

**IMPROVING THE SERVICE QUALITY AND CUSTOMER'S
SATISFACTION ON BUS TRANSPORT SECTOR
OF CAMBODIA**



A Thesis Submitted to the Graduate School of Naresuan University

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Thesis entitled "Improving the Services Quality and Customer's Satisfaction on Bus Transportation Sector of Cambodia" By Sokchan Ok has been approved by the Graduate School as partial fulfillment of the requirements for the Master of Science Degree in Logistics and Supply Chain of Naresuan University

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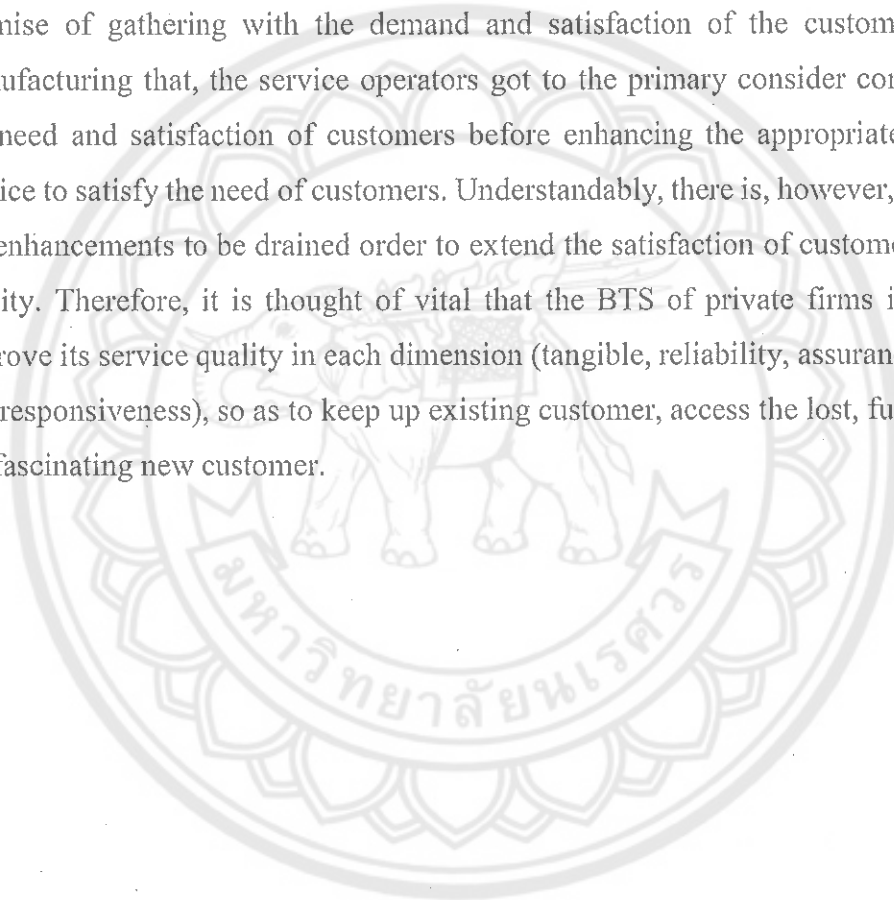
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ABSTRACT

Bus transportation is one of the transport sector services available in Cambodia. Cambodia's transport system is based on inter-city bus service. Bus transportation plays a vital role as the main transportation for all people, especially for poor and fair income families. This study was intended to evaluate service quality and customer satisfaction in bus services to travel from Phnom Penh to Poipet which are providing by private companies. It examined and explores the service quality of bus transport through the SERVQUAL's 5 dimensions such as tangible, reliability, assurance, empathy, and responsiveness. This study adopted by the questionnaire to 400 respondents to discover of both Cambodian and foreigners who have experience in using bus services to travel from Phnom Penh to Poipet. This research study was to be used to collect data from participants to investigate the service quality and customer satisfaction. The independent variable used in this study is overall satisfaction with bus transport service. Independent variables are specific service quality attributes which consist of service given, access, availability, time and environment. This analysis obtained the result of SERVQUAL's 5 dimensions such as Tangible, Reliability, Assurance, Empathy, and Responsiveness. In each SERVQUAL's 5 dimensions have five items which were rated by passengers who have experience in traveling from Phnom Penh to Poipet along NR5. According to SERVQUAL's 5 dimensions results, SERVQUAL's 5 dimensions had

been rated at the “Poor” by almost customers. Also, more than half of the respondents stated they maybe use the BTS again in the future, because they have no choice. Therefore, it can be clearly seen that this research was focusing at right point. Despite the fact that half of the respondents rated their satisfaction level of the “poor” level. Nevertheless, not so many customers preferred to use the BTS because of its service convenience. Service quality in BTS could be a crucial thought for a prosperous service business in bus transport. Most importantly, a decent service could be alone to reach the promise of gathering with the demand and satisfaction of the customer. Thus on manufacturing that, the service operators got to the primary consider comprehending the need and satisfaction of customers before enhancing the appropriate strategy of service to satisfy the need of customers. Understandably, there is, however, a chance for the enhancements to be drained order to extend the satisfaction of customer on service quality. Therefore, it is thought of vital that the BTS of private firms in Cambodia improve its service quality in each dimension (tangible, reliability, assurance, empathy, and responsiveness), so as to keep up existing customer, access the lost, furthermore as the fascinating new customer.



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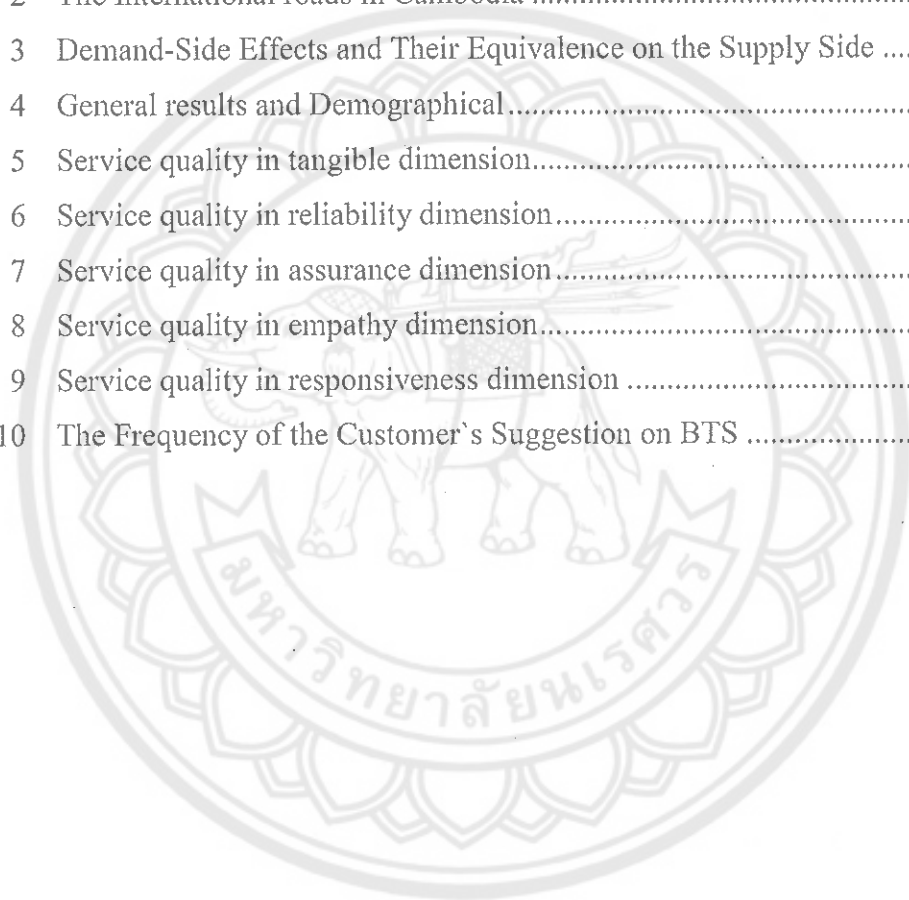
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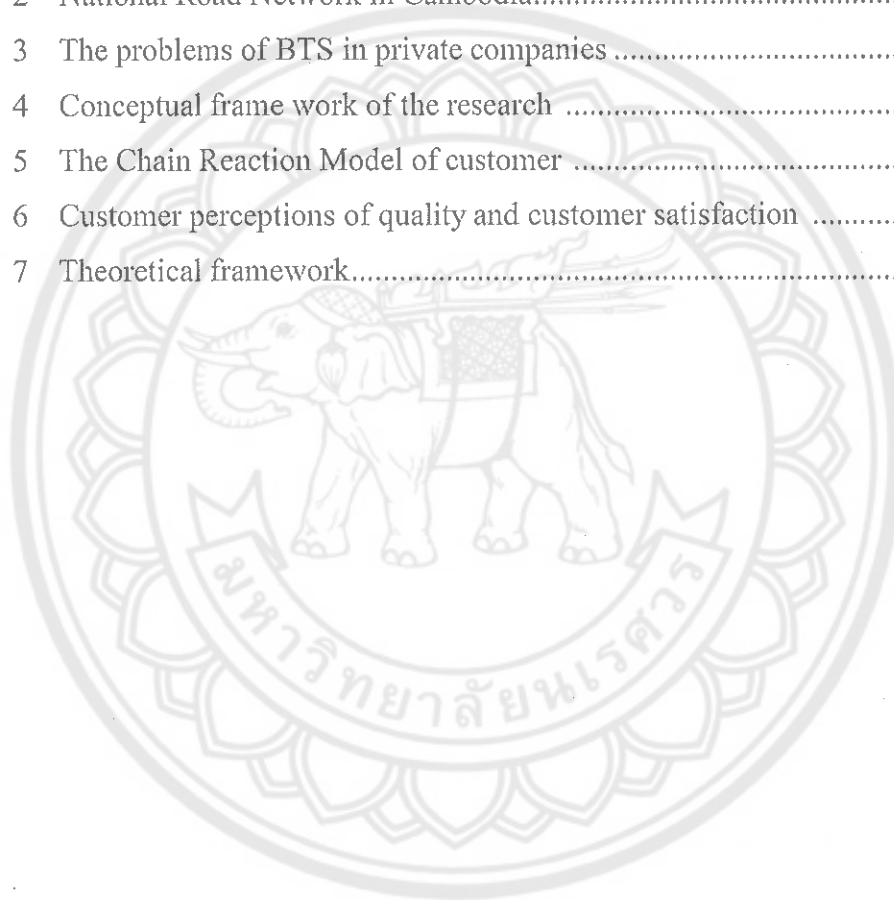
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CHAPTER I

INTRODUCTION

Background

Cambodia had a restraining infrastructure on all business transport, including merchandise and traveler transport in the mid-1980s; and the administrations were supervised by government ventures. Depending on the Ministry of Transport, Post and Tele-Communication (MTPT) or provincial government, a few undertakings were limited and regulated. The administration strategy developed from required to free market economy during the late 1980s and mid-1990s. Private organization managing transport, Foundation development/restoration rose and states controlled undertaking missed out quickly and most have since been privatized or been disintegrated (MPWT, 2009). In 1993, the amendment had to boot been seen at the service level each amid the principal general decision in Kingdom of Cambodia and what is more within the second broad race in 1998. In this evolution, as showed in Figure 1, the MTPT had been divided into four ministries:

1. Ministry of Post and Tele-Communication (MPTC): in charge of Mail and electronics communication
2. Ministry of Public Works and Transport (MPWT): in charge of National & Provincial Road, Inland and Maritime transport, Railways and Airport
3. Ministry of Rural Development (MRD): in charge rural road
4. Ministry of Land Management, Urban Planning and Construction.

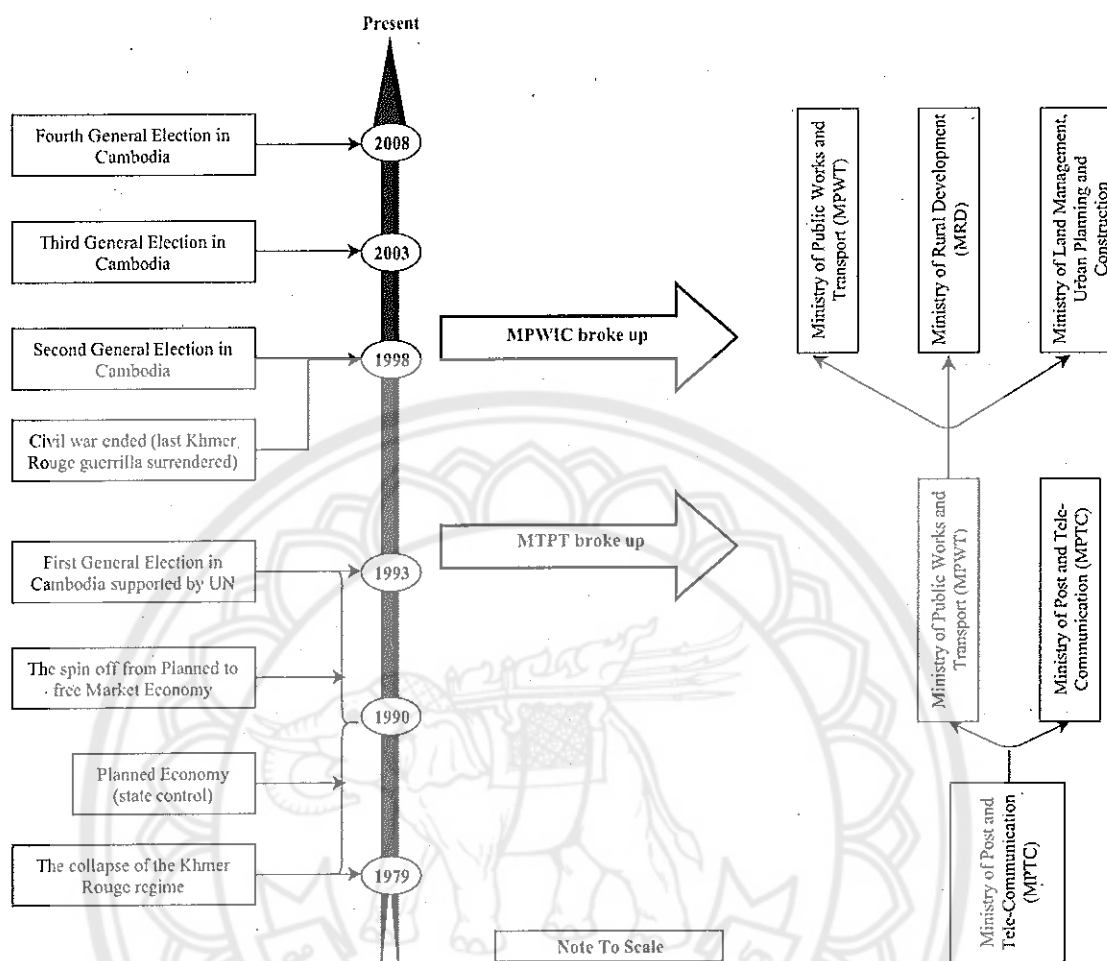


Figure 1 The evolution of MPWT

Source: MPWT, 2009

In Cambodia, the road arrangement comprises of 5,263 km National Roads (NR) (2,117km are first digit and 3,146 km are second digits), 6,441km commonplace streets and 33,005km provincial street (as of September 2010). The NR is generally essential street arrangement joins Phnom Penh to commonplace capitals and vital focuses on populace and monetary action. In the 1930s, most streets were designed to serve light vehicular movement. Initially about 2,400 km of the NR system was cleared with black-top or bituminous material, yet throughout the years, through carelessness (because of common war from 1970 – 1998) and the impacts of flooding and movement, quite a bit of this asphalt has vanished (MPWT, 2009).

In Cambodia, the road network was composed of arterial roads that were managed by the Ministry of Public Works and Transport (MPWT) and rural roads managed by the Ministry of Rural Development (MRD). Pavement and Bridge status was as below in table 1 and figure 2:

Table 1 Road network length (as of 2009)

Road Classification	Length	No. of Bridges	Management
	(Percentage)	(Length)	Authority
1-digit national roads	2,117.0 km (5.3%)	589 (17,643 m)	MPWT
2-digit national roads	3,145.6 km (7.9%)	698 (15,710 m)	
Provincial roads	6,441.0 km (16.2%)	904 (16,309 m)	MRD
Rural roads	28,000.0 km (70.5%)	N/A	
Total length	39,703.6 km (100%)	2,121 (51,917 m)	

Note: No. of bridges is as of 2006

Source: MPWT, 2009; MRD, 2009

Table 2 The International roads in Cambodia

GMS Road No.	Asian Highway No.	ASEAN Highway No.	Cambodian Road No.	Route
R1 (Central Sub corridor)	AH1	AH1	NR1, NR5	Poipet Sisophon Phnom Penh Svay Rieng Bavet
R6 (Inter-Corridor Link)	AH11	AH11	NR4, NR6, NR7	Sihanoukville Phnom Penh Kampong Cham Stung Treng Trapengkreal
R10 (Southern Coastal Sub corridor)		AH123	NR48, NR3, NR33	Cham Yeam Koh Kong Viel Rinh Sre Ambel Kampot Lork
R9 (Northern Sub corridor)			PR2624, PR2661, NR78	Siem Reap Preah Vihear Stung Treng Rattanakiri O Yadav Border

Source: MPWT, 2009

The NR5 was chosen to study on bus transport, and this research focused on the only private company which supplies service from Phnom Penh to Poipet along NR5. The NR5 is one in every of the federal interstates of Cambodia, that is the ground transportation in Cambodia. The NR 5 is an arterial national road connecting Phnom Penh and the border point with Thailand. Thus, NR 5 accommodates the traffic needed

for the day-to-day activities of the citizens, including access to the public services such as hospital and school, along the highway. The NR 5 also accommodates the traffic transporting goods and passengers between the major cities along the highway, such as Sri Sophorn, Battambang, Pursat, Kampong Chhinang and Phnom Penh (KATAHIRA, & Engineers International, 2012).

The NR 5 is an important highway not only for domestic transport in Cambodia but also for international transport in ASEAN and the GMS. The NR 5, together with NR1, forms a route connecting Bangkok, Phnom Penh and Ho Chi Minh City. Thus, NR 5 has been designated as ASEAN Highway No. 1 and Asian Highway No. 1. With rapid growth in the regional cooperation in GMS in the recent years, the importance of NR 5 is also rapidly growing. The distance between the city of Sri Sophorn (the north end of the Survey Section) and Poipet (the border point with Thailand) is approximately 50 km and distance between Poipet and Bangkok in Thailand is approximately 250 km (KATAHIRA, & Engineers International, 2012).

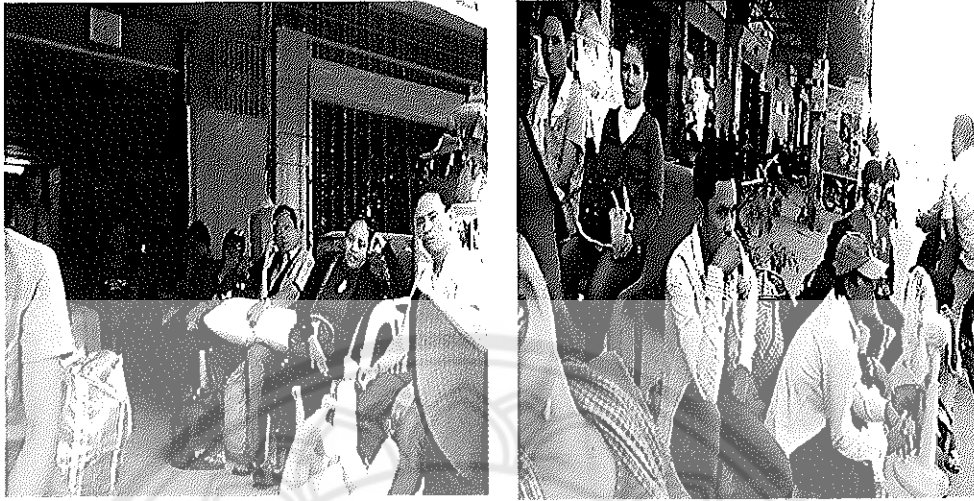
Bus transportation is being an important travelling way for global travelers. It offers linkage between destinations and transports customers to goods and service (Eden, 2005). Nowadays, every kind of people utilize transportation sector to travel anywhere. Bus transportation is one of the transport sector services available in Cambodia. Cambodia's transport system is based on inter-city bus service. Bus transportation plays a vital role as the main transportation for all people, especially for poor and fair income families. In Cambodia, bus transportation is not served by the state. In this sector, the government of Cambodia provides to private companies to supply this service to all people in the country, and those companies just pay tax to the state. We notice that the bus transportation of private companies is increasing from day to day, so this sector is being successful because it is suitable for all kinds of people. However, some private bus companies supply this service badly. That is needed to make improvements in the customer's satisfaction.

This study planned to learn and how to improve the customer's satisfaction in private bus companies. The satisfaction could be explained as a familiarization on desires of an expected outcome (Rabiul, Mohammed S., Mohammad, & Salauddin, 2014). Satisfaction relies upon many components and there is not scarceness of kinds of literature on this study. Studies expressed that customers wish the most effective service

quality and feedback still to what they require. It is vital to notice on quality to the current service. The quality is progressively changing into a strategic issue within the Western world (David, 2014), and also in Cambodian situation. Customer satisfaction is taken into account to be the foremost necessary issue whether or not it is meant for a product or a service. just in case of failure to satisfy customers, the corporate are going to be replaced by others and once industries giving numerous services, need to be a lot of argus-eyed as a result of there is a special perspective that plays a vital role in attracting and retentive the shoppers (Rida, Hummayoun, Sana, Faiza, & Taha, 2012). Customer satisfaction is related to study on comparing customer expectations with perceptions concerning service encounter. Customer expectations are impression concerning service serving that function standards or reference points against that performance is judged (Veronica, Jacqueline, & Melissa-Ray, 2015).

According to the author's experience in travelling from Phnom Penh to Poipet by private companies along the NR5 and also transect walks, it was noticed that the bus transport services (BTS) provide by some private companies in the travelling from Phnom Penh to Poipet was absorbed with many problems such as 1) waiting for a long time for the service, 2) waiting place is not comfortable, without cleaning, and messing, 3) the bus receipts have no precise number of seats and hours, 4) the schedule time is not punctual, 5) the staffs of customer service are not friendly and use the impolite words to passengers, and 6) the bus fee is expensive without convenience inside the bus, 7) within the buses lack of air conditioner, and hygiene. Additionally, the quality of the BTS (bus conditions, timing and driver's norms and conduct, lean schedule of buses, less range of buses). Of these recommend that the quality of the BTS has dilapidated and therefore the customer's satisfaction has dated and in some cases. In figure 3 shows about the pictures that related to the problems of BTS in private companies. These prevailing things, therefore, imply larger quality of bus services and increased the satisfaction of passengers, a lot of the BTS, and link to the so much larger range of destinations.

(1)

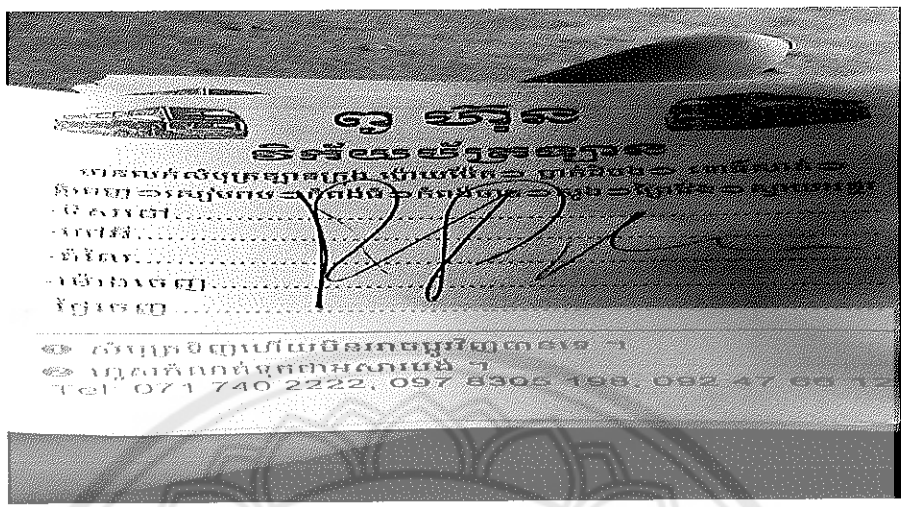


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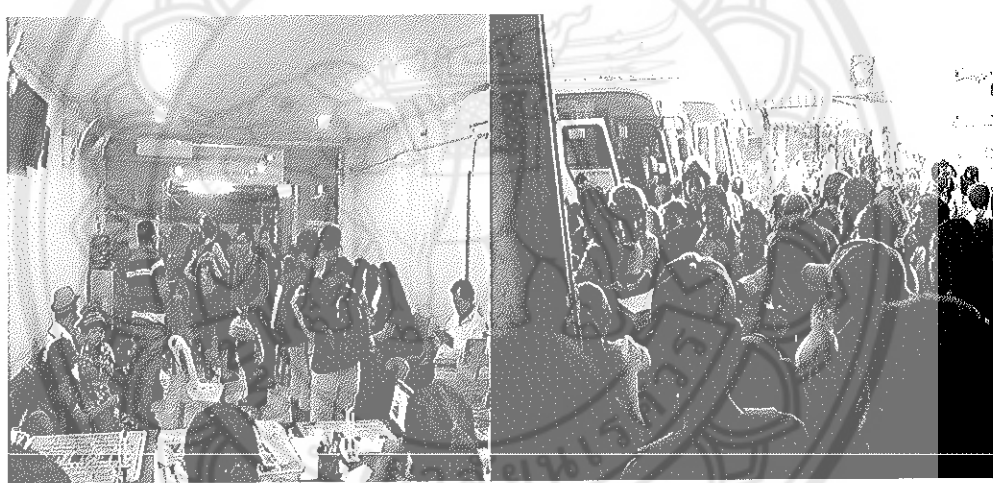


Figure 3 the problems of BTS in private companies

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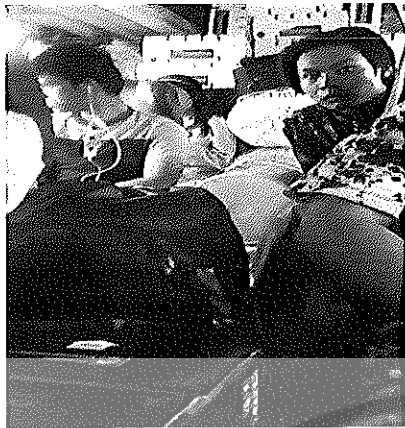
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(5)



Figure 3 (cont.)



(6)



(7)



Figure 3 (cont.)

- Note:**
- (1) Waiting for a long time for the service.
 - (2) Waiting place is not comfortable, without cleaning, and messing.
 - (3) The bus receipts have no precise number of seats and hours.
 - (4) The schedule time is not punctual.
 - (5) The staffs of customer service are not friendly and use the impolite words to passengers.
 - (6) The bus fee is expensive without convenience inside the bus.
 - (7) Within the buses lack of air conditioner, and hygiene.

Source: Taking pictures by author through transect walks method

This study discusses the service quality factors for customer satisfaction that influence on the bus transport services in travelling from Phnom Penh to Poipet that are providing by private companies. It examines and investigates the service quality factors that influence on customer satisfaction for causing greater productivity and higher performance of this industry.

Objective of the Study

1. To investigate bus transportation condition from Phnom Penh to Poipet.
2. To evaluate service quality and customer satisfaction.
3. To give suggestions for bus service improvement.

Research Significance

This study will provide a benefit to companies or stakeholders who invest in transportation to solve the problems that are happening in Cambodia, so that it also gives the benefit to customers because the problem will be solved, they will be appreciated with the service. Moreover, it will be a lesson learned for the learner to improve the knowledge in this sector.

Scope of the Study

The scope of this study is to mention deeply in bus transport sector that supply by private company, and plan to research only bus transport companies just offer service in the travelling from Phnom Penh to Poipet as will be experienced.

Research Question

The research question of this study is:

How does bus transportation service quality impact customer satisfaction?

Definition of the Term

Customer: Is a passenger who use the bus transport services (BTS)

Expectation Service: The service that customer truth and wish before using the BTS.

Service Quality: Is a customer's satisfaction in the service quality of BTS.

SERVQUAL: Is an instrument for measure customer’s satisfaction of service quality in five dimensions Tangibles, Reliability, Assurance, Empathy, and Responsiveness

Conceptual Frame Work

The conceptual framework that proposed in the research.

Variable

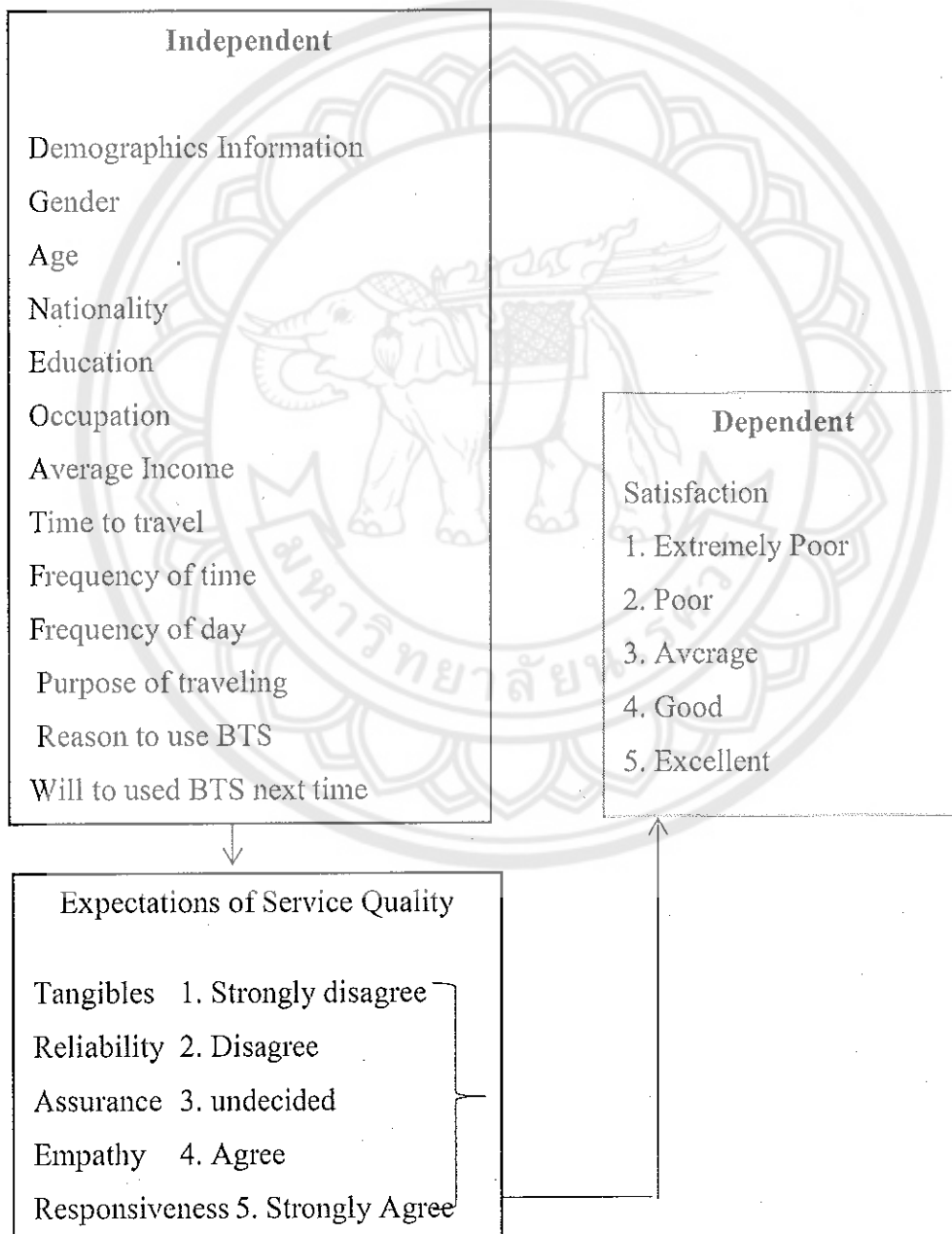


Figure 4 Conceptual frame work of the research

CHAPTER II

REVIEW OF RELATED LITERATURE

This chapter reviewed the literature on the key elements of this study which were service quality and customer satisfaction. Specifically, the following main points were indicated: service quality, customer satisfaction, related studies on Customer satisfaction and service quality, and theory of SERVQUAL.

Service Quality

Service quality is just a disposition formed by long-haul general assessment of associate clear performance. Service quality is of course seen attribution visible of the customer's expertise concerning the service that the customer apperceived through the service encounter. Service quality appraisals square measure created on persuasion of result quality, interaction quality, and physical environmental quality. Service quality is one in all the key measurements, that square measure patterned into the customer's satisfaction judgment (Zeithami, Parasuraman, & Leonard L., 1990).

Services square measure created and gone within the meanwhile, that makes it onerous to gauge; take a look at and so explicit uniform quality will rarely be set. Afterwards, it is onerous to make your mind up how customers assess the service quality (Parasuraman, Valarie A., & Leonard L., 1985). On the other hand, the heterogeneousness - service suggests its delivery depart from producer to producer, consumer to consumer and regular (Parasuraman et al., 1985). Additionally, that is in light-weight of the very fact that the consistency of employees conduct is tough to ensure what the customer gets could vary from what the firm expected to deliver.

There are natural challenges in corporal punishment and assessing what constitutes service quality. For one, quality perceptions frequently consider upon a rehashed examination of the customer's expectation a couple of specific service. Consequently, if a service over and once more neglects to expertise the customer's expectations it would be seen as pitiful service; moreover, in services customers assess the service procedure and in addition the last word result (Hoffman, & Bateson, 2006).

On account of transport travel, that will be whether the transport leaves on an opportune way, how smooth the excursion was, the manner by which lovely the experience with the transport conductor was and on the off chance that they landed at their last goal on time.

The service quality concept includes aspects of transportation service that are not always well defined and easily measured. In this article, quality of service is defined in terms of a set of attributes that each user perceives to be the sources of utility or satisfaction in bus use (Paola, & David, 2000). The dimensions of quality, viewed from a customer's perspective, are complex. Consumers might consider comfort at the bus stop and the time to get a seat, or only the comfort of the seats. Modal choice surveys have identified a large number of influences on the use of buses in contrast to other private and public modes. Service quality can be divided into six broad classes of effects, each containing different quality dimensions (Brewer, & Hensher, 1997; Hensher, 1991; Swanson, Ampt, & Jones, 1997). In Table 3 summarizes one possible classification of the main influences on the demand side deepening on previous researchers.

Table 3 Demand-Side Effects and Their Equivalence on the Supply Side

Demand-Side Effects	Supply-Side Equivalence
Getting-to-the-bus-stop quality ease, safety, time (distance), knowing where the bus stop is	Getting-to-the-bus-stop quality frequency, availability of bus shelter and seats
Wait quality wait time at stop, punctuality of bus wait comfort, wait safety	Wait quality frequency availability of bus shelter and seats
Trip quality time to board bus time to get seat moving to your seat travel time trip cost	Trip quality frequency, percent of low-floor buses number of seats available average speed, network shape travel time fare

Table 3 (cont.)

Demand-Side Effects	Supply-Side Equivalence
Vehicle quality	Vehicle quality
cleanliness	hours of vehicle cleaning/vehicle
comfort of seats (types), spaciousness	percent of buses with cloth seats
temperature control (ventilation)	percent of buses with air-conditioning
noise	visual surveillance
safety	average age of the fleet
modernity	wheelchair access (yes/no)
ease of use for those with disabilities	
Driver quality	Driver quality
appearance	years of driving experience, money spent on
helpfulness	drivers' training
Information quality	Information Quality
• pre-trip information	availability of timetable/destination

Source: Brewer, & Hensher 1997; Hensher 1991; Swanson et al., 1997

Some demand-side measures can be translated (or mapped) into a set of supply-side equivalences (resources that the operator has partial or total control of) such as timetable, fleet age, and/or buses that are air-conditioned; the number of vehicles that are wheelchair accessible; the number of hours spent cleaning vehicles; and the money spent on driver training (Hensher, 1991). Supply-side attributes are, in contrast to the quality attributes in the left column, to varying degrees, observable and under the direct control of the bus operator (Paola, & David, 2000). For example, a change in the average fleet size will have a direct impact on the time to get a seat. On the other side, the supplied level of service quality is supposed to be a function of consumer preferences. If the supplied quality level is a response to customer preferences, and not only to some regulatory restrictions, quality homogeneity cannot assume. In this circumstance, a capability to account for the quality of service as determined by users is needed. The discrete choice approach is an appealing framework (Hensher, 1991).

Customer satisfaction

Satisfaction can be described as an experience of the fulfillment of an expected outcome. Satisfaction or dissatisfaction with a program or facilities is a function of prior expectations regarding the level of quality (Sigala, 2004). Satisfaction depends on numerous factors and there is no dearth of kinds of literature on this subject. To generate the factors leading customer satisfaction we look at some research studies made in this field. Studies conducted that customers want the best service quality and responses as well as to what they want (Lin, & Wu, 2007).

Customer satisfaction has been a famous point in marketing practice and scholastic research that introductory investigation of customer exertion, expectations and satisfaction (Cardozo, 1965). Customer Satisfaction is a key component of business methodology which determines the bearing of service performance. Customer Satisfaction was given a few definitions which can be in various circumstances and they are constantly identified with both products and services. Customer satisfaction was characterized because the customer's analysis a product or service is so much as whether or not that product or service has the customer's desires and expectations (Alan, Valarie A., Mary Jo, & Dwayne, D., 2012); as indicated by them, there are variables that impact customer satisfaction, for example, product/service quality, perceptions of value or reasonableness, value, individual elements (buyer's mind-set or passionate state), and different purchasers et cetera. The definition specified that customer satisfaction is a emotive term and they severalise five unique sorts of satisfaction, which is pleasure, relief, novelty and surprise (Oliver, & Swan, 1989).

Martin, & Pranter (1989) likewise indicated that in innumerable service environments, customers presumably impact the satisfaction or disappointment of various customers. However, that enjoyable expertise with kindred customers adds by all odds to the service experience and seems to enhance the impression of service quality too (Martin, & Pranter, 1989). Bitner (1990) said that if the service is affective it has an immediate and prompt impact on the customer satisfaction; accordingly it is critical to urge the staff to deliver the correct service to the ideal people in sensible time and indicating great conduct (Bitner, 1990).

Customer satisfaction has likewise turned into a noteworthy benefactor for improving a service company, for example, long-term gratefulness, customer dependability customer maintenance. Many analysts additionally contend that customer satisfaction has a big effects customer expectation for repurchase (Cronin, Jr, Brady, & Hult, 2000). Besides, satisfied customers unfold positive informal exchange and it pulls in new customers and makes long-run business profit. The mensuration customer satisfaction provides a symptom on however a company is playing or giving product or services; thence, customer satisfaction are going to be the degree of accomplishment to each one in all the organizations as well as the general public sectors too (Tirimba, O., Richard, B., Robert, M., Thomas, O., & Tom, O., 2013).

According to Anderson et al. (2009) which affects customers' satisfaction is the operation failure of the services such as delay of transportation. This creates the bias for customers, resulting in dissatisfaction (Anderson, Scott Baggett, & K. Widener, 2009). Friendliness of personnel especially bus driver behavior in relation to service frequency has an impact on customer satisfaction. Friendliness behavior of the bus driver can satisfy customers by developing better communication and knowledge of its customers' needs (Disney, 1998). As far as frequency is concerned, frequent services increase satisfaction and urban transportation patronage (Taylor, Miller, Iseki, & Fink, 2009). Additionally Andreassen (1995) claimed that customer (dis) satisfaction in public train finally, the layout of the platform or the station, especially for buses. Reliability, convenience, and responsiveness are also considered to be important for customer satisfaction (Andreassen, 1995; Cavana, Corbett, & Lo, 2007). Consumer choices affect the perceived level of operation (for example, the length of the path and travel time and the number and length of service, the frequency of bus services). Waiting time for long, failure to provide information about occasional delays and lack of good waiting environment are other factors are other causes of customer dissatisfaction (Bielen, & Demoulin, 2007).

The item and service quality traits once were increased, the customers' satisfaction would extend because the increasing range of customer satisfaction faithfully prompt additional noteworthy larger customer retention and loyalty (Eugene, & Vikas, 2000). These would lead the association to increment more prominent gainfulness. The model of chain reaction of customer is provided as follow:

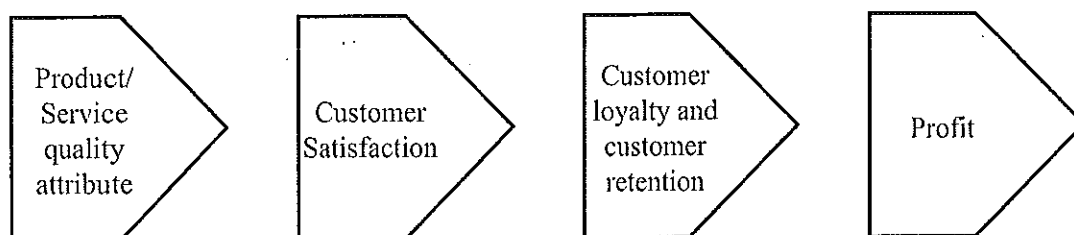


Figure 5 The Chain Reaction Model of customer

Source: Eugene, & Vikas, 2000

Service quality and Customer satisfaction

Concerning the link between customer satisfaction and repair quality, at first, recommended that service quality would be the forerunner to customer satisfaction paying little or no connectedness whether or not or not these builds were total or exchange notably. Some specialists have discovered experimental backings for the angle of the aim aforementioned over (Claes, & Michael, D., 1996); where customer satisfaction came later on of service quality.

In about customer satisfaction and repair quality, scientists square measure extra precise regarding the importance and estimation of satisfaction and repair quality. Satisfaction and repair quality has certain things in like manner; however satisfaction with a colossal could also be a further in-depth arrangement, though service quality concentrates considerably on measurements of service (Alan et al., 2012). In spite of the actual fact that it's expressed that fully completely different parts, for example, price and item quality can influence client satisfaction, saw service quality may be a locality of customer satisfaction (Zeithaml, Mary Jo, & Dwayne, 2006). This hypothesis agrees to the chance of Wilson et al. (2008) and has been thoroughbred by which means of customer satisfaction introduced by completely different specialists.

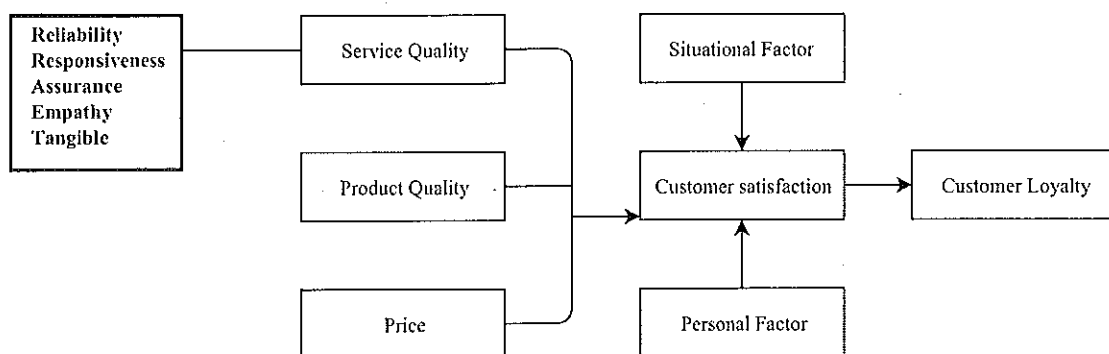


Figure 6 Customer perceptions of quality and customer satisfaction

Source: Alan Wilson et al., 2012

The on top of the figure demonstrates the connection between customer satisfaction and repair quality. The creator exhibited a circumstance that service quality is an engaged assessment that mirrors the customer's perception of reliability, assurance, responsiveness, empathy and tangible; and substantial quality whereas satisfaction is additional comprehensive and it's laid low with the read of service quality, item quality and value, likewise situational parts and individual variables (Alan et al., 2012).

It has been incontestable from past look into on service quality and client satisfaction that customer satisfaction and repair quality unit of measurement connected from their definitions to their relationships with wholly completely different views in business. In review Parasuraman et al. (1985), counseled that when saw service quality is high, then it will prompt increment in customer satisfaction. Some are wholly completely different authors appreciated with the thought raised by Parasuraman (1995) which they recognized that "customer satisfaction is based upon the number of service quality that is given by the service suppliers" (Saravanan, & Rao, 2007). Investigating (figure 5), relating it to those authors' views, it is obvious that which means of customer satisfaction includes anticipated and saw service.

Nevertheless, what alternating scientists have ascertained from customer satisfaction and service quality, some completely different authors, went into factors of interest to recuperate customer value within the investigation of the connection between customer satisfaction and service quality. Accentuation was then paid to the

investigation of the dynamic relationships among service quality, customer value, customer satisfaction and their impacts on future practices once the key drivers of customer value and customer satisfaction were distinguished (Wang, Po Lo, Chi, & Yang, 2004). This review mixed the investigation of customer satisfaction and service quality with customer worth that added a lot of weight to the linkage between customer satisfaction and service quality as a result of the worth is that the issue that customers look in a proposal.

The SERVQUAL

SERVQUAL is an assessment scale, developed in the 1980s, that attempts to measure a customer's perception of standards in the service and retail industries. SERVQUAL is not an acronym, but does include five constructs: reliability, responsiveness, tangibles, assurance and empathy (Parasuraman et al., 1985). This service assessment technique has been incontestable steady and dependable by some authors (Brown, Churchill, & Peter, 1993).

SERVQUAL as the most often used approach for measuring service quality has been to compare customers' expectations before a service encounter and their perceptions of the actual service delivered (Grönroos, 1984; Laroche, Kalamas, Cheikhrouhou, & Cézard, 2004; Parasuraman et al., 1985). The SERVQUAL instrument has been the predominant method used to measure consumers' perceptions of service quality. It has five generic dimensions or factors and are stated as follows (Jos, Ton, Leslie, & Robert, 2003):

Tangibles: Physical facilities, equipment and appearance of personnel.

Reliability: Ability to perform the promised service dependably and accurately.

Responsiveness: Willingness to help customers and provide prompt service.

Assurance (including competence, courtesy, credibility and security).
Knowledge and courtesy of employees and their ability to inspire trust and confidence.

Empathy (including access, communication, understanding the customer).
Caring and individualized attention that the firm provides to its customers.

In the SERVQUAL instrument measure the performance across these five dimensions, using a seven point Likert scale measuring both customer expectations and perceptions (Gabbie, & O'Neill, 1996; Kuo, 2003). It is important to note that without

adequate information on both the quality of services expected and perceptions of services received then feedback from customer surveys can be highly misleading from both a policy and an operational perspective. In the following, the application of SERVQUAL approach is more specified with an example in a catering company (Jain, & Gupta, 2004; Jenet Manyi, 2011).

SERVQUAL has also been applied in various countries including the Thailand (Yousapronpaiboon, 2014), Ghana (Aidoo, Monkah, & Afikaar, 2013), India (Kokku, Almotawa, & Vijai, 2011), Nigeria (Ali, 2010), and the United States (Kilbourne, Duffy, Duffy, & Giarchi, 2004). Furthermore, several researchers have used SERVQUAL to measure service quality in various sectors such as public transport (Aidoo et al., 2013), airline (Sultan, & Simpson, 2000), retail banking (Krishnamurthy, & S. Prabhakaran, 2010), and higher education (Yousapronpaiboon, 2014).

In transportation context, passenger satisfaction is created by the comparison of pre-travel expectations and post-travel experiences. Succinctly, when experiences of a passenger compared to the expectation results in feeling of gratification, then satisfaction is created. In marketing literature, service quality and customer satisfaction have been conceptualized as a distinct, but closely related constructs (Siddiqi, 2011). The two constructs have positive relationship with two opposing perspectives (Beerli, Martín-Santana, & Quintana Déniz, 2004). Several researchers suggest that service quality leads to customer satisfaction (Kassim, & Asiah, 2010). Contrarily, Beerli et al. (2004), see customer satisfaction as one of the determinants to measure the quality of service (Laura, & Gabriella, 2012).

Aidoo et al. (2013) in a study in Ghana on Kumasi-Accra route using the binary logit model to assess 492 randomly administered questionnaires affirm that passenger's satisfaction with public transport service is highly influenced by bus traffic safety record, comfort as well as fare and control of crime rate at the bus station. This is because these factors seem to affect the level of satisfaction of passengers on Accra-Kumasi route.

Tjeedra et al. (2010) in a study seeking to find out the difference regarding perception and experience of male and female as a user of public transport from 499 copies of the questionnaire distributed by the simple random sampling method in three cities in Indonesia. Analysis through heterogeneous customer satisfaction index (HCSI)

reveals that female tends to be more satisfied than male in the services. The index shows that the index is location specific which explains the uniqueness of each city (Tjeendra, Joewono, & Ningtyas, 2010). The analysis also was discovered that each of the 15 attributes has the different contribution to the overall satisfaction in each city. The contribution of each attribute is also altered when male and female are compared.

Fonseca et al. (2010) using interviews and focus groups as well as documents of the transport company, non-consumers, and consumers attempt to identify the determinants of service quality as well as its impacts on the satisfaction of public transport commuters taking into consideration both internal and external perspectives (Ojo, Suleman, Yao Nutsogbodo, & Okoree Mireku, 2014).

The results revealed that reliability, security, speed, comfort, and punctuality are quality dimensions of greater importance for public transport services. In spite of the existence of a distinction between the constructs of quality and satisfaction, the Transport Company, non-consumers and customers clearly do not make such a distinction (Ojo et al., 2014).

Rida et al. (2012) in Pakistan through the purposive sampling of 120 questionnaires seek to ascertain how service quality influences customer satisfaction. The multiple regression result reveals that there was a positive relationship between service quality and customer satisfaction in the public transport sector in Pakistan (Rida et al., 2012).

Conclusion

The importance of activity service quality evaluations has been well even within the literature. Studies have shown that service quality evaluations square measure closely related to positive behavioral intentions and customer loyalty. As antecedently noted, increasing customers' satisfaction rates is a necessary task for service organizations, as a result of its typically related to money advantages for the organizations. Satisfaction is that the customer's fulfillment response. It is a judgment that a product or service feature, or the merchandise or service itself, provides a pleasant level of consumption-related fulfillment. It has applied the SERVQUAL model that has been prompt that satisfaction could be a broader construct than service quality as a result of the SERVQUAL model has been extensively enforced during a kind of service

sectors. It consists of both psychological feature and emotive evaluations, whereas service quality evaluations square measure principally a psychological feature procedure. Variety of studies within the services promoting literature have rumored that these both constructs are closely connected.



CHAPTER III

RESEARCH METHODOLOGY

This research study was designed to gather information from the participants to analyze the link between 5 parts of customer satisfaction and service quality. This study used both qualitative and quantitative method. The quantitative method is in nature to give information within the descriptive kind and to work out the relationships between two or more variables additionally. The independent variable used throughout this study is overall satisfaction with bus transport service. Independent variables are specific service quality attributes which consist of service given, access, availability, time and environment.

This study conducted the SERVQUAL that focuses on five dimensions such as tangibles, reliability, responsiveness, assurance, and empathy. The SERVQUAL was the most used approach for measuring service quality has gone to evaluate customers' satisfaction (Parasuraman et al., 1985; Zeithami et al., 1990). The SERVQUAL model was developed by Parasuraman et al. (1985), and was updated by Zeithami et al. (1990). According to the previous researchers, this study adopted the theoretical framework as figure 7 to analyze the customer satisfaction on bus transport.

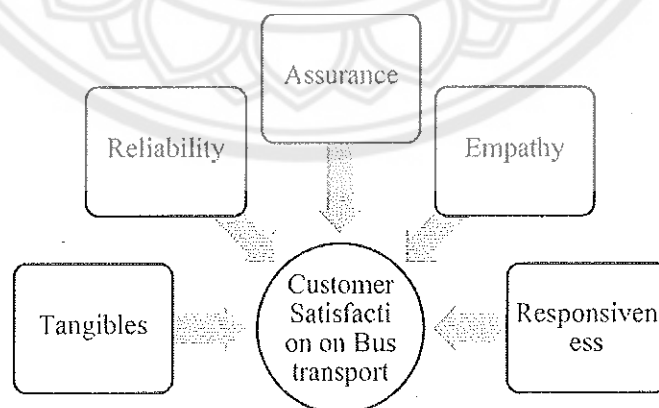


Figure 7 Theoretical framework

Source: Parasuraman et al., 1985; Zeithami et al., 1990

Research Instrument

This study adopted by the questionnaire to discover of both Cambodian and foreigners who have experience in using bus services to travel from Phnom Penh to Poipet. The questionnaire of this study conducted by real situation of BTS problems in Cambodia as the pictures of figure 3, and these questionnaires of study also developed through previous researches as follow:

Customer satisfaction in Public Transportation: A case study of SJ traveler's perception in Indonesia (Oktiani, 2009).

Using the SERVQUAL Model to assess Service Quality and Customer Satisfaction: An Empirical study of grocery stores in Umea (Chingang, & Lukong, 2010).

Customer Satisfaction Towards Service Quality of Front Office Staff at the Hotel (Alin, 2010).

Customer Satisfaction Quality of the State Railway of Thailand (Beniaphon, 2011).

Customer satisfaction in Public Transportation: A case study of SJ traveler's perception in Sweden in Sweden (Veronica et al., 2015).

To collect data, this research divided among three groups to interview the passengers through questionnaires. Group 1 collected data at headquarter of bus transport private companies in Phnom Penh, group 2 collected at the branch office in the middle distance between Phnom Penh to Poipet along NR5, and group 3 collected at Poipet. All data were collected by an author with additional assistance. This study spent 15 days in a row to get data, and started to collect data from 1st April to 15th April 2017 until reaching the target of 400 respondents. The questionnaire consisted of 3 sections as below:

Part 1: Demographic information: Such as gender, age, nationality, education, occupation, times of travel, reason to choose bus transport services, will use the services again, overall satisfaction level.

Part 2: Service quality: This section was measures the customer's satisfaction on BTS that related to 5 dimension of SERVQUAL are Tangibles, Reliability, Assurance, Empathy, and Responsiveness. The rating as bellow:

Strongly poor	1 point
Poor	2 point
Average	3 point
Good	4 point
Excellence	5 point

Part 3: Customer suggestions: This sector was a freely recommend how bus transport sector should improve their services.

Data Collection

Both primary and secondary data were used in this research. The primary data was defined as the data collecting first hand for subsequent analysis to find solutions to the problem research. The secondary data collected from books, company publications, documents government publication indexes, journals, and internet web sites.

Population and sample

For this research, target respondents were the both male and female (Cambodian and foreigner), who had experience in travel from Phnom Penh to Poipet.

Sampling and Calculator

A sample size calculated the following formula:

$$n_0 = \frac{z^2 pq}{e^2}$$

n_0 = Sample size

z = Desired confidence level 95%

p = The propotion of the population

$q = 1 - p$

e = The level of precision

The investigating, the peoples that use of bus services from Phnom Penh to Poipet. And Approximate (95%=1.96) confident level. The proportion currently using bus services was set $p=0.5$. So ($q=1-p=1-0.5=0.5$) and precision $\pm 5\%=0.05$ (Cochran, 1977)

$$n_0 = \frac{(1.96)^2(0.5)(0.5)}{(0.05)^2} = \frac{4 \times 0.25}{0.0025}$$

$$n_0 = 400$$

Thus, the result 400 samples were used for data collection. The passenger both Cambodian and foreigner who travel from Phnom Penh to Poipet were requested to fill out the questionnaires.

Data Analysis

The data were sorted into 3 groups which are;

Data analysis of section 1 (Demographical)

Gathered data from section 1 of the questionnaires were dealt with using predictive analytics computer software (SPSS). The results were presented in tabular form with the short descriptive. Descriptive statistics such as frequency and percentage were analyzed and explained.

Data analysis of section 2 (Service quality)

This section was the analysis of the data from the respondents' experience based on SERVQUAL's 5 dimensions. The number 1-5 in the table represents the satisfaction rating, which could be interpreted as follows:

- 1 Strongly poor
- 2 Poor
- 3 Average
- 4 Good
- 5 Excellent

The results are showed in tabular format, sorted by dimensions, and finding the score of SERVQUAL's 5 dimension through SPSS.

Data analysis of section 3 (Customer's additional suggestions and comments)

The qualitative data results on the customer's suggestions and comments were categorized and presented in accordance with their frequency.



CHAPTER IV

RESULTS

In this chapter, the result of the analyzed data is mentioned, in graphical and tabular form. There are total of 400 passenger's anticipation from 400 questionnaires released by the researcher. The results are divided into 2 sections which are;

General results and Demographical

SERVQUAL's 5 dimensions results

Customer's Suggestions on BTS

Demographical and general results

This part shows about the percentage and frequency in general information of the respondents.

Table 4 General results and Demographical

Category	Frequency (400)	Percentage (100%)
Gender		
Male	217	54.3
Female	183	45.8
Age (Year)		
Less than, or 24	93	23.3
25-35	163	40.8
36-45	76	19.0
46-60	57	14.3
Above 60	11	2.8

Table 4 (cont.)

Category	Frequency (400)	Percentage (100%)
Nationalities		
Cambodian	351	87.8
American	7	1.8
Russian	4	1.0
Vietnamese	2	0.5
German	3	0.8
Japanese	3	0.8
Thai	5	1.3
French	7	1.8
Korean	5	1.3
Chinese	4	1.0
English	6	1.5
Indonesian	3	0.8
Education		
Less than high school	30	8.0
High school	60	15.0
Bachelor degree	151	37.8
Master degree	117	29.3
Above Master degree	40	10.0
Occupation		
Student	102	25.5
Farmer	41	10.3
Government Officer	80	23.3
Private Staff	115	28.8
Business Owner	58	14.5
Other	3	0.8

Table 4 (cont.)

Category	Frequency (400)	Percentage (100%)
Average income monthly		
Less than 120 USD	43	10.8
121-250 USD	149	37.3
251-500 USD	63	15.8
501-1000 USD	97	24.3
Above 1000 USD	48	12.0
Time to travel (within 3 years)		
First time	132	33.0
2-12 times	133	33.3
13-24 times	61	15.3
24-36 times	64	16.0
Above 36 times	10	2.5
Frequency of time		
Morning	224	56.0
Afternoon	47	11.8
Evening	25	6.3
Night	104	26.0
Frequency of day		
Working day	219	54.8
Weekend	25	6.3
Short Holiday	31	7.8
Long Holiday (Festival)	125	31.3
Purpose of traveling		
Business	50	12.5
Visiting friends or family	197	49.3
Leisure	142	35.5
Transport	11	2.8

Table 4 (cont.)

Category	Frequency (400)	Percentage (100%)
Reason to use BTS		
Appreciate Price	73	18.3
Suitable Traveling	158	39.5
Location Convenience	148	37.0
Good Service	9	2.3
No Choice	12	3.0
Will to used BTS next time		
Exactly	144	36.0
Maybe	253	63.3
No with what choice?	3	0.8
Overall Satisfaction		
Extremely poor	79	19.8
Poor	154	38.5
Average	131	32.8
Good	36	9.0

In table 4 presents about the amount of the respondent was 400. The number of female were 183 (or 45.8%), and 217 (or 54.3%) were male. The majority of the respondents in the terms of age, (163 or 40.8%) were in the ages of 25-35, followed by that age below or 24 (93 or 23.3%), those with the ages of 36-45 (76 or 19.0%), that the ages of 46-60 (57 or 14.3%), and that the ages 60+ (11 or 2.8%), severally.

About the nationality of respondents, Cambodian were the majority of the respondent (351 or 87.8%), came after American and French (7 or 1.8%), English (6 or 1.5%), Thai and Korean (5 or 1.0%), Russian and Chinese (4 or 1.0%), German, Japanese and Indonesian (3 or 0.8%), and Vietnamese (2 or 0.5%), severally. And, about the educational level of respondents, the almost respondents hold Bachelor's degree (151 or 37.8%), came after the Master's degree holder (117 or 29.3%), High school (60 or 15.0%), holders of degrees higher than Master degree (40 or 10.0%), and less than high school (30 or 8.0%), severally. Related to their occupation the majority

were Private employee (115 or 28.8%), came after student (102 or 25.5%), Government officer (80 or 23.3%), Farmer (41 or 10.3%), and other occupation (3 or 0.8%).

Concerning their purpose of traveling, visiting friends or family was the main purpose of their traveling (197 or 49.3%), followed by leisure (142 or 35.5%), business (50 or 12.5%), and transport (11 or 2.8%), respectively. Regarding the reason that the respondents chose to use the BTS, the suitable traveling was the main reason (158 or 39.5%), followed by location convenience (148 or 37.0%), appreciate price (73 or 18.3%), no choice (12 or 3.0%), and good service (9 or 2.3%), respectively.

When asked if they would travel by the BTS again, the majority of the respondents (253 or 36.3%) said that they might, (144 or 36.0%) they will exactly choose the BTS in the future again, and 3 or 0.3% confirmed that they will not choose the BTS again. Concurring about their level of satisfaction in the BTS, the majority of the respondents (154 or 38.5%) rated the BTS at poor; (131 or 22.8%), at an average level; (79 or 19.8%) at an extremely poor level; and (36 or 9.0%) at good level, respectively.

SERVQUAL's 5 dimensions results

This part indicates the percentage and frequency data of the respondents' satisfaction on service quality depended on SERVQUAL's 5 dimensions. The questionnaires' results are sorted by dimension. From number 1 to 5 in the table is used as representing the satisfaction rating, which shows as follows;

- 1 Strongly poor
- 2 Poor
- 3 Average
- 4 Good
- 5 Excellence

Tangibles

Table 5 Service quality in tangible dimension

		1	2	3	4	5	Mean	S.D
1. Bus station and facilities are comfortable.	Frequency	84	188	94	24	10	2.22	0.929
	Percentage	21.0	47.0	23.5	6.0	2.5		
2. Inside environment of bus is clean and hygienic.	Frequency	80	232	54	20	14	2.14	0.912
	Percentage	20.0	58.0	13.5	5.0	3.5		
3. Cleanliness of facilities and equipment.	Frequency	75	226	61	21	14	2.17	0.920
	Percentage	19.5	56.5	15.3	5.3	3.5		
4. Buses have spacious and comfort seats for the passenger.	Frequency	77	200	83	24	16	2.26	0.968
	Percentage	19.2	50.0	20.8	6.0	4.0		
5. Buses have ample legroom and foot space.	Frequency	76	226	61	23	14	2.18	0.925
	Percentage	19.0	56.5	15.3	5.8	3.5		

In table 5 presents to the satisfaction rating on tangible dimension which shows as follows: 1) Bus station and facilities are comfortable (Poor 47.0%; Average 23.5%; Strongly Poor 21.0%; Good 6.0%; and Excellence 2.5%); 2) Inside environment of bus is clean and hygienic (Poor 58.0%; Strongly Poor 20.0%; Average 13.5%; Good 5.0%; and Excellence 3.5%); 3) Cleanliness of facilities and equipment (Poor 56.5%; Strongly Poor 19.5%; Average 15.5%; Good 5.0%; and Excellence 3.5%); 4) Buses have spacious and comfort seats for the passenger (Poor 50.0%; Average 20.8%; Strongly Poor 19.2%; Good 6.0%; and Excellence 4.0%); and 5) Buses have ample legroom and foot space equipment (Poor 56.5%; Strongly Poor 19.0%; Average 15.3%; Good 5.8%;

and Excellence 3.5%). Therefore, with the results in table 5 indicates that almost customers rated on the satisfaction and expectation of tangible dimension at "Poor".

Reliability

Table 6 Service quality in reliability dimension

		1	2	3	4	5	Mean	S.D
1. Accuracy of ticketing and billing services.	Frequency	77	174	105	29	15	2.23	0.989
	Percentage	19.3	43.5	26.3	7.3	3.8		
2. Buses departure and arrives at the punctual time.	Frequency	106	221	36	22	15	2.05	0.955
	Percentage	26.5	55.3	9.0	5.5	3.8		
3. Safe and security service.	Frequency	108	176	61	21	14	2.14	0.990
	Percentage	27.0	44.0	20.3	5.3	3.5		
4. Buses are never break down on the road.	Frequency	106	170	86	23	15	2.18	1.009
	Percentage	26.5	42.5	21.5	5.8	3.8		
5. When you have problem bus companies show a sincere interest to solving.	Frequency	114	230	19	22	15	1.99	0.944
	Percentage	28.5	57.5	4.8	5.5	3.8		

According to table 6, the results show as following: 1) Accuracy of ticketing and billing services (Poor 43.5%; Average 26.3%; Strongly Poor 19.3%; Good 7.3%; and Excellence 3.8%); 2) Buses departure and arrives at the punctual time (Poor 55.3%; Strongly Poor 26.5%; Average 9.0%; Good 5.5%; and Excellence 3.8%); 3) Safe and security service (Poor 44.0%; Strongly Poor 27.0%; Average 20.3%; Good 5.3%; and Excellence 3.5%); 4) Buses are never break down on the road (Poor 42.5%; Strongly Poor 26.5%; Average 21.5%; Good 5.8%; and Excellence 3.8%); and 5) When you have problem bus companies show a sincere interest to solving (Poor 57.5%; Strongly Poor

28.5%; Average 4.8%; Good 5.5%; and Excellence 3.8%). As results, the highest rating of reliability dimension was at "Poor" that had been rated by almost customers.

Assurance

Table 7 Service quality in assurance dimension

		1	2	3	4	5	Mean	S.D
1. You feel safe in your journey.	Frequency	76	198	91	20	15	2.22	0.946
	Percentage	19.0	49.5	22.8	5.0	3.8		
2. Staffs are consistently courteous with the passenger.	Frequency	83	221	63	20	13	2.15	0.915
	Percentage	20.8	55.3	15.8	5.8	3.3		
3. Driver and conductor are consistently polite.	Frequency	112	230	24	22	12	1.98	0.912
	Percentage	28.0	57.5	6.0	5.5	3.0		
4. Driver has sufficient and driving skill.	Frequency	107	210	48	21	14	2.06	0.954
	Percentage	26.8	52.5	12.0	5.3	3.5		
5. Staffs are friendly and polite.	Frequency	110	222	33	22	13	2.02	0.934
	Percentage	27.5	55.5	8.3	5.5	3.3		

In table 7 presents to the satisfaction rating on assurance dimension which shows as follows: 1) You feel safe in your journey (Poor 49.5%; Average 22.8%; Strongly Poor 19.0%; Good 5.0%; and Excellence 3.8%); 2) Staffs are consistently courteous with the passenger (Poor 55.3%; Strongly Poor 20.8%; Average 15.8%; Good 5.8%; and Excellence 3.3%); 3) Driver and conductor are consistently polite (Poor 57.5%; Strongly Poor 28.0%; Average 6.0%; Good 5.5%; and Excellence 3.0%); 4) Driver have sufficient and driving skill (Poor 52.5%; Strongly Poor 26.8%; Average 12.0%; Good 5.3%; and Excellence 3.5%); and 5) Staffs are friendly and polite (Poor 55.5%; Strongly Poor 27.5%; Average 8.3%; Good 5.5%; and Excellence 3.3%).

Therefore, with the results in table 7 indicates that almost customers rated on the satisfaction and expectation of assurance dimension at “Poor”.

Empathy

Table 8 Service quality in empathy dimension

		1	2	3	4	5	Mean	S.D
1. Bus companies give a convenient operating hour.	Frequency	77	248	33	28	14	2.14	0.924
	Percentage	19.3	62.0	8.3	7.0	3.5		
2. Staffs understand your specific needs.	Frequency	109	226	30	22	13	2.01	0.928
	Percentage	27.3	56.5	7.5	5.5	3.3		
3. Bus companies have passenger inters at heart.	Frequency	108	185	62	31	14	2.15	1.016
	Percentage	27.0	46.3	15.5	7.8	3.5		
4. Customer loyalty program and promotion.	Frequency	110	185	73	19	13	2.10	0.966
	Percentage	27.5	46.3	18.3	4.8	3.3		
5. Bus companies give special care for women, children, handicap and vulnerable peoples.	Frequency	115	207	45	19	14	2.03	0.952
	Percentage	28.8	51.8	11.3	4.8	3.5		

According to table 8, the results show as following: 1) Bus companies give a convenient operating hour (Poor 62.0%; Strongly Poor 19.3%; Average 8.3%; Good 7.0%; and Excellence 3.5%); 2) Staffs understand your specific needs (Poor 56.5%; Strongly Poor 27.3%; Average 7.5%; Good 5.5%; and Excellence 3.3%); 3) Bus companies have passenger inters at heart (Poor 46.3%; Strongly Poor 27.0%; Average 15.5%; Good 7.8%; and Excellence 3.5%); 4) Customer loyalty program and promotion (Poor 46.3%; Strongly Poor 27.5%; Average 18.3%; Good 4.8%; and Excellence 3.3%); and 5) Bus companies give special care for women, children, handicap and vulnerable

peoples (Poor 51.8%; Strongly Poor 28.8%; Average 11.3%; Good 4.8%; and Excellence 3.5%). As results, the highest rating of empathy dimension was at “Poor” that had been rated by almost customers.

Responsiveness

Table 9 Service quality in responsiveness dimension

		1	2	3	4	5	Mean	S.D
1. Bus companies provide specific time and efficient service.	Frequency	111	203	46	23	14	2.05	0.972
	Percentage	28.5	50.8	11.5	5.8	3.5		
2. Bus companies always inform what is available or prohibit services.	Frequency	105	218	38	22	17	2.07	0.979
	Percentage	26.3	54.5	9.5	5.5	4.3		
3. Communication with staffs is clear and helpful.	Frequency	76	232	55	25	12	2.16	0.907
	Percentage	19.0	58.6	13.8	6.3	3.0		
4. Staffs are always willing to serve you.	Frequency	76	247	39	25	13	2.13	0.903
	Percentage	19.0	61.9	9.8	6.3	3.3		
5. Staffs are never too busy to respond to your request.	Frequency	75	233	52	27	13	2.18	0.923
	Percentage	18.8	58.3	13.0	6.8	3.3		

In table 9 presents to the satisfaction rating on assurance dimension which shows as follows: 1) Bus companies provide specific time and efficient service (Poor 50.8%; Strongly Poor 28.5%; Average 11.5%; Good 5.8%; and Excellence 3.5%); 2) Bus companies always inform what is available or prohibit services (Poor 54.5%; Strongly Poor 26.3%; Average 9.5%; Good 5.5%; and Excellence 4.3%); 3) Communication with staffs is clear and helpful (Poor 58.6%; Strongly Poor 19.0%);

Average 13.8%; Good 6.3%; and Excellence 3.0%); 4) Staffs are always willing to serve you (Poor 61.9%; Strongly Poor 19.0%; Average 9.8%; Good 6.3%; and Excellence 3.3%); and 5) Staffs are never too busy to respond to your request (Poor 58.3%; Strongly Poor 18.8%; Average 13.0%; Good 6.8%; and Excellence 3.3%). Therefore, with the results in table 9 indicates that almost customers rated on the satisfaction and expectation of assurance dimension at "Poor".

Qualitative Data Results

This section presented the data that were taken from the open-ended question of "Is there any other services quality would you suggest for customer's satisfaction with bus transportation?" There were only 133 respondents among the 400 of respondents had shared the complaints, suggestion, and recommendations on the quality of service. The result was provided according to their frequency as below:

Table 10 The Frequency of the Customer's Suggestion on BTS

Complaints/ Suggestion	Frequency		Total Frequency
	M	F	
Poor in communication with passenger.	9	5	14
Driver and conductor are constantly impolite.	10	5	15
Poor in caring for women, children, handicap and vulnerable people.	6	4	10
Improvement of cleanliness of facilities and equipment.	14	6	20
Improvement of buses to departure and arrives at the punctual time.	9	6	15
Staffs of BTS should be polite to all passengers.	7	8	15
The BTS should be supplied by the state.	4	0	4
The BTS should discount the fee for the poor elderly.	8	4	12
Staffs of BTS should speak English to foreigner passengers.	10	3	13

Table 10 (cont.)

Complaints/ Suggestion	Frequency		Total Frequency
	M	F	
The BTS should engage in needs assessment periodically to provide the key attributes that respond to these needs.	13	2	15
Total	90	43	133

Note: M=Male; F=Female

According to table 10, 133 out of 400 respondents provided their complaints and suggestion on the BTS based on their experience. Almost passengers complained that the facilities and equipment of the bus are not clean, and they suggested that the BTS should improve the cleaning and keep hygiene. Foreigner passengers suggested that the staffs of the BTS should speak English to them. It is easy to communicate with them to provide them with a good service. And other passengers said that they do not satisfy the time schedule of the BTS, because some companies do not respect the time and follow their timetable as set in table departure time.

In conclusion, passengers provided suggested and complained that the BTS should engage in needs assessment periodically to provide the key attributes that respond to these needs. Additionally, BTS should care for vulnerable people, drivers and conductors should be polite, the BTS should improve the punctual time, the staffs of BTS should be polite in communication with all passengers, and the BTS should discount fee for poor people.

Summary

From the demographical and general results, more than half of the customers were male (54%), and nearly half of the customer (40.8%) were aged from 25 to 35. As for the nationalities, 87.8% of the customers were Cambodian, while the rest are of various nationalities. As to the result from more to less, American and French (1.8%), English (1.5%), Thai and Korean (1.0%), Russian and Chinese (1.0%), German, Japanese and Indonesian (0.8%), and Vietnamese (0.5%). About the respondents' level

of educational, the majority of respondents hold Bachelor's degree (37.8%), followed by holders of Master's degree (29.3%), High school (15.0%), holders of degrees higher than Master degree (10.0%), and less than high school (8.0%), respectively. As regards their occupation the majority were Private staff (28.8%), followed by student (25.5%), Government officer (23.3%), Farmer (10.3%), and other occupation (0.8%). Concerning their purpose of traveling, visiting friends or family was the main purpose of their traveling (49.3%), followed by leisure (35.5%), business (12.5%), and transport (2.8%), respectively. Regarding the reason that the respondents chose to use the BTS, the suitable traveling was the main reason (95.5%), followed by location convenience (37.0%), appreciate price (18.3%), no choice (3.0%), and good service (2.3%), respectively. When asked if they would travel by the BTS again, the majority of the respondents (36.3%) said that they might, (36.0%) they would exactly use the BTS again in the future, and only (0.3%) said they would not use the BTS again. Regarding their satisfaction level of the BTS, the majority of the respondents (38.5%) rated the BTS at poor; (22.8%), at an average level; (19.8%) at an extremely poor level; and (9.0%) at good level, respectively.

According to SERVQUAL's 5 dimensions results, SERVQUAL's 5 dimensions had been rated at the "Poor" by almost customers. From result of the Tangible dimension, the highest rating of service quality in tangible dimension was on the "Poor" which all five items show as follow: 1) Bus station and facilities are comfortable (47.0%); 2) Inside environment of bus is clean and hygienic (58.0%); 3) Cleanliness of facilities and equipment (56.5%); 4) Buses have spacious and comfort seats for the passenger (50.0%); and 5) Buses have ample legroom and foot space equipment (56.5%). For Reliability dimension, the highest rating of service quality on reliability dimension was on the "Poor" which all five items show as follow: 1) Accuracy of ticketing and billing services (43.5%); 2) Buses departure and arrives at the punctual time (55.3%); 3) Safe and security service (44.0%); 4) Buses are never break down on the road (42.5%); and 5) When you have problem bus companies show a sincere interest to solving (57.5%). About dimension of Assurance, almost respondent rated their satisfaction on service quality in assurance dimension also pointed at the "Poor" which all five items show as follow: 1) You feel safe in your journey (49.5%); 2) Staffs are consistently courteous with the passenger (55.3%); 3) Driver and conductor

are consistently polite (57.5%); 4) Driver have sufficient and driving skill (52.5%); and 5) Staffs are friendly and polite (55.5%). According to the result of Empathy dimension, the highest rating of service quality in empathy dimension was on the "Poor" as well that all five items show as follow: 1) Bus companies give a convenient operating hour (62.0%); 2) Staffs understand your specific needs (56.5%); 3) Bus companies have passenger inters at heart (46.3%); 4) Customer loyalty program and promotion (46.3%); and 5) Bus companies give special care for women, children, handicap and vulnerable peoples (51.8%). And, the results of Responsiveness dimension, almost respondent rated their satisfaction on service quality in assurance dimension also pointed at the "Poor" which all five items show as follow: 1) Bus companies provide specific time and efficient service (50.8%); 2) Bus companies always inform what is available or prohibit services (54.5%); 3) Communication with staffs is clear and helpful (58.6%); 4) Staffs are always willing to serve you (61.9%); and 5) Staffs are never too busy to respond to your request (58.3%).

About qualitative attributes, from the suggestion provided by 133 customers, there are 20 customers with both female and male suggested that the BTS should improve the cleanliness of facilities and equipment. There are 15 customers were not pleased with drivers and conductors because they are constantly impolite. And the same amount of consumer suggested that the staffs of BTS should be polite to all passengers, and should be good communication with passengers.

CHAPTER V

CONCLUSION

This chapter is presented at the conclusion of the whole of the thesis. It also proposes providing the detailed discussion on the service quality (SERVQUAL) findings. And, the last part of this chapter provides the recommendations to improve the quality of service and satisfaction to the customer, also presented the limitations and further research.

Conclusions

This analysis represented an endeavor to reach the target that to research bus transportation condition in Cambodia from Phnom Penh capital city to Poipet city. In line with a study from data collection, the bus transport condition from Phnom Penh to Poipet along NR5 was in poor condition that needs to strengthen this service to be better. According to the general result, the 38.5% of passengers rated their satisfaction on BTS at the poor level; and 63.0% of passengers do not willing to use BTS again, as 36.0% of them said that they have no choice, so they still use BTS to travel from Phnom Penh to Poipet along NR5. Totally, the bus transport condition is in terrible condition depend on passengers' complaints.

The additional analysis was designed to evaluate service quality and customer satisfaction in the bus transport from Phnom Penh to Poipet along NR5. This analysis obtained the result of SERVQUAL's 5 dimensions such as Tangible, Reliability, Assurance, Empathy, and Responsiveness. In each SERVQUAL's 5 dimensions have five items which were rated by passengers who have experience in traveling from Phnom Penh to Poipet along NR5. According to SERVQUAL's 5 dimensions results, SERVQUAL's 5 dimensions had been rated at the "Poor" by almost customers.

According to passengers' experience, most of them give suggestions for bus service improvement such as the BTS should improve the cleanliness of facilities and equipment, the staffs of BTS should be polite to all passengers, and should be good communication with passengers, the staffs of the BTS should speak English to foreigner

passengers, the BTS should improve the punctual time, and the staffs of BTS should be polite in communication with all passengers.

Service quality in BTS could be a crucial thought for a prosperous service business in bus transport. Most importantly, a decent service could be alone to reach the promise of gathering with the demand and satisfaction of the customer. Thus on manufacturing that, the service operators got to the primary consider comprehending the need and satisfaction of customers before enhancing the appropriate strategy of service to satisfy the need of customers.

Discussions

From the findings, one interesting finding was that in the question of customer's reason to use BTS is operated by private companies in which "Good Service" ranked last among other factors (suitable traveling, location convenience, appreciate price, and no choice). Also, more than half of the respondents stated they maybe will use BTS again in the future. Actually they were in hesitation to use this service because they said that they did not satisfy on this service. And, less than half of the respondents maybe use the BTS again in the future because they have no choice. Therefore. It can be clearly seen that this study was focusing at the right point. Despite the fact that almost half of the respondents rated their satisfaction level on service quality of the BTS in the "Poor" level; however, not so many customers preferred to use the BTS that is supplied by private companies from Phnom Penh to Poipet along NR5. Notwithstanding, the detailed discussion on the service quality of the BTS is provided as follow.

In the results of SERVQUAL's five dimension (tangibles, reliability, assurance, empathy, and responsiveness), almost dependents rated their satisfaction on service quality of the BTS all these dimensions at the poor level. Starting the result of tangible dimension, the items that most customers concerned was on the facilities and comfortable as "Buses have spacious and comfortable seats for the passenger" at poor level with scored at 2.26; while "Bus station and facilities are comfortable" at poor level with scored at 2.22, follow by "Buses have ample legroom and foot space equipment" at poor level with scored at 2.18 and "Inside environment of bus is clean and hygienic" at poor level with scored at 2.17 respectively. Moreover, 20 respondents out of 133 have

stated their complaints about the cleanliness of facilities and equipment. So, it can be clearly seen that the BTS is seriously facing with comfortable and hygiene issue.

For reliability dimension results, the item was the most concerned by respondent as "Accuracy of ticketing and billing services" at poor level with scored at 2.23; while "Buses never break down on the road" at poor level with scored at 2.18, follow by "Safe and security service" at poor level with scored at 2.14 and "Buses departure and arrives at the punctual time" at poor level with scored at 2.05 respectively. In this point, passengers also provided their suggestion that the BTS should improve the departure and arrives at the punctual time and the BTS should discount the fee for the poor People. Therefore, the BTS is poor at the accuracy of ticketing and billing services and punctual time. The BTS needs to care about safety and security. About assurance dimension results, the item was the highest scored with 2.22 and at poor level was as "You feel safe in your journey", almost half of respondents stated that they feel scare during their journey because the bus drivers did not respect the traffic law, and drive very fast without polite driving. While, "Staffs are consistently courteous with the passenger" at poor level with scored at 2.15, follow by "Driver has sufficient and driving skill" at poor level with scored at 2.06 and "Staffs are friendly and polite" at poor level with scored at 2.02 respectively. Moreover, 44 respondents stated their complaints that staffs of BTS are not polite and poor at communicating to all passengers, and driver and conductor are constantly impolite. The BTS that was operated by private companies was poor in morality and communication.

According to the results of empathy, the item was the most concerned by respondent as "Bus companies have passenger inters at heart" at poor level with scored at 2.15, follow by "Bus companies give a convenient operating hour" at poor level with scored at 2.14, "Customer loyalty program and promotion" at poor level with scored at 2.10, and "Bus companies give special care for women, children, handicap and vulnerable peoples" at poor level with scored at 2.03 respectively. In this issue, other respondents also suggested that the BTS should give special care for women, children, handicap and vulnerable peoples. So, it can be clearly seen that the BTS that was provided by private companies do not care their service to the customer. For responsiveness dimension results, the items that most customers concerned was on responding as "Staffs are never too busy to respond to your request" at poor level with

scored at 2.18; while “Communication with staffs is clear and helpful” at poor level with scored at 2.16, follow by “Staffs are always willing to serve you” at poor level with scored at 2.13 and “Bus companies always inform what is available or prohibit services” at poor level with scored at 2.07 respectively. Moreover, in qualitative attributes the passengers stated their suggestion that the BTS that was operated by private companies should engage in needs assessment periodically to provide the key attributes that respond to these needs. Therefore, the BTS is poor at service supplying and feedback to the passengers.

Understandably, there is, however, a chance for the enhancements to be drained order to extend the satisfaction of customer on service quality. Therefore, it is thought of vital that the BTS of private firms in Cambodia improve its service quality in each dimension (tangible, reliability, assurance, empathy, and responsiveness), so as to keep up existing customer, access the lost, furthermore as the fascinating new customer.

Recommendations

Form the service quality results with the SERVQUAL’s five dimension (tangible, reliability, assurance, empathy, and responsiveness), this study provides the following recommendations to the BTS of private companies that supply service from Phnom Penh to Poipet along NR5 in Cambodia. In order to improve and enhance customer satisfaction on the service, this study contributes to the recommendations as below:

The BTS should pay additional attention to the development of cleanliness of facilities and instrumentality, as a number of the respondents indicated that they were not happy with the conditions of equipment getting used in commission.

The BTS should pay attention to provide the passengers in comfortable inside the bus such as seat and environment.

The BTS analysis and improvement division should closely observe and use the ends up in this analysis to improve the customer’s satisfaction, scope of the issues, enhancements required, further because the future satisfaction of the service.

BTS’s promoting and promotional material department should bear in mind of the promoting and public communication problems, and promote the all staffs attempt

to speak English with foreigner passengers, moreover, all staffs should be sensible communication with all passengers.

The BTS should take into account on paying special attention to the hygienically of its bus. Also, BTS's human resource department and also the quality management division should take into account rising the standard of employees and instrumentality as they will mirror the general image of the service.

Staff coaching on politeness is another vital issue that required to be rising in line with the suggestion of the respondents.

The BTS should be careful especially to the timing of the service as almost customers were tense that the bus which they used rarely departs on time. Also, price tag rating may have to discount for the poor aged in line with the suggestion of the respondents.

Because of the study difficulties mentioned earlier in result section, additional in-depth qualitative analysis like focus cluster or interviews on the quality of service is usually recommended to be rework within the future by the BTS or alternative stakeholders as qualities analysis can end in additional information accuracy further as additional integrity.

Limitations

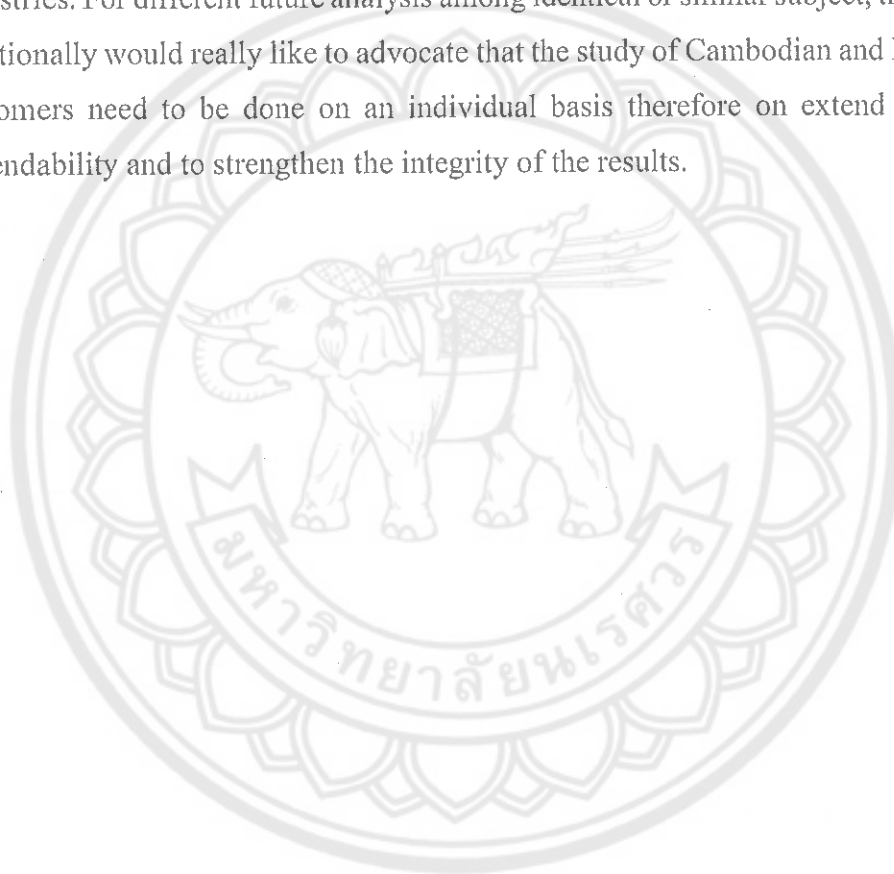
The followings are a few limitations which the author had encountered during this research.

The language was a barrier to Cambodian respondents in order to perform this research. So, the questionnaires were translated English to the Khmer language by the author to be accessible for Cambodian respondents.

Since data were collected only at the target area that collected in Phnom Penh, Poipet, and sub-office along NR5. The results of this study mentioned only the BTS that was operated by private companies from Phnom Penh to Poipet along NR5. These results may not reflect all the bus transport private companies that supply service from Phnom Penh to other cities and provinces along other National roads in Cambodia.

Further Research

This research had provided a general read of the condition of the bus transport sector in Kingdom of Cambodia, on-going the service quality and satisfaction level of customer equally in different useful information of the passengers in Kingdom of Cambodia. The researcher needs to suggest that the findings throughout this analysis are to be practice as information offer and guideline in mensuration and crucial the customer's satisfaction in transportation, hospitality, and instead connected service industries. For different future analysis among identical or similar subject, the researcher additionally would really like to advocate that the study of Cambodian and International customers need to be done on an individual basis therefore on extend the analysis dependability and to strengthen the integrity of the results.





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APPENDIX

QUESTIONNAIRE

Research Title: Improving Service Quality and Customer's Satisfaction on Bus Transport Sector of Cambodia. This questionnaire is a part of research study for the Master degree in Logistics and Supply Chain Program, School of Logistics and Supply Chain, Naresuan University, Thailand. This research is focus on Service Quality and Customer's Satisfaction on bus transportation Phnom Penh - Poipet. Your answer to the questionnaire would be very valuable and helpful for further developing and improving the service quality and customer's satisfaction on bus transport sector of Cambodia. Thanks, you for your cooperation.

Sokchan Ok

Master Candidate

Section 1: Demographics Information

Please mark ✓ in the answer box bellow.

Gender: Male Female

Age: Less than 24 25-35 36-45
 46-60 Above 60

Nationality: Cambodian American Russian
 Vietnamese German Japanese
 Thai French Korean
 Chinese England Indonesia
 Others (_____)

Education: Less than high school High school
 Bachelor degree Master degree
 Above Master degree

Occupation: Student Farmer
 Government Officer Private Staff
 Business Owner Others (_____)

Average income monthly

Less than 120 USD 121-250 USD 251-500 USD
 501-1000 USD Above 1000 USD

How many times do you travel from Phnom Penh to Poipet (within 3 years)?

First time 2-12 times 13-24 times
 24-36 times Above 36 times

Time your frequent use?

Morning Afternoon Evening Night

Day frequent use

Working day Weekend
 Short Holiday Long Holiday (Festival)

Purpose of the travelling.

Business Visiting friends or family
 Leisure Transportation
 Others (_____)

Why do you choose bus for your transportation?

Appreciate Price Suitable Travelling
 Location Convenience Good Service
 No Choice

Will you use the bus transport services next time?

Exactly Maybe No with what choice?.....

Overall satisfaction level.

- Extremely poor
 Poor
 Average
 Good
 Excellence

Section 2: Service Quality

Please Mark (✓) in the box to show about service quality

Rating:

- 1 Strongly poor
 2 Poor
 3 Average
 4 Good
 5 Excellence

No	Statement of Service Quality	Level of service quality				
		1	2	3	4	5
Tangibles						
1	Bus station and facilities are comfortable.					
2	Inside environment of bus is clean and hygienic.					
3	Cleanliness of facilities and equipment					
4	Buses have spacious and comfort seats for the passenger.					
5	Buses have ample legroom and foot space.					
Reliability						
1	Accuracy of ticketing and billing services					
2	Buses departure and arrives at the punctual time					

No	Statement of Service Quality	Level of service quality				
		1	2	3	4	5
3	Safe and security service					
4	Buses are never break down on the road					
5	When you have problem bus companies show a sincere interest to solving					
Assurance						
1	You feel safe in your journey					
2	Staffs are consistently courteous with the passenger					
3	Driver and conductor are consistently polite					
4	Driver have sufficient and driving skill					
5	Staffs are friendly and polite					
Empathy						
1	Bus companies give a convenient operating hours					
2	Staffs understand your specific needs					
3	Bus companies have passenger inters at heart					
4	Customer loyalty program and promotion					
5	Bus companies give special care for women, children, handicap and vulnerable peoples.					
Responsiveness						
1	Bus companies provide specific time and efficient service					
2	Bus companies always inform what is available or prohibit services					
3	Communication with staffs is clear and helpful					
4	Staffs are always willing to serve you					
5	Staffs are never too busy to respond to your request					

Section 3: Customer's Suggestions

Is there any other services quality would you suggest for customer's satisfaction on bus transportation?



ចំណងជើងនៃការសិក្សាស្រាវជ្រាវ: ការបង្កើនគុណភាពសេវាកម្មនិងការបំពេញចិត្តអតិថិជនទៅលើវិស័យដឹកជញ្ជូនតាមរថយន្តក្រុងនៅកម្ពុជា។

ឋានៈ: អ្នក សុខច័ន្ទ បេក្ខជនថ្នាក់អនុបណ្ឌិតវិទ្យាសាស្ត្រ ផ្នែកកុស្តភាពនិងក្រប្រែក្រួតសង្វាក់នៃសាកលវិទ្យាល័យនរោត្តមប្រទេសថៃ។ការសិក្សាស្រាវជ្រាវនេះធ្លោកសំខាន់ទៅលើ ការបង្កើនគុណភាពសេវាកម្ម និងការបំពេញចិត្តអតិថិជនទៅលើវិស័យដឹកជញ្ជូនតាមរថយន្តក្រុងកំពេញ ហើយប៉ែត រ៉ី (តាមបណ្តោយផ្លូវជាតិលេខ៥) ។ ចម្លើយរបស់លោកអ្នកពិតជាមានតម្លៃខ្លាំងណាស់នៅក្នុងការជួយស្ថាបនា ក៏ដូចជាជួយបង្កើនគុណភាពសេវាកម្មនិងការបំពេញចិត្តអតិថិជនទៅលើវិស័យដឹកជញ្ជូនដោយរថយន្តក្រុងនៅកម្ពុជាយើងទៅថ្ងៃមនាគត។

ឋានៈស្នូលផ្នែកគុណភាពយ៉ាងជ្រាលជ្រៅជំពោះការសហការរវាងរថយន្តកម្ពុជា។

អ្នក សុខច័ន្ទ

ផ្នែកទី១: ព័ត៌មានផ្ទាល់ខ្លួនរបស់អ្នក

សូមគូសសញ្ញា នៅក្នុងប្រអប់ចម្លើយដែលត្រូវនឹងព័ត៌មានរបស់អ្នក

ភេទ: ប្រុស ស្រី

អាយុ: ក្រោម 24 25-35 36-45
 46-60 លើសពី 60 ឆ្នាំ

សញ្ជាតិ: កម្ពុជា អាមេរិក វៀតណាម ថៃ បារាំង កូរ៉េ ចិន អេស្ប៉ាញ ផ្សេងៗ (_____)

ការសិក្សា: ក្រោមវិទ្យាល័យ ថ្នាក់វិទ្យាល័យ
 ថ្នាក់បរិញ្ញាបត្រ ថ្នាក់អនុបណ្ឌិត
 លើសពីអនុបណ្ឌិត

មុខរបរ: សិស្ស គណនេយ្យ
 មន្ត្រីរាជការ បុគ្គលិកឯកជន

អាជីវកម្មផ្ទាល់ខ្លួន អ្នកទេសចរណ៍

ផ្សេងៗ (_____)

ចំណូលក្នុងមួយខែគិតជាមធ្យម

ក្រោម 120 USD 121-250 USD 251-500 USD

501-1000 USD លើសពី 1000 USD ឡើងទៅ

តើអ្នកបានធ្វើដំណើរពីភ្នំពេញដោយបើកបរយានយន្តអង្គុយរយៈពេលបីម៉ោងក្នុងក្រោយនេះ?

ជាលើកទី 1 2-12 ដង 13-24 ដង

24-36 ដង លើសពី 36 ដង

រោលណាដែលអ្នកប្រើប្រាស់ភ្នំពេញ?

រោលព្រឹក រោលថ្ងៃ រោលល្ងាច រោលយប់

ថ្ងៃដែលអ្នកប្រើប្រាស់ភ្នំពេញ

ថ្ងៃធ្វើការធម្មតា ថ្ងៃចុងសប្តាហ៍ ថ្ងៃសម្រាករយៈពេលខ្លី

ថ្ងៃសម្រាកបុណ្យជាតិ

គោលបំណងនៃការធ្វើដំណើរ

អាជីវកម្ម ទៅលេងមិត្តភក្តិ ក្រុមគ្រួសារ

ដំណើរកំសាន្ត ដឹកជញ្ជូនទំនិញ

ផ្សេងៗ (_____)

ហេតុអ្វីបានជាអ្នកជ្រើសរើសការធ្វើដំណើរតាមរថយន្តក្រុង?

ពេញចិត្តជាមួយតម្លៃ ការធ្វើដំណើរដែលអាច ទទួលបានបាន

ទីតាំងងាយស្រួល សេវាកម្មល្អ

គ្មានជម្រើស

តើអ្នកនឹងប្រើប្រាស់សេវាកម្មនេះនៅពេលក្រោយទៀតដែរឬទេ?

- ប្រើប្រាស់ ប្រហែលជា មិនមានជម្រើសណាមួយ

កម្រិតនៃការពេញចិត្តរបស់អ្នក

- ខ្សោយណាស់
 ខ្សោយ
 មធ្យម
 ល្អ
 ល្អណាស់

ផ្នែកទី២: គុណភាពសេវាកម្ម

សូមគូសសញ្ញា ✓ នៅក្នុងប្រអប់ដើម្បីបង្ហាញពីការវិនិច្ឆ័យទូទៅលើសេវាកម្ម

កម្រិត: 1=មិនយល់ស្របទាំងស្រុង 2= មិនយល់ស្រប 3= មិនសូវមេចចិត្ត
 4=យល់ស្រប 5= យល់ស្របទាំងស្រុង

ល.រ	ផ្នែកនៃគុណភាពសេវាកម្ម	កម្រិតនៃការយល់ឃើញ				
		1	2	3	4	5
ភាពជាក់ស្តែង						
1	សំភារៈបរិក្ខារនិងស្ថានីយ៍មានជាសុខភាព					
2	បរិយាកាសនៅក្នុងរថយន្តស្អាតល្អនិងមានអនាម័យ					
3	ឧបករណ៍និងសំភារៈបរិក្ខារក្នុងរថយន្តស្អាតមានអនាម័យ					
4	រថយន្តមានលក្ខណៈងាយ និងមានកន្លែងអង្គុយប្រកបដោយជាសុខភាពសម្រាប់អ្នកដំណើរ					
5	រថយន្តមានចន្លោះ និងទំហំគ្រប់គ្រាន់សម្រាប់ដាក់ទំនិញ					
ភាពដែលអាចជឿជាក់បាន						
1	តម្លៃសំបុត្រនិងវិក័យបត្រមានភាពត្រឹមត្រូវ					
2	ការទាញដល់និងការចេញដំណើររបស់រថយន្តមានភាពច្រើនទាត់					

ល.រ	ផ្នែកការងារគុណភាពសេវាកម្ម	កម្រិតនៃការយល់ឃើញ				
		1	2	3	4	5
3	សេវាកម្មសន្តិសុខ និងសុវត្ថិភាព					
4	វេយស្តមិនដែលខូចតាមផ្លូវ					
5	នៅពេលដែលអ្នកមានបញ្ហាក្រុមហ៊ុនមធ្យាភ័យចំណាប់អារម្មណ៍នៃការជួយដោះស្រាយ					
ការគោរព						
1	អ្នកមានអារម្មណ៍ថាមានសុវត្ថិភាពនៅក្នុងការធ្វើដំណើររបស់អ្នក					
2	បុគ្គលិកតែងតែឱ្យយោងដោយសុភាពរាបសារជាមួយអ្នកដំណើរ					
3	អ្នកបើកបរនិងក្រុមហ៊ុនតែងតែមានការគួរសម្បជាប់ជាទីចូល					
4	អ្នកបើកបរមានជំនាញ និងប្រកបដោយប្រសិទ្ធភាព					
5	បុគ្គលិកចេះគួរសម និងរូសលយក់ទាក់					
ការយល់ចិត្ត						
1	ក្រុមហ៊ុនផ្តល់ប្រតិបត្តិការងារយល់ស្រួល					
2	បុគ្គលិកដឹងច្បាស់ពីតម្រូវការរបស់អ្នក					
3	ក្រុមហ៊ុនចាត់ទុកអតិថិជនជាសំខាន់					
4	ភាពស្មោះត្រង់របស់អតិថិជននិងក្រុមហ៊ុនបានលើកទឹកចិត្ត(អតិថិជនប្តូរចិត្តទៅប្រើប្រាស់សេវាកម្មផ្សេង)					
5	ក្រុមហ៊ុនផ្តល់នូវការថែទាំសេវាចំពោះស្ត្រី កុមារ ជនពិការ និងជនងាយរងគ្រោះ					
ការទទួលខុសត្រូវ						
1	ក្រុមហ៊ុនផ្តល់នូវពេលវេលាជាក់លាក់និងសេវាកម្មប្រកបដោយប្រសិទ្ធភាព					
2	ក្រុមហ៊ុនតែងតែជូនដំណឹងពីសេវាកម្មដែលអាចធ្វើ និងអ្វីដែលត្រូវហាមឃាត់					
3	ការប្រាស្រ័យទាក់ទងជាមួយបុគ្គលិកគឺច្បាស់លាស់និងទទួលបានការជួយ					
4	បុគ្គលិកតែងតែមានគន្លឹះក្នុងការផ្តល់សេវាកម្មឱ្យអ្នក					
5	បុគ្គលិកមិនដែលអស់ខ្លាំងពេលដែលឆ្លើយតបនូវសំណើរបស់អ្នក					

ផ្នែកទី 3: ការបញ្ចេញមតិយោបល់បន្ថែមរបស់លោកអ្នក

ប្រសិនបើលោកអ្នកចង់បន្ថែមគំនិតផ្សេងទៀតលើសេវាកម្មនេះ សូមបញ្ចេញមតិយោបល់របស់លោកអ្នក។



BIOGRAPHY

Name –Surname	Sokchan Ok
Date of Birth	1 December 1988
Address	Phteas Prey District, Pursat town, Pursat Province, Cambodia
Work Place	Phnom Penh
Position	Owner Business
Work Experiences	
2017-2018	Interpreter and Administrator officer Cambodian Embassy in Thailand
July-Sep2017	Assistant Manager CTI Logistics (Cambodia) CO., LTD (CTI)
Education Background	
2014	B.Econ. (Financial and Banking) IIC University of Technology, Phnom Penh City, Cambodia

