

SERVICE ENHANCEMENT OF HEAD OF OFFICE: A CASE OF NAKHONPATHOM EDUCATION CENTER.

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ABSTRACT

Head of office is an important job title in, Nakhonpathom education center, Suan Sunandha Rajabhat University. It is a frontline manager to meet with three different groups of customers: students, staff, and faculty members. Service quality enhancement have been widely accepted in all industry including higher education industry in Thailand. In modern higher education organizations, it is imperative to understand the service quality enhancement that contribute to organization success. In fact, it required skills, experience, and many modern soft skills credential of the manager to pull out the success. The purposes of this study were to identify important factors of success in enhancing the service quality for head office manager in Suan Sunandha Rajabhat University and to offer important guidelines to implement the factors of success. In order to obtain the results for this research, a mixed method of both quantitative and a qualitative research techniques were utilized. A total of 200 samples was interviewed by using survey questionnaire and 15 individual who were office managers were selected from a variety of higher education organizations. The findings revealed that there were five important of success that were important and necessary for higher education organizations of Thailand. The five important factors included teamwork, leadership, training, communication, and recognition. The result from both quantitative and qualitative concurred that teamwork and training were two main factors to enhance services. Whereas, the factors of leadership, communication, and recognition were supporting factors.

Keywords: Leadership, Teamwork, Training, Communication

INTRODUCTION

Head of office is one of the most important positions in Suan Sunandha Rajabhat University. In the campus of Suan Sunandha Rajabhat University, there is one head office for every department or every agency and important unit. Usually, head of office is promoted by the most experience staff who often work for the organization at least 10 to 20 years. Therefore, they are also usually the most experience of rules and regulations as well as problems solving. If head of office is working effective, their position will be critical to the success of the university. On the other hand, if head of office is working ineffective, it can cost a lot of problems and pervasive. There is a front line management that have duties and tasks to serve students, staff, faculty members and management level. They have the main duties responsibility for many of each department in the university's critical day to day operations. They are the organization's largest leaders. Many of services of the campus originate from this kind of office. It is actually the level of management that oversees day to day operation of the university and have critical value a university success since he or she must perform critical service value.

Service quality is not singular but a multi-dimensional phenomenon. This means to understand and be able to provide high standard of service quality, it is imperative for head office to ensure the determinant of service quality. High standard of service quality comprises

of three dimensions. First is the actual outcome of service encounter. It can be measured by the consumer in the objective manner such as level of satisfaction from the experiences of consumers. Second is the element of the interaction between service providers and service recipients. It is often perceived as subjective manner such as feeling of the politeness, suitable of decoration and environment, and etc. Third is the organization image or how is the image of the organization perceived by the consumers. This includes the physical location and appearance of the site.

METHODOLOGY

To gain the answers of the research objectives, there are some necessary process of doing this study: first is to understand the current situation and state of research problems, second is to set up research objectives and aims, third is to use both the qualitative and quantitative research method, fourth is to conduct the analyze and obtain findings and discussion, and finally offer valuable suggestions. A total of 200 samples was interviewed by using survey five Likert scales questionnaire and 15 individual who were office managers were selected from a variety of higher education organizations. An in-depth interview was set up to elicit the insight information from the focus group. Most of the focus group were head of office in the campus of Suan Sunandha Rajabhat University who had at least 15-30 years of experience of managing the head of office.

FINDINGS

Table 1. Factor of success in enhancing service quality

No.	Factors of success in enhancing service quality	Percentage
1.	Ability to deal effectively with complaints and promptness of service	95
2.	Ability to provide services on time and accurately	92
3.	Ability to adjust services to meet the need of customers	91
4.	Ability to understand customer's need and specific requirement	90
5.	Ability to provide services with politeness, respect, and consideration	89
6.	Ability to provide services with competent knowledge and skills	87
7.	Ability to provide services with no risk and doubt	85

From table 1, there are seven factors of success in enhancing service quality by head office. In other words, these seven factors must be heeded by head office in order to be more successful in the business of provide better quality. The first factor of success is ability to deal effectively with complaints and promptness of service and was rated with 95 percent. The second factor of success is ability to provide service on time and accurately and was rated with 92 percent. The third factor of success is ability to adjust services to need of customers and was rated with 91 percent. The fourth factor of success is ability to understand customer's need and specific requirement and was rated with 90 percent. The fifth factor of success is ability to provide services with politeness, respect, and consideration and was rated with 89 percent. The sixth factor of success is ability to provide services with competent knowledge and skill and was rated with 87 percent. Finally, the seventh factor of success is ability to provide services with no risk and doubt and was rated with 85 percent.

By using the method of questionnaire interview, the findings of this study can be reported that there are two important impacts from head of office which are direct and indirect impacts. There are many practical ways head office can help an organization become more like a success organization. First, head office needs to be a good role model. Be passionate about what to do and how to do in the office. Second, head office needs to have

effective communication skills both formal and informal way. Third, head office needs to know how to measure success and productivity in the office. It is important to know the strengths and weaknesses of the staff in the office. Fourth, head office must be able to take some risks to initiate something new in the office. Fifth, head office must learn to close monitoring employees to find the best ways to help them solve the problems and enhance their performance.

Head of office must know how to use both motivation skills and communication skills to obtain high results and high success from their staff. Successful head of office must be able to inspire their staff to work hard and work smart, to stay commitment to the goals, and to achieve goals and target of the office. Head of office also must know how to use communication effectively in terms of listen, speak, and write clearly and consistently to communicating with maximum impacts. On the other hands, head of office also can engage in the indirect way to obtain high results and high success from their staff by using political savvy skills, and influencing skills. Political savvy skills means to develop strong relationship with all staff in the office and can lead them to the direction that head of office has planned. In other words, navigating the office politics to maximizing the success. Finally, head of office must be able to influencing the outcomes by affecting actions, decisions, and thinking pattern of other staff and superiors.

SUGGESTIONS

From the perspectives of the focus group of qualitative method, there are at least four factors as top reasons that staff in the office will perform better in terms of providing services to students, staff, faculty members, and management levels. First, the factor of supporting from head of office is essential to ensure the staff in the office will continue offer services with confident and be empowered by the support from the head of office. Second, positive environment of the office and especially from the head of office himself or herself. The positive environment make sure that all staff are in good morale and high spirit to offer high quality of services. Third, praise and recognitions from the head of office is significant motivation to outperform what is required the staff to do every day. Finally, strong vision, direction, and strategy that head of office translates in to every day work assignment. The strong and certainty of the vision, direction and strategy is important for staff to assure them that they are working on the right path.

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