



JABATAN
PEMBANGUNAN
KEMAHIRAN (JPK)
**KEMENTERIAN
SUMBER MANUSIA**

MUSE 2016 : JABATAN PEMBANGUNAN KEMAHIRAN (JPK)

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GENERAL OVERVIEW

MUSE 2016 FRAMEWORK



SATISFACTION SURVEY

Satisfaction measurement is evaluated through two main components, through the MUSE survey and then followed by the GOS e-rating.

1. MUSE Survey

- Identify factors that drive online service satisfaction
- User's expectation toward the GOS
- MUSE 2016 result is based on MUSE Survey

2. GOS e-rating

- Identify areas of prioritisation
- Measuring specific online services
- Agency website and services in total
- Evaluate the likeliness to recommend among the public towards certain agencies and the services



MATURITY ASSESSMENT

The usage of the services provided by each agencies are evaluated through the Maturity Assessment

Online Statistic

- Most used services among the users
- User adoption and preference for online vs. counter usage



SENTIMENT ANALYSIS

This analysis focuses on the online pattern and behavior among the public on their feedback towards each of the evaluated agencies.

- Carried out for FIVE agencies only, for 2016
- Gather and analyse relevant social media channels to understand and elicit insights



BENCHMARKING

A research approach to identify best practices on in-depth assessment of related government online services from other countries. Also to identify the gap and structure effective strategies to fill in the gap, moving forward.

Survey Demographic

Gender



Ethnic Group



Age



15-29

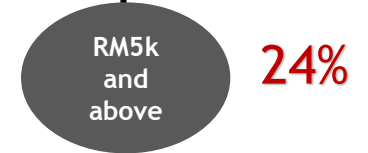
30-49

50-69

Education



Monthly Household Income



Occupation Type

Government / Statutory Bodies

13%



Private / Self Employed

75%



Others

12%



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MUSE 2016

Agency Declared Online Service

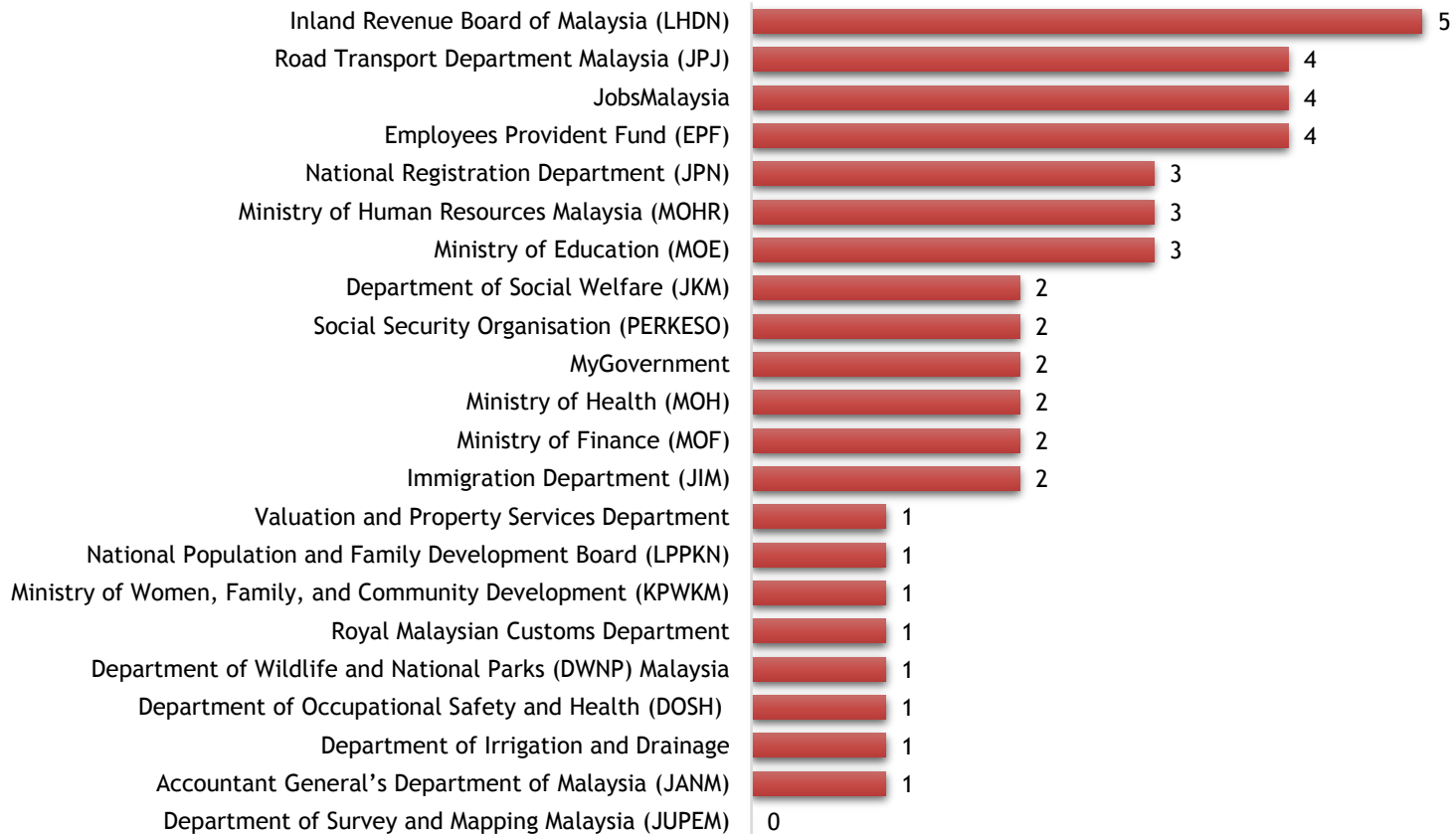
Department of Skills Development (JPK) Online Service - assessment is only on the application for certification of SLDN Apprentice service.

GOVERNMENT TO CUSTOMER (G2C):



JPK Online Users Interaction with Other Agencies

In addition to JPK online service, online users are also using LHDN and JPJ's online services.

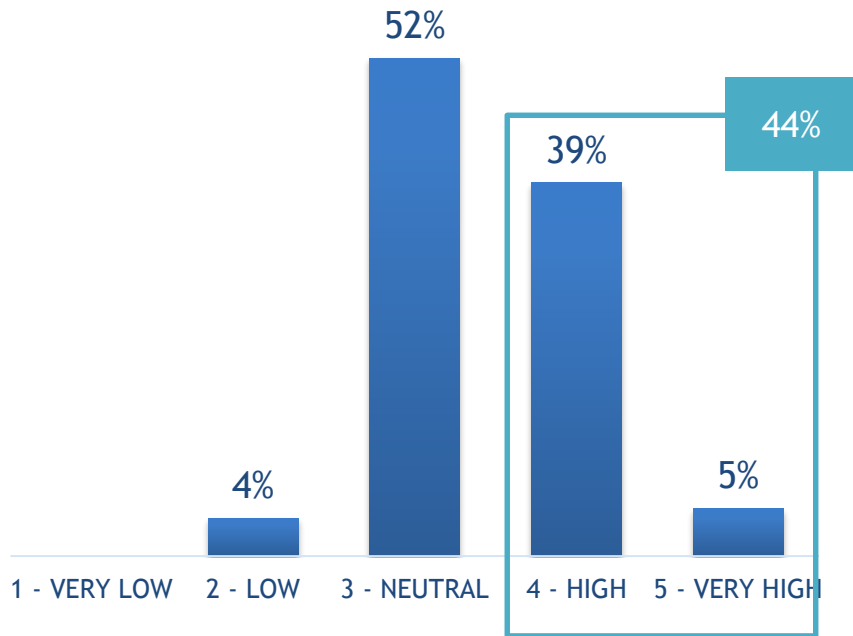


User Perceived Expectation

Malaysian respondents have fairly high expectations towards GOS.

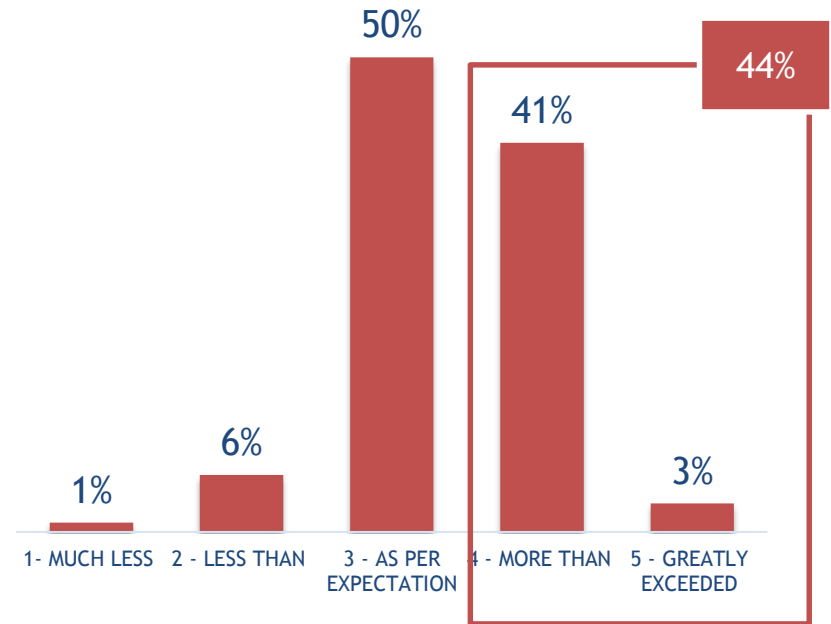
In fact, JPK's actual performance is as on par with perceived expectation

PERCEIVED EXPECTATION



Q3.1. Please rate your expectation level of GOVERNMENT ONLINE SERVICE in general?
You may select any number from 5 to 1, where 5 means "Very High Expectation" to 1 means "Very Low Expectation"

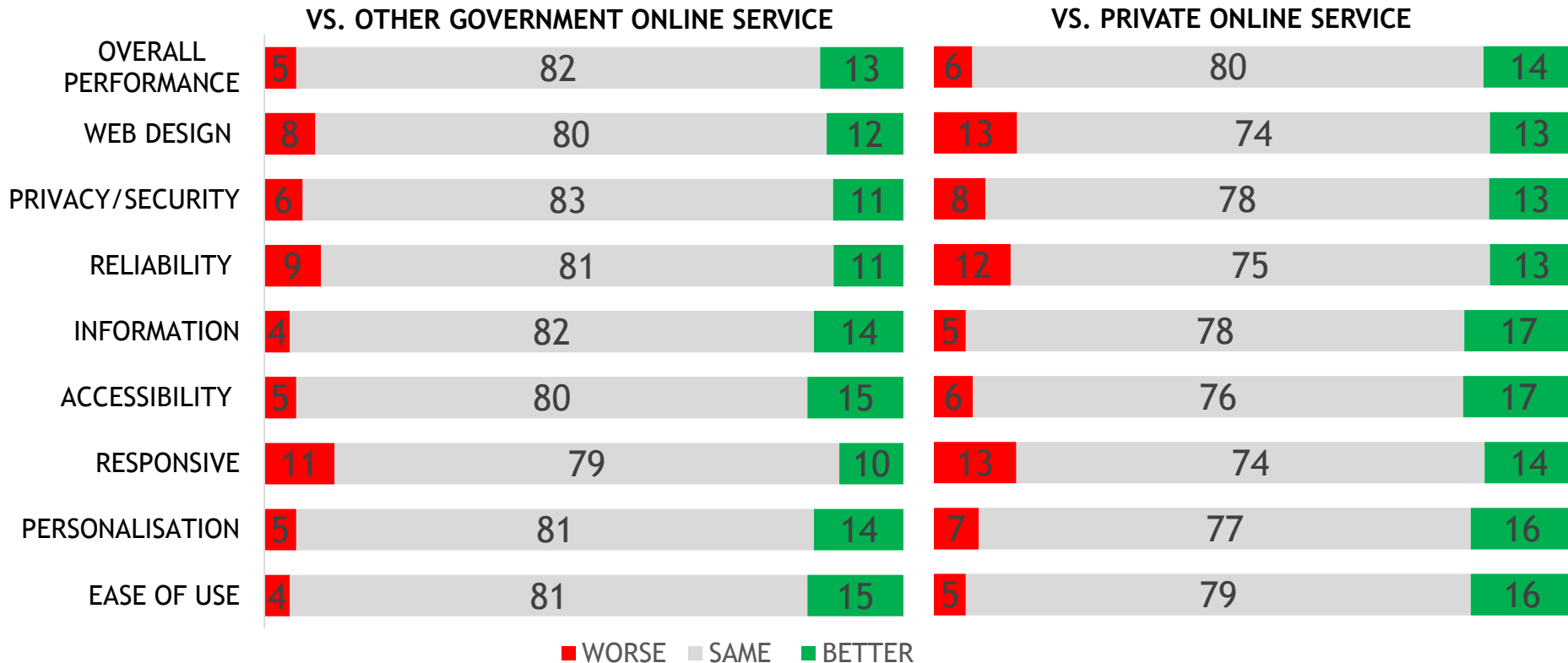
ACTUAL PERFORMANCE



Q3.2. Now based on your experience with JPK online service, how well did the experience meet your expectation?

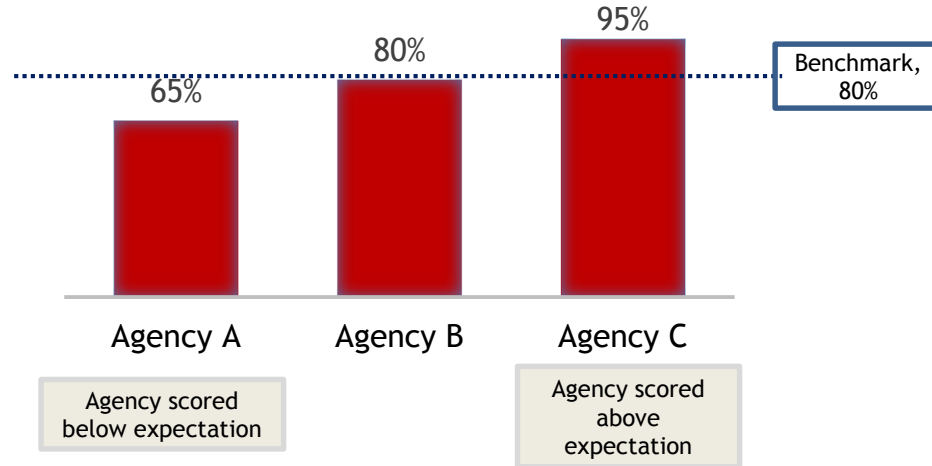
Government vs. Private Online Services

Only about 14% of the respondents feels that JPK's overall performance is far better than both other GOS and private online service. Majority feels that it is just the same.



MUSE 2016 SURVEY RESULT

MUSE 2016: Index and Scale



User Satisfaction Index

The par being set for the agencies to achieve is **benchmarked at 80%**.
 (Source: foresee EG satisfaction index Q3, 2015)

The overall **User Satisfaction Index for 2016 stands at 77%**, below the par of 80%

Satisfaction Scale

The Satisfaction score or “Satisfaction” is defined by the total of GOS users who claimed to be **Satisfied (Scale 4) and Extremely Satisfied (Scale 5)**; also being termed as the **Top 2 Boxes (T2B)**.

T2B = Satisfied (Scale 4) + Extremely Satisfied (Scale 5)

Extremely Satisfied	5
Satisfied	4
Neutral	3
Dissatisfied	2
Extremely Dissatisfied	1

Top 2 Boxes (T2B)

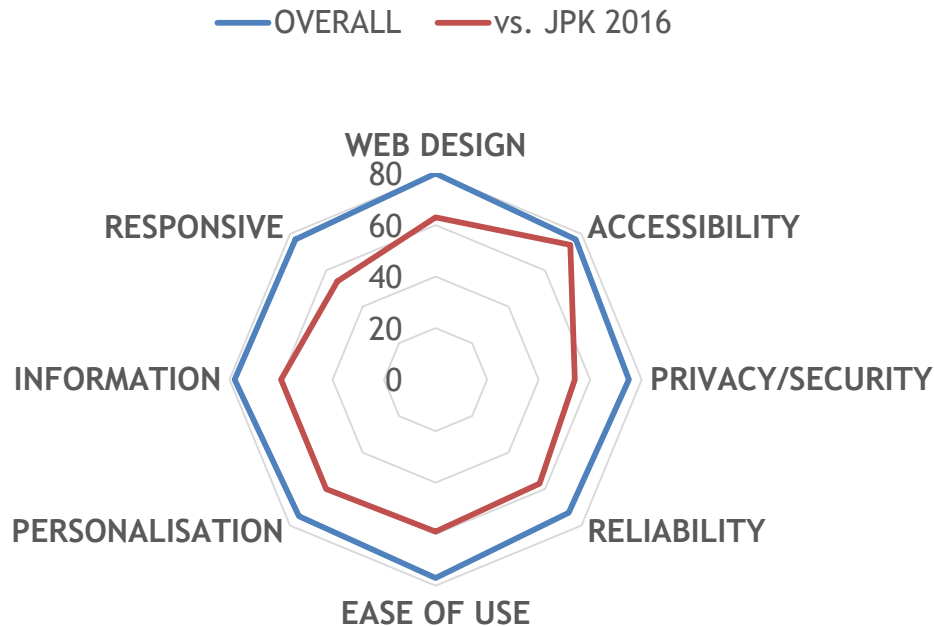
2016 RESULTS FOR JPK

JPK's user satisfaction index stands at 60%, current performance is lower than the overall index. "Accessibility" contributes to the performance of JPK'S Index.

JPK USER SATISFACTION INDEX

60%

OVERALL USER SATISFACTION INDEX **77%** (24 agencies combined)
 (MAXIMUM SCORE 97% MINIMUM SCORE 30%)

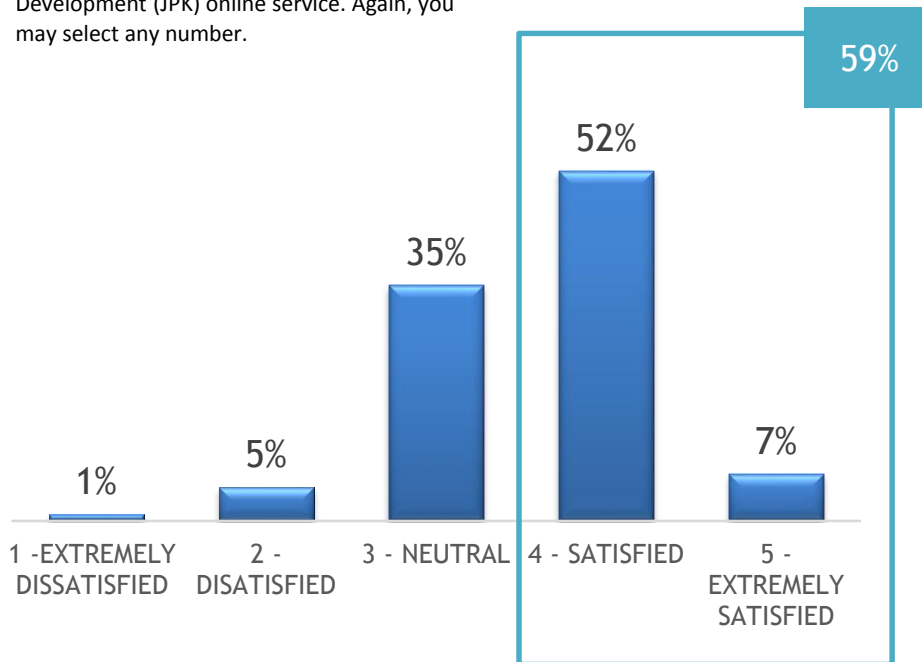


EASE OF USE

Easy to search, navigate between pages, and able to complete transactions

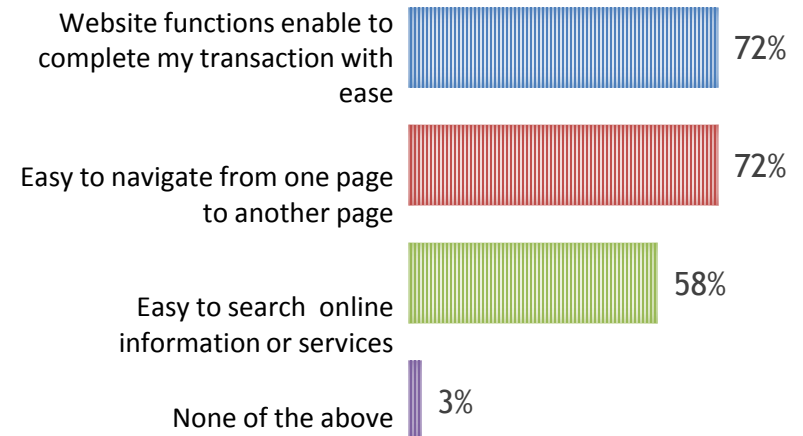
The overall Ease of Use recorded 59% of satisfaction level among the JPK's respondents, with some spaces for JPK to improve. At 72%, respondents felt that the *website functions that enable them to complete transactions with ease*, and *the ease to navigate from one page to another*, should be looked into for better online service experience.

Q2.1 On a scale of 1 to 5, how would you rate the following parameters based on your **EXPERIENCE** with Department of Skills Development (JPK) online service. Again, you may select any number.



AREAS TO IMPROVE FOR “EASE OF USE”:

Q2.2 Please select the areas that you would like to improve in terms of EASE OF USE. You may select one or more answers for this question?



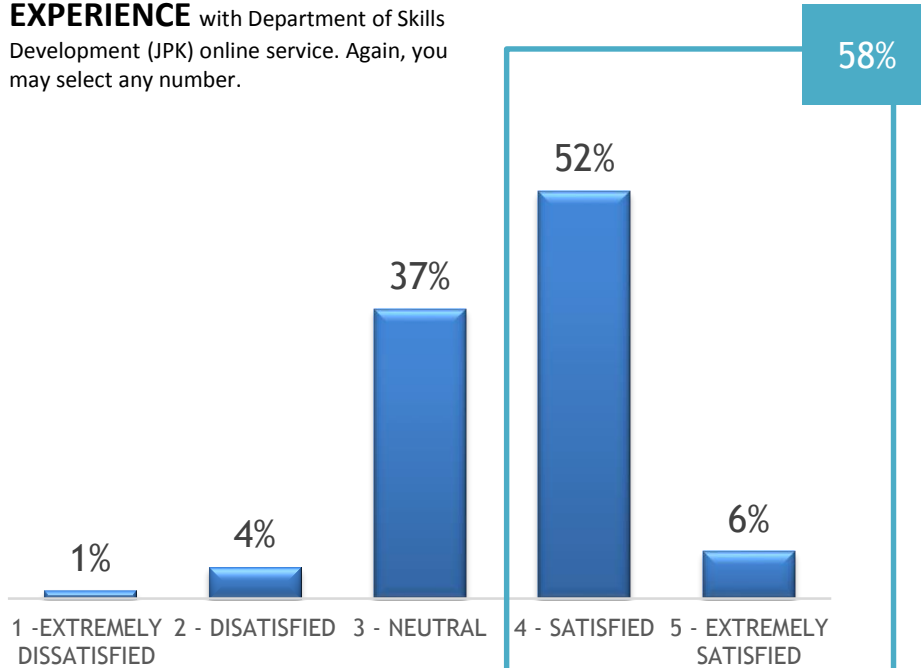
PERSONALISATION

Customisation as per preference, allows auto completion, and provides suggestion to related links



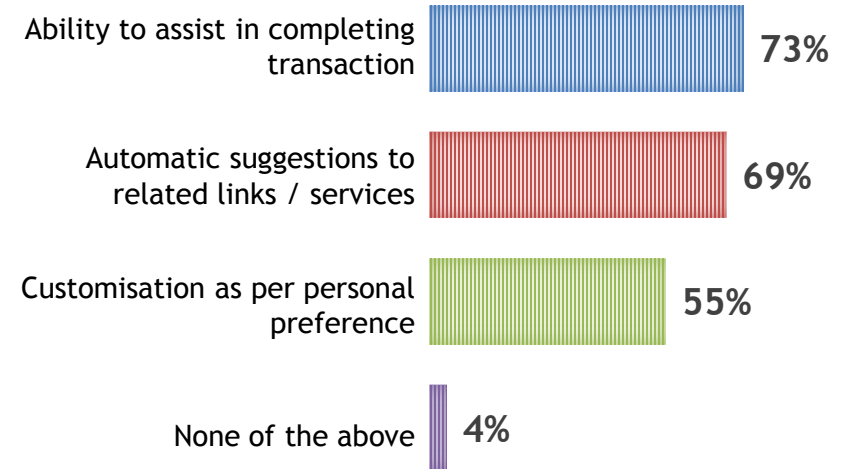
Majority (58%) of the respondents were generally satisfied with the Overall Personalisation of JPK online service. However, 73% highlighted that the *ability for the online service to assist in completing transaction* could be improved for a more satisfying experience.

Q2.1 On a scale of 1 to 5, how would you rate the following parameters based on your **EXPERIENCE** with Department of Skills Development (JPK) online service. Again, you may select any number.



AREAS TO IMPROVE FOR “PERSONALISATION”:

Q2.2 Please select the areas that you would like to improve in terms of PERSONALISATION. You may select one or more answers for this question?

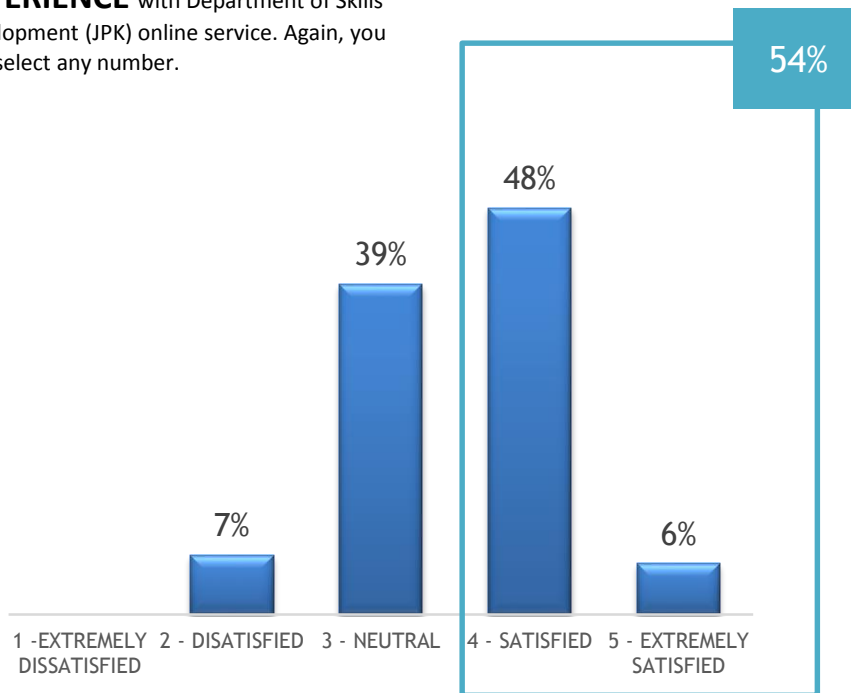


RESPONSIVE

Gives sufficient guidelines, alert notifications, and prompt feedback to enquiries

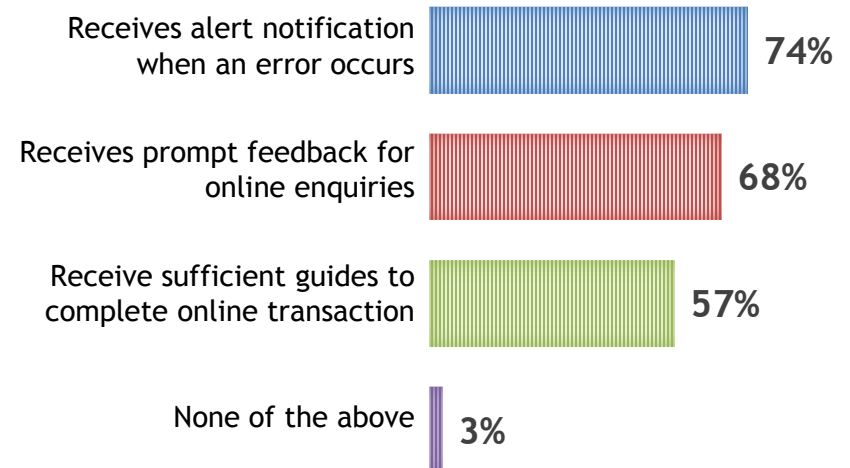
More than half of JPK's respondents are satisfied with the Responsive of it's online service. Majority (74%) however, opinionated that the main area that JPK should look into for improvement is in allowing users to *receive notification when errors occur*.

Q2.1 On a scale of 1 to 5, how would you rate the following parameters based on your **EXPERIENCE** with Department of Skills Development (JPK) online service. Again, you may select any number.



AREAS TO IMPROVE FOR "RESPONSIVE":

Q2.2 Please select the areas that you would like to improve in terms of **RESPONSIVE**. You may select one or more answers for this question?



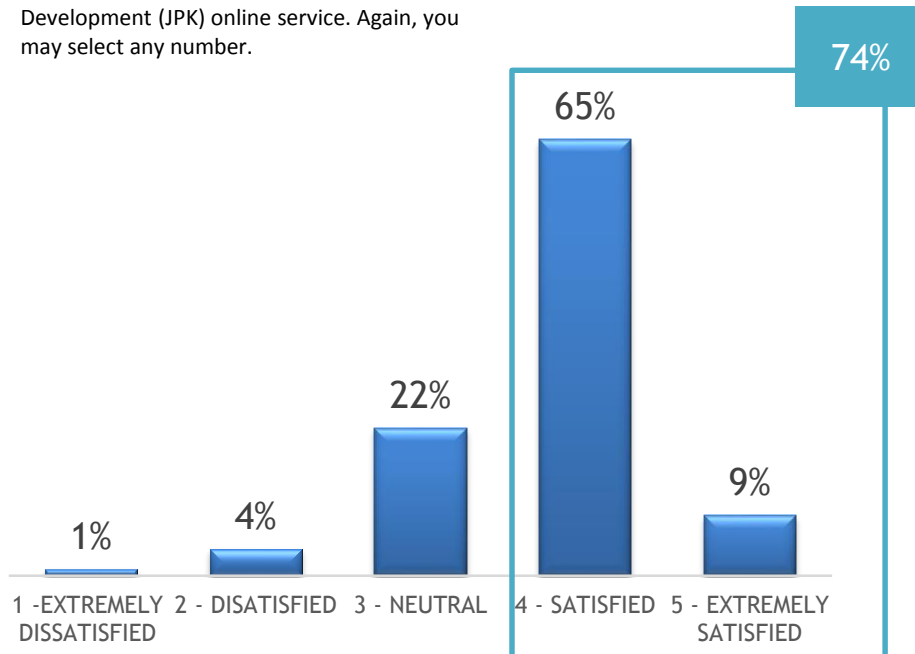
ACCESSIBILITY

Accessing the online services through different devices and browsers, whenever I need it



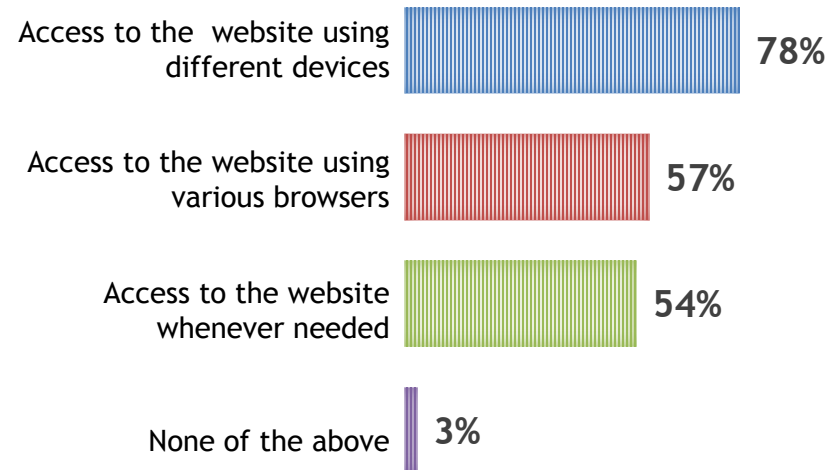
With 74% claimed to be satisfied with the Overall Accessibility of JPK's online service, 78% highlighted that, the main area that JPK should look into for further improvement is the *accessibility to the website using different devices*.

Q2.1 On a scale of 1 to 5, how would you rate the following parameters based on your **EXPERIENCE** with Department of Skills Development (JPK) online service. Again, you may select any number.



AREAS TO IMPROVE FOR "ACCESSIBILITY":

Q2.2 Please select the areas that you would like to improve in terms of **ACCESSIBILITY**. You may select one or more answers for this question?



Base: Amongst n=500 JPK's Online Users

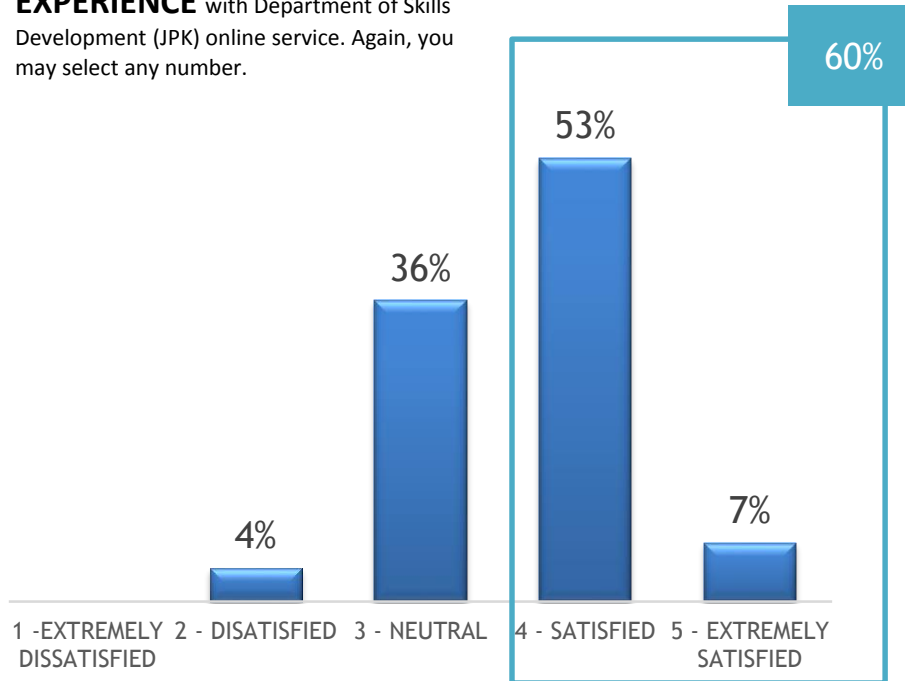
INFORMATION

Accurate, up to date, and easy to understand information

On the Overall Information level, JPK's respondents recorded 60% of satisfaction level. Rooms for improvement exist for all the three areas. However, highest mentioned (72%) for improvement was on the *ease to understand the information* on the JPK online service site.

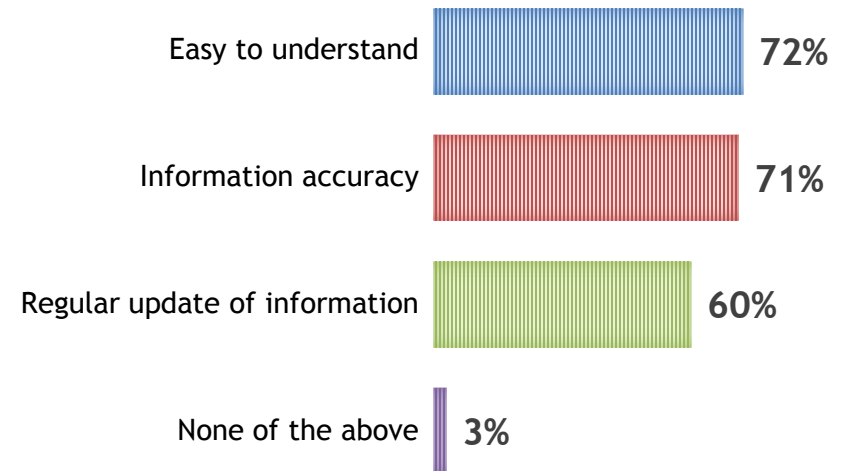
Q2.1 On a scale of 1 to 5, how would you rate the following parameters based on your

EXPERIENCE with Department of Skills Development (JPK) online service. Again, you may select any number.



AREAS TO IMPROVE FOR "INFORMATION":

Q2.2 Please select the areas that you would like to improve in terms of **INFORMATION**. You may select one or more answers for this question?

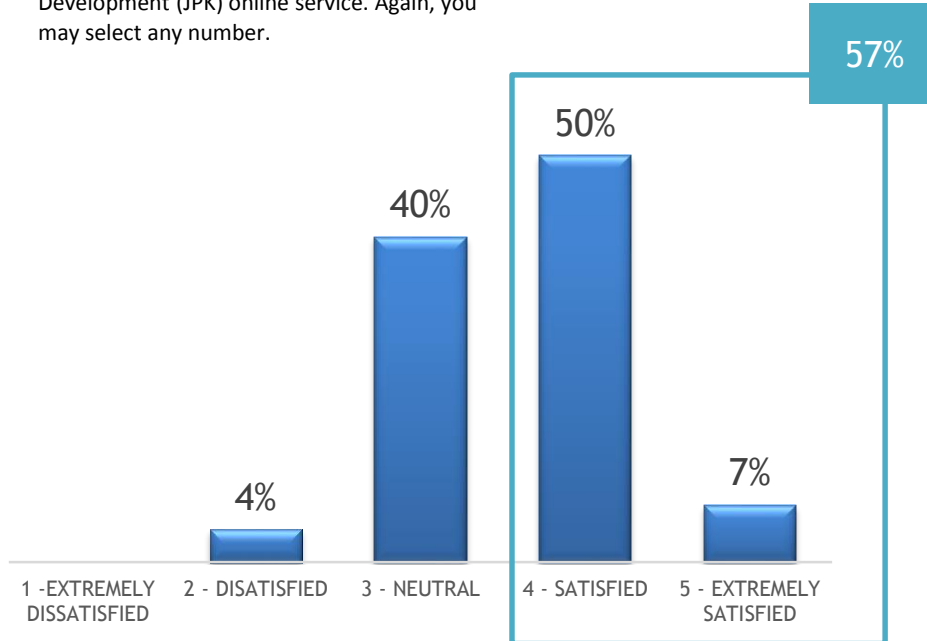


RELIABILITY

Completing transactions on reasonable time, without any disruption, and being consistent every time

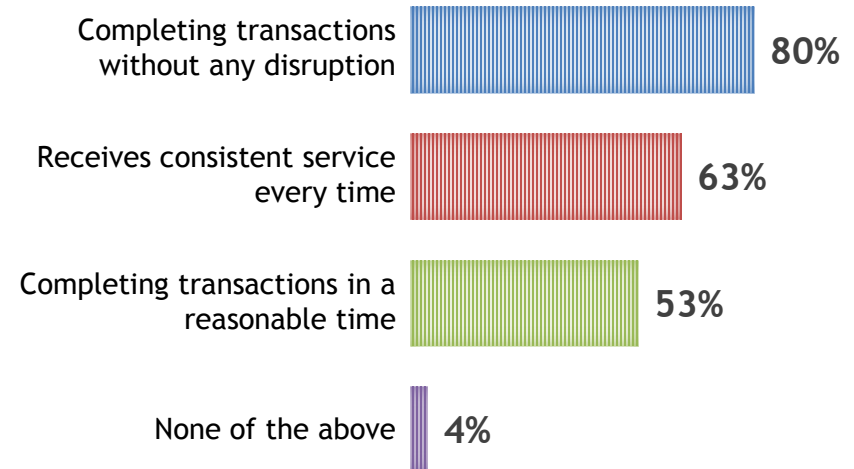
57% felt that they are satisfied with the overall Reliability of JPK's online service. However, 80% of JPK online users felt that JPK should improve to allow users to *complete transactions without any disruption*.

Q2.1 On a scale of 1 to 5, how would you rate the following parameters based on your **EXPERIENCE** with Department of Skills Development (JPK) online service. Again, you may select any number.



AREAS TO IMPROVE FOR "RELIABILITY":

Q2.2 Please select the areas that you would like to improve in terms of RELIABILITY. You may select one or more answers for this question?

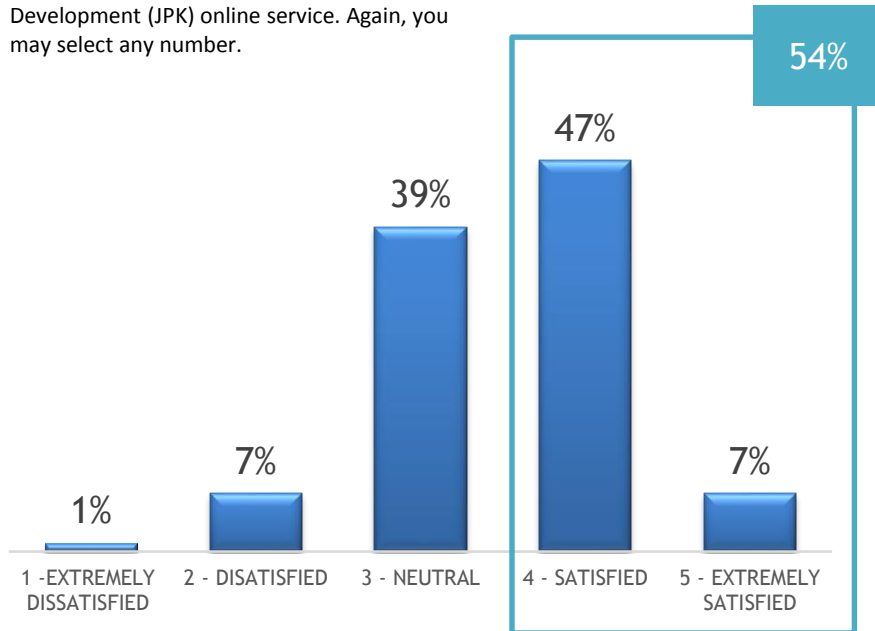


PRIVACY/ SECURITY

Trust in the level of online transaction security, data privacy, and continuous improvement of security level

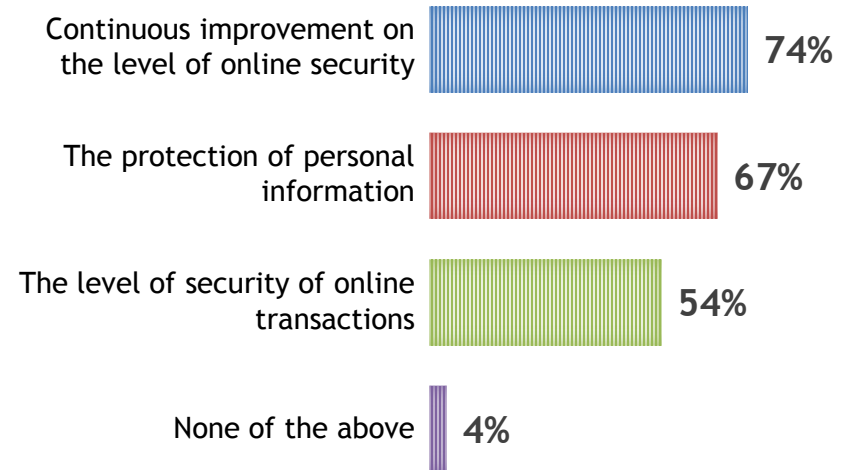
More than half (54%) of the JPK online users were satisfied with the online service experience by JPK. To continue a safer and better experience, majority at 74% felt that there is a need for *continuous improvement on the level of online security*.

Q2.1 On a scale of 1 to 5, how would you rate the following parameters based on your **EXPERIENCE** with Department of Skills Development (JPK) online service. Again, you may select any number.



AREAS TO IMPROVE FOR “PRIVACY/SECURITY”:

Q2.2 Please select the areas that you would like to improve in terms of **PRIVACY/SECURITY**. You may select one or more answers for this question?



WEB DESIGN

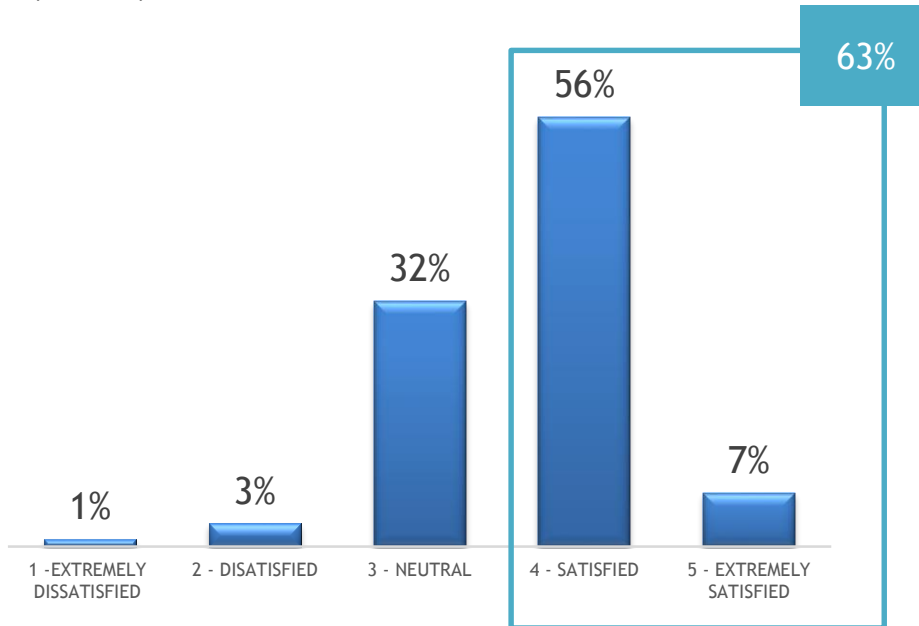
Layout and appearance are organized, clear, and consistent throughout the website



63% of JPK respondents were satisfied with the overall Web Design when experiencing JPK online service. However, 83% of the users still felt that there could be improvements mainly on the *information and services displayed* on the JPK's service page.

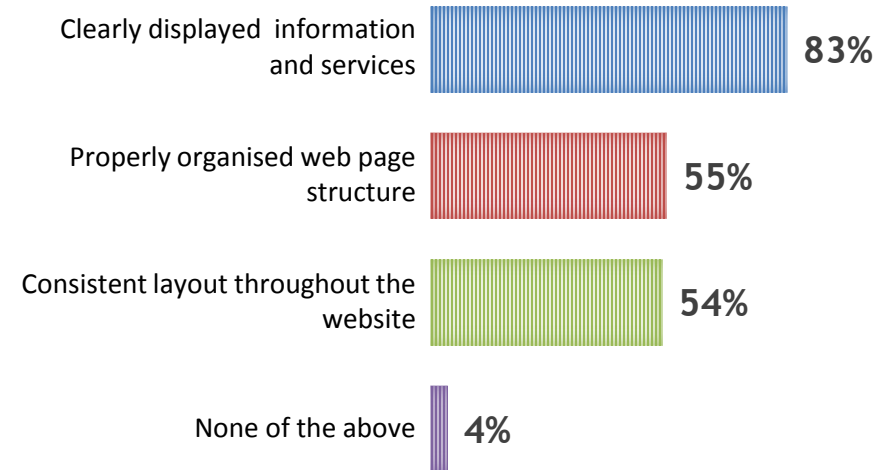
Q2.1 On a scale of 1 to 5, how would you rate the following parameters based on your

EXPERIENCE with Department of Skills Development (JPK) online service. Again, you may select any number.



AREAS TO IMPROVE FOR “WEB DESIGN”:

Q2.2 Please select the areas that you would like to improve in terms of WEB DESIGN. You may select one or more answers for this question?



ROOT CAUSE ANALYSIS

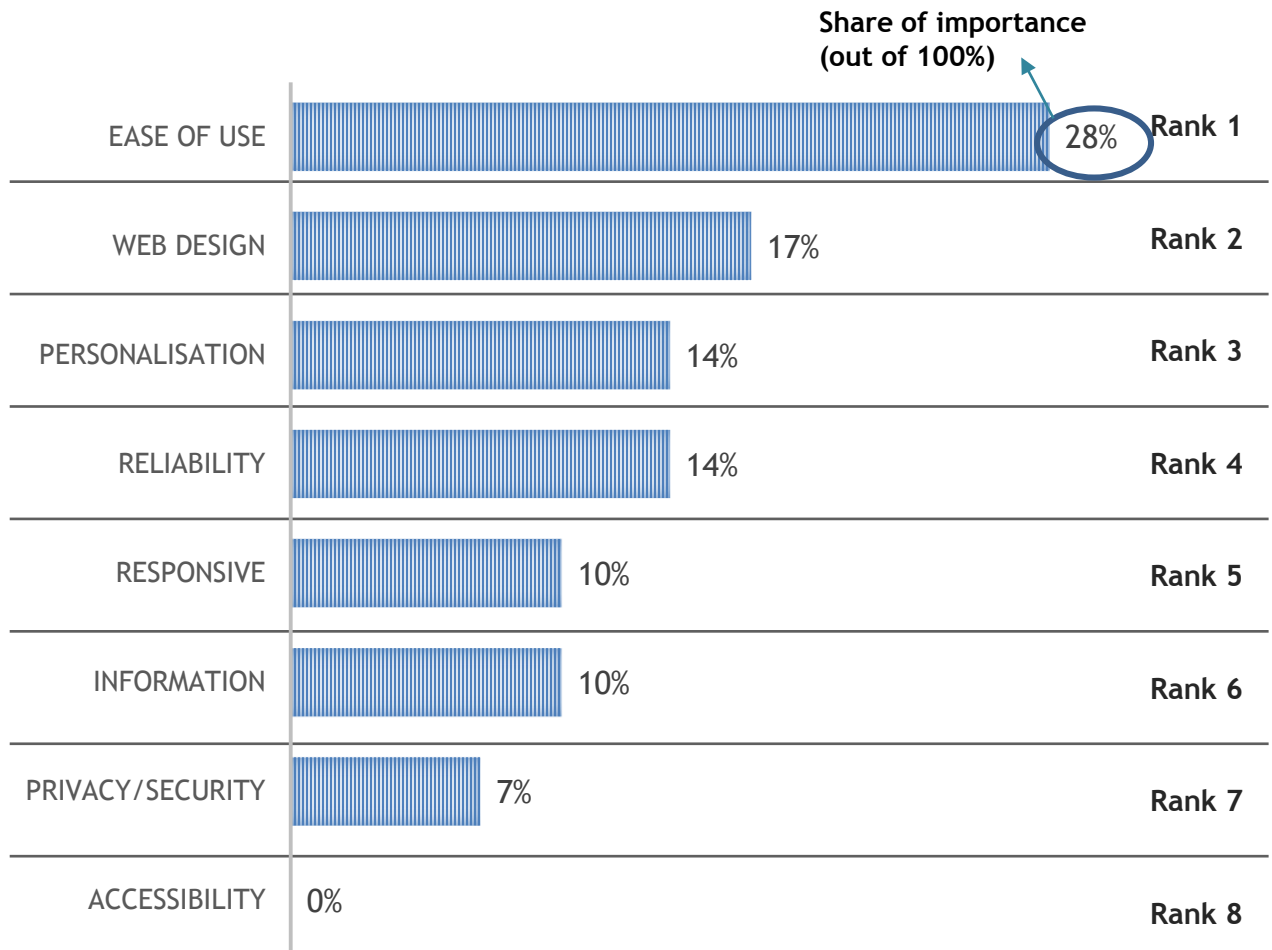
Dimensions are ranked in accordance to satisfaction score (highest to lowest)

JPK USER SATISFACTION INDEX 60%

	SATISFACTION SCORE	AREAS OF IMPROVEMENTS	
ACCESSIBILITY	74%	Access to the website using different devices	78%
		Access to the website using various browsers	57%
		Access to the website whenever needed	54%
WEB DESIGN	63%	Clearly displayed information and services	83%
		Properly organised web page structure	55%
		Consistent layout throughout the website	54%
INFORMATION	60%	Easy to understand	72%
		Information accuracy	71%
		Regular update of information	60%
EASE OF USE	59%	Ability to assist in completing transaction	73%
		Automatic suggestions to related links / services	69%
		Customisation as per personal preference	55%
PERSONALISATION	58%	Website functions enable to complete my transaction with ease	72%
		Easy to navigate from one page to another page	72%
		Easy to search online information or services	58%
RELIABILITY	57%	Completing transactions without any disruption	80%
		Receives consistent service every time	63%
		Completing transactions in a reasonable time	53%
PRIVACY/SECURITY	54%	Continuous improvement on the level of online security	74%
		The protection of personal information	67%
		The level of security of online transactions	54%
RESPONSIVE	54%	Receives alert notification when an error occurs	74%
		Receives prompt feedback for online enquiries	68%
		Receive sufficient guides to complete online transaction	57%

Drivers Of Satisfaction

Based on the regression analysis, it is identified that “Ease of Use” is the key dimension influencing the satisfaction of online service experience. This is then followed by “Web Design” and “Personalisation”.



Importance ranking (measures the impact of each dimension on overall satisfaction)

Regression provides standardized coefficient which are indexed to 100%

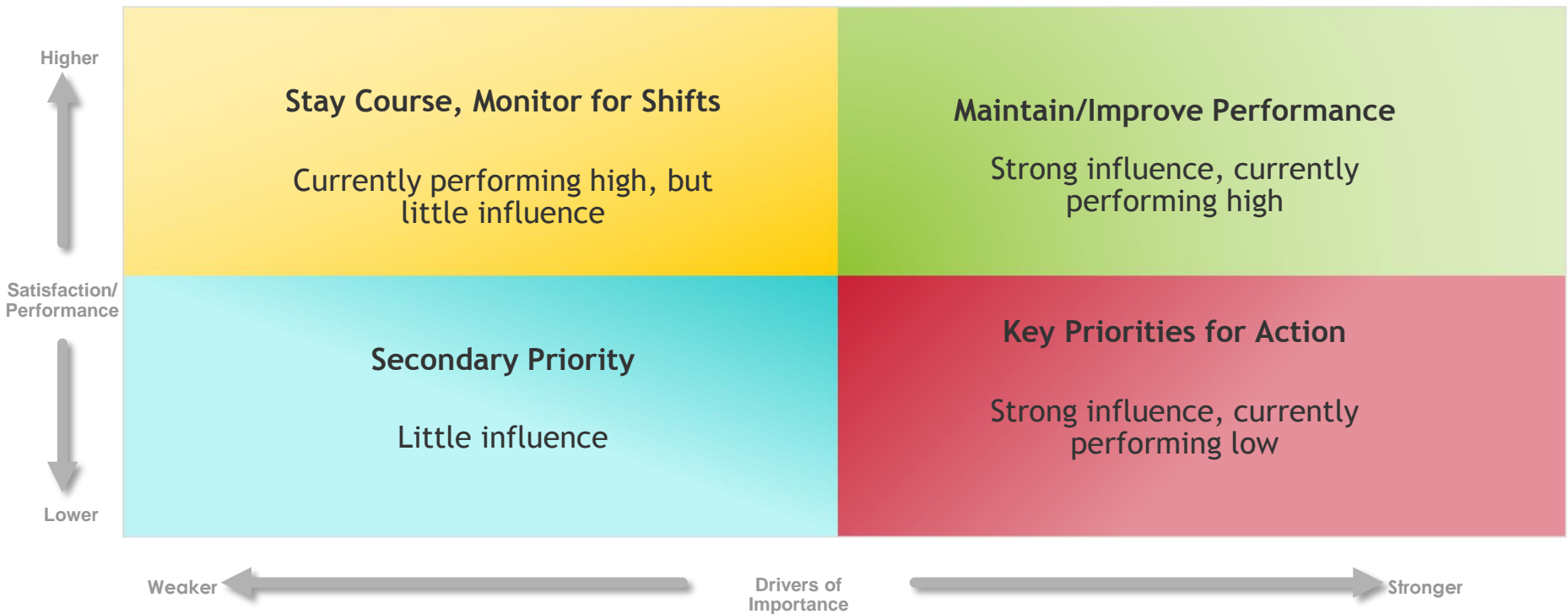
The indexed are then used to calculate the share of importance of each dimension.

A visual representation of drivers



SATISFACTION SURVEY
1. MUSE SURVEY
2. GOS E-RATING

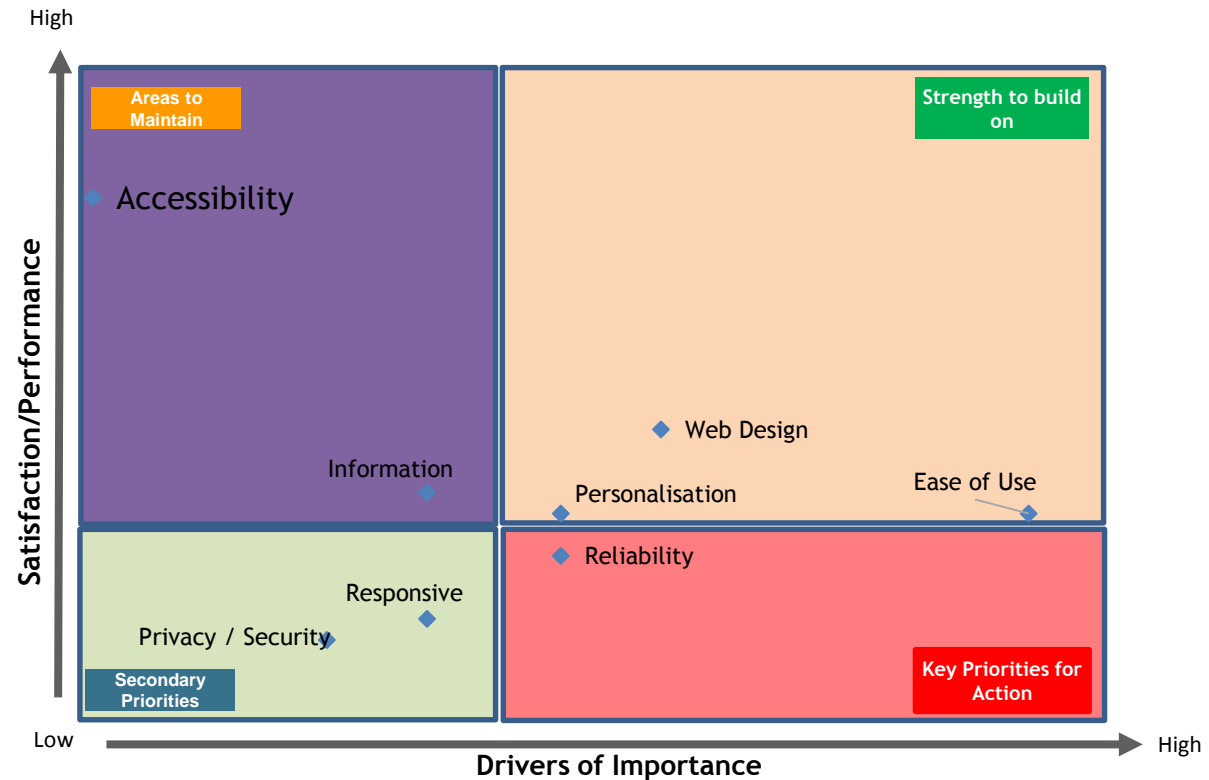
The Priority matrix is created by plotting the 'Satisfaction/Performance' of each attribute against its 'Drivers of Importance' (derived using regression analysis) on the dependent variable (e.g. Satisfaction).



Areas of Prioritisation

“Reliability” is an area that is key for JPK to prioritise on in terms of improvements, specifically on ensuring that users are able to complete transactions without any disruptions. Second priority would be to focus on improving on areas pertaining to “Responsiveness” and “Privacy/Security”

	Importance Rank	Drivers of Importance %	Satisfaction/Performance %
EASE OF USE	1	28	59
WEB DESIGN	2	17	63
PERSONALISATION	3	14	59
RELIABILITY	4	14	57
RESPONSIVE	5	10	54
INFORMATION	6	10	60
PRIVACY/SECURITY	7	7	54
ACCESSIBILITY	8	0	74





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SUMMARY OF KEY FINDINGS AND RECOMMENDATION

Summary of key findings and recommendation

KEY FINDINGS:

- ❑ JPK marks an Overall Satisfaction score of 60%. Ranking below the Overall User Satisfaction Index, JPK's performance is mainly boosted by "Accessibility" and "Web Design".
- ❑ Among all of the eight pillars, JPK online service users' satisfaction is strongly driven by "Ease of Use", followed by "Web Design". "Personalisation" and "Reliability" are also important dimension driving satisfaction.

RECOMMENDATION:

- ❑ "Reliability", which is currently high on importance is low on satisfaction. It is identified to be the area for improvement that need prioritization, together with "Responsive" and "Privacy/Security".

OVERALL MATURITY ASSESSMENT

Agency Maturity Score

Model used for the Agency maturity assessment



Service (Maximum Score = 4) - Based on the UN 4 Stage Maturity Model

1 Emerging

- e-government Web sites provide static information.

2 Enhanced

- the presence is enhanced with one way or simple two way communication.

3 Transactional

- a two way interaction between agency and citizens is possible

4 Connected

- Government agencies are citizen centric and services are customer centric



Usage (Maximum Score = 3)

1

Less than 99,999 online transactions

2

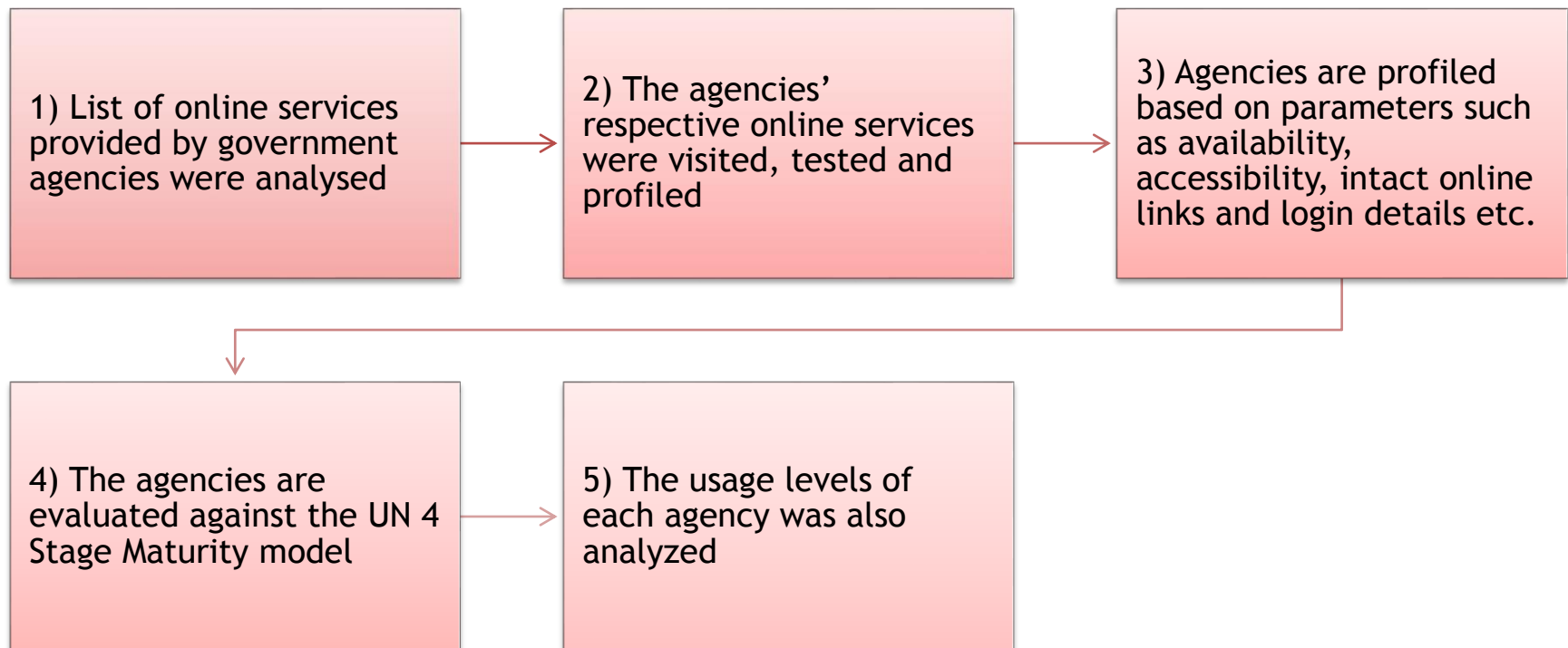
Between 100,000 to 999,999 online transactions

3

More than 1,000,000 online transactions

Maturity Assessment Approach

The methodology comprised of 5 key steps



Agency Maturity Score

Agency	Service Maturity (Maximum score = 4)	Usage (Maximum score = 3)	Maturity Score (Maximum score = 7)
Jabatan Akauntan Malaysia (JANM)	4	3	7
Lembaga Hasil Dalam Negeri (LHDN)	4	3	7
Kumpulan Wang Simpanan Pekerja (KWSP)	4	3	7
Ministry of Finance (MOF)	4	3	7
Jabatan Imigresien Malaysia (JIM)	4	2	6
Ministry of Education (MoE)	3	3	6
Jabatan Pengairan dan Saliran (JPS)	3	2	5

Agency	Service Maturity (Maximum score = 4)	Usage (Maximum score = 3)	Maturity Score (Maximum score = 7)
Jabatan Kastam Diraja Malaysia (JKDM)	3	2	5
Ministry of Health (MoH)	3	2	5
Jobs Malaysia	3	2	5
Jabatan Pengangkutan Jalan Malaysia (JPJ)	3	2	5
Jabatan Pendaftaran Negara (JPN)	3	1	4
Jabatan Penilaian dan Perkhidmatan Harta (JPPH)	3	1	4
My Government (MyGov)	3	1	4

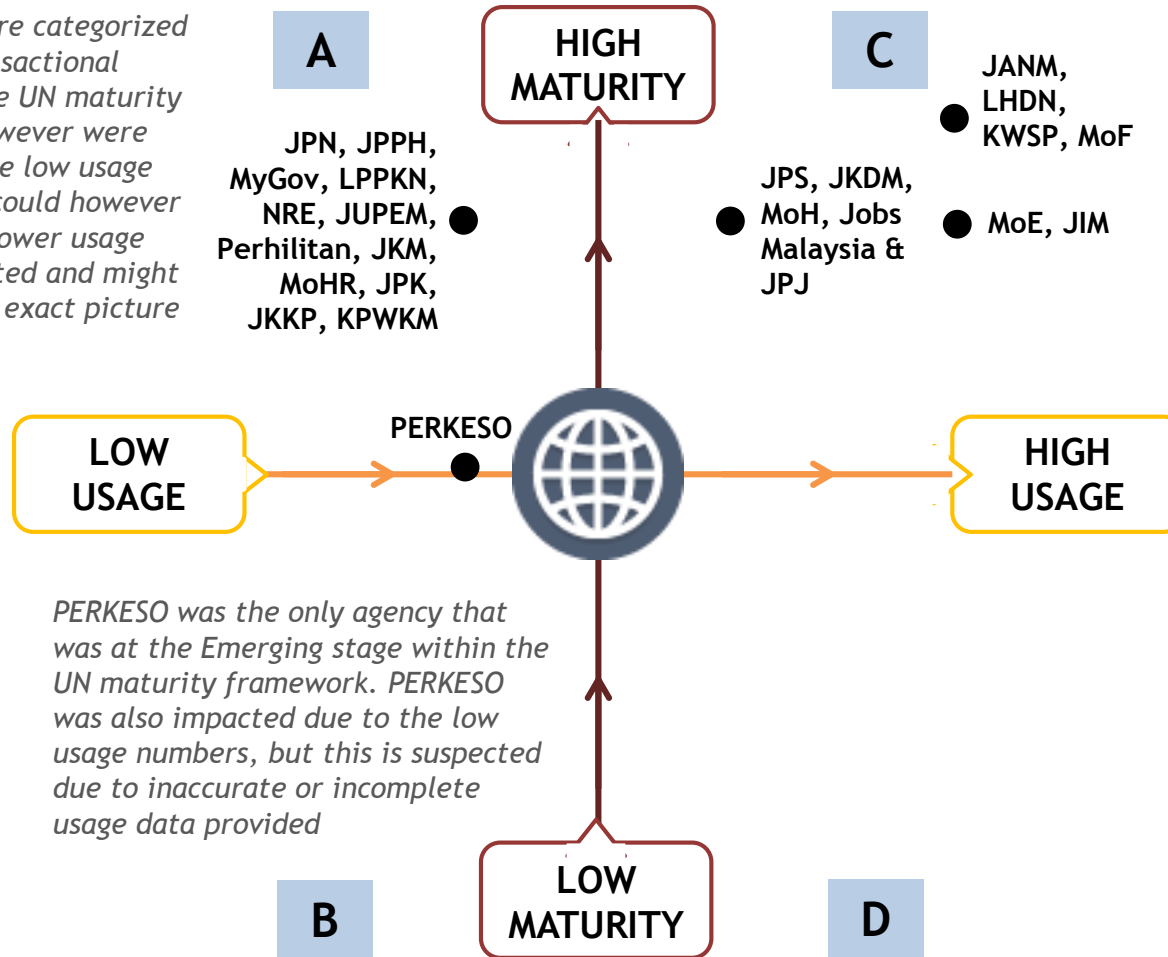
Agency Maturity Score

Agency	Service Maturity (Maximum score = 4)	Usage (Maximum score = 3)	Maturity Score (Maximum score = 7)
Lembaga Penduduk dan Pembangunan Keluarga Negara (LPPKN)	3	1	4
Ministry of Natural Environment and Resources (NRE)	3	1	4
Jabatan Ukur dan Pemetaan Malaysia (JUPEM)	3	1	4
Jabatan Perlindungan Hidupan Liar dan Taman Negara (Perhilitan)	3	1	4
Jabatan Kebajikan Masyarakat (JKM)	3	1	4
Ministry of Human Resources (MoHR)	3	1	4
Kementerian Pembangunan Wanita, Keluarga dan Masyarakat (KPWKM)	3	1	4

Agency	Service Maturity (Maximum score = 4)	Usage (Maximum score = 3)	Maturity Score (Maximum score = 7)
Jabatan Pembangunan Kemahiran (JPK)	3	1	4
Jabatan Keselamatan dan Kesihatan Masyarakat (JKKP)	3	1	4
Perkeso	2	1	3

Overall Agencies Assessment (Scoring Graph)

12 agencies were categorized within the transactional level within the UN maturity framework, however were impacted by the low usage volumes. This could however be due to the lower usage numbers reported and might not reflect the exact picture in the ground



4 agencies have achieved the highest score, where in terms of service maturity they have achieved the connected status based on the UN maturity framework and have usage volume that exceeds 1 million transactions every month

PERKESO was the only agency that was at the Emerging stage within the UN maturity framework. PERKESO was also impacted due to the low usage numbers, but this is suspected due to inaccurate or incomplete usage data provided

The agencies within quadrant A would need to intensify their efforts to increase the usage of their online services as at present their online usage number is very much lower when compared to agencies within quadrant C

How the government can encourage and increase the use of online services

Based on the online services offered, the respective agencies can encourage the uptake of online services by evaluating the current services offered, training staffs to educate the public and transitioning certain over the counter services to be available online only

SUPPLY SIDE

1	Evaluate Present Online Services	The agency must evaluate if their present online services meets acceptable standard by evaluating their present performance in terms of usage and ease of use for citizens
2	Train Government Staff to Educate The Public on the Availability of Online Services	The agency staffs must be well versed and familiarized with the online services so that they are able to educate the public on the availability, convenience and advantages of using online services
3	Transition Government Services to Online Only	As government services are offered both online and offline, the government can increase the uptake of online services by transitioning some services to be available online only and increasing the uptake of online services.
4	Ensure all information in the agencies online services meet end user's requirements	Government agencies must ensure that all the information that is available in it's online portal are relevant, updated for the end user

How the government can encourage and increase the use of online services

From the users side, the government can encourage the use of online services by promoting online government services through various channels, understanding the users journey for online services and improving the services through user feedback

DEMAND SIDE

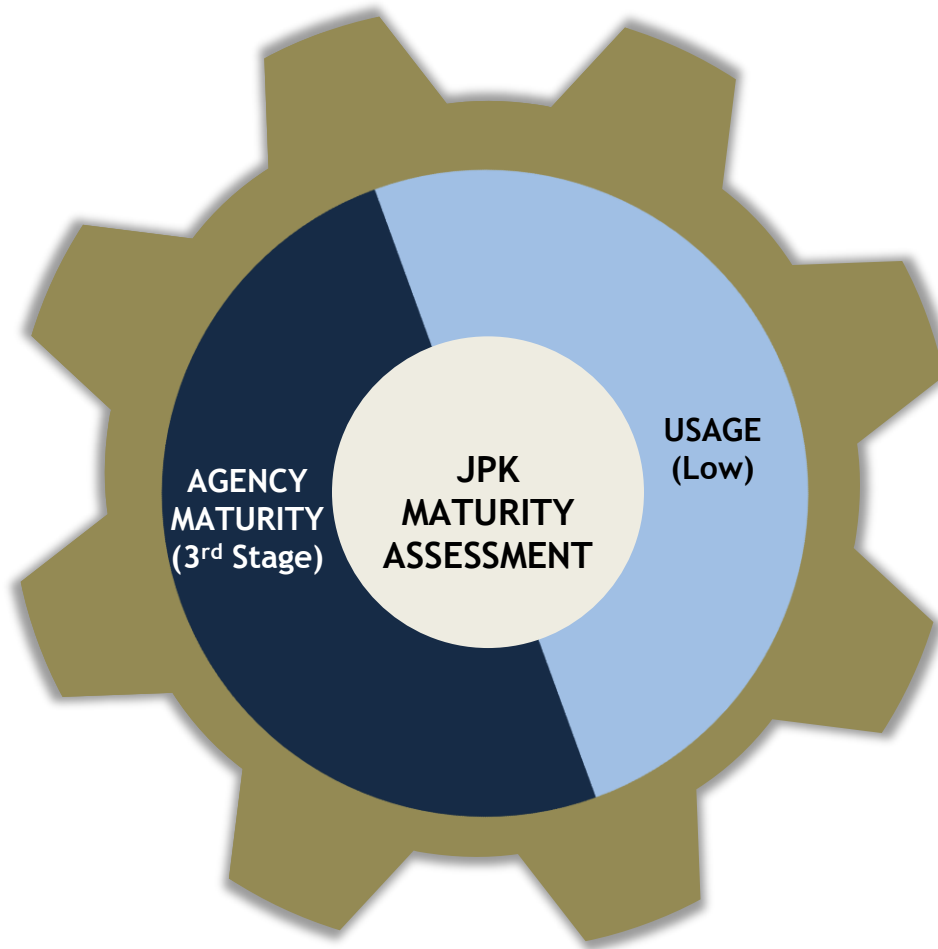
1	Promote Online Government Services Through Various Channels	One of the most underlying issue of users of online services is awareness on services offered. The government can use various channels such as social media, print media and digital advertising to promote the functionality and types of services offered by an agency's online portal
2	Understand the User's Journey for governments services	The user's experience must be evaluated by the agency, such as if they prefer to use offline services due to security reasons, if they are not digitally literate to use online services etc. This will give the agency a clearer picture on what services can be offered online and what still needs to be done over the counter
3	Improve Agencies online services to be more User Oriented Through User Feedback	The agency must interact with users to understand which areas of its online portal can be improved upon to increase uptake of online government services. This has to be a continues process and the online services has to frequently updated to ensure the latest information is available.



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MATURITY ASSESSMENT

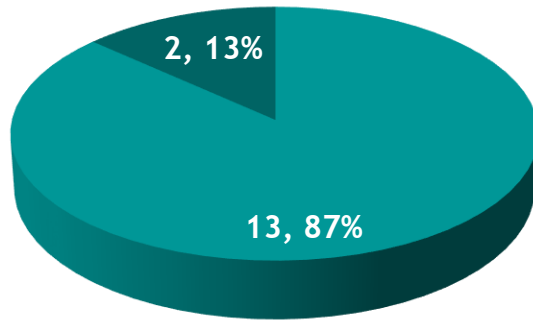
JPK Maturity Assessment (UN 4 Stage Maturity Model)



Traits & Score	Description
Agency Maturity (Score:- 3)	3 rd stage (transactional) under the UN 4-Stage Maturity Model. Most of the JPKs online services allows 2-way communication.
Usage (Score:- 1)	The overall usage of JPK's online services is considered low as its overall usage is less than 1 million between January to October 2016.

High level findings on JPK's Online Services

Types of Online Services within JPK



■ Available ■ Requires login details

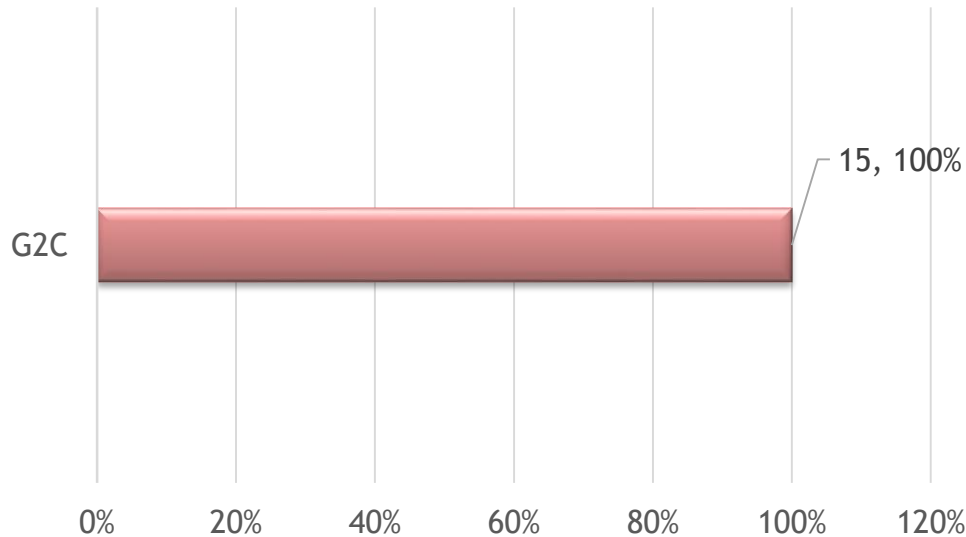
❖ 15 JPK online services were analyzed. Out of the 15 services, 10 services were accessible to the analyst team. 5 other services were available but required login access

- The JPK online services were accessed and tested between 17th November and the 23rd of November 2016
- For online services where direct links were not available, the team used search engines to search for the respective links to the online services

The Number of G2C services

All the online services offered by JPK at present are related to citizen centric activities

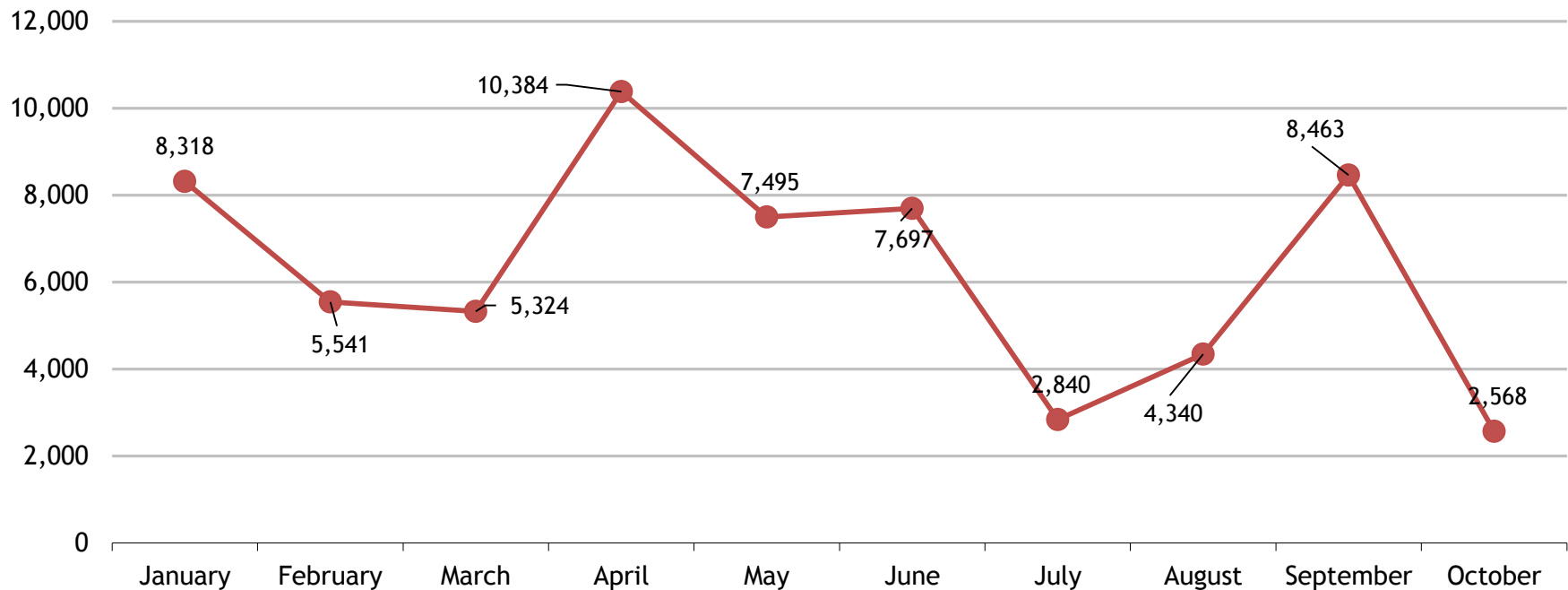
Total % of services



All of the present 15 online services offered by JPK is for the citizens community. The services include the application for skills training, articulation and obtaining potential certification.

The total number of JPK online services accessed between January to October 2016 was approximately 60 thousand

Total Number Of Usage (January - October 2016)



The usage of JPK online services is quite low except for the months of April and September 2016

List of JPK Online Services and Maturity

Name of Services	Total Usage	Maturity (UN 4 Stage Maturity Model)
Sistem eSKM - Pendaftaran SKM	32,502	2 - Enhanced
Sistem Pengambilan Perantis (eSLDN):- Perantis Berdaftar SLDN	16,518	2 - Enhanced
Personel - DPIN (Pendaftaran Personel)	11,292	1 - Emerging
Sistem Aduan SPCC - Bilangan Aduan	90	1 - Emerging
Artikulasi	-	1 - Emerging
e- SKM-Permohonan	-	2 - Enhanced
NDT	-	2 - Enhanced
NOSS	-	2 - Enhanced
Penguatkuasaan & Kawal Selia	-	1 - Emerging
Persijilan	-	1 - Emerging
PPT	-	-
Pusat Bertauliah	-	
SkillMalaysia	-	
SkillMalaysia Partnership	-	
Tenaga Pakar	-	
TOTAL	60,402	

Comparison of JPK's Online Services and OTC Services Usage Data

	Online Services	OTC Services
Year 2015	<ul style="list-style-type: none"> No information was available for JPK's online services usage. 	<ul style="list-style-type: none"> The number of over-the-counter services served during year 2015 was not available
Year 2016	<ul style="list-style-type: none"> The total number of online transactions between January and October 2016 was 60,402 	<ul style="list-style-type: none"> The number of over-the-counter services served during year 2016 was not available

Due to insufficient information, we are unable to compare the online usage for 2016 with the previous years

**Note:- The 2016 data is taken for the months from January to October 2016.*

Number of Usage for JPK Services in 2016

Number of Transactions	Number of Services
< 10,000 transactions	1
10,000 to 50,000 transactions	3
> 50,000 transactions	0
Online services without usage data	11
TOTAL	15

**Note:- The 2016 data is taken for the months from January to October 2016.*

Number of Online Services Used From January to October 2016

Based on the statistical records, we have identified the online services/ functions which are widely used and those that are more popular

Most Popular
Services



TYPE OF ONLINE SERVICE (TOP 3 MOST POPULAR)	NUMBER OF USAGE
1 Sistem eSKM - Pendaftaran SKM	34,017
2 Sistem Pengambilan Perantis (eSLDN):- Perantis Berdaftar SLDN - SLDN recruitment	17,324
3 Personel - DPIN (Pendaftaran Personel) - Registration of DPIN personnel	11,533

Number of Online Services Used From January to October 2016

Based on the statistical records, we have identified the online services/ functions which are widely used and those that are least popular

Most Unpopular
Services



TYPE OF ONLINE SERVICE (TOP 1 MOST UNPOPULAR)

NUMBER OF USAGE

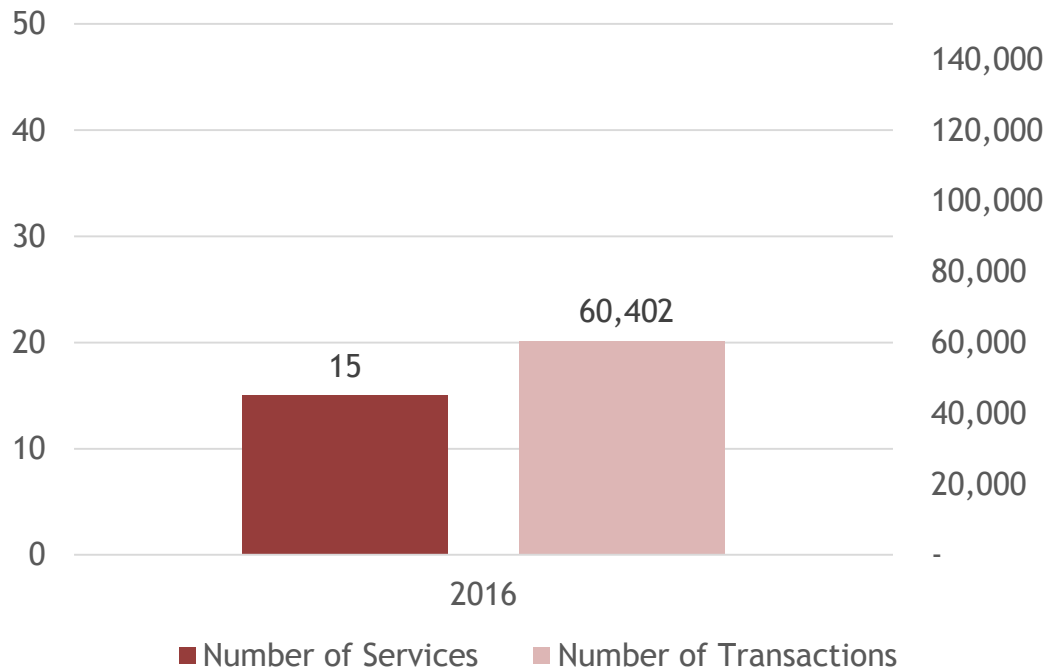
1

Sistem Aduan SPCC - Bilangan Aduan -
SPCC Complaint System

96

Overall Agencies Findings & Recommendations

Number of Agencies Online Services and Transactions in 2016



- ✓ The number of online services offered by JPK is 15 while the number of online transactions recorded in 2016 was 60,402
- ✓ JPK's Sistem eSKM - Pendaftaran SKM 01, recorded the highest amount of transactions and represented 54% of annual transactions of all services offered by JPK.
- ✓ The government and JPK must ensure that all services remain relevant to the user and to ensure that users who visit the portal are informed of all online services offered by the agency's web portal.

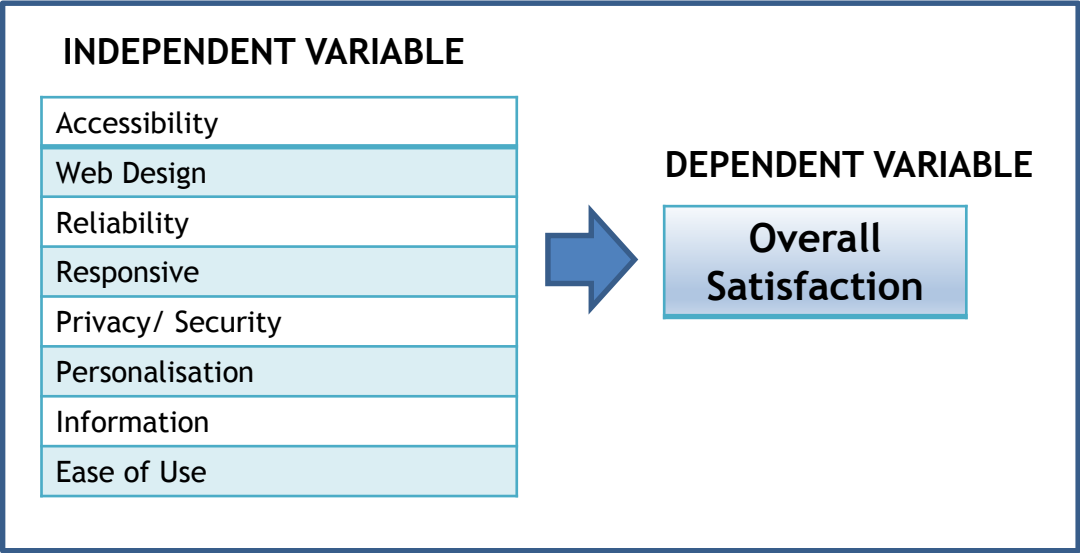


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APPENDIX

Identifying the dimension influencing user's online satisfaction

Regression analysis is used to identify the impact of each dimension on Government Online Service Experience



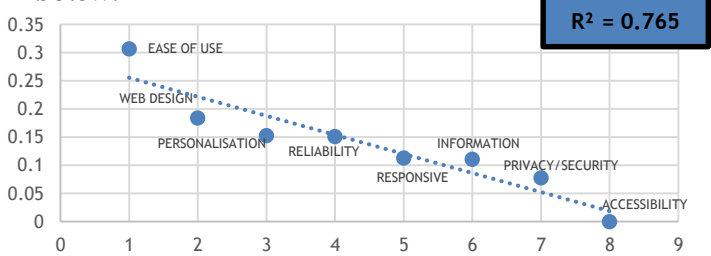
Mathematical Equation (Regression model)

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + \dots + b_n \cdot a_n$$

Y is predicted value of the criterion variable
 a is the intercept
 b₁-b_n is the regression coefficient for x variables

REGRESSION is used to determine the factors influencing satisfaction of online service experience

- In overall, Regression is where we fit a best straight/linear line to the data which is known as regression line.
- The regression coefficients (beta score) are derived using the method of Least Square Estimation to choose the “best-fitting” regression line are displayed below:



- What this means is that the height of the line, Y, (its position on the vertical scale) can be expressed as some multiple, 0.8, of its position on the horizontal scale, X, (this measures the steepness, or slope, of the line), plus a fixed amount, 6.
- Lastly, the predictors/independent variables (x₁, x₂, ..., x_n etc) are used as the basis for the prediction of the level of dependent/criterion variable (Y, in this study is overall satisfaction)

The coefficient indexed are then used to calculate the share of importance of each dimension.

DIMENSIONS	Coefficient index	%
EASE OF USE	0.307	28%
WEB DESIGN	0.184	17%
PERSONALISATION	0.153	14%
RELIABILITY	0.151	14%
RESPONSIVE	0.113	10%
INFORMATION	0.111	10%
PRIVACY/SECURITY	0.078	7%
ACCESSIBILITY	0.000	0%
TOTAL	1.097	100%

Mathematical Calculation:
 $(0.307 / 1.097) * 100 = 28\%$

Importance ranking (measures the impact of each dimension on overall satisfaction)

Regression provides standardized coefficient which are indexed to 100%

The indexed are then used to calculate the share of importance of each dimension.

Base: Amongst n=500 JPK's Online Users



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END OF REPORT