Communication Issues within Logistics in Malaysia

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DECLARATION

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or other institutions.

Signature 

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Date : 4/10/2023

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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration

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The purpose of this study is to determine the factors affecting the communication barriers in Malaysia logistics and eventually to propose ways to shorten the gap. Based on empirical research by Ali et al (2008) and Muhammad et al (2014) mostly, communication issues were determined among interdepartmental logistics in Malaysia. Upon extensive literature review, 3 main factors were determined naming; technology effectiveness, knowledge accessibility and structural standardization. The method of research was quantitative research. A set of questionnaires were then made. These questionnaires are segmented into 4 different sections. Section A for demographic profile, Section B focused on technological effectiveness, Section C on knowledge accessibility and Section D on structural standardization. But out of 500 questionnaires only 350 questionnaires. The respondents were from many logistic companies of both large and small companies. Hypothesis tests were done to prove these 3 main factors being the variable to the research topic. It was proven that the technological effectiveness, knowledge accessibility and structural standardization does affect the communication barrier in logistics. Recommendations were made to improve the common mode of communication within departments, to provide proper knowledge transfer within the department and lastly to provide clear information on the structural standardization and job scope for each department.

CHAPTER 1: INTRODUCTION

Over the past several decades, logistics underwent a fundamental transformation. From a microeconomic perspective, logistics evolved from a supporting role in materials management to a separate component of production that would later coordinate global supply chains. The consumer-oriented economy has expanded the range of materials management approaches and raised the logistical operations' complexity in both production and commerce. Production processes now include haulers as providers of logistical services. Policies imposed have also provided more strategic distribution systems.

In order to catch up with the fast phase and future economy, Malaysia was quick enough to establish logistic companies. One of the successful companies are POSLAJU, GDex, etc. In order to sustain these businesses, communication has always been a key to ensure an organization or any field to run successfully. According to Prof. J. Haste, business communication refers to any exchange of information between two or more business people for the goal of efficiently organizing and managing a firm.

This study was then conducted to determine the factors affecting communication barriers in Malaysia logistics. In this chapter, we will further discuss the purpose of this research and how factors affecting these communication barriers should be determined for a successful operation in logistics.

1.1 Background of the study

The definition of a supply chain and logistic appears to be widely accepted; Teigen from 1997. A supply chain is defined as a network of autonomous or semi-autonomous corporate organizations that are jointly in charge of the purchase, manufacture, and distribution of one or more families of related products (Swaminathan, Smith, Sadeh, 1996).

Research such as Ali et al (2008) have found several restrictions when it comes to logistic development in the country. This is due to lack of follow-up actions, problems in technology, lack of trained manpowers, lack of proper information transfer, etc. He further went on describing

communication being one of the challenges for logistics in Malaysia. This was then further supported by Muhammad et al (2013) where it further described the importance of communication through knowledge transfer as new business ventures and opportunities may enter. This was further supported by studies in 22% of Asia Pacific customers only are happy with the delivery service. This is where communication and delivery requests are important. This was derived from an article by Michael Arnold.

As a result of employee shortages and shipping delays brought on by the spread of the worldwide pandemic, many supply chain teams are currently feeling the burden of loss. As a result, communication in supply chain management is now more important than ever. This also explains how interdepartmental relationships are important.

W. Charles Reading in 1936 established organizational communication. The common framework for business communication are internal (upward) communication, internal (downward) communication, horizontal/lateral communication and external communication. The understanding for respective communication are summarized in below table:

Type of Communication	Description
Internal Upward Communication	Information flows from lower levels of an organization to higher levels. It includes feedback, suggestions, and reports from employees to managers or executives.
Internal Downward Communication	Information flows from higher levels of an organization to lower levels.
Horizontal/Lateral Communication	Communication within an organization, involving employees, managers, and teams.
External Communication	Communication between the organization and external stakeholders, such as customers, suppliers, investors, and the public.

TABLE 1 - Type of Communication in an Organization

Table 1 above explains basic types of communication in an organization. Internal upward communication, often known as bottom-to-top management, is a sort of internal communication. Here, information is sent up the hierarchy from subordinates to managers or other higher-level employees. Compared to internal downward communication, which is the flow of information from top management to staff members in an organization. This information relates to giving directions to subordinates or staff members so they can do their specific jobs. Managers utilize downward communication to convey a variety of objectives, guidelines, choices, directions, and other information to their subordinates.

Another type of communication between coworkers, whether verbal or written, is referred to as lateral or horizontal communication. Communication between employees of the same or comparable ranks in a firm as well as communication between departments and within departments themselves may fall under this category. To get the intended results, communication like this is essential. Therefore, this communication takes place amongst employees at the same levels of the organization. For distinct organizational units to work effectively, horizontal or lateral communication is necessary in order to find ways to cooperate and support one another. Business communication that is conducted with individuals outside of the organization is referred to as external business communication. These individuals may be clients, stockholders, suppliers, partners, regulators, etc.

In order to accomplish organizational goals, management and employees must communicate effectively. Reducing errors is intended to increase organizational efficiency. Marketing, public relations, customer service, corporate and interpersonal communication are just a few examples of the various areas of business communication. Additionally, it requires a consistent flow of information, and feedback is seen as a vital and significant component of corporate communication. Because there are many individuals involved and there are several levels of hierarchy, business communication is crucial for planning, coordinating, organizing, directing, and regulating among other management activities.

1.2 Research Problem

There has been limited research on logistic communication in Malaysia. According to research done by Ali et al. in 2008 there are a number of obstacles preventing the growth of logistics in Malaysia. Lack of follow-up after meetings or issues raised, a lack of sophisticated management strategies among supply chain companies, issues with the information technology (IT) system's (1) expensive EDI pricing and charges due to untransparent markups by freight forwarders and (2) overall performance and functionality of the system, a lack of skilled and trained personnel, the absence of a single established source of logistics data, and a lack of sophisticated management techniques.

The problems with these research is that these have been outdated especially after the rise of new technology implementations in Malaysia. For example: to accomplish synchronization and coordination among SCM participants, for instance, developments in information technology (IT) in data exchange and communication are utilized. In recent years, innovations and technologies in Hong Kong have used radio frequency identification (RFID) technology, which is based on information communication (Ali & Haseeb 2019).

The transportation of products and services along the global supply chain is greatly facilitated by the logistics sector. In order to increase operational effectiveness, save costs, and promote sustainability, there have been considerable movements in creating seamless communication. Due to its prominence in the Southeast Asian logistics scene, Malaysia has seen several technical developments in its logistics operations. This research will further focus on the lateral or horizontal communication within the logistics and supply chain. This then leads to the research problem:

1) lack of common mode of communication within the logistics team
2) how can the communication barrier be improved?

1.3 Research Question

There are 2 research questions that is found through this research:

1) What are the main communication obstacles between Malaysia logistics businesses that prevent them from working effectively together?

The purpose of this study topic is to identify and understand further the main barriers and difficulties that prevent effective communication for logistics companies in Malaysia.

2) How can communication barriers in Malaysia logistics be resolved?

The goal of this research topic is to investigate viable remedies for the observed communication difficulties between these departments.

1.4 Objective of the Study

The research objectives are:

1) To investigate the main communication obstacles in Malaysia logistic business that prevents from working effectively together

It may even entail looking at aspects such as language hurdles, cultural quirks, time zone differences, and different communication philosophies that might pose obstacles to sharing information and coordinating logistics activities.

2) To propose ways to improve the communication barriers

This portion is from collecting feedback from operations, clearance agents and admin agents on how workload and communication can be improved.

1.5 Significance of the Study

This research is made to further understand the scope of lateral communication in Malaysia logistics. Especially from the research of Muhammad et.al (2013) being one of the few researches on Malaysia logistics communication apart from Ali et al. in 2008. Despite all sorts of logistics barriers in Malaysia have been researched, there seems to be a lack of research or awareness on the lateral communication barriers in Malaysia.

According to Rabinovich et al. (1999), 3PL users may create integrated functional processes for the movement of information and materials to and from their suppliers. According to Huiskonen and Pirttilä (2002), better logistical processes between 3PL users and suppliers result from lateral coordination, which includes formal group teams, informal communication, and integrated responsibilities. Five forms of integrative behaviors of 3PL users were identified by Hofer et al. (2009) as being extendedness, operational information interchange, joint operating control, shared advantages and burdens, and planning.

In conducting this research, research of lateral or horizontal communication is focused on. In order to resolve customers expectations, research is conducted between 3 departments; namely the operation department which consist of station agents, ramp agents, freight operation agents, etc ; the clearance department which consist of clearance agents, etc ;and the admin department which consists of trace agent, customer care, etc.

1.6 Research Outline

Factors of communication barrier in Malaysia logistic has been the choice of this research title. Moving forward, below chapters will be an explanation of this research.

Chapter 2; Literature Review where base of this research is made from. This chapter will explain the theoretical concept and how the proposed conceptual framework came about. This chapter will also have further understanding how the hypothesis is connected to the proposed conceptual framework.

Chapter 3; Research Methodology will dive into the method of research chosen to support this study. And further supports how the following chapter will conduct its data. This chapter is important as it breaks down sub-chapter by sub-chapter on the chosen tests.

Chapter 4; Data Analysis and Result will provide the proof of support of this research. With extensive test and hypothesis proving methods that are available, few basic and simple test are chosen for better understanding.

Chapter 5; Conclusions and Recommendations will provide further understanding of this research and how differently more can this research be done to improve. It will further connect the hypothesis and the conclusion accordingly.

CHAPTER 2: LITERATURE REVIEW

2.1 Theoretical Foundation and Theoretical Framework

Briscoe & Dainty (2005) explained that creating effective communication across the various supply chain layers will guarantee a superior and trustworthy information flow. The purpose of this study is to understand the mode of communication and its effectiveness within the departments. There are many forms of business communication theory. W. Barnett Pearce and Vernon Cronen in 1980 established Coordinated Management of Meaning (CMM) theory. CMM focuses on how people construct and manage meaning via communication, particularly in difficult and unclear circumstances. It is especially helpful for lateral communication within logistics when it's necessary to make sense of various viewpoints and establish common ground.

The CMM theory consist of 2 major rules known as below:

a) Constructive rule - Constructive rules refer to interactions established by communicators to comprehend events or messages from others. Here, interpretation aids in deciphering the message's meaning. This is especially important to understand in logistics to understand the priority level of the shipments to be delivered respectively.
b) Regulative rule - While regulative rule refers to the psychological understanding of the respective departments. This is where the communication of respective departments is important as it understands the demands and fills the gap for a smoother process.

In order to execute the 2 rules above, CMM theory suggests coherence, management and meaning is to be established. Subsequently, these 3 elements are further reviewed as per Pearce and Cronen (1980).

1) Coherence
2) Coordination
3) Mystery

2.1.1 Coherence

As quoted by Steuten, Van Reijswoud (1996) “if we want to understand the linguistic coordination of business activities, the unambiguous interpretation of speech acts is of extreme importance”. The quality and logical communication in an organization is what depicts

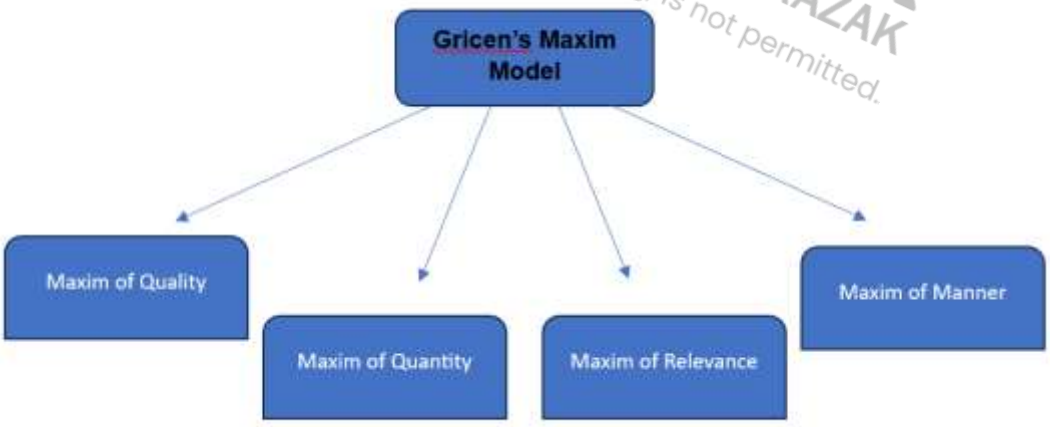
'coherence'. Even when customers convey their requests through administrations in delivering any shipments. The part where administrations or any subsequent department that needs to critically analyze and convey a message with conciseness is known as coherent. This is very important as it creates clear and concise messages and services for the customer and also within the organization to deliver what is needed. This will even enhance decision making to the subsequent department. One of the ways to identify coherence is through Grice's Cooperative Principle and Maxims Model.

The Grice's Maxim Model

The H. Paul Grice principle is based on assumption where the communicating party is truthful, informative, relevant, and clear. This model is divided into 4 maxims:

1) Maxim of Quality: Communicating what they believe to be true
2) Maxim of Quantity: Communicating all the information one knew and not to withhold information to paint a certain form of "truth"
3) Maxim of Relevance: Communicating information that are only relevant to the situation or the respective department
4) Maxim of Manner: Communicating clearly and with concise information

Figure 1: Grice's Maxim Model



Critiques on The Grice's Maxim Model

In Clyne, 1994 are heavily criticized where Grice's maxims are of Western standards and does not apply globally as it does not consider the potential cultural differences. One might counter argue on the Grice Model based on the quote “each participant recognizes in them, to some extent, a common purpose, or at least a mutually accepted direction”. However, the possibility of cultural differences as a barrier in communication are very ambiguous with no clear direction in this model.

2.1.2 Coordination

Coordination is the unity of action among the lateral departments especially where each department plays a role for a different task but with an end goal of providing the needed service of customers. However, the difficult part is when each and every department needs to communicate with harmony between the departments' efforts.

To further support this, Green et al. (2000) proposed that cross-functional project teams ie. within departments will function better if there were better lateral coordination among functional managers. Which means with proper flow of information, having a clear task distinction among the departments. This is especially important for logistics as it will provide a better in sync working environment which results in providing clear end results for customers during delivery of the shipments.

In Mintzberg (1973) and Kanter (1977), these managerial behavior data have proved that leaders spent almost 80% of their time communicating. Malone and Crowston (1994) have further supported that coordination mechanisms as a relying mechanism for group functionality, decision making even, etc. Most communication models are built based on 1 or 2 ways of communication which is also known as Linear, Interactive and Transactional Models. This can be instead further understood with the Thomas Kilmann Conflict Model.

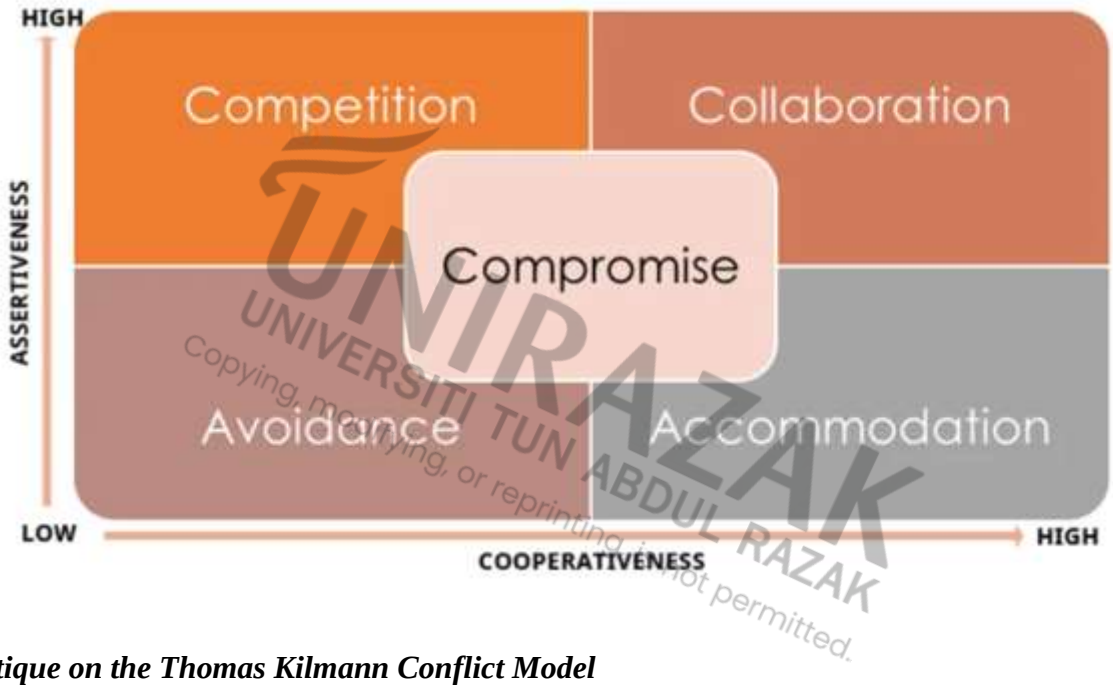
Thomas Kilmann Conflict Model

In order for coordination in logistics to run smoothly, Thomas Kilmann Conflict Model seems to be the most suitable model for this research. Kenneth W. Thomas and Ralph H. Kilmann created this model in 1974, where regular conflicts or gaps were determined to be resolved. This model entails five forms in conflict resolution.

1) High assertiveness and high cooperativeness: Collaboration
2) High assertiveness and low cooperativeness: Competition
3) Low assertiveness and high cooperation: Accommodation
4) Low assertiveness and low cooperation: Avoidance
5) Middle of all assertiveness and cooperativeness: Compromise

For more understanding, the figure below provides a clearer picture on how this model works.

Figure 2: Thomas Kilmann Conflict Model



Critique on the Thomas Kilmann Conflict Model

This model however, does not distinguish between priority level or the relationship gap in between communicating parties. This model somehow differs from the real world.

2.1.3 Mystery

Mystery is when an unexpected outcome arises that sometimes has no clear root cause. Pearce and Cronin (1980) quotes “world is far bigger and subtler than any possible stories we might develop”. It explains where not every impact can be explained. However, at times this is where mishap happens where one department has to take accountability for cases of damage or missing. Especially when compensation is required, the respective department's account of claim

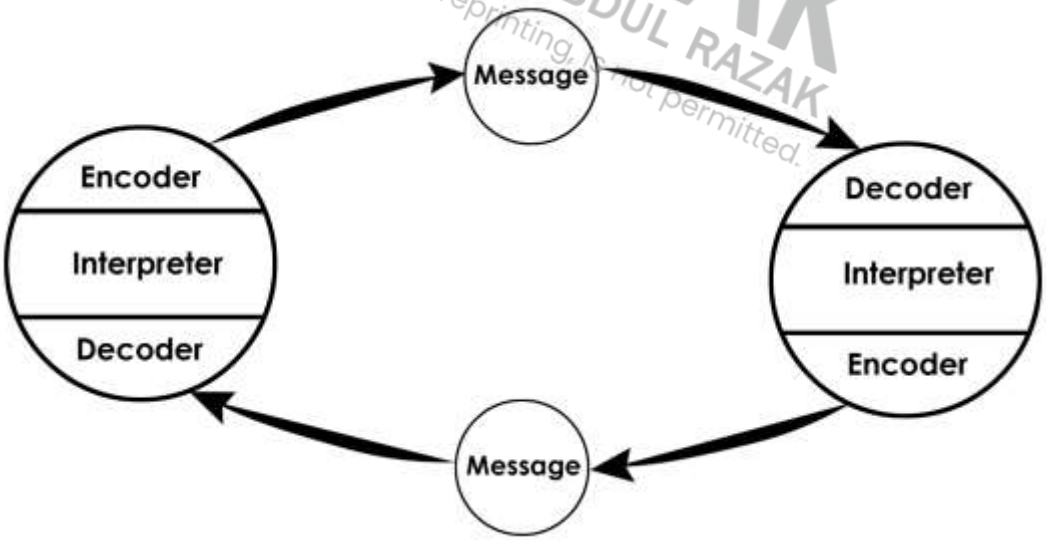
limit is to be taken from. This can be further supported through the Osgood-Schramm model by Denis Mcquail and Sven Windahl IN 1955.

The Osgood-Schramm Model

This model is also known as a circular model of communication where messages go both ways. Denis Mcquail and Sven Windahl further supports and quotes "meant a clear break with the traditional linear/one-way picture of communication.". There are 4 elements found in this model.

1) Circular Communication - All parties that are communicating are both encoders and decoders.
2) Equal and Reciprocal Communication - All communicating parties should be equally engaged.
3) Interpreted Message - Message should be interpreted properly to deliver what is needed for the customer.
4) This model contains all 3 steps of encoding, decoding and interpreting as per diagram below.

Figure 3: The Osgood-Schramm communication Model



Critiques on The Osgood-Schramm Model

This model however is an interactive model where it only looks at 2 way communication. Mystery on the other hand derived from an unknown source. Where does one decide that this communication situation is a mystery?

2.2 Review of the Prior Empirical Research

Since the study is to research further on factors that are affecting communication barriers in Malaysia. It is also to focus on how the communication was built among logistic departments that reaches the end goal for the service of customers. This study was also influenced by Muhammad, et al. (2013) where they focused on communication between departments i.e. administrative (account & HR), logistics (operation and forwarding) and warehouse (storage).

Few other empirical research studies are made to establish what makes up lateral communication as it is the form of communication highlighted in Muhammad, et al. (2013) research. List below are the main empirical research that focuses on this research.

1) Affecting communication element within interdepartmental logistics in Malaysia

2) Technology effectiveness

3) Knowledge Accessibility

4) Structural standardization

The above came from coordination, management and meaning respectively. Coordination was focused mainly upon the technology effectiveness, knowledge accessibility was derived from a combination of all 3 of coordination, management and mystery while structural standardization purely came from management aspects.

2.2.1 Affecting communication barrier within logistics in Malaysia

There was much latest (2020-2023) research for the type of barriers in Malaysia logistics. However, the only extensive research on communication barriers in Malaysia logistic was only done in 2013 by Muhammad, et al. Other research had some latest elements and proof on the

communication barrier. The main 2014 research are of the main inspiration of this research paper, while others will be on further added sources that support them.

In this Muhammad, et al. (2013) research paper, the quoted Ali et al. (2008) research where the logistics industry in Malaysia, revealing various limitations hindering its development. These constraints included insufficient follow-up on meetings or raised issues, a lack of advanced management techniques among supply chain companies, problems with information technology (IT) systems, including costly EDI pricing and suboptimal system performance. Additional issues included the absence of a skilled workforce, a lack of consolidated logistics data, inadequate research and development, absent regulatory frameworks, and insufficient information dissemination about industry growth. Local service providers struggled with international logistics involvement due to limited IT connectivity, overseas networks, and capital. Logistics' significance in economic systems led to the necessity of reducing its costs, which often constituted a significant portion of product value.

2.2.2 Technology Effectiveness

Three goals were established by Muhammad, et al. to learn the communication techniques used by parties involved in the logistics industry; to recognise patterns of communication networks used by the major parties in the logistics industry; and to pinpoint the current issue with the communication channels currently in use for informing all parties in the logistics industry. Muhammad, et al. (2013) conducted a quantitative research merely from Malaysia logistics.

As a result, the study team's main finding was that the logistics business needs mobile technology and its use. The statistics produced by the researcher made it abundantly evident how important information technology and communication are to the logistics sector. The efficacy of logistical operations would also be improved by communication and information technologies. The "logistics department" may be regarded as the primary department that is "dependent" on communication and information technology, according to this study.

There has also been research in other countries where logistics are willing to invest in better options of logistic networks to provide more production operations. This is found in Mageto et. al.

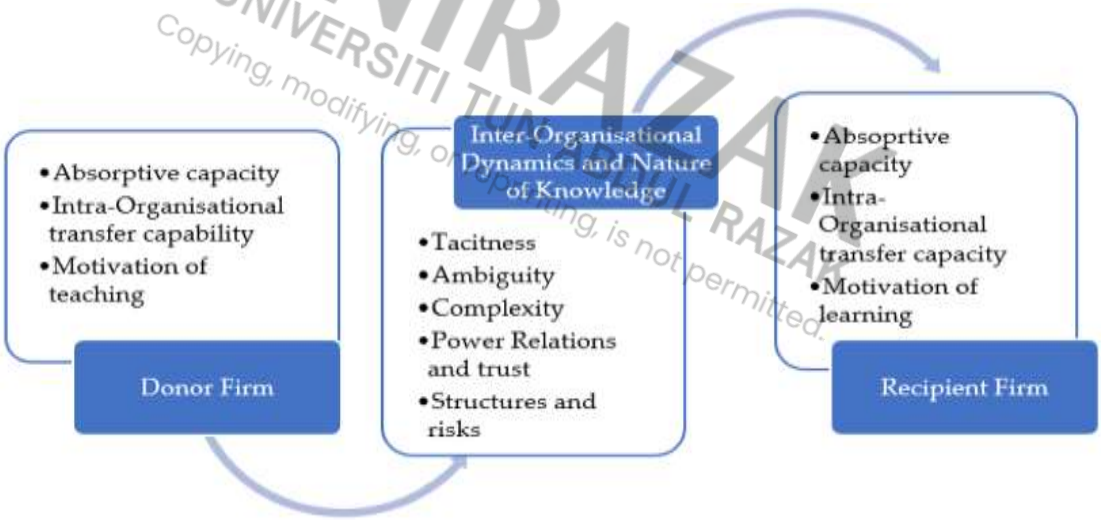
(2020) and Malviya et. al. (2015). Logistics are even expected to invest to have top-tier technology as it not only ensures on time delivery but also enhances the safety of the shipments during transit.

2.2.3 Knowledge Accessibility

Providing the right knowledge during training or working in logistics will benefit the performance of logistics. Especially when disruptions or complexity of shipment handling varies from time-to-time. Not only that, Iftikhar et.al (2022) clarifies further on the complexity of management which focuses on complexity in logistics as more knowledge is transferred.

This is where the process of knowledge transfer is important. As such having the right knowledge accessibility is important in bridging the gap of communication barriers. Below shows inter-organisational knowledge transfer and the factors that influence knowledge transfer.

Figure 4: Inter-organisational knowledge transfer and the factors influencing the knowledge transfer adapted from Smith, et al (2008)



2.2.4 Structural Standardization

Structural standardization also known as work standardization was first observed and broken down theoretically by Frederick Taylor. The efficacy of logistics depends on stable logistic processes. And having a structural standardization is the core element of this stability. As supported by Gopalakrishnan (2010), standardization became a natural part of any operation.

Haynes et al. (2009) further supported that standardization reduces errors in operation. It then provides clear and standard rules and job scope for every department. As also supported by Naveh (2007), it results in coordination and even improves knowledge transfer.

2.3 Proposed Conceptual Framework

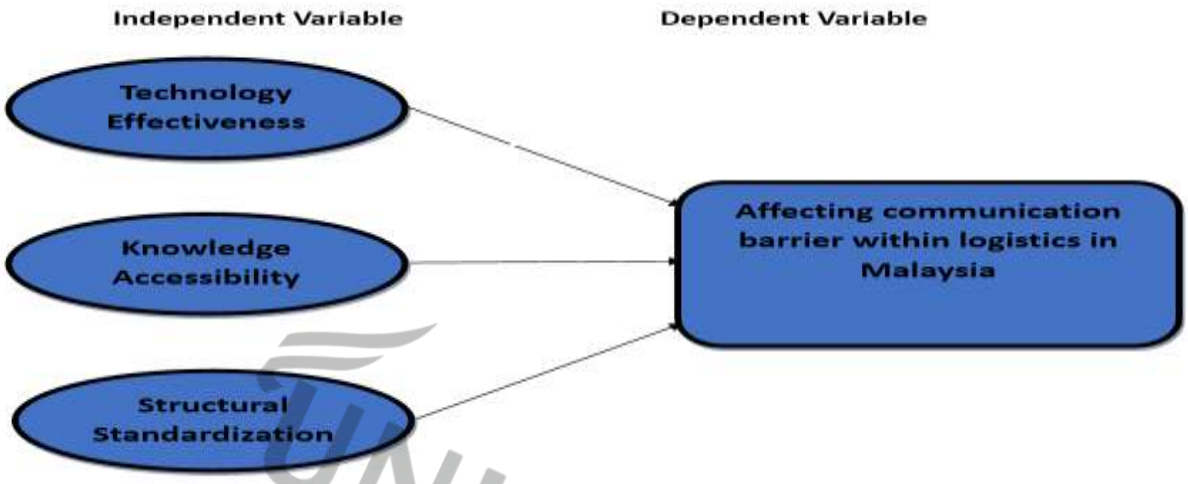


Figure 5: Proposed Framework

Upon thorough research and above mentioned literature review, communication barriers in Malaysia logistics are mainly divided into 3 categories of technology effectiveness, knowledge accessibility and structural standardization.

2.4 Hypothesis Development

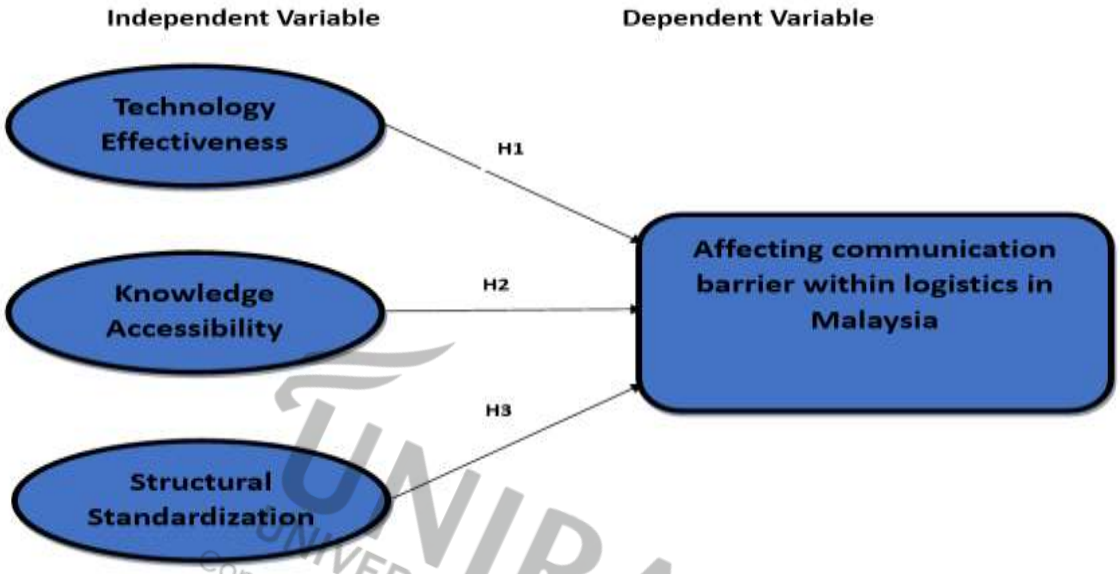
This study focuses on the lateral communication between departments as per inspired by Muhammad et al. (2014). This research focuses on the communication between 3 departments, administration (also known as trace agents, customer service agents, etc), operation agents (ramp agents, station agents, etc) and clearance agents.

After literature review above, below are the hypotheses concluded:

HI: Technology effectiveness affects the communication barrier in Malaysia logistics

H2: Knowledge accessibility affects the communication barrier in Malaysia logistics

H3: Structural standardization affects the communication barrier in Malaysia logistics



2.5 Chapter Summary

The literature review above deduced from how communication barriers have been affecting logistics and other organizations. The purpose of this study is to understand the barriers in lateral communication. This is especially helpful to provide clarity and resolve the gap in communication. Muhammad et al. (2014) is the only study in Malaysia that explains that gap between these departments.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Research Design

Quantitative research is used for this research rather than qualitative research. Dwyer, et al. (2012) believes that the qualitative method focuses on opinions of experiences rather than the affected quantity of it. In contrast quantitative methods are based on numerical data. One may find the experienced opinions are rather bigger and overlooked. But really, it is based on a quantitative method. Recognising the issue with larger data may even subsequently resolve the issues that are connected with it.

3.2 Population, Sample and Sampling Method

Though obtaining data from the population might be the most ideal method. However, this research only sample data was obtained from respective departments. As not all would like to be part of this research. Random sampling were taken from respective departments of administration, operations and clearance departments respectively. Since it is a sample data, subsequently statistical measurement is used for this research.

To understand the further the form of sampling method chosen, this would fall under the convenience sampling as it was easier to access data and feedback. The sample is obtained from a few different logistic companies. Though every logistic company has a different set of rules and regulations, operatives work similarly. Hence sampling taken from administration, operations and clearance departments respectively.

3.3 Data Collection Method

The quantitative data was obtained from sets of questionnaires (Appendix A) from respective departments. Every department was even provided a chance to rate the communication

effectiveness interdepartmental. The questionnaires were designed in a way that is communication made with different departments and will merely take 5-10 minutes to complete the questionnaire. Total of 500 questionnaires were distributed and only 350 questionnaires were responded to. Company was disclosed as per request of respondents. The questionnaires are distributed among the logistic company via google form and to all nearby station and centers.

3.4 Survey Method

For this research, questionnaires were divided into 4 categories. Section A was for demographic profile to ensure enough datas were retrieved from respective departments. Section B for technology effectiveness to understand more on the usage of technology in communication. Section C was on knowledge accessibility on how the communication interdepartmental has affected this area. And lastly Section D for structural standardization to understand how clear the structure of the department in logistics.

3.5 Variable and Measurement

The independent variables for this research are technology effectiveness, knowledge accessibility and structural standardization. Hence, each section of the questionnaires were created according to each variable mentioned. Technology effectiveness and knowledge accessibility was derived from Muhammad et al. (2014) while structural standardization is inspired by Husmuttern AB (2018).

Independent Variables	Items	Measurement	References
Technology effectiveness	TE 1	Rate of communication usage	Muhammad et al. (2014)

	TE 2	Rate of accessibility	Muhammad et al. (2014)
	TE 3	Rate of response	Modified
	TE 4	Rate of issue resolve on daily basis	Modified
Knowledge accessibility	KA 1	Rate training effectiveness by company	Modified
	KA 2	Rate company platform for knowledge base	Modified
	KA 3	Rate issue resolve rate due to company platform	Muhammad et al. (2014)
	KA 4	Rate colleague support in new knowledge and experience	Muhammad et al. (2014)
	KA 5	Rate interdepartmental support in new knowledge and experience	Modified
	KA 6	Rate issue resolve rate due to colleague	Muhammad et al. (2014)
Structural standardization	SS 1	Rate company's clarification in the role of another department	Modified

	SS 2	Rate communication ease in interdepartmental request or clarification	Modified
	SS 3	Rate communication ease in interdepartmental conflict	Modified
	SS 4	Rate the management's interference in interdepartmental conflict	Modified

Table 2 - Proposed questionnaire structure

3.6 Reliability and Validity of the Data

In this research, reliability and validity of the data is considered to further proof the methodology used. Reliability which refers to the data consistency is determined. While validity which means accuracy of the data was also used. Cronbach's alpha is used to assess the reliability element by ensuring the result is more than 0.7 ($\alpha > 0.7$) which is acceptable. While the validity of this research is made by ensuring the 0.50 as the average.

3.7 Data Analysis Method

Two types of analysis that were chosen to support the study namely 'Descriptive Analysis' and 'Diagnostic Analysis'. Descriptive analysis method being the starting point for this research method will provide clarification on what exactly happened or what are the communication barriers in Malaysia logistics. While diagnostic analysis being the logical next step will determine why the barrier happened in the first place.

CHAPTER 4: DATA ANALYSIS AND RESULTS

4.1 Introduction

This chapter describes the analysis of the data collected. In the first section (Section A) clarifies the range of data chosen from different departments to gender and the background of the respondent's education. And the second section (Section B) were questions of technology effectiveness. While Section C is about knowledge accessibility. Last section, Section D is on structural standardization. Most of the respondents are from FedEx, DHL, J &T, Poslaju, etc. However, respondents prefer to retain the information of the company they are working for.

4.2 Respondents Demographics Analysis

In this study around 500 questionnaires were distributed and only 350 questionnaires were responded with 70% of the respondents. This was especially helpful when it was distributed to not only colleagues, but also through logistic centers that helped answering these questionnaires.

Section A: Demographic Profile

Starting off with Section A of Demographic Profile. This section is important as the research provides a brief background on the background of respondents. It can even create clarification on the gaps in the research. Below Table 3, Table 4 and Table 5 shows respondents based on departmental group, gender and education respectively.

Table 3 - Respondents based on The Department Group

Department	Frequency, *n*	Percentage, *%*
Administration	147	42
Operations	103	29.43
Clearance	100	28.57
Total	**350**	**100**

Table 4 - Respondents based on Gender

Gender	Frequency, *n*	Percentage, *%*
Female	196	56
Male	154	44
Total	**350**	**100**

Table 5 - Respondents based on Education

Education	Frequency, *n*	Percentage, *%*
Secondary School	10	2.86
Diploma	197	56.29
Bachelor's Degree	117	33.43
Master's Degree and above	26	7.42
Total	**350**	**100**

From above data, it is derived from Table 3 where this research managed to obtain datas from 147 respondents of administrators which were mostly customer service, trace agents, customer service managers, etc. While the operations only 103 responded which consisted of ramp agents, station agents, etc. From the clearance department we have received about 100 respondents who are clearance agents and managers mostly. Clearance agents are not custom officers, but the clearance agents that worked for logistic companies. The percentage of 42% responders are from

the administration department, while the other 29.43% and 28.57% of them are operations and clearance respectively.

As for Table 4 that is of gender data. Around 196 respondents are female and 154 are of male which shows 56% of them are female while only 44% of them are male. This research has tried to balance some of these demographics to obtain more accurate data and analysis. Table 5 is datas based on educational backgrounds. Though the lowest responders are from secondary schoolers and master's degree and above respondents with numbers of 10 and 26 with 2.86% and 7.42% of the whole datas. But respondents with diploma and bachelor's degree education were the highest with 197 and 117 respectively with 56.29% and 33.43% of the datas.

Section B: Technology Effectiveness

In this section, technology effectiveness is the main focus of questionnaires. To understand better, respondents were clarified on the communication tool that should be used as per standard practice. It can be seen from the Table 4 data that, all the respondents agree that the logistic companies have prepared their own system for interdepartmental communication and also to record data easier for the company. The next Table 7 is more important where the datas shows the mean rate of technology efficiency for every department. Based on rate of 1 strongly disagree to 5 strongly agree, mean rate was determined with the below formula. Via e-mail shows TE 1 clearance department has the highest rate followed by operation with 4.5 and administration 4.2. In comparison, private SMS seems to be the least used communication for administration and operation. This differs for the clearance department where call seems to be the least form of communication to be reached out to.

Table 6 - Respondents based on communication tool should be used as per company standard practice.

Mode of Communication	Frequency, *n*	Percentage, *%*
E-mail	0	0
Call	0	0

Company System	350	100
Private SMS	0	0
Total	**350**	**100**

Table 7 - Respondents based on mean rate on technology usage for every department.

	E-mail	Call	Company System	Personal SMS
TE 1	4.36	4.397143	3.622857	2.348571
TE 2	4.371429	4.248571	3.594286	2.591429
TE 3	4.437143	4.46	3.68	2.602857
TE 4	4.242857	4.331429	3.525714	2.788571

	E-mail	Call	Company System	Personal SMS
TE 1	4.317143	4.394286	3.642857	3.254286
TE 2	4.357143	4.254286	3.605714	3.405714
TE 3	4.34	4.385714	3.691429	3.408571
TE 4	4.302857	4.388571	3.645714	3.377143

	E-mail	Call	Company System	Personal SMS
TE 1	4	2.425714286	3.614285714	3.488571429
TE 2	4.04	2.414285714	3.522857143	3.491428571
TE 3	4.131428571	2.385714286	3.58	3.411428571
TE 4	4.062857143	2.414285714	3.477142857	3.488571429

The above table shows mean scoring of administration, operation and clearance. The mean score for administration and operation has highest value in terms of e-mail, call and company system. With personal sms being the lowest. As for clearance, e-mail company system and personal sms seems to be the highest compared to call.

Section C: Knowledge Accessibility

Section C depicts technology effectiveness as the questionnaires. It describes knowledge accessibility that was available for employees and clear distinction for each department on the knowledge base.

Table 8 - Respondents based on mean rate on knowledge accessibility.

Usage	Mean Rate
KA 1	3.062857143
KA 2	2.991429
KA 3	3.125714
KA 4	2.94

KA 5	2.965714
KA 6	3.022857

Above data shows KA 1, KA 3 and KA 6 seems to be one of the mean compared to KA 2, KA 4 and KA 5. This will be evaluated further on Chapter 5.

Section D: Structural Standardization

Lastly, this section has sets of questionnaires that focus on structural standardization. This is to prove whether there was clearly knowledge on the structural standardization in the company.

Table 9 - Respondents based on mean rate on structural standardization.

Usage	Mean Rate
SS 1	2.308571429
SS 2	2.317142857
SS 3	2.44
SS 4	3.062857143

Above table further explains that SS4 seems to be the highest rating average compared to the others. This will be further explained in chapter 5.

4.3 Confirmatory Factor Analysis (CFA)

For this research, normality test and reliability test were made to prove the hypothesis, which in this case are H1: technology effectiveness affects the communication barrier in Malaysia logistics, H2: knowledge accessibility affects the communication barrier in Malaysia logistics and; H3: structural standardization affects the communication barrier in Malaysia logistics. Since the questionnaires have segmented these 3 hypotheses as per 3 sections, it would be easier to run the datas as such.

In order to run the test, data is collected as per mentioned above in 3 segments. And then statistical software has been used which is SPSS 26 version for assistance. Then data error has been analyzed and rectified to prove the hypothesis.

4.3.1 Normality Test

In order to establish the reliability and validity test. Normality test is done to ensure that the sample size distribution is a valid one to run the next test accordingly.

Section B: Technology Effectiveness

To understand better on the data every level of entry for each category has been segmented. For example E 5 is email with rating 5, C 5 is call with rating 5, CS 5 is company system with rating 5 and PS 5 is personal SMS with rating 5 and subsequently.

Administration

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
E 5	.248	4	.	.907	4	.469
E 4	.391	4	.	.700	4	.012
E 3	.274	4	.	.831	4	.171
E 2	.305	4	.	.799	4	.100
E 1	.232	4	.	.912	4	.492
C 5	.220	4	.	.943	4	.670
C 4	.252	4	.	.882	4	.348
C 3	.251	4	.	.927	4	.574
C 2	.308	4	.	.899	4	.426
C 1	.250	4	.	.945	4	.683
CS 5	.237	4	.	.959	4	.771
CS 4	.214	4	.	.963	4	.798
CS 3	.321	4	.	.845	4	.210
CS 2	.218	4	.	.920	4	.538
CS 1	.245	4	.	.916	4	.517
PS 5	.232	4	.	.912	4	.492
PS 4	.235	4	.	.935	4	.624
PS 3	.205	4	.	.939	4	.649
PS 2	.288	4	.	.887	4	.369
PS 1	.218	4	.	.973	4	.861

a. Lilliefors Significance Correction

Above normality test is deduced from the data for all 4 questionnaires for Section B for the administration department. The datas above shows normally distributed with more than 0.05 of *p* value for all. To be taken note that Kolmogrov-Smirnov test is applicable here as the sample size is more than 50. This is proven as not normally distributed.

Operation

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
E 5	.224	4	.	.949	4	.712
E 4	.374	4	.	.763	4	.051
E 3	.279	4	.	.923	4	.556
E 2	.441	4	.	.630	4	.001
E 1	.210	4	.	.982	4	.911
C 5	.298	4	.	.926	4	.572
C 4	.262	4	.	.895	4	.408
C 3	.192	4	.	.971	4	.850
C 2	.192	4	.	.971	4	.850
C 1	.250	4	.	.945	4	.683
CS 5	.364	4	.	.840	4	.195
CS 4	.306	4	.	.777	4	.066
CS 3	.155	4	.	.998	4	.995
CS 2	.337	4	.	.866	4	.284
CS 1	.224	4	.	.916	4	.514
PS 5	.220	4	.	.980	4	.900
PS 4	.338	4	.	.883	4	.350
PS 3	.220	4	.	.980	4	.900
PS 2	.192	4	.	.971	4	.850
PS 1	.271	4	.	.949	4	.707

a. Lilliefors Significance Correction

Above normality test is deduced from the data for all 4 questionnaires for Section B for the operation department. The datas above shows normally distributed with more than 0.05 of *p* value for all. To be taken noted that Kolmogrov-Smirnov test is applicable here as the sample size is more than 50. This is proven as not normally distributed.

Clearance

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
E 5	.295	4	.	.857	4	.250
E 4	.175	4	.	.991	4	.963
E 3	.222	4	.	.954	4	.740
E 2	.298	4	.	.926	4	.572
E 1	.267	4	.	.951	4	.722
C 5	.260	4	.	.827	4	.161
C 4	.192	4	.	.971	4	.850
C 3	.237	4	.	.930	4	.594
C 2	.236	4	.	.966	4	.815
C 1	.191	4	.	.979	4	.894
CS 5	.236	4	.	.911	4	.488
CS 4	.191	4	.	.979	4	.894
CS 3	.236	4	.	.911	4	.488
CS 2	.210	4	.	.982	4	.911
CS 1	.300	4	.	.838	4	.189
PS 5	.196	4	.	.984	4	.925
PS 4	.151	4	.	.993	4	.972
PS 3	.329	4	.	.895	4	.406
PS 2	.298	4	.	.849	4	.224
PS 1	.265	4	.	.907	4	.467

a. Lilliefors Significance Correction

Above normality test is deduced from the data for all 4 questionnaires for Section B for clearance department. The datas above shows normally distributed with more than 0.05 of *p* value for all. To be taken note that Kolmogrov-Smirnov test is applicable here as the sample size is more than 50. This is proven as not normally distributed.

Section C: Knowledge Accessibility

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
KA 1	.273	5	.200*	.829	5	.137
KA 2	.290	5	.197	.846	5	.181
KA 3	.350	5	.044	.862	5	.237
KA 4	.285	5	.200*	.840	5	.165
KA 5	.350	5	.045	.789	5	.066
KA 6	.354	5	.040	.754	5	.032

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Above normality test is deduced from the data for all 6 questionnaires for Section C. Some of the datas above shows normally distributed with more than 0.05 of *p* value. Above table shows that as per Kolmogrov-Smirnov test, only KA 1, KA 2 and KA 4 are normally distributed. Shapiro-Wilk indicates that KA 1, KA 2, KA 3 and KA 4 are the ones normally distributed. However, it is to be deduced that Kolmogrov-Smirnov test is applicable here as the sample size is more than 50. Hence, we can still proceed to reliability test though KA 3, KA 5 and KA 6 is less than 0.05 of *p* value but it not far from the 0.05 value itself.

Section D: Structural Standardization

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
SS 1	.294	5	.181	.802	5	.085
SS 2	.291	5	.192	.785	5	.061
SS 3	.326	5	.089	.781	5	.057
SS 4	.385	5	.015	.720	5	.015

a. Lilliefors Significance Correction

Normality test above is deduced from the data for all 4 questionnaires for Section D. Above table shows some of the datas that are normally distributed with more than 0.05 of *p* value. Above table shows that in both Kolmogrov-Smirnov tests and Shapiro-Wilk, all are normally distributed.

However, it is still right to be deduced that the Kolmogrov-Smirnov test is applicable here as the sample size is more than 50. Hence, normality test is met.

4.3.2 Reliability Analysis

In order to test the reliability test, Cronbach alpha test is used. The threshold to check the scale's internal consistency is more than 0.6 by standard. However, according to Nunally (1967), 0.7 should be the threshold value.

Section B: Technology Effectiveness

Administration

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items[a]	N of Items
.516	-1.180	20

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Operations

Reliability Statistics

Cronbach's Alpha[a]	Cronbach's Alpha Based on Standardized Items[a]	N of Items
-7.741	-3.519	20

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Clearance

Warnings

The determinant of the covariance matrix is zero or approximately zero. Statistics based on its inverse matrix cannot be computed and they are displayed as system missing values.
The scale has less than two non-zero variance items.
Execution of this command stops.

Above data shows where all 3 has no reliability as the value is - or invalid. This does not prove the H1.

Section C: Knowledge Accessibility

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.994	.995	6

Upon proving the normality test previously, above data shows the cronbach's alpha test is more than 0.7 which is 0.994 and 0.995 respectively. This indicates that the reliability test has been met.

Section D: Structural Standardization

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.879	.869	4

Previously, the normality test has been proven to be normally distributed. Then, above data shows the cronbach's alpha test is more than 0.7 which is 0.879 and 0.869 respectively. This indicates that it has met the reliability test.

4.4 Measurement Model

The measurement model used to examine the variables and the measures used. This will also further explain if the recommended independent variable has any relation to the dependent variable. To test,hypothesis testing is used.

4.4.1 Hypothesis Testing

Hypothesis testing is run in SPSS further to prove the validity of the variables as below. Since the questionnaire was done based on rating, the test value is based on is 5 and is run in SPSS accordingly.

HI: Technology effectiveness affects the communication barrier in Malaysia logistics

h_0 = Technology effectiveness does not affect the communication barrier in Malaysia logistics

h_1 = Technology effectiveness does affect the communication barrier in Malaysia logistics

One-Sample Test

Test Value = 5

	t	df	Significance One-Sided p	Significance Two-Sided p	Mean Difference	95% Confidence Interval of the Difference Lower	95% Confidence Interval of the Difference Upper
EMAILadmin	-15.669	349	<.001	<.001	-.64857	-.7300	-.5672
CALLadmin	-16.553	349	<.001	<.001	-.64071	-.7168	-.5646
CSadmin	-24.712	349	<.001	<.001	-1.39429	-1.5053	-1.2833
PSadmin	-34.888	349	<.001	<.001	-2.41714	-2.5534	-2.2809

One-Sample Test

Test Value = 5

	t	df	Significance One-Sided p	Significance Two-Sided p	Mean Difference	95% Confidence Interval of the Difference Lower	95% Confidence Interval of the Difference Upper
EMAILops	-16.124	349	<.001	<.001	-.67071	-.7525	-.5889
CALLops	-13.765	349	<.001	<.001	-.64429	-.7363	-.5522
CSops	-24.476	349	<.001	<.001	-1.32000	-1.4261	-1.2139
PSops	-22.680	349	<.001	<.001	-1.63810	-1.7802	-1.4960

One-Sample Test

Test Value = 5

	t	df	Significance One-Sided p	Significance Two-Sided p	Mean Difference	95% Confidence Interval of the Difference Lower	95% Confidence Interval of the Difference Upper
EMAILclear	-16.687	349	<.001	<.001	-.94143	-1.0524	-.8305
CALLclear	-40.756	349	<.001	<.001	-2.59000	-2.7150	-2.4650
CSclear	-25.656	349	<.001	<.001	-1.45143	-1.5627	-1.3402
PSclear	-22.787	349	<.001	<.001	-1.53000	-1.6621	-1.3979

One-Sample Test

Test Value = 5

	t	df	Significance One-Sided p	Significance Two-Sided p	Mean Difference	95% Confidence Interval of the Difference Lower	95% Confidence Interval of the Difference Upper
EMAILadmin	-15.669	349	<.001	<.001	-.64857	-.7300	-.5672
CALLadmin	-16.553	349	<.001	<.001	-.64071	-.7168	-.5646
CSadmin	-24.712	349	<.001	<.001	-1.39429	-1.5053	-1.2833
PSadmin	-34.888	349	<.001	<.001	-2.41714	-2.5534	-2.2809
EMAILops	-16.124	349	<.001	<.001	-.67071	-.7525	-.5889
CALLops	-13.765	349	<.001	<.001	-.64429	-.7363	-.5522
CSops	-24.476	349	<.001	<.001	-1.32000	-1.4261	-1.2139
PSops	-22.680	349	<.001	<.001	-1.63810	-1.7802	-1.4960
EMAILclear	-16.687	349	<.001	<.001	-.94143	-1.0524	-.8305
CALLclear	-40.756	349	<.001	<.001	-2.59000	-2.7150	-2.4650
CSclear	-25.656	349	<.001	<.001	-1.45143	-1.5627	-1.3402
PSclear	-22.787	349	<.001	<.001	-1.53000	-1.6621	-1.3979

According to our Hypothesis testing via SPSS for all departments in this logistics study, it all shows to have a p-value of below 0.001 which is less than 5%. This indicates that it rejects the null hypothesis, h_0 and accepts h_1 . In conclusion, technology effectiveness does affect the communication barrier in Malaysia logistics.

H2: Knowledge accessibility affects the communication barrier in Malaysia logistics

h_0 = Knowledge accessibility does not affect the communication barrier in Malaysia logistics

h_1 = Knowledge accessibility does affect the communication barrier in Malaysia logistics

One-Sample Test

Test Value = 5

	t	df	Significance One-Sided p	Significance Two-Sided p	Mean Difference	95% Confidence Interval of the Difference Lower	95% Confidence Interval of the Difference Upper
KA 1	-55.913	349	<.001	<.001	-1.937	-2.01	-1.87
KA 2	-50.798	349	<.001	<.001	-2.009	-2.09	-1.93
KA 3	-43.038	349	<.001	<.001	-2.431	-2.54	-2.32
KA 4	-53.702	349	<.001	<.001	-2.060	-2.14	-1.98
KA 5	-55.251	349	<.001	<.001	-2.034	-2.11	-1.96
KA 6	-58.439	349	<.001	<.001	-1.977	-2.04	-1.91

According to our Hypothesis testing via SPSS for KA1-6, it all shows a p-value of below 0.001 which is less than 5%. This indicates that it rejects the null hypothesis, h_0 and accepts h_1 . In conclusion, knowledge accessibility does affect the communication barrier in Malaysia logistics.

H3: Structural standardization affects the communication barrier in Malaysia logistics

h_0 = Structural standardization does not affect the communication barrier in Malaysia logistics

h_1 = Structural standardization does affect the communication barrier in Malaysia logistics

One-Sample Test

Test Value = 5

	t	df	Significance One-Sided p	Significance Two-Sided p	Mean Difference	95% Confidence Interval of the Difference Lower	95% Confidence Interval of the Difference Upper
SS 1	-68.847	349	<.001	<.001	-2.691	-2.77	-2.61
SS 2	-65.047	349	<.001	<.001	-2.683	-2.76	-2.60
SS 3	-55.677	349	<.001	<.001	-2.560	-2.65	-2.47
SS 4	-38.904	349	<.001	<.001	-1.940	-2.04	-1.84

According to our Hypothesis testing via SPSS for SS1-4, it all shows a p-value of below 0.001 which is less than 5%. This indicates that it rejects the null hypothesis, h_0 and accepts h_1 . In conclusion, structural standardization does affect the communication barrier in Malaysia logistics.

4.5 Chapter Summary

This chapter presents the data findings of the three independent variables. The data that were derived in questionnaires have run both normality and reliability tests. To prove the hypothesis test, one-t test was done for all three variables. This data analysis proves that technology effectiveness, knowledge accessibility and structural standardization does affect the communication barriers that are in Malaysia logistics.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Discussion of Research Finding

This research has 2 main objectives which are (1) to investigate the main communication obstacles in Malaysia logistic business that prevent working effectively together and; (2) to propose ways to improve the communication barriers. Below are the findings for these objectives.

5.1.1 The Influence of Technology Effectiveness in Communication barriers in Malaysia logistics

From this hypothesis, H1 and the sets of questionnaires used in this research, Appendix A on how each department can be reached out for each mode of communication; e-mail, call, company system and private SMS.

The questionnaire was aimed to prove that each department utilizing different sets of modes of communication in itself is the communication barrier. Though the reliability test and normality test are not met, the hypothesis test still pulls through. This hypothesis and sets of questionnaires does support the communication barrier.

5.1.2 The Influence of Knowledge Accessibility in Communication barriers in Malaysia logistics

This hypothesis further proves that proper knowledge transfer for each department has an impact on the communication barrier. The effect comes upon when there is no clarification or proper knowledge on the shipment or case that customer had issue with could lead to misunderstanding even. Knowledge accessibility is especially affecting inter-departmental new knowledge.

Instead, the high average determines rather than the company providing a clear knowledge base. Every department is expected to help each other with educating and experiencing employees. This proves the H2 as knowledge accessibility does influence the communication barriers in Malaysia logistic.

5.1.3 The Influence of Structural standardization in Communication barriers in Malaysia logistics

The clarification on how every department job scope is not clearly mentioned and it was proven in this research. This will delay the communication as every department might have different knowledge on job scope, especially when it comes to the respective department to take the next course of action based on the knowledge available. For example, for the return shipment case instead of the station. Ramp Agents are alerted to check if shipment can be removed from consolidation or not. And this can be even time consuming to the fact that it will be too late to remove and return to the shipper. And shipments are usually difficult to be removed in transit as consolidated shipments are difficult to be retrieved.

5.2 Implication of the Research

Upon conducting this research, with all these 3 independent variables. There are few implications of this research describing theoretical implication and communication barrier implication. Recommendations are followed up with as a proposal to fulfill the objective of this research.

5.2.1 Theoretical Implication

Muhammad et al. (2014) proved that the technology effectiveness is a communication barrier in Malaysia logistics. However, the mode of the communication is not. In the beginning of the research, Muhammad et. al (2014) had intense research on the mode of communications and the pattern of communication via this mode. The differences in this research and Muhammad et

al. (2014) is determining the mode of communication highly used versus pattern of communication in utilizing these modes of communication. The pattern of communication is what affects the communication barrier in the first place, not the mode of communication.

Further supporting this hypothesis, H2 is the research of Iftikhar et.al (2022). As each department has to communicate back and forth, proper shipment and case handling with customers will take longer when there is no clear knowledge base guideline. Research like Haynes et al. (2009) and Naveh (2007) supports how structural standardization affects the work function of inter-departmental in an organization. This research also proves that.

5.2.2 Communication Barrier Implication

With this research, it is to be understood that logistic communication interdepartmental is crucial. Now, logistics has become more demanding. It facilitates coordination among the departments to ensure customer satisfaction. Not to mention, to even avoid further complaints and improve logistic overall operation. This research proves that technology, proper knowledge base and clear structural standardization will improve the gap in communication barrier.

5.2.3 Proposal to Improve Communication Barrier

In order to improve the communication barrier, technology, knowledge transfer and proper structural standardization should be done. With technology, it is proposed to not only enhance the technology, but to standardize the mode of communication within the company.

Secondly, proper knowledge transfer within the department is important as it not only provides a clearer picture of the current status of any shipments, but also improves the time taken to resolve shipments, on a case by case basis. Lastly, companies should take the time to explain to their employees on each department's job scope as it provides clarification on which direction to reach out to. As it confuses employees on the limitation in itself.

5.3 Limitation of the Research

The main limitations of this research is that the scale of the logistics company is not included. Eventhough, every logistics company has their own company system for respective department to communicate. Depending on how big a logistic company is, the form of management varies and future researchers may include this aspect as it makes a huge difference in data collection.

Another limitation is the type of management, this research did not include the factor of management style. As standard company practice will make a difference.

5.4 Recommendation for Future Research

In future study, do segmented major logistics companies with smaller companies as it makes the difference. This will provide clearer data on how both these types of companies have different forms of practices and the time and money that is capable of spending on technology, infrastructure, etc.

5.5 Conclusion

In conclusion, communication barriers have been determined among interdepartmental logistics in Malaysia. From Ali et al to Muhammad et al has proven the form of communication barriers that exists among interdepartmental logistics companies. And through this research it has proven that the main factors are lack of technology effectiveness, lack of proper knowledge transfer and lastly lack of structural standardization. These are the elements that have to be clear and effectively communicated to respective departments which eventually proved proper communication. This will then lead to effective and fruitful communication with customers and also deliver what is needed for customer satisfaction.

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APPENDIX A: QUESTIONNAIRE

Dear Respondent,

My name is Milohssiny Naidu Student No.: M21311024, a final year of Master Business Administration student. Currently I am doing a research project as part of the fulfillment in completing my MBA degree. The research project entitled, “COMMUNICATION ISSUES WITHIN LOGISTICS IN MALAYSIA”.

This survey is to examine the communication obstacles interdepartmental that will improve logistic operation overall.

As such I would request your kind participation in this survey of which all information will be solely for academic purposes.

Thank you very much.

Your sincerely,

_____

(Milohssiny Naidu)

QUESTIONNAIRE / SOAL SELIDIK

SECTION A: DEMOGRAPHIC PROFILE / BAHAGIAN A – PROFIL DEMOGRAFI

Instruction: Please tick (√) your answer.

Arahan: Sila tandakan (√) jawapan anda.

1. Department / Jabatan:

Administration / Pentadbiran	
Operations / Operasi	
Clearance Agent / Ejen Kastam	

2. Gender / Jantina:

Female / Perempuan	
Male / Lelaki	

3. Education / Pendidikan:

Secondary School / Sekolah Menengah	
Diploma / Diploma	
Bachelor's Degree / Ijazah Sarjana Muda	
Master's Degree and above / Ijazah Sarjana dan ke atas	

SECTION B: TECHNOLOGY EFFECTIVENESS / BAHAGIAN B: KEBERKESANAN TEKNOLOGI

5) What communication tool should be used as per company policy?
Alat komunikasi manakah yang harus digunakan mengikut peraturan syarikat?

E-mail / Call / Company System / Private SMS

6) Instruction / Arahan:

Please rate your answers according to the scale below for respective department.

Sila kadar jawapan anda mengikut skala di bawah untuk jabatan masing-masing.

1	Strongly Disagree / Sangat Tidak Setuju
2	Disagree / Tidak Setuju
3	Neutral / Berkecuali
4	Agree / Setuju
5	Strongly Agree / Sangat Setuju

To Administration	E-mail	Call	Company System	Private SMS
Rate of communication usage				

Rate of accessibility				
Rate of response				
Rate issue resolve rate on daily basis				

To Operation	E-mail	Call	Company System	Private SMS
Rate usage of communication				
Rate accessibility				
Rate effectiveness				
Rate response rate				
Rate issue resolve rate on daily basis				

To Clearance	E-mail	Call	Company System	Private SMS
Rate usage of communication				

Rate accessibility				
Rate effectiveness				
Rate response rate				
Rate issue resolve rate on daily basis				

SECTION C: KNOWLEDGE ACCESSIBILITY / AKSES PENGETAHUAN

7) Instruction / Arahan:

Please tick (√) your answers according to the scale below for respective departments.

Sila tandakan (√) jawapan anda mengikut skala di bawah untuk jabatan masing-masing.

1	Strongly Disagree / Sangat Tidak Setuju
2	Disagree / Tidak Setuju
3	Neutral / Berkecuali
4	Agree / Setuju
5	Strongly Agree / Sangat Setuju

Rating	5	4	3	2	1
Rate training effectiveness by company					

Rate company platform for knowledge base					
Rate issue resolve rate due to company platform					
Rate colleague support in new knowledge and experience					
Rate interdepartmental support in new knowledge and experience					
Rate issue resolve rate due to colleague					

SECTION D: STRUCTURAL STANDARDIZATION / PENYERAGAMAN STRUKTUR

7) Instruction / Arahan:

Please tick (√) your answers according to the scale below for respective departments.

Sila tandakan (√) jawapan anda mengikut skala di bawah untuk jabatan masing-masing.

1	Strongly Disagree / Sangat Tidak Setuju
2	Disagree / Tidak Setuju
3	Neutral / Berkecuali

4	Agree / Setuju
5	Strongly Agree / Sangat Setuju

Rating	5	4	3	2	1
Rate company's clarification in the role of another department					
Rate communication ease in interdepartmental request or clarification					
Rate communication ease in interdepartmental conflict					
Rate the management's interference in interdepartmental conflict					

APPENDIX B: APPROVAL PAGE

TITLE OF PROJECT: **COMMUNICATION ISSUES WITHIN LOGISTICS IN MALAYSIA**

NAME OF AUTHOR: **MILOHSSINY NAIDU A/P MUNIANDY**

The undersigned is pleased to certify that the above candidate has fulfilled the condition of the project paper prepared in the partial fulfilment for the award of the degree of Master of Business Administration.

SUPERVISOR

Signature **:** _____

Name **:**

Date **:**

ENDORSED BY:

_____

Dean

Graduate School of Business

Date**:**