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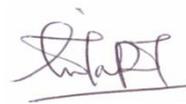
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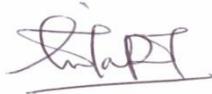
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IMPLEMENTING CUSTOMER SERVICE  
IMPROVEMENT PLAN IN JKR

HADZERI BIN HASHIM

A capstone project report submitted in partial fulfillment of the  
requirements for the award of the degree of  
Master of Project Management

Faculty of Civil Engineering  
Universiti Teknologi Malaysia

MAY 2011

I declare that this project capstone report entitled “*Implementing Customer Service Improvement Plan In JKR*” is the result of my own research except as cited in the references. The capstone project report has not been accepted for any degree and is not concurrently submitted in candidature of any other degree.

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## **ABSTRACT**

The role of JKR is to be the main technical advisor to the Government in the delivery of development projects. However there are many government departments that implement projects on their own. Although a large number of these projects are having problems, the government departments do not always prefer JKR as their main implementor of projects, which goes to show that JKR is struggling in meeting the needs of its customers. Hence there is a need for JKR to improve its customer service in meeting the needs of its customers. JKR Strategic Framework was launched in 2007 to enhance performance in project delivery in the Ninth Malaysia Plan through improvements in capability and capacity in the project management and project delivery systems. One of the eight strategies in the Framework is to improve customer service through the introduction of Customer Service Improvement Plan (CSIP). Awareness towards Customer Service Improvement Plan was introduced to JKR at the Senior Officers Conference in 2007. Thus far there was no further development since the introduction. This study is embarked to further promote the interest towards implementing customer service improvement in the JKR. The main aim of this study is to propose a guideline for the implementation of customer service improvement plan in JKR. The methodology used for the study includes literature review and questionnaire survey. The data collection involved clients from various government agencies. SERVQUAL gap analysis was used to determine client perception of the service quality of JKR. This analysis has identified the dimension of reliability to be the most critical area of improvement for JKR in order to raise service quality levels. Finally a guideline for the implementation of CSIP is proposed to facilitate JKR with customer service improvement efforts.

## ABSTRAK

Peranan utama JKR ialah sebagai penasihat teknikal utama kepada Kerajaan dalam pelaksanaan projek-projek pembangunan. Walau bagaimana pun terdapat banyak jabatan kerajaan yang melaksanakan sendiri projek-projek mereka. Walau pun terdapat bilangan yang besar dari projek-projek ini yang menghadapi masalah, jabatan-jabatan ini masih tidak memilih JKR sebagai agensi pelaksana bagi projek-projek mereka, yang menunjukkan bahawa JKR masih menghadapi masalah untuk memenuhi kehendak pelanggan. Oleh itu terdapat keperluan bagi JKR untuk meningkatkan kualiti perkhidmatan kepada pelanggan. Rangkakerja Strategik JKR telah dilancarkan pada tahun 2007 untuk meningkatkan prestasi penyampaian projek dalam Rancangan Malaysia Ke-9 melalui penambahbaikan di dalam pengurusan projek dan sistem penyampaian projek. Salah satu strategi dalam Rangkakerja tersebut ialah untuk menambahbaik perkhidmatan pelanggan melalui Pelan Penambahbaikan Perkhidmatan Pelanggan. Pengenalan kepada Pelan ini telah dihebahkan kepada JKR semasa Mesyuarat Pegawai-pegawai Kanan tahun 2007. Sehingga kini belum ada perkembangan lanjut semenjak ia diperkenalkan. Kajian ini bertujuan mengembalikan tumpuan untuk melaksanakan penambahbaikan kepada sistem perkhidmatan pelanggan JKR. Metodologi kajian ini ialah kajian literatur dan kaji selidik. Data dikumpul daripada pelanggan dari pelbagai jabatan dan agensi kerajaan. Analisis jurang SERVQUAL telah digunakan untuk menentukan persepsi pelanggan terhadap kualiti perkhidmatan pelanggan JKR. Analisis ini telah mengenalpasti dimensi 'keboleharapan' sebagai faktor paling kritikal dalam penambahbaikan sistem perkhidmatan pelanggan JKR. Akhir sekali, satu garis panduan bagi pelaksanaan Pelan Penambahbaikan Perkhidmatan Pelanggan telah dicadangkan untuk kegunaan JKR bagi melaksanakan penambahbaikan kepada sistem perkhidmatan pelanggan.

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**LIST OF ABBREVIATIONS**

CKBA	Cawangan Kerja Bangunan Am
CKS	Cawangan Kerja Keselamatan
CKK	Cawangan Kerja Kesihatan
CPPT	Cawangan Pendidikan & Pengajian Tinggi
CPUM	Cawangan Pangkalan Udara & Maritim
CSIP	Customer Service Improvement Plan
HOPT	Head of Project Team
ISO	International Standard Organisation
JKR	Jabatan Kerja Raya
MS	Malaysian Standard
O&M	Operation and Maintenance
PTD	Pegawai Tadbir dan Diplomatik

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Introduction**

This chapter describes the concept of customer service and customer service improvement. It describes the problem statement, the objectives, scope and importance of the study.

#### **1.2 Customer Service and Customer Service Improvement**

Customer service is the ability of an organization to constantly and consistently meet the needs and expectations of the customer as defined by the customer. Edvardsson (1998) believes the concept of service quality should be approached from the customer's perspective. It is the customer's perception of service quality and it is he who determines whether he is or not satisfied with it. Meeting with the needs and expectations of the customer means that we know what the customer wants, we know what the customer expects and we can deliver them on a consistent basis. The customer is the judge of the quality of service, not the service provider regardless of how well the service provider's records seem to be. However it does not mean that the service provider should comply with all the customer's wishes although the customer is the one who decides what is bad or good customer service quality (Edvardsson 1998).

Customer service improvement is a programme taken by the company or organisation to achieve an effective customer service. It involves finding out from the customers what they want, determining how the services are currently delivered and taking appropriate actions to improve them in order to deliver what the customer needs and expects. The Customer Service Improvement Plan (CSIP) is a document containing the customer service vision, scope and objectives. It also details initiatives to improve customer service including determining customer requirements, assessing current services, outlining improvement initiatives and training needs of the organisation Macaulay (1993).

### **1.3 Problem Statement**

As part of the requirement of the MS ISO 9000 quality system adopted by JKR, customer feedback forms were distributed to customers after the completion of construction projects. The number of customer feedback forms returned by customers, with the corresponding response rate for the years 2007, 2008 and 2009 are 563 (79%), 475 (82%) and 664 (50%) respectively. These returned feedback forms were analysed to determine the overall customer satisfaction rating for the projects. However, no action was taken to use the data to identify the opportunities of improving the quality of service to the customers.

The role of JKR is to be the main technical advisor to the Government in the delivery of development projects. However there are many government departments such as Ministry of Home Affairs, Ministry of Defence, Ministry of Education and Ministry of Housing and Local Government, to name the major customers, that implement projects on their own, while at the same time implementing a certain number of projects through JKR. Although a large number of these projects are having problems, the government departments do not always prefer JKR as their main implementor of projects, which goes to show that JKR is struggling in meeting the high demands of its customers (Abdul Rahman 2009). Hence there is a need for JKR to improve its customer service in meeting the needs of its customers.

JKR Strategic Framework was launched in 2007 to enhance performance in project delivery in the Ninth Malaysia Plan through improvements in capability and capacity in the project management and project delivery systems. One of the eight strategies in the Framework is to improve service to the customers through the introduction of Customer Service Improvement Plan (CSIP). Thus far awareness towards Customer Service Improvement Plan was introduced to JKR at the Senior Officers Conference in 2007. The stated aim of CSIP was to facilitate communication with the customers throughout the project life cycle, involving identification of the needs of the customers through survey to establish the gap to be narrowed through performance in project implementation. From preliminary interviews with senior staff involved with the JKR strategic framework it is learned that there was no significant development since the mentioned introduction. This study embarks to further promote the interest towards implementing customer service improvement in the JKR project delivery system.

#### **1.4 Objectives of the Study**

The objectives of the study are as follows:

- a) To review the concept of customer service and the methods in improving customer service.
- b) To determine the gap between customer expectation and customer perception of the current service quality of JKR.
- c) To develop a guideline for JKR in implementing customer service improvement plan.

## **1.5 Scope of Study**

The scope of this study is confined to the implementation of customer service improvement in project delivery, as envisaged in the introduction of CSIP in JKR in 2007. The nature of projects is limited to building construction only. The study focuses only in the concept of customer service improvement. The study will not deliberate on the details such as planning and defining roles and responsibilities necessary for implementation of customer service improvement.

## **1.6 Importance of the Study**

This study will enhance the understanding of the concept of service quality service. It enhances the understanding of SERVQUAL as a feasible tool to assess the level of service quality. It identifies the service dimensions critical to the service quality of JKR. It also enhances the understanding of the concept of implementing Customer Service Improvement Plan that has been envisaged in the JKR Strategic Framework.

## **1.7 Conclusion**

This chapter briefly described the concept of customer service and customer service improvement. It described the problem statement, the objectives, scope and importance of the study.