

CHAPTER IV

CONCLUSION AND DISCUSSION

4.1 Conclusion of Study

This was a study of the quality of service focused on the sample receipt services at the sample receipt area of the Chonburi Regional Medical Sciences Center. The sample receipt area is located in the front office which has direct contact with customers who come seeking analytical services. The quality of services at the sample receipt area has to satisfy customers. The purpose of this study was to assess the situation of the current service system and assess what customers and staff need from the Chonburi Regional Medical Sciences Center to improve the quality of service. And how well the service quality was, after implementing the intervention program that responded the need of customers and staff.

The study was divided into three phases. The first phase was an assessment of the current situation of sample receipt services. A need assessment of customers by using questionnaires and observation was completed. Also a need assessment of staff by interviewing and observing the interaction between sample custodians and analysts was performed.

In second phase, the intervention program was implemented to respond to the need of customers and staff. The intervention program involved human resource development, information system development and physical facilities improvement.

The third phase was an evaluation process. The achievement of the project was evaluated by assessing the satisfaction level of customers and staff after launching the intervention program for two years. Evaluation of the training course achievement consisted of knowledge, attitude and practice evaluations. Evaluation of the project achievement consisted of evaluation of the customers' and staff's satisfaction on the intervention program. Customers' satisfaction was evaluated by using questionnaires and observation. Staff's satisfaction was evaluated by informal interviewing.

4.2 Discussion

The seminar evaluation, by knowledge the participant gained from the seminar by having key informants answering the knowledge test, showed that every key informant's testing score was at the good level. This is due partly to the natural perception of good service that is within a person. To understand the theory of giving good service is easy.

The participant's attitude evaluation toward the seminar's curriculum, by using focus group discussion method, reflects key informant's good attitude toward the seminar. The principles learned from the seminar are helpful and can be used in a real setting. Interactive activities also helped create love and unity among the personnel which in turn has brought about better teamwork and helped develop the team to reach

its highest potential. A need is felt from the participants that such a seminar should be held yearly.

The observation done during the seminar showed that most participants took part in the seminar. They also contributed in giving useful suggestions and ideas for the brain storming process to find the right and proper method in developing the quality service of the organization. The interactive activities were intended to build better teamwork and to reinforce the working skill through ice-breakers.

It was the chance for personnel to express their ideas and realize the importance of participation in organizational development. In addition, the personnel felt the sense of belonging of the organization. Further more, the lecturer was experienced in career of service, as well as high potential in communication.

In consistency with the suggestions of Warattra Kaewwichit (2001) from her study of participation of nurses in hospital development and accreditation, nursing of surgical patients who were confined for recuperation in Chiang Mai Maharaja Hospital saying: the important factor for the development and hospital accreditation is the participation of the personnel within the hospital. This can be done by preparing and educating the personnel to be ready to offer a service by imparting knowledge, shaping a thinking process and guiding the personnel in the same service direction. This is to prevent any confusion or misunderstanding that might cause a conflict in the way of thinking which will effect the cooperation and participation among the personnel within the organization.

In order to allow personnel to have freedom in expressing their thoughts, to participate in sharing the ideas and to have a part in making decision, the executive must support the organization in any useful activities which contribute to the benefit of the organization. This, somehow, will lead the whole organization to learn. The process will take some time for personnel's opinions and attitude adjustment toward the quality service development yet, at the same time building a sound mind and awareness of giving quality service.

In practical, information should be well communicated and clear within the organization. It is important that any communicational obstacles should be tackled and insured that everything is clear and understandable due to the fact that people are different in their ways of perceiving information. This should be accomplished by allowing personnel to participate in setting goals and objectives and also making them aware of the organization's vision. This includes delegating and assigning the right person for the right responsibility. The administrator should know that every level of staff plays their part in completing the duty. Working as a team including the follow up process and evaluating of activities, needs to be done consistently.

The practice evaluation consisted of observing the operation of staff during working hours and the coordination between group works. It showed that the sample custodians expressed a warm welcome to customers by being friendly, politely offering good advice in the sample submitting process. This due to sample custodians' personality. The training helped reinforce a higher effectiveness in accomplishing the task. It is consistent with Wasana Wongkhanthong's (1999) study on quality service as

reflected in oral surgical patients. She stated that, every level of personnel coming to work in the organization must be screened by the process of choosing, searching before assigning a qualified person in the right position. Providing a development process for personnel by supporting them in higher education needs to be done as well. It should also include a special seminar for further need knowledge, and ability. Also, in establishing a serving consciousness in personnel, a seminar on how to have an impressive service and on preparing for a quality service organization, etc. should be offered.

However, there were some problems that have been found related to the coordination between the sample custodians and the laboratory staff. The most often found problem was the sample custodians received some samples which did not meet the required conditions of the laboratories. There was also a problem in changing some conditions in receiving the sample without informing a sample custodian.

Moreover, some personnel did not express a warm welcome to those who came to contact a government office. This, however, was due to the particular personnel's own character who failed to develop themselves in offering the service. They also did not attempt to adjust themselves to a new trend of government office system. Some still behave as traditional government officials. The administrator, therefore, must pay close attention to this and deal properly with this particular problem. A change of position for some personnel might need to be made as well as reviewing the choosing and searching process for qualified staff for the positions. The people who have a great passion and clear vision for the organization should become first in screening the process of staff in

order to offer the best service to the satisfaction of the customer. At the same time, this will prevent the organization from customer complaints.

The success evaluation of the project running by evaluating the satisfaction of two hundred and forty seven customers toward the service given by the Chonburi Regional Medical Sciences Center. It was found that the satisfaction of customer toward the over all service ranked average to excellent. Most customers were satisfied with the welcome at the reception area, the impression on the care given during service hours, body language, politeness and hospitality of staff, the convenience of the sample submitting process, the promptness with deadlines and the fairness in giving service were at good levels.

This is consistent with Watcharapol Phunual's (1999 cited in Wipawadee Sainamtan 1999). He stated that a good personality usually is the first and most important impression to the customer. Therefore, those who are involved in giving service should pay attention to their own personality. They should be trustworthy, self-confident, polite and neat. The personnel should also have an enthusiastic personal, mature in temperament and express themselves properly in giving service. Even though there are some problems and obstacles in fulfilling the duty, giving the best service is still what the customer expects. This will eventually bring about the customers satisfaction toward the service and they will surely come back for the service again. Arthit Urai ratna & Adulsak Teerajinda (1992 cited in Wasana Wongkhanthong, 1999.) support the idea when they stated, "the satisfaction of customers stems from being hosted properly and warmly from every level of personnel in the organization which

will lead to the acceptance of the organization's quality service." Jittinan Dechachupt (1996 cited in Wasana Wongkhanthong, 1999.) has described that "in giving service, the personnel should be friendly and showing a great mind of offering a service. They should be diligent in working and try every way possible to achieve the effectiveness in giving the service. They should also have a capability in using the knowledge properly and having specific skills which will respond and meet the need of the customers."

However, some customers expressed a less than average level of satisfaction for the convenience of the sample submitting process. This is consistent with the suggestion given by customers regarding the service: there should be an officer available at the sample submitting area to give advice on how to complete the request forms. There should be carts for carrying some heavy samples and guideline to follow for filling out request forms.

Most customers were satisfied with each process of the analytical service such as the sample submitting process, time used to submit a sample, payment process, and analytical results receiving process. All are at a good level. It was also found that some customers satisfied with the analytical result receiving process at less than the average level and the unsatisfied level. This is consistent with the customer's complaints, for example of, some officers did not offer good service to the customers, especially when they requested analytical results. It was also found that satisfaction toward the analytical service fee is at the average level. Some are less than average and unsatisfied levels. This is consistent with the suggestion of customers that the analytical fee is quite expensive and there is a request that the fee should be lowered.

Actually, the analytical fee was set by the Department of Medical Sciences. The analytical fee was determined by unit cost which consisted of labor cost, material cost and fixed cost. For that reason, the analytical fee could not be reduced less than it was set. To inform clients to understand the reason should be the best way.

Most customers were satisfied with the advice given in the presentation of the analytical report at good level. Some have expressed their satisfaction toward the advice given in the explanation of the analytical report at less than average and unsatisfied level. This due to the sample custodians could not give good advice about analytical results because they are not analysts. They could not know about analytical results in detail. The clients will get more detail of analytical results if they consulted directly with the analysts.

Most customers were satisfied with the condition of the reception area, comfort of temperature in reception area, drinking water quality and the cleanliness of rest room. They were at good levels. Since sample receipt area was improved regarding to customers' need such as building a sample receipt counter, air-conditioner installation, providing drinking water supply tank and television.

Satisfaction toward seating available in reception area is at an average level. Some customers expressed their satisfaction within the less than average and unsatisfied levels. This is consistent with the customer's suggestion that there should be more seats for customers in the reception area.

In regards to the convenience in the sample reception area, most customers' satisfaction was at the average level. Some were less than satisfied. It is consistent with the customer's suggestion that there should be an area for filling out request forms apart from the sample reception area and the payment area. Since the building was constructed for more than eighteen years. The building is too small for increasing of personnel, equipments and clients. And the sample receipt room can not be expanded. However, the director has policy on constructing a new building.

Customers were satisfied with advisory documents given for the submitting sample process, brochures and pamphlets of general information of the Chonburi Medical Sciences Center including newspapers and magazines provided in reception area from the levels of unsatisfied to excellent. Most customers were satisfied at the level of good.

In summary, customers expressed their satisfaction for the service quality of the Chonburi Regional Medical Sciences Center at the good level. Some were at the excellent level and average level. Since the center has implemented the ISO/IEC 17025 Standard. This International Standard has requirements for laboratory performance during sample receipt process, sample analysis and analytical results reporting. Implementing this International Standard impact a good level of service quality. However, service quality has to be improved consistently. Since service quality could not be accomplished with one project.

4.3 Problems, Obstacles and Limitations

1. The data collecting process took time because the customer usually answered the questionnaire only once and did not answer in subsequent visits to submit samples.
2. The distributor of the questionnaire was the organization's staff and the area for filling out the form was the same area for submitting samples, therefore, customer bias was involved in giving information for the questionnaire.
3. There was a limitation for doing a focus group discussion due to the difficulty of having all seven key informants in the same place at the same time.
4. The precision of knowledge evaluation was affected by a long delay in conducting evaluations after the seminar.