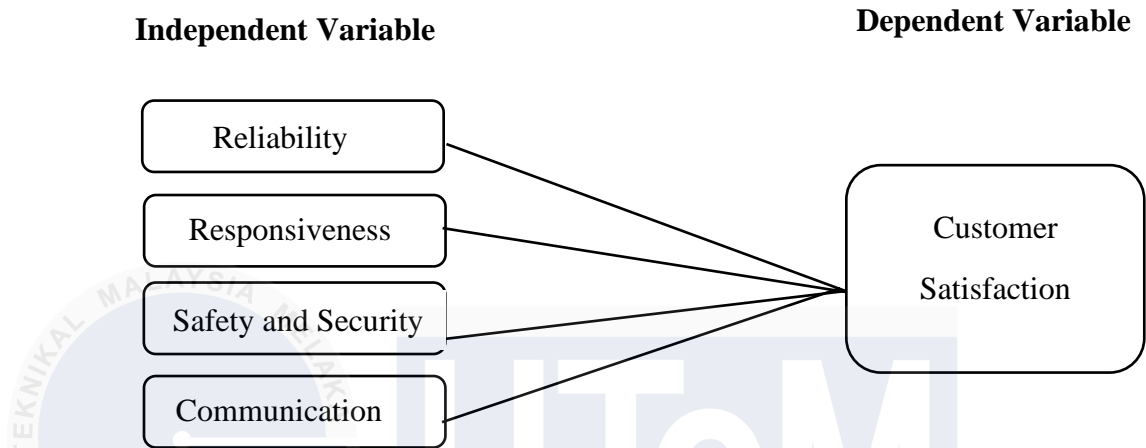


Figure 2.6: Proposed Research Framework about relationship between Service Quality and Customer Satisfaction towards Pos Malaysia in Melaka Tengah District.

Based on the figure above, the researcher sought to determine the impact of four dimensions of service quality (reliability, responsiveness, safety and security and communication) on customer satisfaction in courier services, specifically Pos Malaysia. Satisfaction can be measured using the service quality dimensions; the higher the rate of the service quality dimensions, the greater the level of satisfaction that the service provider may achieve.

2.7 Summary

This study examined the level of relationship between service quality and customer satisfaction with Pos Malaysia. The researcher has discussed the independent and dependent variables, as well as the proposed research framework. The relationship between independent and dependent variables has been determined by testing the hypothesis. The methodology for conducting research will be discussed in the following chapter.



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The research methods used for the study will be covered in detail in this chapter. In order to achieve the study's goals, a number of steps were taken. Research design, strategy, questionnaire creation, data collecting, and analysis are all covered in this chapter. These methods outline the procedures for gathering data and analysing the findings. The methodological option selected is the quantitative approach. Both primary and secondary data are included in the data sources. The research site, strategy, time span, validity and reliability, and data analysis method will all be covered in the parts that follow. The assessment and comprehension of the research findings can be enhanced by these research methodological techniques.

3.2 Research Design

A research design is a methodical strategy that researchers employ to provide legitimate answers to problems. It is quite accurate and objective. The kind of analysis

you need perform to get the intended results will usually be determined by the research design. Your ability to find answers to your research questions will influence how good or poor your design is. The research findings will not be as encouraging if your design is subpar (Khanday & Khanam, 2023).

To choose which type of research design to use for a study, a researcher must first understand the various types of research designs. There are two types of research designs such as quantitative and qualitative. (Khanday and Khanam, 2023). This study uses a quantitative research approach to investigate the relationship between service quality and customer satisfaction with Pos Malaysia in Melaka Tengah district. This study can benefit from quantitative research, which collects and analyses numerical data to identify patterns, correlations, and causal relationships. It focuses on understanding the "why" and "how" of a phenomenon, which frequently includes detailed descriptions and interpretations of participant perspectives. Quantitative research design is critical for the growth of any organisation because conclusions drawn from numerical analysis and statistical data are effective in guiding business strategies and decisions.

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3.3 Methodological Choices

Research and design methods can be quantitative, qualitative, or a combination of the two. Quantitative research uses numerical and statistical data, whereas qualitative research focuses on words, descriptions, concepts, and ideas (Jansen, 2021).

Quantitative research methods are preferred for their ability to generate evidence and facilitate statistical analysis (Bryman, 2016). The researchers use quantitative techniques to investigate the relationship between variables in accordance with the purpose, goal, and nature of the research question. Researchers can also provide a framework for evaluating the impact of social media use on digital entrepreneurship, business performance, market reach, customer engagement,

reputation, and brand. This can be accomplished by using quantitative research methods.

3.4 Primary and Secondary Data Sources

Data collection involves gathering and analysing information from both primary and secondary sources to gain a comprehensive understanding of an engaging subject. The study gathered information using both primary and secondary data. Duggal (2023) defines primary data as information collected directly from primary sources and firsthand experiences, ensuring authenticity and non-modification.

In research, information is gathered using a variety of techniques, all of which fall under the primary or secondary data category. While secondary data is historical information, primary data is current information. While secondary data is gathered for different reasons, primary data is gathered to address the current issue. The procedure of gathering primary data is complicated. The secondary data gathering procedure, however, is quick and easy. Primary data sources include things like questionnaires, experiments, observations, surveys, and in-person interviews. Government papers, internet, books, journal articles, and internal records are examples of secondary data gathering sources (Ajayi, 2023).

As a result, the primary data for this study came from a survey administered to Melaka Tengah Pos Malaysia residents. This type of data is believed to be ideal for this study. Secondary data for this study is gathered from books, papers, academic articles, journals and relevant websites.

3.5 Research Location

Melaka have three districts namely Melaka Tengah, Jasin and Alor Gajah. The desire research location is involving Melaka Tengah district in Melaka. As the researcher currently studying at Durian Tunggal, which is under Melaka Tengah district, the location is perfect to facilitate in collecting data. Furthermore, Melaka Tengah encompasses both urban and suburban areas, providing a diverse setting for studying Pos Malaysia's service quality. The district includes Melaka City, the state capital, which experiences urban congestion and high delivery demand, as well as suburban areas with different logistical challenges. This mix allows researchers to examine a variety of service scenarios and customer experiences.

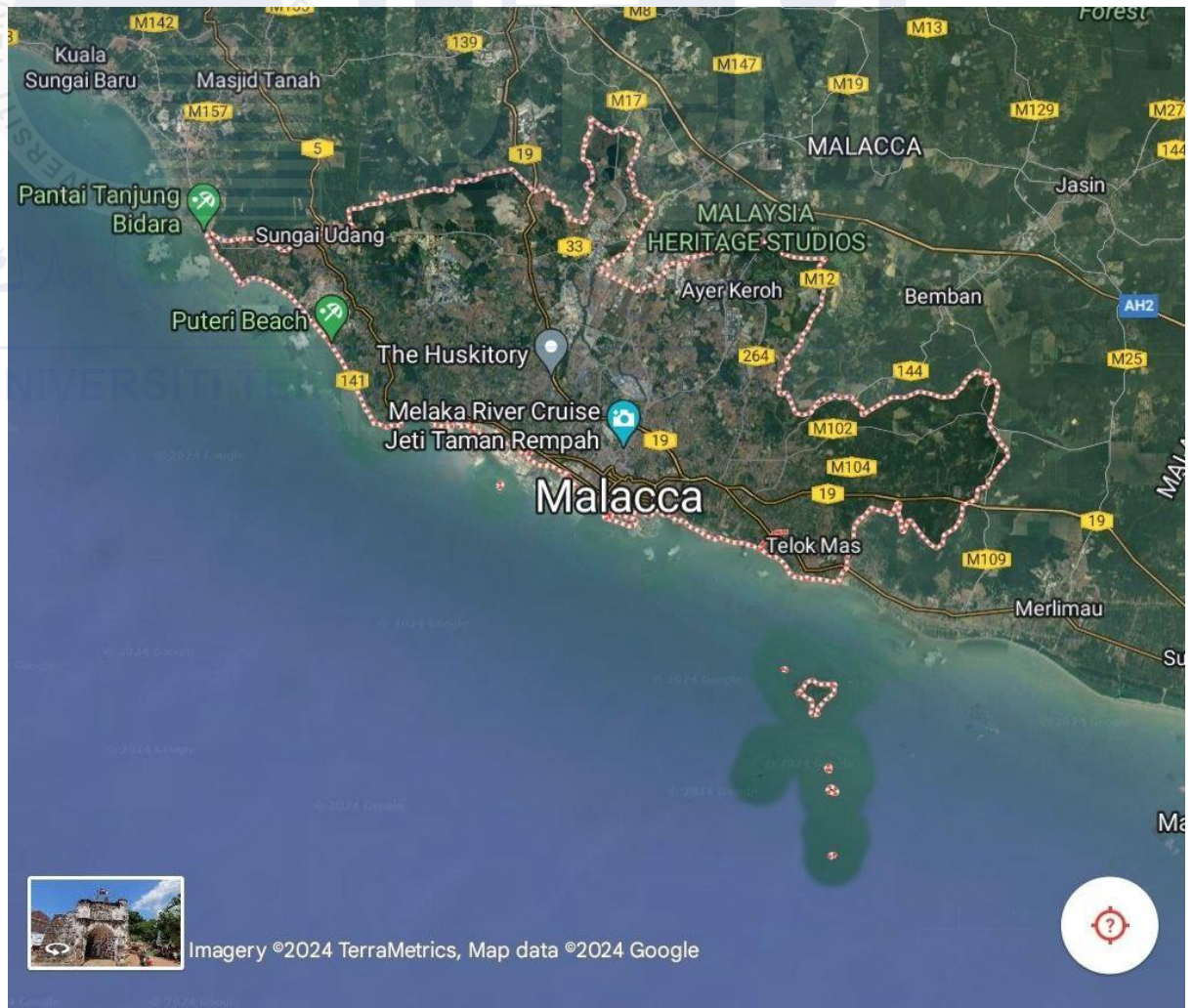


Figure 3.5: Map of Melaka Tengah district

Source: (Google Image, 2024)

3.6 Research Strategy

The phases of the research technique range from broad hypotheses to particular steps for data collection, analysis, and interpretation. The two components of this research strategy are the data collection strategy and the data interpretation strategy. Since the deductive technique frequently starts with a theory-driven hypothesis that guides data collection and analysis, it will be used in this study. This technique is employed to quantify and evaluate the relationship between independent and dependent variables.

The survey strategy is typically associated with a deductive research approach and is commonly used to answer 'what', 'who', 'where', 'how much,' and 'how many' questions. As a result, it is used in descriptive, exploratory, and explanatory research to suggest possible explanations for variable relationships and create models of these relationships. Questionnaire-based survey strategies are popular because they allow for the cost-effective collection of standardised data from many respondents, making comparisons easier.

Using a survey strategy should give the researcher more control over the research process, and when probability sampling is used, findings that are statistically representative of the target population can be generated at a lower cost than collecting data from everyone. The survey strategy enables the collection of data for quantitative analysis via interviews and structured observation. The researcher will need to ensure that the sample is representative, design and test the data collection instrument, and try to achieve a high response rate (Saunders, 2024).

3.6.1 Questionnaire Design

A questionnaire is a collection of questions or items designed to gather information about respondents' thoughts, experiences, and perspectives. This strategy is used to collect answers from a large sample before conducting quantitative analysis.

Researchers conducted an offline survey. Researchers will approach Pos Malaysia customers to be respondent, individuals were asked to respond.

The study was descriptive in nature, with the goal of reviewing and investigating the sources of measurement error. This study focuses on the service quality dimension, which includes reliability, response, security and safety, as well as communication between the courier company and its customers.

The questionnaire has three sections: Parts A, B, and C. Section A's purpose is to collect demographic information such as age, gender, income, and educational attainment. Part B discusses service quality variables, while Part C focuses on customer satisfaction level with Pos Malaysia in Melaka Tengah.

Table 3.6.1 (a): Sections in Questionnaire

Section A	Respondent's Background
Section B	Service Quality Dimension
Section C	Level of Customer Satisfaction

Respondents were required to respond to questions in parts B and C using a Likert scale, which indicated their level of agreement. The Likert scale has five points: one (severely disagree), two (disagree), three (neutral), four (agree), and five (strongly agree). Figure 3.6.1 displayed a five-point Likert scale.


1	2	3	4	5
Strongly Disagree				
				
Strongly Agree				

Table 3.6.1 (b): Likert Scale

Source: Saunders, M., Lewis, P., & Thornhill, A. (2016) Research methods for business students.

3.6.1.1 Operationalization of Constructs

Operationalization involves defining how the constructs of a study will be measured and observed.

Table 3.6.1.1: Operationalization of Constructs

Constructs	No. of Items	Scale of Measurement
Reliability (R)	4	Likert Scale (1-5)
Responsiveness (P)	3	Likert Scale (1-5)
Security and Safety (S)	3	Likert Scale (1-5)
Communication (C)	3	Likert Scale (1-5)
Price and Value (PV)	3	Likert Scale (1-5)
Customer Satisfaction (SAT)	3	Likert Scale (1-5)
Behavioral Intention (BI)	3	Likert Scale (1-5)

3.6.1.2 Variables**Table 3.6.1.2: The Variables**

Label	Items	Source
R	Reliability	
	The Pos Laju is really reliable	
R1	Performs service accurately	SERVQUAL (Parasuraman et al., 1988), (Nguyen et al., 2015)
R2	Provides service on time	
R3	Solves problem sincerely	
R4	Keeps confidential records	

Label	Items	Source
P	Responsiveness	
	The Pos Laju is really responsive	
P1	Willingness to serve customer	SERVQUAL (Parasuraman et al., 1988), (Nguyen et al., 2015)
P2	Availability to respond to customer requests	
P3	Flexibility according to customer demands	

Label	Items	Source
S	Security and Safety	
The Pos Laju is secure and safe		
S1	I'm confident that Pos Laju handles sensitive or valuable items with adequate security measures	Bienstock, C. C., Mentzer, J. T., & Bird, M. M. (1997)
S2	I have experienced an issue with the safety of your packages	
S3	The packages are very secured during transit with Pos Laju	

Label	Items	Source
C	Communicate	
The Pos Laju is really easy to communicate with		
C1	Pos Laju respond to your inquiries or issues through their customer service channels promptly	Brady, M. K., & Cronin, J. J. (2001), Chi et al., 2013
C2	Pos Laju is very effective in keeping you informed about the status of your package throughout the delivery process	
C3	Pos Laju communicate any changes or delays in the delivery schedule to you	

Label	Items	Source
PV	Pricing and Value	
Pos Laju pricing and value are reasonable		
PV1	Pricing of Pos Laju's services are fair compared to other courier services	
PV2	I am likely to continue using Pos Laju	

	based on the pricing of their services?	Monroe, K. B. (1990), Dodds, W. B., Monroe, K. B., & Grewal, D. (1991)
PV3	The pricing of Pos Laju's services are very important in your decision-making process when choosing a courier service?	

Label	Items	Source
SAT	Customer Satisfaction	
	Pos Laju satisfy customer needs	
SAT1	I feel happy with my decision to use Pos Laju service	Nguyen-Phuoc et al., (2021)
SAT2	I believe I made the right decision by choosing Pos Laju	
SAT3	I am satisfied with this courier service	

Label	Items	Source
BI	Behavioral Intention	
	To what extent your behavioral intention towards pos laju	
BI1	I will use this service again	Min Seok Lee et al., (2017)
BI2	I would consider this courier service next time	
BI3	I would recommend this courier service to the people	

3.6.2 Sampling Design

There are two basic types of sampling techniques: probability sampling and non-probability sampling. Probability sampling ensures that each sample has an equal chance of selection, with each member of the population having a known non-zero probability of being chosen. This technique assesses the likelihood of our sample

accurately representing the entire population (Nikolopoulou, 2022). Non-probability sampling means that not all samples have the same chance of selection. Sampling techniques select units from the population for survey purposes.

This research employs probability sampling, specifically simple probability sampling to select random samples. This method involves selecting a sample size from a population, with each sample having an equal and independent chance of selection. This study's unit of analysis is individual customers who use Pos Malaysia services in Melaka Tengah district. According to Melaka Tengah (District, Malaysia) - Population Statistics, Charts, Map, and Location (n.d.), the population in the Melaka Tengah area is expected to be 617,000 by 2023. According to Krejcie and Morgan's (1970) sample size determination table, for a population size of 1,000,000, 384 respondents are required. However, due to time limitations, only 150 respondents are required to be respondent.

Table 3.6.2: Determining sample size of a known population

Source: Krejcie and Morgan (1970)

Population Size (N)	Sample Size (S)
100	80
200	132
300	169
400	196
500	217
600	234
700	248
800	260
900	269
1000	278
2000	322
3000	341
4000	351
5000	357
6000	361

7000	364
8000	367
9000	368
10 000	370
15 000	375
20 000	377
30 000	379
40 000	380
50 000	381
75 000	382
1 000 000	384

3.6.3 Pilot Test

A "pilot test" is a procedure used by researchers to evaluate their research methodology using a small sample size prior to conducting in-depth research. A pilot test is conducted to determine the questionnaire's clarity, comprehensibility, and overall effectiveness. This pilot testing phase allows researchers to identify and address potential issues or ambiguities in the instrument, improving the validity and reliability of future data collection efforts (Bryman, 2016).

About 30 to 40 people will be chosen by the researchers for the pilot test. The proper questionnaire for the investigation will be assessed by the researcher. The test should be finished in a week, according to the researchers. The final survey questions will be updated following an evaluation of this input. Prior to distributing questionnaires to respondents, a preliminary study will be carried out.

3.6.4 Hypothesis Testing

In this study, the proposed link between independent and dependent variables will be evaluated. This hypothesis would be examined to identify the relationships that exist between customer satisfaction and its prerequisite: service quality. Four hypotheses have been developed, based on the four relationships identified in the previous section:

H1: Reliability has significant relationship towards customer satisfaction.

H2: Responsiveness has significant relationship towards customer satisfaction.

H3: Security and safety have significant relationship towards customer satisfaction.

H4: Communication has significant relationship towards customer satisfaction.

3.7 Time Horizon

In future research, the term "time range" usually refers to the period under investigation or the time level with varying widths (Melnikovas, 2018). The time period can be divided into two categories: longitudinal and horizontal research. Long-term data collection is required for longitudinal research. Because of time constraints, the research team chose cross-sectional studies. The researcher must complete chapters 1 through 5 within ten months. There is only one month to complete the data collection and analysis. To save time, cross-sectional studies were used in the study.

3.8 Reliability and Validity

3.8.1 Reliability

The questionnaire's reliability is evaluated using statistical measures like Cronbach's alpha coefficient to ensure internal consistency between survey items. This reliability analysis ensures the stability and consistency of questionnaire responses, improving the validity and trustworthiness of study results (Babbie, 2016).

Table 3.8.1: Cronbach's Alpha Coefficient Range

Source: Source: George and Mallery (2003).

Cronbach's Alpha Coefficient	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

3.8.2 Validity

Expert review ensures content validity by aligning questionnaire items with established theoretical frameworks and research objectives. Obtaining feedback from subject matter experts and aligning survey items with relevant literature constructs improves questionnaire content validity and data accuracy (Dillman et al., 2014).

3.9 Data Analysis Method

Data analysis is the process of gathering, modelling, and analysing data using statistical and logical methods and techniques (Calzon, 2023). After collecting data via questionnaire, the social science statistics software programme (SPSS) analyses the responses. This investigation used descriptive analysis, Pearson correlation analysis, and multiple regression analysis.

3.9.1 Descriptive Statistics Analysis

Descriptive statistics analysis provides a summary of the sample under study without making any inferences based on probability theory. Even if the primary goal of a study is to make inferences, descriptive statistics are still used to provide a broad summary. Descriptive statistics are used to describe a population using tools such as frequency distribution tables, percentages, and other measures of central tendency, such as the mean. (Kaliyadan and Kulkarni, 2019)

Descriptive statistics are easy to understand because they use data analysis to meaningfully describe variables. The variables are described in two parts: the measure of tendency (mean, mode, median) and the measure of dispersion (range, standard deviation, variance). Descriptive statistics simplify large amounts of data in a manageable manner. When reported together, the reader gains insight into the distribution of the sample's characteristic of interest (Fulk, 2023). In this study, descriptive statistics are used to analyse dependent variable and independent variables.

3.9.2 Pearson's Correlation Analysis

In this study, the Pearson correlation coefficient is used to determine how strongly two numerical variables are related to one another. Using this coefficient requires a number of assumptions, including that the variables have a linear relationship, that the independent and dependent variables are related, and that the

independent causes of the two variables produce a normal distribution. The Pearson correlation coefficient ranges between +1 and -1 (Turney, 2022). If the value is positive, the two variables are positively correlated; if it is negative, they are negatively correlated. However, the variation in the data from the best fit line increases as the coefficient value approaches zero. If the coefficient is 0, there is no correlation between the two variables.

Table 3.9.2: Pearson Correlation Coefficient Range

Coefficient Range	Strength of Correlation
± 0.00 to ± 0.30	Weak
± 0.40 to ± 0.60	Moderate
More than ± 0.70	Strong

3.9.3 Multiple Linear Regression Analysis

Multiple regression uses an ANOVA to predict the relationship between a dependent variable and a set of independent variables. Multiple regression analyses the relationship between a continuous dependent variable and two or more independent variables. The regression equation assesses each predictor's contribution to total variance and the overall fit of the independent variables. Furthermore, multiple regression analysis employs more than one independent variable to predict and compute the regression equation and correlation of multiple determinations (Saunders et al., 2013). We can estimate the outcomes of a dependent variable by using a collection of independent factors.

The general form of the multiple regression equation is as follow:

$$Y = a + bX_1 + cX_2 + dX_3 + eX_4$$

Where:

Y = Dependent Variable (Customer Satisfaction)

a =Constant value or Intercept

b = Influence of X1 (reliability)

c = Influence of X2 (responsiveness)

d = Influence of X3 (security and safety)

e = Influence of X4 (communication)

X1, X2, X3, X4 = Independent variables

3.10 Summary

In conclusion, the researcher discusses the data collected for this chapter. In this study, researchers will employ both descriptive and quantitative methods. The questionnaire will be distributed to Pos Malaysia customers, serving as the primary data source. Academic papers, the Internet, and books as secondary data. This study employed a technique known as a cross-sectional temporal study, in which data were collected only once. A pilot test will be conducted before the questionnaire is distributed to respondents. Furthermore, Cronbach's alpha is used to assess learning.

After gathering enough information, researchers must perform descriptive analysis, Pearson's correlation analysis, and multiple regression analysis on it. The following data analysis and discussion will be addressed in Chapter 4.

CHAPTER 4

DATA ANALYSIS AND RESULTS

4.1 Introduction

In chapter 4, the results and findings of data analysis which conducted in the research project are presented. The data is collected from 150 respondents over two months period. The data will be analysed using Statistical Package for Social Sciences (SPSS) to analyse the relationship between service quality and customer satisfaction towards Pos Malaysia in Melaka Tengah. The results will be presented in charts and table forms.

Besides, this chapter present the result of Pilot Test, followed by Reliability Test and continued findings in the form Descriptive Analysis which includes respondents' demographic and their responses as per questions. Then, Pearson Correlation Coefficient Analysis describe the degree of relationship between independent variables and dependent variable, followed by Multiple Regression Analysis and Hypothesis Testing.

4.2 Pilot Test

The purpose of pilot study is to test the feasibility of the questionnaire whether respondents can understand the questions. It ensures that the survey items accurately capture the intended data and helps improve the reliability of the research instrument.

In this study, the researcher selects 30 respondents to conduct pilot test. SPSS software will be used to check whether the data collected is valid and reliable. Researcher will use Cronbach's Alpha to indicate how well the variables are positively correlated with each other. Generally, 0 to 1 is the range of coefficient alpha. (Hair et al., 2016) recommended that the alpha's value should be greater than 0.7. While to get more reliable research, the value should higher than 0.80.

Case Processing Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0
a. Listwise deletion based on all variables in the procedure.			

Table 4.2.1: Reliability Statistic for Pilot Test of 30 respondents

(Source: SPSS Output)

Reliability Statistics	
Cronbach's Alpha	N of Items
.978	35

Table 4.2.2: Reliability Statistics

(Source: SPSS Output)

According to Table 4.2.1, 35 numbers of item from the questionnaire answered by 30 respondents are assessed. Table 4.2.2 shows that Cronbach's Alpha of 0.978 is categorised as high reliability, as the value is more than 0.80. As a result, the outcome was acceptable and reliable, and the data collection can be continued.

4.3 Reliability Analysis

Reliability should be done to test whether the information obtained from the survey are reliable for the analysis. According to Thornhill (2016), Cronbach's Alpha may be a responsibility constant that shows how well the things in an exceedingly set are correlative positively with one another. The nearer Cronbach's Alpha is to one, the upper internal consistency reliability. Reliability is generally considered poor by less than 0.5, acceptable by those in the range of 0.70 and good by those above 0.8. The link between Cronbach's Alpha and internal consistency can be seen in the table below.

Case Processing Summary			
		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Table 4.3.1: Case Processing Summary for Overall 150 Respondents

(Source: SPSS Output)

Reliability Statistics	
Cronbach's Alpha	N of Items
.946	35

Table 4.3.2: Reliability Statistics for Overall 150 Respondents

(Source: SPSS Output)

Based on table 4.3.1, there is a total of 35 items including 20 independent variable questions and 15 dependent variable questions. The total number of sample data collected is 150 samples and there is no missing data. Since the research data only considered reliable when Cronbach's Alpha for all items in this study is 0.946, which is greater than 0.7, indicating that the data gathered from the samples is reliable and has excellent internal consistency. All the items in the survey have very high reliability due to Cronbach's Alpha being above 0.9. All the variables in this analysis are reliable in this research and all respondents can understand the question well.

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4.4 Descriptive Analysis of Demographic

Descriptive statistics is one of the methods to evaluate, define, display, and interpret collected data using tables, graphs, and overview calculations (Saunders et al., 2019). Analysis of demographic information used to obtain information about the target respondent through a questionnaire. Demographic analysis seeks to develop knowledge and information of relationship between service quality and customer satisfaction towards Pos Malaysia in Melaka Tengah. The statistical data used to deliver the data sets were collected through questionnaires from the respondents. In this study, the researcher defined seven types of questions used to describe the demographic data collected from 150 respondents as well as the results of their questionnaires on all independent variables.

4.4.1 Respondents' Gender

Table 4.4.1: Respondents' Gender

Source: (Develop from research)

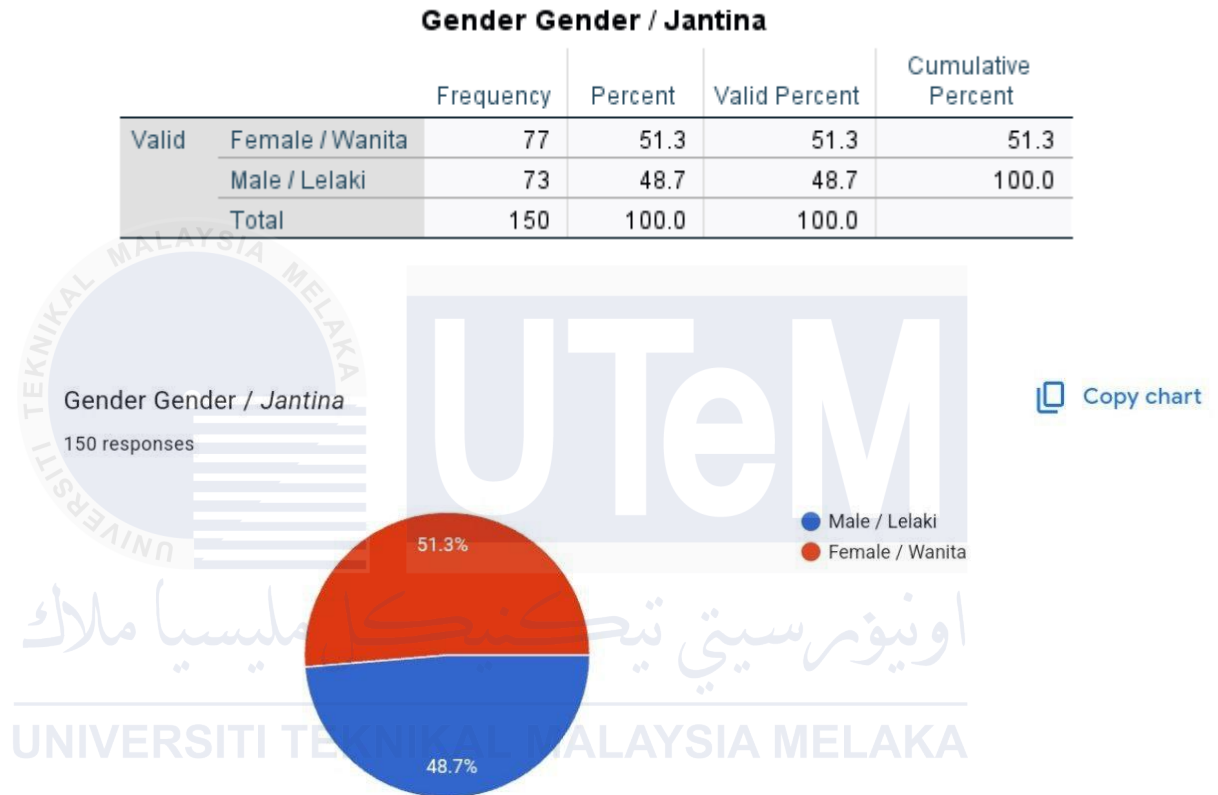


Figure 4.4.1: Gender Pie Chart

(Source: Google Form Output)

Table 4.3.1 displays the gender distribution of respondents in frequency and percentage. As shown in the figure, there are 150 respondents in total, with 77 male respondents (51.3%) and 73 female respondents (48.7%). This nearly even distribution of male and female respondents ensures that the survey represents a balanced range of perspectives.

4.4.2 Respondents' Age Group

Table 4.4.2 Respondents' Age Group

(Source: SPSS Output)

		Age / Umur			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 years old / 18-25 tahun	54	36.0	36.0	36.0
	26-33 years old / 26-33 tahun	24	16.0	16.0	52.0
	34-41 years old / 34-41 tahun	25	16.7	16.7	68.7
	42-49 years old / 42-49 tahun	29	19.3	19.3	88.0
	50 years old and above / 50 tahun ke atas	18	12.0	12.0	100.0
	Total	150	100.0	100.0	

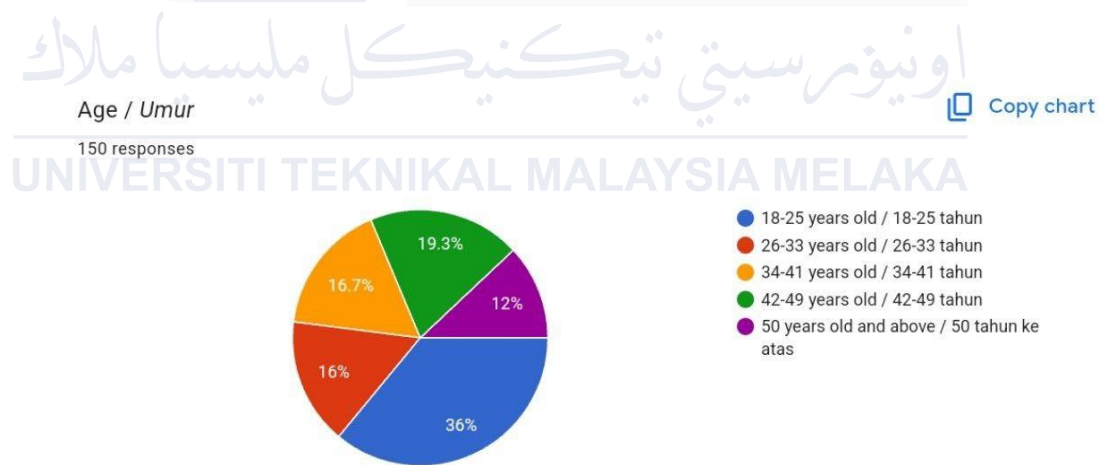


Figure 4.4.2: Respondents' Age Group

(Source: Google Form Output)

Table 4.3.2 shows the data of the range on the age of respondents. Among the 150 respondents, there are 54 respondents (36.0%) within 18-25 years old which are the highest number of respondents. The respondents who are aged between 26-33 years old consist of 24 respondents (16.0%). Besides, the range from 34-41 years old has 25

respondents (16.7%). There are 29 respondents who aged 42-49 years old and 18 respondents who aged 50 years old and above. Figure shows the percentage of respondents' demographic of age group.

4.4.3 Respondents' Level of Education

Table 4.4.3 Respondents' Level of Education

(Source: SPSS Output)

Education / Pendidikan		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Degree / Ijazah	77	51.3	51.3	51.3
	Diploma / Diploma	37	24.7	24.7	76.0
	High School / Sekolah Menengah	19	12.7	12.7	88.7
	Master and Above / Sarjana dan ke atas	17	11.3	11.3	100.0
	Total	150	100.0	100.0	

Education / Pendidikan

150 responses

 Copy chart

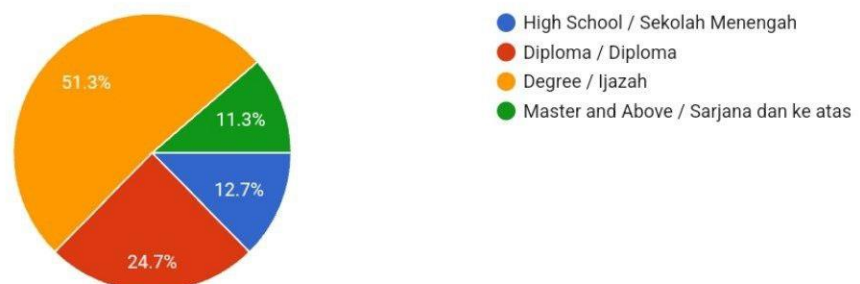


Figure 4.4.3: Respondents' Level of Education

(Source: Google Form Output)

According to Figure 4.3.3, the distribution of respondents' levels of education in the study is as follows: out of a total of 150 respondents, 77 respondents (51.3%) have a degree. Diploma holders came in second with 37 respondents (24.7%), followed by high school graduates with 19 respondents (12.7%). The smallest group is those with a master's degree or more, with 17 responses (11.3%). Respondents' different educational backgrounds ensure a variety of points of view and thoughts in the study.

4.4.4 Respondents' Salary

Table 4.3.4: Respondents' Salary
(Source: SPSS Output)

		Salary / Gaji		Cumulative Percent
		Frequency	Percent	
Valid	RM0-RM1,500	56	37.3	37.3
	RM1,500-RM2,500	34	22.7	60.0
	RM2,500-RM3,500	29	19.3	79.3
	RM3,500 and above / RM3,500 dan ke atas	31	20.7	100.0
	Total	150	100.0	

Salary / Gaji
150 responses

 Copy chart

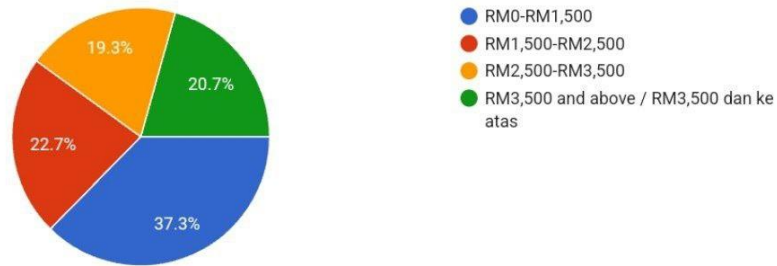


Figure 4.3.4: Respondents' Salary

(Source: Google Form Output)

According to Table 4.3.4, the majority of respondents which is 56 respondents (37.3%) earn between RM0-RM1,500. But don't worry, it's followed by RM1,500-RM2,500 salary, which received 34 responses or 22.7%. The next group is respondents with a salary of RM3,500 or more, who account for 31 respondents (20.7%). The minority of respondents which is 29 respondents (19.3%) earn between RM2,500 and RM3,500. This distribution emphasises the respondents' various income levels, indicating a diversified economic background.

4.4.5: Respondents' Frequency of Using Pos Malaysia Service

Table 4.3.5: Respondents' Frequency of Using Pos Malaysia Service

(Source: SPSS Output)

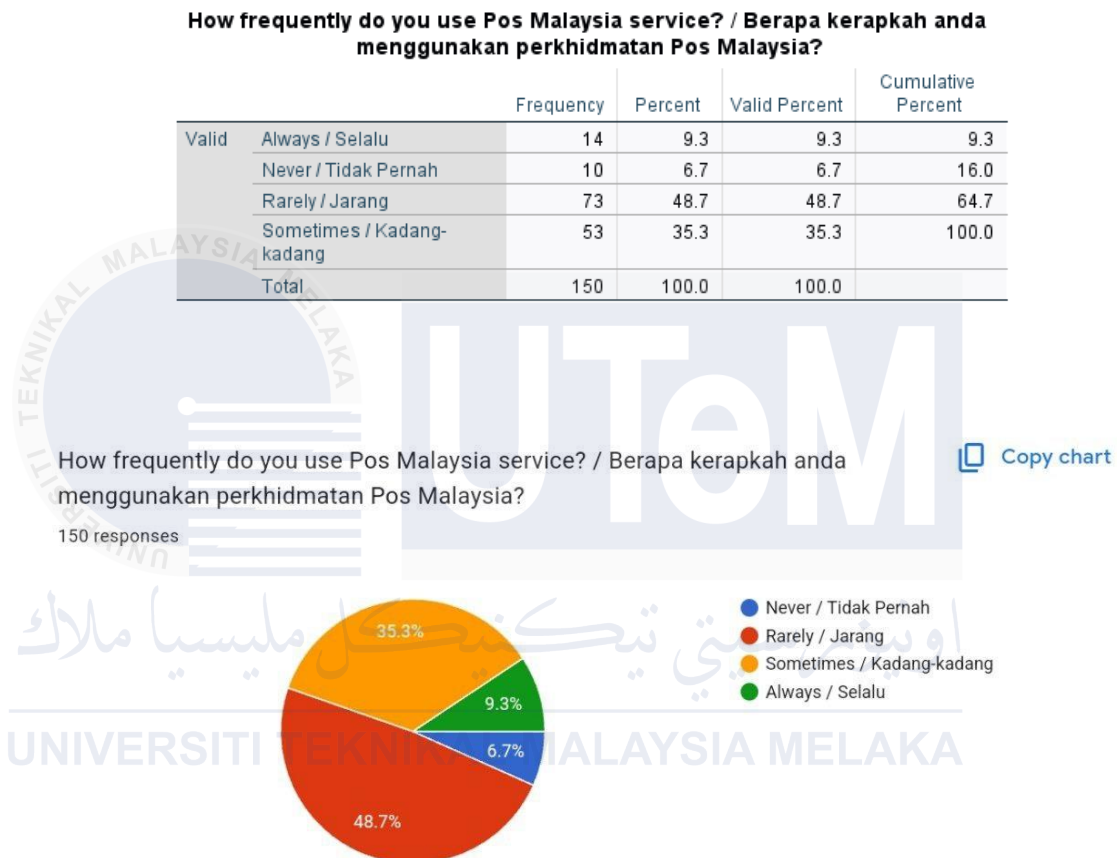


Figure 4.3.5: Respondents' Frequency of Using Pos Malaysia Service

(Source: Google Form Output)

According to Table 4.3.5, the frequency distribution of respondents using Pos Malaysia's services is the following: out of 150 responders, the majority, 73 respondents (48.7%), rarely use the service. This is followed by 53 respondents (35.3%) who use the service sometimes and 14 respondents (9.3%) who always use Pos Malaysia's services. Finally, ten of the survey participants (6.7%) have never used the service. This distribution illustrates diverse levels of involvement with Pos Malaysia, emphasising the importance of understanding the usage frequencies.

4.4.6: Types of Postal Services Used

Table 4.3.6: Types of Postal Services Used

(Source: SPSS Output)

Types of postal services used / Jenis perkhidmatan pos yang digunakan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Billing Payment / Pembayaran Bil	32	21.3	21.3	21.3
	Mail Letter / Surat Mel	15	10.0	10.0	31.3
	Purchase Stamp / Membeli Setem	12	8.0	8.0	39.3
	Received Package / Menerima Bungkusan	45	30.0	30.0	69.3
	Sending Package / Menghantar Bungkusan	46	30.7	30.7	100.0
	Total	150	100.0	100.0	

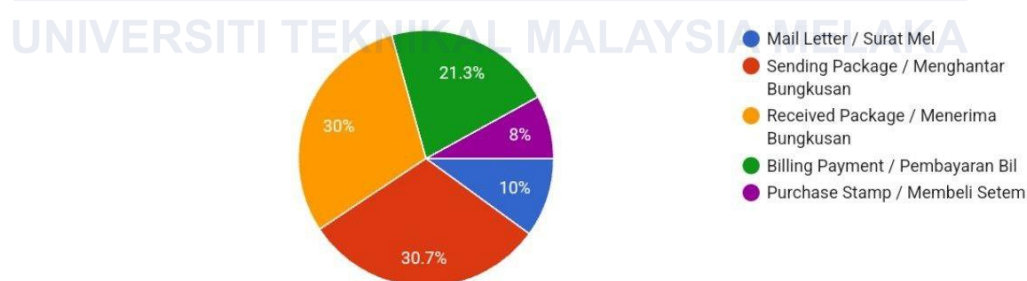
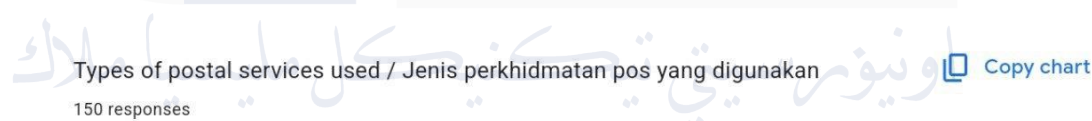


Figure 4.3.6: Types of Postal Services Used

(Source: Google Form Output)

Table 4.3.6 shows that the types of postal services used distribution of respondents are analyzed. Out of a total of 150 respondents, 32 respondents (21.3%) are using the billing payment service. 46 respondents (30.7%) fall within the sending package service, making it the largest category. 45 respondents (30.0%) are using received package service, 15 respondents (10.0%) are using mail letter and 12 respondents (8.0%) which is the least respondent are using purchase stamp

service. This diverse utilization of services highlights the varied needs and preferences of Pos Malaysia's customers.

4.5 Descriptive Analysis for Independent Variable and Dependent Variable

According to Narkhede (2018), descriptive statistic is used to make sure that the data look simple, easy to understand and organized by summering and organizing the whole data. This section presents the descriptive analysis, which highlights the primary characteristics of the data collected in this study. Descriptive analysis involves summarizing the data using the Mean and Standard Deviation (SD). The Mean reflects the average values, while the Standard Deviation indicates the extent of variation or dispersion around the mean. These measures are essential for understanding the overall trends and variability in the dataset.

The findings from the descriptive analysis are used to examine the independent variables and dependent variables relevant to this research, which aims to identify each service quality dimension on customer satisfaction towards Pos Malaysia in Melaka Tengah. This aligns with the first research objective. The service quality dimension is divided into four which is reliability, responsiveness, security and safety and communication. low infrastructure capacity, operational inefficiencies, and labour-related issues. External factors consist of weather and natural disasters, pandemics, and route disruptions.

This analysis provides a systematic understanding of each service quality dimension, supporting the study's objective and laying the foundation for further discussion.

Table 4.5: Descriptive Analysis**(Source: SPSS Output)**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Reliability	150	1.00	5.00	3.5493	.78208
Responsiveness	150	1.00	5.00	3.4920	.82303
Security_and_Safety	150	1.00	5.00	3.4507	.91672
Communication	150	1.80	5.00	3.4733	.82329
Customer_Satisfaction_Towards_Pos_Malaysia_Services	150	2.27	5.00	3.4431	.75291
Valid N (listwise)	150				

The findings from the descriptive statistics analysis reveal key insights of the service quality dimension which is reliability, responsiveness, security and safety and communication. Based on table 4.5 shows that all variables have mean values above 3.00, suggesting that respondents generally have a moderate to positive perception of the variables in question based on Likert Scale which is 1 to 5 (strongly disagree to strongly agree). In the context of service quality dimensions and customer satisfaction, it suggests that while respondents do not overwhelmingly agree or strongly endorse the positive influence of these dimensions, they do not strongly disagree or have negative perceptions either. This result could suggest that there is room for improvement to achieve a higher level of agreement and satisfaction among the respondents. Additionally, the consistency of the data suggests that these perceptions are uniform across the respondent pool, providing a reliable basis for further analysis and decision-making.

Among the independent variables, reliability recorded the highest mean value of 3.5493 (SD = 0.782083), followed closely by responsiveness, with a mean of 3.4920 (SD = 0.82303). This suggests that respondents perceive reliability and responsiveness have the most significant on customer satisfaction.

Communication, with a mean of 3.4733 (SD = 0.82329), also emerged as a critical service quality dimension. The security and safety (mean = 3.4507, SD = 0.91672) were a notable significant, albeit with lowest mean values.

The mean values of 3.4431 shows that customer satisfaction towards Pos Malaysia services is influenced by these service quality dimensions. The consistent responses (standard deviation: 0.75291) further validate this finding.

In conclusion, the findings highlight that reliability and responsiveness are perceived as the most significant service quality dimension on customer satisfaction towards Pos Malaysia services in Melaka Tengah. While other service quality dimensions such as security and safety and communication are also notable, but they rank slightly lower in significance.



4.6 Pearson's Correlation Analysis

Pearson correlation analysis measures the linear relationship between dependent and independent variables. According to Ganti (2019), a calculation error occurs if the correlation coefficient exceeds 1.0 or falls below -1.0. The second research objective, is to analyse the relationship between service quality dimension and customer satisfaction towards Pos Malaysia Services in Melaka Tengah, can be achieved through Pearson Correlation Analysis.

Table 4.6 Correlations between Variables**(Sources: SPSS Output)**

		Correlations				
		Reliability	Responsiveness	Security_and_Safety	Communication	Customer_Satisfaction_Towards_Pos_Malaysia_Services
Reliability	Pearson Correlation	1	.713**	.614**	.663**	.727**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	150	150	150	150	150
Responsiveness	Pearson Correlation	.713**	1	.713**	.739**	.739**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	150	150	150	150	150
Safety_and_Security	Pearson Correlation	.614**	.713**	1	.714**	.719**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	150	150	150	150	150
Communication	Pearson Correlation	.663**	.739**	.714**	1	.767**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	150	150	150	150	150
Customer_Satisfaction_Towards_Pos_Malaysia_Services	Pearson Correlation	.727**	.739**	.719**	.767**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	150	150	150	150	150

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

Table 4.6 presents that Pearson Correlation Coefficient, highlighting the relationships between the independent variables (reliability, responsiveness, safety and security and communication) and the dependent variable, customer satisfaction towards Pos Malaysia services.

The findings reveal that all independent variables are positively and significantly correlated with the customer satisfaction towards Pos Malaysia services at the 0.01 level. This indicates that as service quality dimensions are influencing the customer satisfaction. Among the independent variables, communication shows the strongest correlation with customer satisfaction towards Pos Malaysia services ($r = .767$), suggesting that communication have the most significant impact on customer satisfaction. This is followed by responsiveness ($r = .739$) which are also significantly influence the customer satisfaction.

Other variables such as reliability ($r = .727$) also exhibit strong positive correlations, indicating that these service quality dimension play a significant role in influencing customer satisfaction. Finally, safety and security service dimension ($r = .719$) have the weakest correlation with the customer satisfaction, though it remains

significant, demonstrating that privacy of the parcel/package contribute to customer satisfaction.

Overall, the results demonstrate that communication and responsiveness are the most important service quality dimensions influencing customer satisfaction with Pos Malaysia's service. The significant positive correlations also highlight the strong relationship between these factors and overall customer satisfaction, suggesting that improving communication and responsiveness can lead to higher levels of customer contentment. This insight underscores the importance of focusing on these key areas to enhance the quality of service and meet customer expectations more effectively.



Multiple regression analysis was used to examine the effects of the four independent variables on the dependent variable. It is employed to determine the strength of independent variables on a dependent variable. The third research objective, which is to determine the most significant service quality dimension that influence customer satisfaction towards Pos Malaysia services in Melaka Tengah, will be addressed through multiple regression analysis.

Table 4.7.1: Model Summary of Multiple Regression

(Source: SPSS Output)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843 ^a	.711	.703	.41015

a. Predictors: (Constant), Communication, Reliability, Safety_and_Security, Responsiveness

Table 4.7 above presents the model summary of the relationship between the independent variables and the dependent variable. The value of the correlation coefficient (R) is 0.843, indicating a very strong positive correlation between the variables. Furthermore, the coefficient of determination (R Square) is 0.711, meaning that 71.1% of the variance in the dependent variable is explained by the predictors, namely communication, reliability, safety and security and responsiveness. The remaining 28.9% of the variance is attributed to factors not included in this model.

Table 4.7.2: ANOVA Table

(Source: SPSS Output)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.071	4	15.018	89.271	<.001 ^b
	Residual	24.393	145	.168		
	Total	84.463	149			

a. Dependent Variable: Customer_Satisfaction_Towards_Pos_Malaysia_Services
b. Predictors: (Constant), Communication, Reliability, Safety_and_Security, Responsiveness

The purpose of the ANOVA (Analysis of Variance) table is to evaluate whether the overall multiple regression model used in this study is significant in explaining the relationship between the independent variables and the dependent variables, customer satisfaction. Based on table 4.7.2, the F-test value is 89.271 and the significance level (Sig.) is less than 0.001, which is lower than 0.05. This indicates that the regression model is statistically significant.

Since the significance level is less than 0.05, the null hypothesis is rejected, and the alternative hypothesis is accepted. This means that there is a significant relationship between the independent variables (Communication, Reliability, Safety and Security and Responsiveness) and the dependent variable (Customer Satisfaction).

In conclusion, the service quality dimensions included in the model have a significant impact on the customer satisfaction level towards Pos Malaysia services.

Table 4.7.3 Coefficient Table**(Source: SPSS Output)**

Coefficients^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.395	.167		2.361	.020		
	Reliability	.262	.064	.273	4.073	<.001	.445	2.248
	Responsiveness	.146	.071	.160	2.052	.042	.329	3.043
	Safety_and_Security	.172	.057	.210	3.007	.003	.409	2.445
	Communication	.291	.068	.319	4.303	<.001	.363	2.752

a. Dependent Variable: Customer_Satisfaction_Towards_Pos_Malaysia_Services

The table above portrays the result of the coefficients for the regression analysis. The beta value of reliability was 0.273, with a significant value of $p < 0.001$, showing that it has the greatest effect on the dependent variable. The beta value of responsiveness was 0.160, with a significant value of $p = 0.042$, indicating that this variable has a positive impact on the dependent variable. The beta value of safety and security was 0.210, with a significant value of $p = 0.003$, suggesting a positive relationship between this variable and the dependent variable. Lastly, the beta value of communication was 0.319, with a significant value of $p < 0.001$, indicating a positive impact on the dependent variable.

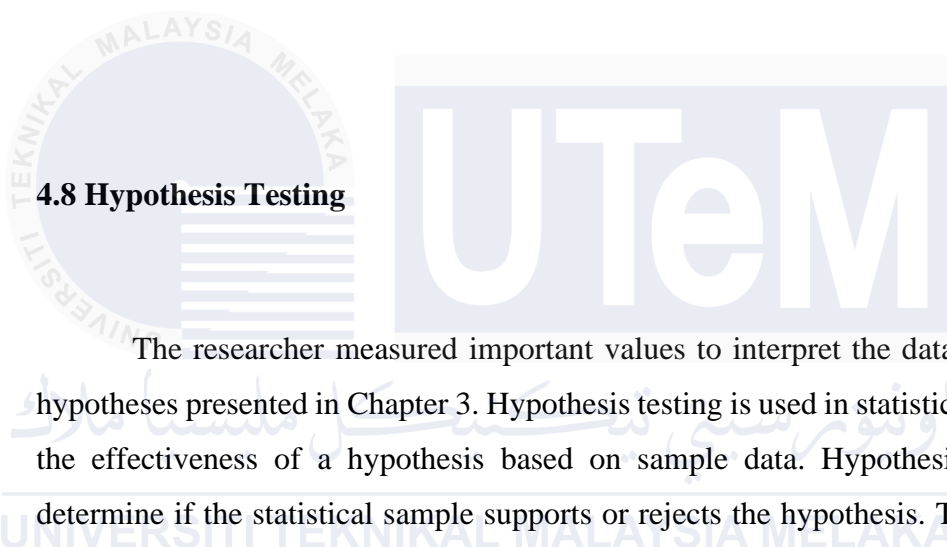
Based on the regression analysis, the linear equation can be developed as follows:

$$Y = 0.395 + 0.262X_1 + 0.146X_2 + 0.172X_3 + 0.291X_4$$

Where:

- **Y** = Customer Satisfaction Towards Pos Malaysia Services (Dependent Variable)
- **X₁** = Reliability
- **X₂** = Responsiveness
- **X₃** = Safety and Security
- **X₄** = Communication

According to this linear equation, all independent variables contribute positively to the dependent variable. Among the significant variables, communication (0.291) has the strongest positive association with the dependent variable, followed by reliability (0.262), safety and security (0.172), and responsiveness (0.146). This indicates that enhancing communication has the greatest potential to improve the dependent variable, which in this case is likely customer satisfaction towards Pos Malaysia.



4.8 Hypothesis Testing

The researcher measured important values to interpret the data based on the hypotheses presented in Chapter 3. Hypothesis testing is used in statistics to determine the effectiveness of a hypothesis based on sample data. Hypothesis testing will determine if the statistical sample supports or rejects the hypothesis. The hypothesis test was conducted to measure all variables using data from multiple regression and Pearson correlation analysis. Researcher has made four hypotheses to analyse which factors have the most influence on customer satisfaction towards Pos Malaysia services as shown in below:

Hypothesis 1: Reliability

H₁: Reliability has a significant relationship towards customer satisfaction.

This research found a substantial link between reliability and customer satisfaction ($t = 4.073$, $p < 0.001$). Given that the t-value is greater than 1.96 and the p-value is less than 0.05, reliability has a significant impact on customer satisfaction. Consistent and reliable service increases consumer trust and satisfaction. Pos Malaysia

that prioritises dependability can boost customer loyalty and enhance service quality. Thus, H₁ gets approved.

Hypothesis 2: Responsiveness

H₂: Responsiveness has a significant relationship towards customer satisfaction.

The findings show that responsiveness is significantly related to customer satisfaction ($t = 2.052$, $p = 0.042$). Given that the t-value surpasses 1.96 and the p-value is less than 0.05, responsiveness is a significant factor impacting customer satisfaction. Prompt and effective customer service improves the client experience and increases satisfaction levels. Pos Malaysia that prioritises responsiveness can enhance service encounters and build strong customer connections. Therefore, H₂ is accepted.

Hypothesis 3: Safety and Security

H₃: Safety and security have a significant relationship towards customer satisfaction.

The results indicate that Safety and Security has a significant relationship with Customer Satisfaction ($t = 3.007$, $p = 0.003$). Given that the t-value exceeds 1.96 and the p-value is below 0.05, Safety and Security is a crucial factor influencing Customer Satisfaction. Ensuring a secure and safe service environment enhances customer trust and satisfaction. Pos Malaysia prioritize safety measures can improve overall service quality and foster positive customer experiences. Therefore, H₃ is accepted.

Hypothesis 4: Communication

H₄: Communication has a significant relationship towards customer satisfaction.

Communication correlates significantly with customer satisfaction ($t = 4.303$, $p < 0.001$). Communication has a significant impact on customer satisfaction, as evidenced by the t-value exceeding 1.96 and the p-value being less than 0.05. Clear

and effective communication improves client understanding, trust, and the entire service experience. Pos Malaysia prioritise effective communication can boost customer engagement and satisfaction. Therefore, H₄ is approved.

In conclusion, the coefficients table demonstrates that reliability, responsiveness, safety and security, and communication are significant predictors of customer satisfaction towards Pos Malaysia services. Among these, communication is the most influential variable, followed by reliability and safety and security. Conversely, responsiveness has a comparatively lower impact, though it remains significant. The collinearity statistics further highlight the need to address multicollinearity for certain variables. These results provide strong evidence that enhancing communication, improving service reliability, and ensuring safety and security can significantly improve customer satisfaction levels at Pos Malaysia.

Table 4.7.4: Summary of Hypothesis Testing

Hypothesis	Hypothesis	Results
H₁: Reliability	Reliability has a significant relationship towards customer satisfaction.	H ₁ is accepted. (t = 4.073, p < 0.001, B = 0.262)
H₂: Responsiveness	Responsiveness has a significant relationship towards customer satisfaction.	H ₂ is accepted. (t = 2.052, p = 0.042, B = 0.146)
H₃: Safety and Security	Safety and security have a significant relationship towards customer satisfaction.	H ₃ is accepted. (t = 3.007, p = 0.003, B = 0.172)
H₄: Communication	Communication has a significant relationship towards customer satisfaction.	H ₄ is accepted. (t = 4.303, p < 0.001, B = 0.291)

4.9 Summary

This chapter presents the results and analysis of this study. The researchers performed several types of tests, including descriptive analysis, correlation analysis, reliability analysis, and multiple regression analysis. All analyses were conducted using SPSS version 29.00. After completing the data analysis using the SPSS software, the researchers interpreted the findings to determine the relationships between the independent variables and the hypotheses that were formulated in the earlier chapters. However, suggestions and conclusions will be discussed in Chapter 5.

In this study, all hypotheses were accepted, demonstrating significant relationships between the independent variables and customer satisfaction towards Pos Malaysia services. The findings highlight those improvements in service reliability, responsiveness, safety measures, and communication practices can positively impact overall satisfaction levels. The significant values for each variable were below the threshold of $p < 0.05$, confirming the validity of these predictors. In conclusion, the results underscore the importance of enhancing service quality to meet customer expectations and improve their experience.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

The image shows the logo of Universiti Teknikal Malaysia Melaka (UTeM). It consists of a circular emblem on the left with the text 'UNIVERSITI TEKNIKAL MALAYSIA MELAKA' around the perimeter and a stylized sun or gear-like symbol in the center. To the right of the emblem is a large, bold, blue 'UTeM' text. Below the emblem, the text '5.1 Introduction' is written in bold. The entire logo area is overlaid with a semi-transparent watermark of the university's name in Malay and English.

5.1 Introduction

This chapter will focus on a detailed explanation and discussion on the research findings. The research objectives will also be responded accordingly through this chapter. This chapter also includes the limitation of the studies, and the recommendation for future research.

5.2 Research Objective

In this section, the researcher will justify the research objectives according to the relationship data collected and analysed by SPSS software. To provide this justification, the researcher will further discuss and elaborate on the relationships between service quality dimension (Reliability, Responsiveness, Safety and Security and Communication) and Customer satisfaction Towards Pos Malaysia Services in Melaka Tengah, based on the data analysis conducted in Chapter 4. The three objectives of this research are:

RO 1: To identify each service quality dimension on customer satisfaction towards Pos Malaysia

The analysis identified each service quality dimension which is reliability, responsiveness, safety and security and communication. The findings, derived from descriptive analysis (Table 4.5: Descriptive Analysis Output), highlight that reliability and responsiveness are perceived as the most significant service quality dimension on customer satisfaction towards Pos Malaysia. These dimensions recorded the highest mean scores in the descriptive analysis, reflecting their critical importance as perceived by respondents. While factors such as safety and security and communication are also notable, they rank slightly lower in importance.

Reliability is an important aspect of service quality that highlights a service provider's ability to consistently deliver on promises, promoting customer trust and satisfaction. It entails not only providing accurate and timely services, but also effectively resolving difficulties as they emerge, which is critical to sustaining a favourable client relationship. Customers are more satisfied and loyal when they can rely on a service provider to meet their needs on a constant basis. For example, during peak seasons like as festive holidays or sales events, Pos Malaysia strives to retain its reputation by ensuring that products arrive on schedule. Furthermore, reliability influences customer perceptions and behaviours. According to research, customers are more likely to return to organisations that they consider to be trustworthy, often putting this feature above of price or convenience (Johnson & Karlay, 2018). This loyalty can lead to long-term partnerships that benefit both parties since satisfied consumers are more likely to return.

Responsiveness is also a fundamental aspect of service quality that emphasises a company's capacity to offer prompt and effective service to customers, which is especially important in the case of Pos Malaysia. This dimension includes not just the speed of service delivery, but also employees' willingness to assist customers and their availability to respond to consumer requests. In the courier industry, where rapid delivery is critical, research shows that customers place a high value on prompt responses, particularly during busy seasons such as holidays or sales events (Huda Hazizan et al., n.d.). For example, if a customer enquiry about the status of their

shipment or encounters a delay, a prompt and helpful response from Pos Malaysia's customer support team can greatly reduce frustration.

On the other hand, the data show that safety and security, as well as communication, receive lower descriptive statistics than other service quality dimension such as reliability and responsiveness. This trend can be ascribed to several variables, including customer perception and expectations. For starters, while safety and security are critical for establishing client trust, they frequently work in the background and may be less obvious during everyday service interactions. Customers often assume that safety precautions are in place, and unless they encounter a breach or incident, they may not actively assess this component of service quality (Mohd Isa et al., 2021). Consequently, this can lead to lower emphasis on safety and security in customer assessments, as these dimensions do not directly impact their immediate service experience.

Similarly, while communication is essential for good service delivery, it frequently plays a supporting role rather than being the major driver of customer pleasure. Customers may value tangible outcomes, such as whether their requests are met on schedule, over the quality of communication surrounding those outcomes. Customers may tolerate communication flaws if they believe their needs are being handled in a timely and effective manner. This implies that, while excellent communication is important for improving the perception of reliability and responsiveness, it may not have the same impact on overall customer satisfaction.

In conclusion, the descriptive analysis findings align with localized research in Melaka Tengah, emphasizing that reliability, responsiveness, safety and security and communication are the significant contributors to customer satisfaction.

RO 2: To examine the relationships between service quality dimensions and customer satisfaction towards Pos Malaysia

The research reveals four primary dimensions of service quality that impact customer satisfaction with Pos Malaysia namely, communication, reliability, responsiveness and safety and security. These variables significantly influence

customer perceptions and behaviours, emphasizing the importance of delivering quality service to enhance customer satisfaction.

Communication was shown to be the most significant factor influencing customer satisfaction with Pos Malaysia ($r = 0.728$, $p < 0.001$), accounting for 39.4% of the variation. The hypothesis "Communication has a significant relationship with customer satisfaction" was accepted in Chapter 4, implying that good communication is critical in satisfying consumer expectations. Customers value timely updates, clear instructions, and rapid response to enquiries, all of which contribute to a pleasant service experience. Digital channels, like as email notifications and mobile apps, are critical to maintaining good connection with customers and enhancing their happiness.

Next, reliability was found to positively correlate with customer satisfaction ($r = 0.698$, $p < 0.001$), accounting for 27.4% of the variation. The hypothesis "Reliability has a significant relationship with customer satisfaction" was accepted, implying that customers demand accurate and dependable service from Pos Malaysia. Ensuring that goods are delivered on time and without damage increases customer trust and happiness. Reliability in service performance is essential for retaining customer loyalty, particularly in the competitive courier market.

Furthermore, responsiveness demonstrated a significant correlation with customer satisfaction, exhibiting a positive relationship which is ($r = 0.671$, $p < 0.001$) and explaining 11.8% of the variation. The hypothesis "Responsiveness has a significant relationship with customer satisfaction" was accepted, indicating that customers value timely assistance and the capacity to promptly address their complaints. Customer satisfaction is highly impacted by responsive customer service, whether provided through online chat support, phone calls, or in-person contacts.

Last but not least, safety and security also influenced customer satisfaction, albeit with a little lesser impact than the other characteristics. Even though it has lesser impact, it also shows a significant correlation with customer satisfaction, exhibiting a positive relationship which is ($r = 0.719$, $p < 0.001$). The hypothesis "Safety and Security Have a Significant Relationship with Customer Satisfaction" was accepted, emphasising the significance of handling client shipments securely. Secure packing, tracking mechanisms, and cautious treatment throughout transportation are critical for building consumer trust in Pos Malaysia's services.

In conclusion, the research data identified communication, reliability, responsiveness, and safety and security as major service quality aspects that have a substantial impact on customer satisfaction with Pos Malaysia. Communication is the most important component, followed by reliability, responsiveness, and safety and security. Focussing on these areas can help Pos Malaysia increase overall customer satisfaction and loyalty.

RO 3: To determine the most significant service quality dimensions that influence customer satisfaction towards Pos Malaysia

The research result concludes that reliability is the most significant service quality dimensions on customer satisfaction towards Pos Malaysia in Melaka Tengah. Based on the result of the coefficient analysis in Chapter 4, the beta value of 0.273 indicates that reliability have the strongest influence on the dependent variable compared to other dimensions. This finding further supported by the statistically significant p-value (<0.001), highlighting the critical aspect of performing service accurately and providing timely delivery.

According to research, reliability is an important aspect of service quality that has a substantial impact on customer satisfaction. A study found that consistent and accurate service delivery leads to better customer satisfaction levels, supporting the conclusion that dependability is critical for preserving customer confidence and satisfaction (Mohd Isa et al., 2021).

In addition, Parasuraman et al. (1988) found that reliability is an important factor in service quality, influencing customer perceptions and satisfaction. The study discovered that services with high reliability tend to receive higher satisfaction ratings, which is consistent with the findings of this study on the strong influence of reliability on customer satisfaction.

According to the research, when clients receive regular and accurate service performance, their trust in the service provider grows. This trust is essential since it reassures customers that the provider will consistently meet their needs. As a result, customer satisfaction improves as expectations are constantly fulfilled or exceeded.

Furthermore, consistent service delivery helps to a great overall customer experience. Customers are more likely to have a positive opinion of a service provider when they do not have to worry about whether the service will be delivered correctly or on time. This great experience may result in improved client loyalty, repeat business, and favourable word-of-mouth recommendations.

In conclusion, reliability is the most critical service quality dimension, highlighting the need for Pos Malaysia to prioritize consistent, dependable and accurate service delivery. Ensuring reliability in their services can significantly enhance customer trust and satisfaction, ultimately leading a more positive overall customer experience. This emphasizes the importance of strategic interventions to maintain and improve reliability such as investing in employee training and using advanced technology to streamline operations.

5.3 Implications of the Study

5.3.1 Theoretical Implication

Research by Parasuraman et al. (1988) found that the SERVQUAL aspects are relevant and important, especially in the context of Pos Malaysia. Their research discovered that dimensions such as reliability, responsiveness, assurance, tangibility, and empathy are essential for assessing service quality across industries. This validation highlights the SERVQUAL model's robustness and applicability, demonstrating its usefulness in assessing service quality and customer satisfaction in a variety of scenarios.

Furthermore, this research broadens the existing theory by presenting fresh insights specific to the postal service industry. Additional variables, such as safety and security and communication, have surfaced as important in the research. Safety and security refer to customers' impressions of how well their shipments and personal information are secured during the service process. Communication refers to the clarity, regularity, and efficacy of contacts between a service provider and its clients. These additional dimensions supplement the old SERVQUAL dimensions, implying a model expansion that better reflects current service quality standards in the postal sector.

Furthermore, the findings improve the theoretical understanding of customer satisfaction determinants by demonstrating how each SERVQUAL factor, as well as the new aspects of safety and security and communication, influences customer satisfaction. According to the survey, great reliability, responsiveness, as well as robust safety measures and good communication, have a direct impact on consumer views, resulting in higher levels of satisfaction. This improved conceptual framework provides a more in-depth knowledge of the linkages between service quality aspects and customer happiness, as well as important suggestions for service delivery improvement.

5.3.2 Managerial Implication

The finding of this research study is able to help some parties including business, education institution and customers to better understand the relationship on how these four independent variables: reliability, responsiveness, safety and security as well as communication can influence the customer satisfaction towards Pos Malaysia in Melaka Tengah. By understanding the whole research study, the parties are able to relate the findings to the real situation. Therefore, they may be able to develop and determine effective service quality dimensions (SERVQUAL) as well as implement better decision-making process to encourage customer satisfaction.

According to this research study's finding, reliability is positively associated with the customer satisfaction towards Pos Malaysia in Melaka Tengah. Therefore, in

this situation, business manager should focus on enhancing the reliability of their services to improve customer satisfaction. This can be achieved by implementing strict quality control measure, investing in employee training to ensure that services are performed consistently and accurately and adopting advanced technologies to streamline operations and reduce errors. By prioritizing reliability, business can build a great customer satisfaction and trust foundation.

Not only that, the Malaysian government can also collaborate with public and private sector education institution to determine and develop some course programmed or subject that tailor to understanding service quality dimension method for customer satisfaction. This is important because they can boost their industry relevance. Collaboration between the government and universities ensures that student's knowledge is relevant to the demand of various industries. The government can provide insight into the specific needs and challenges faced by industries such as the postal sector, thereby ensuring that the curriculum is tailored to address real-world issues. This relationship allows student to gain practical and transferable skills that benefit industry.

In conclusion, the finding and outcomes of this research study are largely contributing to the business, government sector as well as educational institutions to identify the effective way on how to increase the customer satisfaction level in business. This research study can provide different perspectives and views to various parties in Malaysia. Thus, they can always use this research study as the fundamental to cultivate the service quality dimensions and customer satisfaction.

5.4 Limitation of Study

In this research study, few limitations were found in which unavoidable during the completion of the research study and collection of data. Firstly, this research's independent variables only limited to reliability, responsiveness, safety and security and communication. As mentioned in chapter 4 model summary, the remaining 28.9%

of the variance in customer satisfaction towards Pos Malaysia in Melaka Tengah is unable to be explained and justified by these four independent variables. In fact, out of these four variables might be able to influence the customer satisfaction towards Pos Malaysia such as assurance and empathy. Due to limited time and sources of information, this research study only focuses on these four independent variables that can relate to service quality dimensions and customer satisfaction towards Pos Malaysia in Melaka Tengah.

Secondly, there might obtain some invalid, unreliable or bias response from some of the respondents. This may be due to insufficient time for some respondent as they may rushing when responding instead of understanding the survey form carefully. It is because some respondents may feel it was wasting time to answer the survey form and simply choose the answer without fully understand the statements. All of these actions would negatively affect the accuracy and reliability of the findings of this research. At the same time, it would restrict the improvement of the research regarding service quality dimensions and customer service towards Pos Malaysia. Besides, the research was conduct outside of the campus, so it can also sometimes hard to find the respondent.

5.5 Recommendation for Future Study

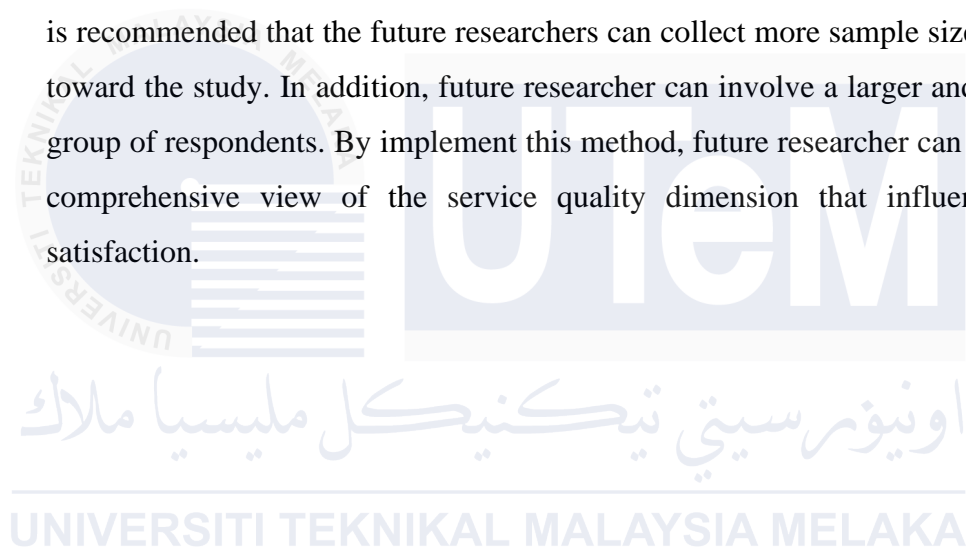
Considering findings from this study on relationship between service quality dimension and customer satisfaction towards Pos Malaysia in Melaka Tengah, several recommendations for future research can be proposed. These recommendations aim to address the limitations encountered in this study (section 5.4) and enhance the understanding of the complex service quality dimensions.

Future researcher should consist of additional variables that may positively correlate with service quality dimensions and customer satisfaction such as assurance and empathy. This is important as the future researcher may be able to identify which variable is having the most significant relationship with the dependent variable,

customer satisfaction towards Pos Malaysia. At the same time, the findings of the research study can be more reliable and valid.

Other than that, in order to ensure that all response is reliable and accurate, the explanation and definition for the terms need to be included in the survey form. Thus, the respondents can be better understanding the terms and able to choose answers correctly.

Last but not least, future researchers should expand their sample size of target respondents. The larger the sample size, the larger the representative. Indeed, future researcher may not be able to include the whole population in Melaka Tengah, but it is recommended that the future researchers can collect more sample size as sufficient toward the study. In addition, future researcher can involve a larger and more varied group of respondents. By implement this method, future researcher can provide more comprehensive view of the service quality dimension that influence customer satisfaction.



5.6 Conclusion

In conclusion, this research aims to study the relationship between service quality dimension and customer satisfaction towards Pos Malaysia in Melaka Tengah. The results of the data collected from the survey form that had been presented in chapter 4 show that the relationship between independent variables and the dependent variables is significantly related to each other. According to the multiple regression analysis in chapter 4, all of the independent variables namely reliability, responsiveness, safety and security as well as communication significantly impact on the customer satisfaction. However, there still have more variables that can impact on the dependent variables itself. Overall, it can be concluded that all of the research questions and research objectives have been successfully answered through the findings of this research study. The findings and results of this research study can also contribute to the businesses and education institutions to determine the critical service quality dimensions that need to be prioritised to enhance customer satisfaction.

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APPENDIX A

Gantt Chart of Final Year Project (FYP) 1

WEEK/ ACTIVITIES	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
FYP talk															
Search for FYP topic									M I D						
Meeting with supervisor															
Topic discussion															
Title confirmation															
RO & RQ Construction									S E						
Submission Chapter 1															
Submission Chapter 2									M E S						
Submission Chapter 3															
First draft of FYP 1									T E R						
Submission of FYP 1															
Presentation 1									B R E A K						
Revised of FYP 1															

APPENDIX B

Gantt Chart of Final Year Project (FYP) 2

WEEK/ ACTIVITIES	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Create Questionnaire									M						
Distribute Questionnaire									I						
Collect Questionnaire									D						
Analysis Data															
Submission Chapter 4									S						
Submission Chapter 5									E						
Proposal Correction									M						
Slide Preparation									E						
Submission of FYP 2									S						
Presentation 2									T						
Revised of FYP 2									E						
									R						
									B						
									R						
									E						
									A						
									K						

APPENDIX C

SURVEY QUESTIONNAIRE

Dear Participant,

Thank you for taking the time to participate in this research study. The purpose of this questionnaire is to gather information about the **relationship between service quality and customer satisfaction towards Pos Malaysia in Melaka Tengah district.**

SECTION A: DEMOGRAPHIC INFORMATION

This section lists some questions about your personal information. Please tick (P) on the space given.

1. Gender:

☐ Male

☐ Female

2. Age

☐ 18-25 years old

☐ 26-35 years old

☐ 36-45 years old

☐ 46-55 years old

☐ 55 years old and above

3. Education

☐ High School

☐ Diploma

☐ Degree

☐ Master and Above

4. Salary

☐ RM0-RM1,500

☐ RM1,500-RM2,500

☐ RM2,500 and above

5. How frequently do you use Pos Malaysia service?

☐ Never

☐ Rarely

☐ Sometimes

☐ Always

6. Types of postal services used

☐ Mail Letter

☐ Sending Package

☐ Received Package

☐ Billing Payment

☐ Purchase Stamp

For Section B, please specify your agreement or disagreement on the following statements by indicating your appropriate responses based on the following scale. Tick (/) on the space given.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Section B: Service Quality Dimension Towards Pos Malaysia Service						
No.	Item	1	2	3	4	5
Reliability						
1.	Performs service accurately					
2.	Provides service on time					
3.	Solves problem sincerely					
4.	Keeps confidential records					
5.	Frequently meet expectations for reliable service					
Responsiveness						
6.	Willingness to serve customer					
7.	Availability to respond to customer requests					
8.	Flexibility according to customer demands					
9.	Satisfied with the speed of service at Pos Malaysia branches					
10.	Effective in handling urgent delivery requests					
Security and Safety						
11.	I'm confident that Pos Malaysia handles sensitive or valuable items with adequate security measures					
12.	I have experienced an issue with the safety of your packages					
13.	The packages are very secured during transit with Pos Malaysia					
14.	Pos Malaysia ensures the confidentiality of my mail/packages					
15.	I am satisfied with the safety protocols at Pos Malaysia branches					
Communicate						
16.	Pos Malaysia respond to your inquiries or issues through their customer service channels promptly					
17.	Pos Malaysia is very effective in keeping you informed about the status of your package throughout the delivery process					
18.	Pos Malaysia communicates any changes or delays in the delivery schedule to you					
19.	It is easy to get in touch with Pos Malaysia customer service					
20.	Pos Malaysia provides effective solutions through their communication channels					

For Section C, please specify your agreement or disagreement on the following statements by indicating your appropriate responses based on the following scale. Please tick (/) on the space given.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Section C: Customer Satisfaction Towards Pos Malaysia Service						
No.	Item	1	2	3	4	5
Pricing and Value						
1.	Pricing of Pos Malaysia's services are fair compared to other courier services					
2.	The cost of Pos Malaysia's services reflects the quality received					
3.	The pricing of Pos Malaysia's services are very important in your decision-making process when choosing a courier service					
4.	I am likely to continue using Pos Malaysia based on the pricing of their services					
5.	I am satisfied with the cost of services provided by Pos Malaysia					
Customer Satisfaction						
6.	I feel happy with my decision to use Pos Malaysia service					
7.	I believe I made the right decision by choosing Pos Malaysia					
8.	I am satisfied with the overall service provided by Pos Malaysia					
9.	Pos Malaysia meets my expectations for service quality					
10.	Pos Malaysia consistently delivers satisfactory service					
Behavioral Intention						
11.	I intend to continue using Pos Malaysia's services in the future					
12.	I will choose Pos Malaysia over other service providers					
13.	I would recommend Pos Malaysia service to the people					
14.	I am willing to pay more for the services provided by Pos Malaysia					
15.	I will speak positively about Pos Malaysia to others					

We sincerely thank you for your precious time and participation on this survey. We can assure you that your information will be kept strictly confidential.

- END OF QUESTION -

APPENDIX D

CONDUCTING SURVEY AT POS MALAYSIA AYER KEROH

