THE STUDY OF THE RELATIONSHIP BETWEEN SERVICE QUALITY (SERVQUAL) AND CUSTOMER SATISFACTION AMONG STAFF AT MAHKAMAH PERSEKUTUAN MALAYSIA

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Khalijah binti Mohd Nor 2  
Nashrah binti Talib 3  
Nurbarirah binti Ahmad 4  
Rusydi bin Mohd Basri Baharan 5  
Siti Rosnita binti Sakarji 6  
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Abstract
This study was conducted with two objectives which are to identify the level of customer satisfaction on service provided by Mahkamah Persekutuan Malaysia and to identify the relationship between service quality and customer satisfaction. The respondents of this study were the staff of Mahkamah Persekutuan Malaysia. This research contains five independent variables which are elements of service quality (SERVQUAL) that was adapted from Parasuraman (1985). These elements consist of tangibility, reliability, responsiveness, assurance and empathy. Based on the elements, the researchers conducted a study to examine how the elements influence the customer satisfaction at Mahkamah Persekutuan Malaysia. The researchers used the adapted questionnaires to make a survey to the staff at Mahkamah Persekutuan Malaysia. In this study, the descriptive statistics had been used to interpret the data such is reliability testing, frequency table and correlational testing. From the findings, respondents agreed with satisfaction of service quality dimensions which provided by Mahkamah Persekutuan Malaysia. The result showed the relationship between service quality and customer satisfaction

Keywords: Service Quality, Customer Satisfaction, SERVQUAL.

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1. Introduction

The journal of customer satisfaction has been a subject of great interest to organization and researcher alike. One of the factors that can help to increase sales is customer satisfaction, because satisfaction leads to customer loyalty (Wilson et al; 2008). According to Lee and Ritzman (2005) stated that from the view of operations management, it is obvious that customer play important role in organizational process. Customers are always aiming to get maximum satisfaction from the products or services that they buy. Winning in today’s marketplace entails the need to build customer relationship and not just building the products; building customer relationship means delivering superior value over competitors to the target customers (Kot Ler et al: 2002). Whether an organization provides quality services or not will depend on the customer’s feedback on the satisfaction that they get from consuming the products, since higher levels of quality lead to higher levels of customer satisfaction (Kot Ler and Keller: 2009). According to Arvin and Andisheh (2013) service quality is predictable as single of the majority vital subjects in the ground of service marketing and management, and the “World Quality” is turn into a factor of daily words of manager. As cited by Wilkins, Merrilees, and Herington in Arvin Andisheh (2013) saw a clear distinction between the two constructs of service quality as a perception measure, while customer loyalty is an action measure. Other than that, customer loyalty is of vast worth to a business, because lawyer clients are much cheaper to serve up their whole up easier to keep (Arvin Andisheh, 2013). Park and Kim mentioned that “it cause six times more to attract a new consumer than to retain an existing consumer”. Service quality can be defined as the differences that appear between the expectation of the service from customers and also the service that actually receive (Alin Sriyam, 2010). Customer become more educated in term of the awareness on how they should be served and how they expect the civil service should act in order to fulfil their needs (Norudin Mansor, 2010). According to Sriyam (2010), customers” expectation is formed by many uncontrollable factors including their previous experience with other companies, their advertising, and customers” psychological condition at the time of service delivery, customer background, values and the image of the purchased product. However, the justice public field’s customer service are not too differ with other customer services because the organization management are having direct and indirect customer service between their management department such as Administration department and Human Resource as well as other departments. Both of the customers (internal and external) are important for one’s organization as mentioned by Elaine K. Harris (2013).

2. Statement of Problem

Mahkamah Persekutuan Malaysia is a government organization that been established during Malaya's independence in 1957. The main services provided by Mahkamah Persekutuan Malaysia are public justice. For that, Mahkamah Persekutuan Malaysia need to provide facilities, utilities or needs for internal customers as a requirement for them to serves
the organization. Since the main business of the public justice is judiciary, some of the upper level management shows less concern on internal customer predominantly toward staffs at Mahkamah Persekutuan Malaysia. The statement supported by Cadotte et al., 1987, Churchill and Suprenent 1982, Oliver & Desarbo, 1988, Westbrook and Oliver, 1991 stated that the abundance of work on customer satisfaction in the marketing literature leads support to their claims. However, most of this work has focused on the external customer. Surprisingly little research has been done on internal customer satisfaction, despite the many discussion that have emphasized the importance of the internal customer (Albrecht, 1990, Berry, 1984, Gronroos 1985, Rosenbluth, 1991).

According to Elaine K. Harris (2013), internal customers are the people we work with throughout our organization. They are important to our success in providing our external customers with what they need. If internal customers do not see the importance of completing work promptly and of treating others with respect, it becomes very difficult for the organization to provide the outstanding customer service to external customers. Hal Rosenbluth, president of Rosenbluth Travel, also argues that the employees in his company “have to come first, even ahead of customers” (Rosenbluth, 1991, p 33). Rosenbluth’s argument similar to Marriot’s if employees are not happy with their jobs, external customer will never be uppermost in their minds. According to Elaine K. Harris (2013), customer service is rare because it requires two things that the average person and organization are unwilling to commit to which are spending money and taking action. There are two types of customer, the external customer and internal customer. It is important to recognize the importance of both external and internal customers because both contribute to the customer service of our organization. Management has an important role in creating an environment that recognizes the importance of internal customers. By satisfying our internal customers, we create an excellent foundation on which to begin our external customers’ needs, (Blane, 2013).

According to Atilgan et al (2008), in the most service setting, customer may not receive the level of service they expected before the actual service experience. The performance of the service falls either under customer’s expectations or above expectation. The previous studies have been done by other researcher on perception of service quality between government and private service sector in various factors. Referring to others researcher Arvin Movafegh et al (2013) stated that customer loyalty is as important as service quality, it is no less controversial than service quality.

In addition, service can be in many types which are hospitality, insurance, business, consultation and others. As stated by Arvin Movafegh et al (2013) the investigate has showed the considered advantages of quality in causal to marketplace allocate and come
back on venture as well as lower industrialized prices and getting better output. Arvin Movafegh also mention that “service quality” nowadays is predictable as single of the majority vital subjects in the ground of service marketing and management, and the “word quality” is turn into a factor of the daily words of managers. Which in other word, the service quality only can be measure by customer satisfaction which mean the another factor that effect the service given by one’s company.

There are many factors that affect customer satisfaction. Such factors include friendly employees, courteous employees, knowledgeable employees, helpful employees, accuracy of billing, billing timeliness competitive pricing, service quality, good value, billing clarity and quick service as stated by Biljana Angelova by Hokanson (1995). The quality services are predictable but hard to imply in the company. As mention by Elaine K. Harris (2013), there are numerous obstacles stand in the way of the delivery of excellent customer service. The challenge of providing excellent customer service never ends. Furthermore, customer satisfaction have been study in many ways before by others researcher in many aspect too. Because customer satisfaction is also based upon the level of service quality acts as a determinant of customer satisfaction (Wilson et al., 2008, page 79-80). It is proven just recent by Gera (2011) who investigates the link between service quality, value, satisfaction and behavioral intentions in a public sector bank in India and one of their result states that “Service quality was found to significantly impact on customer satisfaction and value perceptions” (Gera, 2011, p. 220).

Therefore, these studies were conducted to study the relationship between service quality and customers satisfaction at Mahkamah Persekutuan Malaysia. Most of the customers of Mahkamah Persekutuan Malaysia are the employees (internal customer) which are the workers of Mahkamah Persekutuan Malaysia itself including external customers which are their clients. In this study, SERVQUAL have been used to examine the relationship between service quality and customer satisfaction.

2.1 Research Objective

The main objective of this study is to measure the level of customer satisfaction in Mahkamah Persekutuan Malaysia’s services. Essentially, there are several objectives that need to be achieved:

1. To determine the level of customer satisfaction on service provided by Mahkamah Persekutuan Malaysia.
2. To identify the relationship between service quality and customer satisfaction.
2.2 Research Question

Research question developed below indicated a specific perspective of the subjects, which are the point of the study:

1. What is the level of customer satisfaction on the staff tangibility?
2. What is the level of customer satisfaction on the staff assurance?
3. What is the level of customer satisfaction on the staff reliability?
4. What is the level of customer satisfaction on the staff responsiveness?
5. What is the level of customer satisfaction on the staff empathy?
6. Is there any significant relationship between service quality and customer satisfaction?

2.3 Significant of Study

This study is to determine customer satisfaction because nowadays customer service in Government Sector in Malaysia, Mahkamah Persekutuan Malaysia is doing at average level of customer satisfactory. The significance of study is to find out how to improve the customer satisfaction of customer on the service of Mahkamah Persekutuan Malaysia.

3. Literature Reviews

3.1. Theoretical Framework

The figure shows the theoretical framework variables which is important to this study. This theoretical framework was adapted from Parasuraman, 1985. The elements of service quality consist of 5 elements which include tangibility, assurance, reliability, responsiveness and empathy.

![Figure 3.1: Theoretical Framework on Measuring Service Quality by Parasuraman, 1985.](image-url)
4. Result and Discussion

This chapter is important to address and answer the research question of this study. The result from the analysis would provide an answer on the level of customer’s satisfaction on services provided by Mahkamah Persekutuan Malaysia. The questionnaire was distributed to the internal staff which employees that using the service from the Mahkamah Persekutuan Malaysia. 92 respondents have been chosen as a sample for this study.

4.1 Survey Return Rate

The researcher personally distributed 92 questionnaires to all employees in Mahkamah Persekutuan Malaysia. This researcher also made a follow up call to ensure the questionnaire was answered by the employee and fulfilled the requirement in the questionnaire. All the questions in the questionnaire have been answered by the respondent and were successfully collected by the researcher. Therefore the total percentage for usable questionnaire analyzed was 100%.

4.2 Research Question 1

What is the level of customer satisfaction on tangible element?

<table>
<thead>
<tr>
<th>Description of the Question</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Layout Of The Workplace Is Suitable For Working Environment</td>
<td>92</td>
<td>2</td>
<td>5</td>
<td>3.77</td>
<td>.786</td>
</tr>
<tr>
<td>Lighting In Workplace Suitable For Working Environment</td>
<td>92</td>
<td>2</td>
<td>5</td>
<td>3.91</td>
<td>.587</td>
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<tr>
<td>Overall Cleanliness Is Satisfying</td>
<td>92</td>
<td>2</td>
<td>5</td>
<td>4.16</td>
<td>.616</td>
</tr>
<tr>
<td>Office Room Area Are Comfortable</td>
<td>92</td>
<td>2</td>
<td>5</td>
<td>3.84</td>
<td>.715</td>
</tr>
<tr>
<td>Decoration And Atmosphere Suitable For Working Environment</td>
<td>92</td>
<td>2</td>
<td>5</td>
<td>3.62</td>
<td>.693</td>
</tr>
<tr>
<td>Computers Provided In The Office For Workers Are Adequate</td>
<td>92</td>
<td>2</td>
<td>5</td>
<td>3.88</td>
<td>.724</td>
</tr>
</tbody>
</table>
Table above shows the questionnaires Tangibility Variable. Based on the table, question with the highest mean and standard deviation is “Overall Cleanliness is Satisfying)” with (mean = 4.16) and (std. deviation = .616). Then, the second highest mean and standard deviation goes to the question “Lighting in workplace is suitable for working” with (mean = 3.91) and (std. deviation = .587). The third largest mean and standard deviation is “Computers provided in the office for workers are adequate” with (mean = 3.88) and (std. deviation = .724). The fourth largest mean and standard deviation with (mean = 3.87) and (std. deviation = .699) goes to the question “Computer are up to date”. Fifth largest mean and standard deviation goes to the question “Office room area are comfortable” with (mean = 3.84) and (std. deviation = .715). Sixth largest mean and standard deviation goes to “layout of the workplace is suitable for working” with (mean = 3.77) and (std. deviation = .786). Lastly, the lowest mean and standard deviation goes to the question “decoration and atmosphere suitable for working” with (mean = 3.62) and (std. deviation = 6.93)

Based on the table above it shows that the mean value of customer satisfaction on tangibility element is between 3.8649. Thus, this can be concluded that the respondents are agrees and satisfied with the tangibility dimension. Because 3.8649 more than 3.41 and less than 4.20.
4.3 Research Question 2

What is the level of customer satisfaction on the staff assurance?

Descriptive Statistics

<table>
<thead>
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<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
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<tr>
<td>Employer Are Friendly And Courteous</td>
<td>92</td>
<td>2</td>
<td>5</td>
<td>3.68</td>
<td>.797</td>
</tr>
<tr>
<td>Communication Skills Courses Are Well Thought In The Organization</td>
<td>92</td>
<td>1</td>
<td>5</td>
<td>3.66</td>
<td>.905</td>
</tr>
<tr>
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<td></td>
</tr>
</tbody>
</table>

Table 4.9.12: Average mean for Customers Satisfaction on Staff Assurance Dimension

Table 4.9.12 shows the questionnaires Assurance Variable. Based on the table, question with the highest mean and standard deviation is “Employee are friendly and courteous)” with (mean = 3.68) and (std. deviation = .797). Then, the second highest mean and standard deviation goes to the question “Communication skills courses are well thought in the organization” with (mean = 3.66) and (std. deviation = .905).

Descriptive Statistics

<table>
<thead>
<tr>
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<th>Std. Deviation</th>
</tr>
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<td>5.00</td>
<td>3.6739</td>
<td>.75387</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.9.13.: Average mean for Customers Satisfaction on Staff Assurance

Based on the table above it shows that the mean of customer satisfaction on staff assurance is 3.6739. So it shows that the level of customer satisfaction on staff assurance is in satisfied level. It is because 3.6739 is more than 3.41 and less than 4.20. So it can be said that customer are satisfied with the staff assurance quality provided by Mahkamah Persekutuan Malaysia.
4.4 Research Question 3

What is the level of customer satisfaction on reliability of the service?

Table 4.9.14 shows the questionnaires Reliability Element. Based on the table, question with the highest mean and standard deviation is “Employer inform well and accurately about work that employee will perform)” with (mean = 4.14) and (std. deviation = .622). Then, the second highest mean and standard deviation goes to the question “Employer keep promises to employees” with (mean = 4.04) and (std. deviation = .678). The third largest mean and standard deviation is “the general reliability of staffs and coworkers is excellence” with (mean = 3.89) and (std. deviation = .619). The fourth largest mean and standard deviation with (mean = 3.88) and (std. deviation = .571) goes to the question “Capability of providing good services to workers and staffs is excellence”. Fifth largest mean and standard deviation goes to the question “This organization kept its record accurately” with (mean = 3.63) and (std. deviation = .624).

Descriptive Statistics

Table 4.9.15: Average mean for Customers Satisfaction on Staff Reliability
Based on the table above it shows the mean value for the reliability of the services is 3.9174. So, the level of customer satisfaction on the reliability of the services provided is in the satisfied level because it is more than 3.41 and less than 4.20. So it can be concluded that employees in Mahkamah Persekutuan Malaysia is satisfied with reliability of the service provided.

4.5 Research Question 4

What is the level of customer satisfaction on the staff responsiveness?

Descriptive Statistics

<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
<td>Employer Are Available To Assist You</td>
<td>92</td>
<td>2</td>
<td>5</td>
<td>4.12</td>
<td>.608</td>
</tr>
<tr>
<td>Employer Are Available To Solve Problems When They Arise</td>
<td>92</td>
<td>3</td>
<td>5</td>
<td>4.14</td>
<td>.459</td>
</tr>
<tr>
<td>Channel For Expressing Complaints Are Readily Available</td>
<td>92</td>
<td>2</td>
<td>5</td>
<td>3.73</td>
<td>.613</td>
</tr>
<tr>
<td>Queries Are Dealt With Efficiently And Promptly</td>
<td>92</td>
<td>2</td>
<td>5</td>
<td>3.90</td>
<td>.556</td>
</tr>
<tr>
<td>Employer Understand The Specific Needs Of Customer</td>
<td>92</td>
<td>2</td>
<td>5</td>
<td>3.88</td>
<td>.590</td>
</tr>
<tr>
<td>Employer Are Available To Respond Employee Request</td>
<td>92</td>
<td>2</td>
<td>5</td>
<td>3.85</td>
<td>.592</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>92</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.9.16: Average mean for customer satisfaction on the Staff Responsiveness Dimension

Table 4.9.16 shows the questionnaires of Responsiveness Element. Based on the table, question with the highest mean and standard deviation is “Employer are available to solve problem when they arise)” with (mean = 4.14) and (std. deviation = .459). Then, the second highest mean and standard deviation goes to the question “Employer are available to assist you” with (mean = 4.12) and (std. deviation = .608). The third largest mean and standard deviation is “Queries are dealt with efficiently and promptly” with (mean = 3.90) and (std. deviation = .556). The fourth largest mean and standard deviation with (mean = 3.88) and (std. deviation = .590) goes to the question “Employer understand the specific needs of customer”. Fifth largest mean and standard deviation goes to the question
“Employer are available to respond employee request” with (mean = 3.85) and (std. deviation = .592). Last but not least, the largest mean and standard deviation goes to “Channel for expressing complaints are readily available” with (mean = 3.73) and (std. deviation = .613).

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
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<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
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<td>Responsiveness</td>
<td>92</td>
<td>3.00</td>
<td>5.00</td>
<td>3.9366</td>
<td>.41701</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>92</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.9.17 Average mean for Customers Satisfaction on Responsiveness Element

Table above shows the finding for the question 4, which is the level of customer satisfaction on the staff responsiveness. In this table, the mean value is 3.9366 which show that employees are satisfied as 3.9366 are between 3.41 and 4.20. So it can be concluded that employees in Mahkamah Persekutuan Malaysia is satisfied with responsiveness of the service provided.

4.6 Research Question 5

What is the level of customer satisfaction on the staff empathy?

<table>
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<tr>
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<th>Minimum</th>
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</thead>
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<tr>
<td>Employer Willing To</td>
<td>92</td>
<td>2</td>
<td>5</td>
<td>3.87</td>
<td>.597</td>
</tr>
<tr>
<td>Give Workers Individual Attention</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employer Are Sympathetic And Supportive To The Needs Of Employee</td>
<td>92</td>
<td>3</td>
<td>5</td>
<td>3.93</td>
<td>.570</td>
</tr>
<tr>
<td>Working Hour Of The Office Is Convenience</td>
<td>92</td>
<td>2</td>
<td>5</td>
<td>4.08</td>
<td>.633</td>
</tr>
<tr>
<td>Employer Fair And Unbiased In Treatment To Staff Individually</td>
<td>92</td>
<td>3</td>
<td>5</td>
<td>3.91</td>
<td>.548</td>
</tr>
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<td>Valid N (listwise)</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.9.18 Average mean for customers’ satisfaction on the Staff Empathy Dimension

Table 4.9.18 shows the questionnaires of Empathy Element. Based on the table above, the question with the highest mean and standard deviation is “Working hour of the office is convenience)” with (mean = 4.08) and (std. deviation = .633). Then, the second highest mean and standard deviation goes to the question “Employer are sympathetic and supportive to the needs of employee” with (mean = 3.93) and (std. deviation = .570).
third largest mean and standard deviation is “Employer fair and unbiased in treatment to staff individually” with (mean = 3.91) and (std. deviation = .548). The last largest mean and standard deviation with (mean = 3.87) and (std. deviation = .597) goes to the question “Employer willing to give workers individual attention”.

Descriptive Statistics

<table>
<thead>
<tr>
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<td>Empathy</td>
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<td>.48115</td>
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<td>92</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.9.19: Average mean for Customers Satisfaction on Assurance Element

Based on the table above, it shows the mean of customer satisfaction on staff empathy is 3.9484. From there, it shows that the level of customer satisfaction on staff empathy is in satisfied level where 3.9484 is more than 3.41 and less than 4.20. So it can be said that customer satisfaction with staff empathy is in satisfied level. The fifth research question is answered.

Overall Mean and Standard Deviation of each SERVQUAL

Descriptive Statistics

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<tr>
<th></th>
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<td>Assurance</td>
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<td>1.50</td>
<td>5.00</td>
<td>3.6739</td>
<td>.75387</td>
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<tr>
<td>Reliability</td>
<td>92</td>
<td>2.60</td>
<td>5.00</td>
<td>3.9174</td>
<td>.44391</td>
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<td>Responsiveness</td>
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<td>3.00</td>
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<td>Empathy</td>
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</table>

Based on the result, the highest mean value shows in the table above is in customers’ satisfaction on staff empathy with 3.9484 mean value with minimum value of 2.75 and maximum value is 5.00. The standard deviation is 0.48115. It shows that staffs at Mahkamah Persekutuan Malaysia are more satisfied with the staff empathy. This is because most of the staffs at Mahkamah Persekutuan Malaysia have a good relationship with their bosses. The bosses also have a good knowledge on controlling their staffs. According to (Abbas N. Albarq, 2013) companies can achieve customer satisfaction by offering personalized, flexible, and adjustable services. In addition, according to (Parasuraman,
1985), customers want to feel understood by end important to firms that provide service to them.

Meanwhile, the lowest mean value in this study is 3.6739 with minimum value of 1.50, maximum value is 5.00 and standard deviation is .75387 which is staffs assurance. It means that the staff at Mahkamah Persekutuan Malaysia realizes that the communication among them in the organization is not so good. This finding is supported by Sriyam (2010), assurance can be refer to the courtesy and knowledge of staffs of the organization and also their ability to express or translate the trust and confidence including the competence, courtesy, credibility and security.

5. Conclusion

Based on the study, it has been found that all service quality dimensions which are tangibility, assurance, reliability, responsiveness, and empathy have a significant impact and affect the customer satisfaction on higher education institution, which has been carried out at Mahkamah Persekutuan Malaysia. Therefore, the researchers would like to suggest for following:

1. Organization should focus more on decoration and atmosphere in the workplace. It is because when the workplace is lack in making a creative decoration, it can affect customers’ satisfaction and enjoyment. Certain colors or décor can improve happiness. Employees will be able to create a place they enjoy working in rather than being stuck in a bland office cubicle. (April Shetrone, 2011).

2. Organization should manage their record accurately. It is because when the staffs want to retrieve the manual record, they can’t find the records easily and thus their workplace satisfaction will decrease. The excellence of record management can ensure accountability, facilitate coordination and will help organization to make precise and efficient business decisions. This is supported by Siew et al, 2011 that stated reliability also can be achieved when the organization is dependable and able to keep the transaction records accurately.

3. The organization should update their computers from old to new in for better efficiency and coordination. Some of the computers used in the office are the old version computer that still using Windows XP. Some of the staffs complain the computers are slow and they cannot perform their job effectively. Tangible elements can provide more influence on overall customers” satisfaction and it can be easily modified or renewed compared to intangibles (Albayrak,Caber & Aksoy, 2010).

4. Organization should give staffs individual attention to make them share anything related to their problem at workplace. Some of the staffs tend to suffer in silence and not sharing their problem thus will causing them stress and then reducing their happiness and performance at workplace. This is supported by Sriyam (2010), which stated empathy can be described as the provisions of caring and individualized attention to customers of the organization including effective communication, access, or approachability, ease of contact and understanding the customer.
References


