

Service Quality Improvement through ODI: A Case Study of

Prem Mansion, Bangkok

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Abstract

This study aims to determine the initial impact of organization development intervention on willingness, problem resolution, time management, and communication skills of employees to enhance service quality and customer satisfaction. Consequently, the work is expected to benefit the organization of Prem Mansion itself in terms of better reputation and trust resulting from the improved service quality. The research covers three phases – Pre-ODI, ODI implementation, and Post- ODI. The first stage is to seek to understand the current situation, including a short survey to seek satisfaction level of both customer and employee sides. The second phase, ODI implementation is designed to solve problems directly to the point. The post-ODI phase allows the comparison of the results after the intervention to those seen before doing organization development intervention using by Wilcoxon Signed Ranks Test. Comparing the results from pre- and post-interventions of both employees' and customers' sides, an obvious difference can be seen. After the intervention, the employees have realized they are lack of certain skills; therefore evaluate themselves lower than pre-intervention period. On the other hand, there has been an initial impact on customer satisfaction in the aspects of the willingness to provide service, problem resolution, time management, and communication skills have risen.

Keywords: *service quality, customer satisfaction, willingness, problem resolution, time management, communication skill*

Introduction

Thailand in the present day is a destination to a large number of expatriates, particularly in the capital of Bangkok. The result is that real estate service for expats has grown dramatically and become much more competitive in the city. Thus, uniqueness is the key to capture customers' attention and to determine the advantage. Satisfied or delighted customers will eventually become loyal customers who are the greatest marketers in terms of their words of mouth bringing more customers to the business. (Lieu Hansen, 2011)

In this regard this study proposed that the quality of service is a major factor in being unique. Sound service in this paper is defined as the service which not meets the customers' demand; but also creates satisfaction, going beyond customers' expectation. In such doing, an organization needs to consider internal factors i.e. the employees themselves, skills and abilities of employees, willingness to provide service, and the service mind.

Hypotheses

Ho1: There is no initial impact between pre- and post- ODI on service quality in term of willingness.

Ha1: There is initial impact between pre- and post- ODI on service quality in term of willingness.

Ho2: There is no initial impact between pre- and post- ODI on service quality in term of problem resolution.

Ha2: There is initial impact between pre- and post- ODI on service quality in term of problem resolution.

Ho3: There is no initial impact between pre- and post- ODI on service quality in term of time management.

Ha3: There is initial impact between pre- and post- ODI on service quality in term of time management

Ho4: There is no initial impact between pre- and post- ODI on service quality in term of communication skills.

Ha4: There is initial impact between pre- and post- ODI on service quality in term of communication skills.

Review of Literature

Organization System

Organization development system is a theoretical system which takes an organization as an open system in effective exchange by its encircled environment, and that is the one of the most effective theoretical tools to understand organizational changes and the dynamic of an organization. (French & Bell, 1995).

The term "organization system" refers to the interrelationship between people and its worldwide expansion as a socially connected frame, which is the element of each integration to meet the goal (Robin, 1999). One cannot carry out all responsibilities nor provide services to customers at the same time, which is why an organization comes in to manage and to delegate different tasks to appropriate persons who have the right skills for specific work. At the same time, an organization creates opportunities for its employees to become specialized at their particular work. The organization system is a concept and a type of relationship between organization's components (Conrad and Poole, 1998). The open system is a parallel

interaction with its environment; and therefore achieves a dynamic equilibrium's steady state. The system cannot survive the continuous influence of transformational outflows. The system interactively continues to receive information and feedbacks from its environment. Each department inside an organization also interacts with one another as it has interacting tasks to perform. Thus, the degree of interaction between different elements indicates the overall efficiency of the system. Robin (1999) argues that organizations, like how human's brain controls body system, is controlled by the system of hierarchy, supervision, rules, procedures and policies.

The organization's system aims at improving its activities in order to survive by changing its renewal processes and problem-solving methods which involve changes in overall organization or relatively large segment of its own. The purpose is to offer the potential of all members of the organization and to increase the effectiveness of the system.

Change Management

Changes are norms in many organizations. Addictiveness, flexibility and responsiveness are the characteristics of an organization which succeeds in meeting competitive challenges it faces. Organizations are in state of tremendous turmoil and transition where all members are affected. Fierce competition requires companies to make changes and employees are urged to recommend specific changes while explaining the reasons why those changes are needed as well as to propose ways the change can be implemented.

Top management must make an immediate response: an approval, or disapproval with an explanation or a request for more information. Not all changes are planned, so unplanned changes are often unforeseen. Responsiveness to unplanned changes requires tremendous flexibility and adaptability from all parts of the organization. It is important for executives to be prepared to handle both planned and unplanned forms of change in organizations. It is substantial to be aware that most changes will face varying degrees of resistance and to understand the basis of resistance to change.

Brown and Harvey (2006) stated that changing an organization involves modifying its existing system, structure, and different cultural standards, or level of performance.

Organizations tend to change for one of the following three reasons:

1. The environment in which organization operates changes.
2. Key players in the organization change the focus or direction of the organization to conform to their personal vision.
3. The company changes incrementally and without real intention.

Changes must be tied in to existing systems, unless the efficiency, effectiveness or these systems is at stake. Changes must also be implemented incrementally in the development process. In every organization, evolution is more saleable than revolution.

Service Apartment

A service apartment refers to a unit of fully furnished apartment, available for both

short- and long-term stays. This kind of residence provides all the hotel-like amenities. Service apartments typically include furniture and utensils so that long term tenants do not need to bring their own. All other services such as housekeeping, front office, parking areas and others are often included in the rent. Service apartments therefore include all of the convenience of hotel rooms at less expensive cost than equivalent hotel rooms for longer stayers. Interest in service apartments has risen at the expense of the use of hotels are for short stays. Benefits may include more spaces and privacy, convenience when travelling with a family and the savings associated with home-cooking meals in the apartment (Retrieved from http://en.wikipedia.org/wiki/Service_apartment).

Service Quality

Customer satisfaction has no definite concept. Different Customer satisfaction is described in many different ways depending on changing accomplishment and experiences (War Je, Davies-A, Stewart A, 1978). There is no model that is capable to explain an exact meaning of customer satisfaction. Several customers have faith on customer satisfaction associated with decision outcomes from comparing their perceptions of service quality (Wright S, 1995).

Customer Satisfaction

Customer satisfaction is very important in quality apartment. Satisfying customers is one of the major objectives of every single business. Businesses recognize that maintaining current customers can yield more profits than having to win new ones to replace those lost. Management and marketing theorists emphasize the importance of customer satisfaction for business success (Reichheld & Sasser, 1990; McColl-Kennedy & Schneider, 2000;). As a result, the famous Malcolm Baldrige National Quality Award accepts the role of customer satisfaction as the central component of the award process (Dutka, 1993). Customer satisfaction matters not only to the customer, but also to the business because it impacts a company's bottom line profits in a direct way. Moreover, it is one of the most significant components of a company's positive brand image. The impact of customer loyalty, the significance of customer satisfaction needs to consider accurately defining, measure, and integrating the concept into practice. (<http://www.cvent.com/en/web-survey-software/customer-satisfaction-matters.shtml>)

Customer Satisfaction in Five Stars Hotel

According to Flavio (2013), travelers – either for business purpose or pleasure – take the matter of getting their money's worth with what they are paying for as a major factor. The competition in hotel industry, therefore, has become even fiercer than ever before. Retaining their guests who visit repeatedly is highly desired for the days when travelers randomly choose their accommodation along their journey are now over.

To retain the guests, those who work in hospitality industry need to understand their guests at the very core rather than measuring their satisfaction from their smiles, or even satisfaction surveys (Reynolds, 1998). To illustrate, a guest who stays in a city hotel would

definitely has different expectations from one who chooses to stay in a beachside resort. Thus, the ability to effectively and consistently respond to the needs would create true customer loyalty.

Good hospitality service would recognize this; and therefore provide appropriate services to meet their guests' expectations. Some may go even further beyond what their guests expect for to make the guests feel delighted. A family-oriented resort may prepare toys in guest's room for family with kids along with their welcome notes while a convention hotel in the city may facilitate their guests with reliable Internet connection and business lounge (Flavio, 2013).

Once staff is well trained to be customer- (or guest-) oriented, a hotel would run more smoothly and deliver even greater satisfaction to their customers or guests. The hotel management should constantly emphasize customers' benefits and set them as a mindset of staff members; not only to create satisfaction, but also to avoid complaints from customers who, specifically in hospitality industry, usually have high expectations (Lynn, 2013).

An extra step that hotels or hotel management companies could take is internal policy and code of conduct. Putting proper procedures in place and setting the right goal with a focus on customers, together with recognition of customer needs could create an environment that attracts people in and give them a good impression. Expectations of customers in hotel or hospitality industry basically are clean and comfort rooms for their good night's rest, nicely decorated, and appropriate amenities. Going beyond these expectations would help hotels to gain new customers and keep their existing ones to visit repeatedly.

Organization Communication

An important part of employees' work is communication, especially when they have to provide services qualities to customers as they need great collaboration from other parties. Moreover, internal communication has contributed to transformation of both work and apartment structure. For these reasons, staff to staff and staff to customer communication are vital for apartment.

The approach of organization communication underlies the basis of the organization itself described by Drenth et al (1998), that communication is a process of message transmission by mean of sign and see organization communication as a main factor of organizational condition. The point of view is reflected by Myers and Myers (1982) who defines organizational communication as "the central binding force that permits coordination among customer and this allows for organized behavior.

The organization communication is formal top down, generally assort with involving personal relationship, horizontal, communication was basically seen as a possible hindrance to effective organization achievement. In organizational communication, employees often want to hear about internal organizational updates and all other useful information directly from the top management and also found out the two topics of organizational plans and

productivity improvements. A finding seemingly conflicts with what D'Aprix (1996) set as the hierarchy of employees' communication needs, reflected in the Figure 1

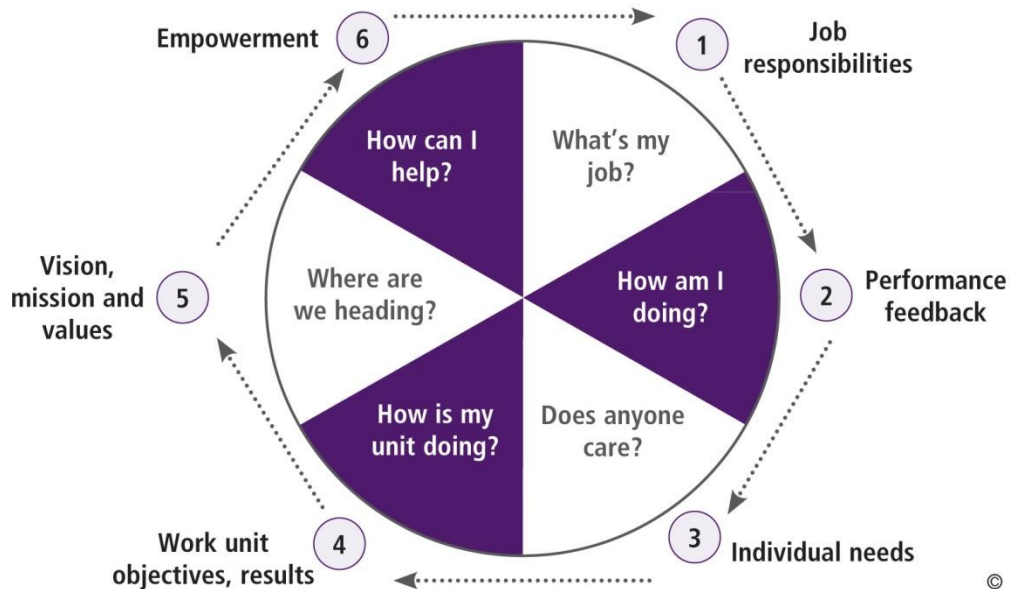


Figure 1. Hierarchy of Employees' Communication Needs (D'Aprix, 1996)

Communication between Staff and Customers

The main objective of this research presents staff-customer interactions and relationship to verify that the acknowledgement of staff may improve the quality of the relationship between staff and customers. Schneider and Bowen, (1999) argue that in order to focus on customer needs; it is necessary concentrate on the relationships. They further claim that building a relationship requires companies to view "Customers" first and "Consumers" second.

Staff-customer relation in service industry is understood as the impact of overall organizational performance and profitability (Lau, 2000). However, staff-customer communication is the main issue of the relationship towards attitudinal and behavioral responses of staff-customer relation because of the interactive nature of service delivery (Gronroos, 1983).

Theoretical Framework

The theory of customer service is based on identifying and satisfying the customers' needs and exceeding their expectations. A company must be totally committed to delivering consistently high standards of service to gain and retain customer loyalty. Everyone from top management down must be tuned into what customers want. Creating a customer service culture within a company can help build success. Customer satisfaction and loyalty are inextricably linked to the quality of customer service and, ultimately, to the company's profitability. Figure 2

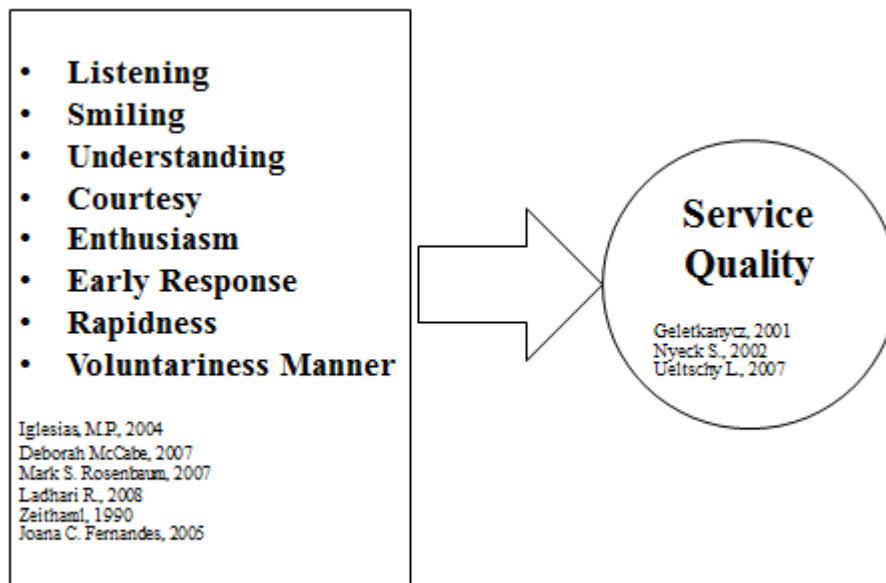


Figure 2. Theoretical Framework

Conceptual Framework

This research paper assumes that the communication within organization is related to service quality. If the staff-staff communication or staff-customers communication are well conducted, the service quality will improve. For example, when the employers-employee relationship is good, it will create a smooth working condition as the information flows are effective and the workers are committed to what has been agreed. Moreover, once the staff-customer communication becomes delightful, customers will be satisfied and the staff will feel good toward their operations.

In the case that the communication in the organization is not pleased; for instance, the staff-customers relationship is not agreeable, and the customer is not satisfied, the researcher considers proposing organizational development intervention. In this latter case, the researcher would like to suggest the positive thinking method of organization development intervention. At this point, the supervisor should encourage his or her subordinates to have a positive thinking toward customers.

The research also focuses on employees' attitudes involving communication in the organization, customer satisfaction and relationship between the two parties. Employees' views are assumed to affect customer satisfaction either directly or indirectly. It also initiates the change of customer relationship and the level of internal communication. These competencies are related to each other and yield different results as displayed in the framework. Figure 3

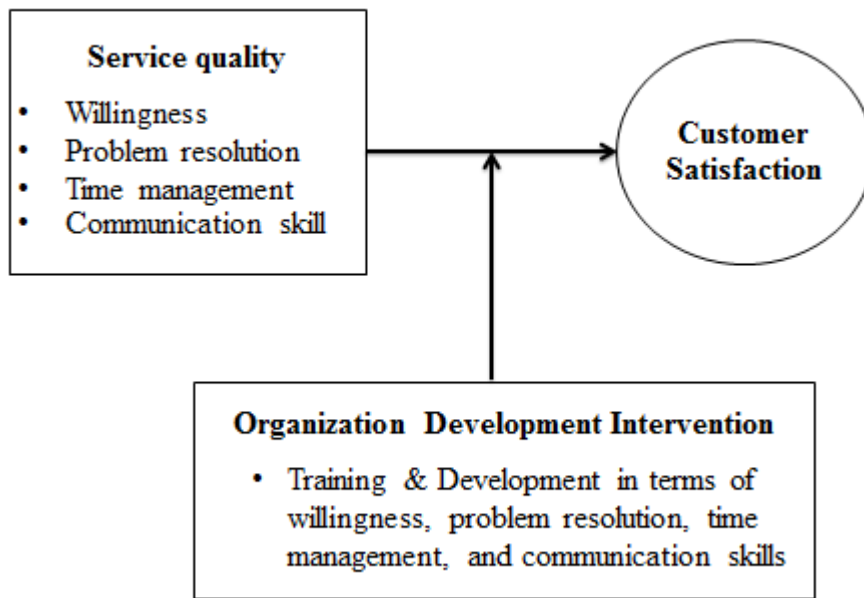


Figure 3. Conceptual Framework

Research Methodology

Respondents

Data was collected from all available employees from 6 departments, ranging from tenant relations, accounting and finance, maintenance, housekeeping, and security, to shuttle service and from 27 current tenants.

Table 1.

List of Respondents

Department	Position	Number of Respondents
General Management	General Manager	1
Tenant Relations	Assistant/ Officer	1
Maintenances	Supervisor/ Officer	2
Housekeeping	Housekeeper	2
Security	Supervisor/ Officer	2
Shuttle service	Officer	2

Accounting & Finance	Officer	3
Customers	Tenant	27
Total		40

Research Instruments

This research employed observations and questionnaires to obtain the information from target respondents – staff and current tenants. The measurement used the Likert Scale with six responses “extremely satisfied”, “very satisfied”, “somewhat satisfied”, “somewhat dissatisfied”, “very dissatisfied”, “extremely dissatisfied”.

The questionnaire was composed of four parts as follows:

- Part 1: Demographic Profile
- Part 2: Service Quality
- Part 3: Communication Quality
- Part 4: Suggestions and improvements

Data Collection Techniques

Observation

On-site observations was done in order to inspect the manner, feelings expressed and enthusiasm of the employees and customers to get the rough idea, information, dialogues, and attitude in order to support the data acquired from the interviews.

Data Analysis

The reliability of the variables of this research was measured by Cronbach’s alpha test. As for, the analysis on the initial impact ODI on service quality for customer satisfaction was statistically analyze using Wilcoxon Signed Ranks Test.

Research Findings and Data Analysis

Observation

An observation of willingness revealed that most of staff offered assistance to customers before they are asked to and were eager to service. However, this aspect could be developed to be more efficient to fulfill the customers’ demand.

Regarding the problem solution, the staff lacked self-confidence so they were indecisive in solving the problems which resulted in work delay. Some of them were not good at solving problem at hand or exercised wrong solution.

Regarding time management, the staff had problem with job organization and time management which resulted in work delay. The customers were unsatisfied with this situation

since some of them were in hurry to leave so there were some complaints of time management.

Regarding communication skills, English language was used regularly since almost of the customers were foreigners, who were working in embassies, UN, or other public companies. However, the staff had insufficient language skills to communicate with them. Staff lacked self-confidence to interact with the customers. Misunderstanding sometimes took place because the staff used body language or code-mixing to communicate which caused communication breakdown.

OD Intervention Program

This section presents the OD interventions used in the study to improve the behavior of employees in terms of Willingness, Problem Resolution, Time Management, and communication skills.

Willingness to Provide Service

These training sessions were led by the general manager aiming to guide employees on their willingness to provide service to customers. In the first session, a charting board about service quality and operational standard procedures such as the way of greeting and step by step of willingness to help customers were introduced. The following training was done by on-job training by departments. There were three meetings between intervention periods within one month. These specific training sessions helped employees to have better understanding towards the key importance of “service mind,” know how to approach customers first, and proactively provide assistance. All are the key to customer satisfaction. The last session was an experiment in a real situation and evaluation.

Communication Skills

The activity on communication skills began with a brainstorming session between employees regarding language barriers they thought they might have. After brainstorming, the employees were asked to write down in Thai the barriers individually along with the phrases, expressions, or sentences they would like to know on pieces of paper. During the activity, the General Manager was around to provide advices, tell employees which topics should be included, and emphasize how language skills are important at work. In the second phase of communication training, word cards related to daily tasks – such as standard furniture, electronic and home appliance, and words or phrases written down by employees from the first session are provided for them to study. A guest trainer was invited to share experiences and tips. The last session, then, consisted of a verbal test and vocabulary games so employees could apply to their jobs. The employees did not show great advancement after communication and language training, yet they had gained more confidence when talking to customers and learned more useful vocabularies. It is obvious that language skills cannot be improved within a short period of time, but rather requires familiarity and frequent practice. The General Manager felt positive to continue arranging language classes whenever the time

is convenient.

Problem Resolution

In this session, the employees were divided into 4 groups. A case study was given to each group in different topics. After 20 minutes of discussion and brainstorming, each working group was asked to come up and do a role-play regarding their case. By doing so, employees could demonstrate their ideas, logic, decision making, and problem solving. At the end of each group's play, the General Manager summarized and advised standard procedures, depending on the topic. Employees were able to understand situations and root causes; therefore they could prevent such circumstances. Moreover, decision-making skill was increased.

Time Management

This activity was in cooperation with the General Manager after a log book and a daily brief were proposed to be done every morning before work. This way, employees would know their tasks and responsibilities precisely, enabling them to plan their day in advance and manage the tasks to meet the timeline. On the first day of training, the General Manager gave a brief lecture on the importance of time management to employees, especially when customers at Prem Mansion are mostly business persons; their time should be treated as most valuable. A little lateness can cause great dissatisfaction for such lateness might affect their whole schedule. The second session included the introduction of 'morning brief' – when and where it is taken place, and how it will be done. Moreover, to make sure employees have the same understanding and willingly follow the new procedures, the objectives were explained. The last session was used to introduce a 'log book' so staff know what their own and their colleagues' responsibilities in each day are. Employees learned how to do their log books, and follow the tasks in each day. They have also been attending the morning brief every day. This led to a more efficient planning of man-hours and time management. Although it has not achieved the target 100%, the General Manager has agreed to continue doing the morning brief and log books to improve the service quality.

Feedback on OD Intervention

From the three OD Interventions, the feedbacks received and results were seen as very positive as the organization never had such official training before, but mostly in a form of advice because employees have been working for a long time (longest one has been working here for over 30 years) and worked according to their experiences and familiarity. In addition, over two thirds of the employees were those in older generations who feel more comfortable with the way things have always been without changes. Such interventions enabled employees to spend time together and share their job-related experiences.

The training covered 4 topics: willingness to provide service, problem resolution,

time management, and communication skills. Positive effects were seen after the interventions including individual improvement which could lead the organization toward a better direction. Employees were satisfied with the activities arranged as they claimed to have a good time improving themselves while learning new things and they got to spend time with their colleagues.

From the results of post-ODI, it is obvious that the organization has improved as a whole as the tenants are more satisfied. The customers noticed the attempt of staff to provide better service.

However, the downside was the limit of training schedule at once a week for three consecutive weeks. At Prem Mansion, employees are working in shifts which switch every two weeks. Thus, some employees could attend two sessions while the rest attended one. The owner and the General Manager, therefore, have agreed to find other activities and arrange similar sessions in order to train the staff equally and continue to improve the service quality.

OD Intervention Data Analysis

Quantitative Data of Employees

Quantitative analysis was applied to analyze the questionnaire after implementing Organizational Development Interventions (ODI). Results indicated that the mean value of the before and after score from employee were slightly different positively.

Quantitative Data of Customer

The results of the study have shown higher mean scores in all 4 aspects; referring to higher customer satisfaction in the willingness of staff to provide service, problem resolution skill of staff, time management, and communication skills, with the statistical significance at 95% confidence level

Hypothesis Testing

After running Wilcoxon Signed Ranks was employed, the different results of p-value from employees were obtained. All of p-value were higher than 0.05. This can be divided as follows: 0.529 for willingness and behavior, 0.304 for self-evaluation, 0.359 for service improvement, and 0.286 for communication skills. Therefore, compared to statistic results, there was no change at 95% of confidence level, which leads to the acceptance of all Ho1, Ho2, Ho3, and Ho4 shown in Table 2.

Table 2

The Wilcoxon Signed Ranks Test on Employees

Filter		N	Mean	Std. Deviation	P-Value
Willingness and behavior	Pre-ODI	27	5.0769	.49355	0.529
	Post-ODI	27	4.9538	.63851	
Filter		N	Mean	Std. Deviation	P-Value
Self-evaluation	Pre-ODI	27	4.8462	.57115	.304
	Post-ODI	27	4.5897	.64051	
Filter		N	Mean	Std. Deviation	P-Value
Service Improvement	Pre-ODI	27	4.2692	.63296	0.359
	Post-ODI	27	4.5385	.51887	
Filter		N	Mean	Std. Deviation	P-Value
Communication Skills	Pre-ODI	27	4.1868	.82352	0.286
	Post-ODI	27	4.5934	.75783	

The number of customer respondents totaled 27. The different results of p-value show lower than 0.05. This included the Willingness, Problem Resolution, Time Management, and Communication Skills, which were 0.003, 0.000, 0.015 and 0.001 respectively. Compared to the previous hypothesis, all significance results rejected all Ho1, Ho2, Ho3, and Ho4 as shown in Table 3.

Table3

The Wilcoxon Signed Ranks Test on Customers

Filter		N	Mean	Std. Deviation	P-Value
Willingness	Pre-ODI	27	5.0494	.63853	0.003
	Post-ODI	27	5.3457	.45743	
Filter		N	Mean	Std. Deviation	P-Value
Problem Resolution/Service Assessment	Pre-ODI	27	4.9630	.55774	.000
	Post-ODI	27	5.3889	.42366	

Filter		N	Mean	Std. Deviation	P-Value
Time Management	Pre-ODI	27	5.1944	.54302	0.015
	Post-ODI	27	5.4444	.42366	
Filter		N	Mean	Std. Deviation	P-Value
Understanding of Communication	Pre-ODI	27	4.7407	.49210	0.001
	Post-ODI	27	5.0864	.32807	

Summary

Table 4

Summary of Quantitative Result of Employees

Variable	Mean of Pre-ODI	Mean of Post-ODI	Difference of Mean	P-Value	Hypothesis Testing
Willingness and behavior	5.0769	4.9538	.12308	0.529	Accepted Ho1
Self-evaluation	4.8462	4.5897	.25641	0.304	Accepted Ho2
Service Improvement	4.2692	4.5385	-.26923	0.359	Accepted Ho3
Communication Skills	4.1868	4.5934	-.40659	0.286	Accepted Ho4

Table 4 shows that the results of the survey before the intervention were higher than the post-intervention ones. This is due to the fact that after the interventions, staff realized which skills they are still need to acquire; while before that, they misunderstood that they were on average. Therefore they knew they had to continue improving themselves. After the interventions, the staff evaluated themselves lower, leaving the scores of all 4 topics – willingness and behavior, self-evaluation, service improvement, and communication skills unchanged. Thus, the hypothesis testing accepted all Ho1, Ho2, Ho3, and Ho4.

Table 5

Summary of Quantitative Result of Customers

Variable	Mean of Pre-ODI	Mean of Post-ODI	Difference of Mean	P-Value	Hypothesis Testing
Willingness	5.0494	5.3457	-0.29630	0.003	Rejected Ho1
Problem Resolution	4.9630	5.3889	-0.42593	0.000	Rejected Ho2
Time Management	5.1944	5.4444	-0.25000	0.015	Rejected Ho3
Communication Skills	4.7407	5.0864	-0.34568	0.001	Rejected Ho4

Table 5 indicated that after intervention, the result intensively affected the customer's satisfaction. Even though there was no change among employees, the customers understood and saw the effort to improve and develop the service. They recognized higher attention was given to them, though the result was not successful enough. However, they were still satisfied as higher scores were rated. The p-value is higher than 0.05, thus hypothesis rejects all Ho1, Ho2, Ho3, and Ho4.

Conclusion and Recommendations

The objective of the research was to improve willingness, problem resolution, time management, and communication skills. The questionnaire was distributed to the employees and the customers before and after the intervention to determine the effect of the interventions.

Summary of Demographic Profile

The questionnaires were distributed to 13 employees and 27 customers. A statistical Program was employed to analyze the data that divided by the demographic percentage as follows.

Employees

They were 13 employees, consisting of one General Manager, one tenant relations, three accounting and finance staff, two maintenance staff, two housekeepers, two securities, and two shuttle service staff. There were six male (46.2%) and seven female (53.8%). The average age was between 25-63 years old. Most of the respondents were graduated with High

Vocational Certificate and High Vocational Certificate (38.5%). Three respondents graduated with Bachelor's degree (23.1%) and two of them graduated from secondary school (15.4%) respectively.

Customers

There were 27 customers who completed the questionnaire regarding the service quality and communication quality. The respondents were divided by demographic characteristic into two groups: 10 male (37.0%) and 17 female (63.0%). The age of the respondents were classified into six ranges which the highest range was 31-40 years old (37%). Nine of them graduated with Bachelor's degree (33.3%) and two of them graduated with Doctor of Philosophy (7.4%). Most of them have been living at Prem Mansion for less than one year (55.6%) Some of them were the retired people who had moved to settle down in Thailand instead of their hometown, and have been living here more than ten years and signed the long-term contract for hiring two units (7.4%). Most of foreign customers had been working in Thailand, had signed the rental contract on behalf of the company (100%) so there was frequent moving depended on their positions. However, the minimum rental contract period was one year so the pre and post intervention could be completed with the same customer and had the accurate measurement.

Conclusions

The research shows that there was no change on employees .With an average 10 years of work experience as service provider, the employees were confident with their capabilities. Yet, the intervention helped them come to the realization that there are still gaps to be improved in many aspects, particularly during the role play and Q&A session; therefore had less confidence and evaluate themselves lower. On the other hand, the results on customer's side improved precisely in the aspects of willingness to serve, problem resolution, time management, and communication skills for the customers had seen the effort of staff to make an improvement. Such positive attitude resulted in more trust and higher rating scores. This is in accordance with the hypothesis of the research.

Therefore, it is implied that intervention was useful and beneficial for organization and employees in terms of customer service quality promotion. Even in a short term, the customers were able to sense the attempt and determination to provide service of all employees. During intervention implementing, all employees participated in and enjoyed the activities, had exchanged their opinions, were more open to the colleagues, and were more confident. As a result, the four activities were very successful and helped developing the personnel of all positions.

However, doing the interventions in such limited time cannot create precise changes in all issues. The organization also recognized the importance of service improvement; and therefore has planned to continue the tasks learned from the training sessions such as the implementation of the log book and morning brief in order to enhance time management. In

addition, the manager of Prem Mansion has positively agreed to promote the communication quality and set up on-job training tasks for all employees to strengthen service quality and satisfaction of all customers.

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