

APPROACH TO IMPROVE THE SERVICE QUALITY OF KRUNGTHAI BANK THA KHON YANG BRANCH, MAHA SARAKHAM PROVINCE

Piyawadee Donbantao¹

Tipvanna Ngarmsak²

¹ Graduate Student, Master of Business Administration, College of Graduate Study of Management, Khon Kaen University TEL. 091-0648871 E- mail : bluesky_mmies@hotmail.com

² Associate Professor, Khon Kaen University

Abstract

The objectives of this study were 1) to study critical incidents that the customers dissatisfied and satisfied with the service quality of Krungthai Bank, Tha Khon Yang Branch, Maha Sarakham Province, 2) to study critical incidents from direct experiences of the staffs in terms of dissatisfaction and satisfaction of the customers toward the service quality and 3) to propose the service quality improvement. This study is a qualitative research using structural interview with critical incident technique. Forty bank customers and 8 staffs were interviewed and the derived data was analyzed in terms of critical incident technique and brainstorming to find the solution of service quality improvement. The results indicated that the incident most customers dissatisfied were that the staffs did not take care of and paid little attention to the customers, lacked of determination, deliberation and enthusiasm in works. And the incident that the majority of customers satisfied were that the staffs heartily welcome and greeted customers. The incident detected by the staffs that most customers were dissatisfied with the staff who did not pay attention to the customers. The results from brainstorming proposed 4 projects for the approaches to improve service quality including 'Krungthai Cares About You', 'Clear-cut and Transparency Service', 'Convenience Happy Life Service' and 'Easy Talk and Knowledgeable Service'. Presentation Skill Practicing project as the approaches to improve service quality of Krungthai Bank so that the customers will be most satisfaction.

Keywords: Critical Incident Technique, Service Quality, Customer Satisfaction



Introduction

Currently, competition of commercial banks is very high and getting intense causing each bank attempt to find the ways to increase effectiveness of management for survival and retaining their own market share. Hence, the commercial banks adapt themselves in competition emphasizing on service quality so that the customers to have satisfaction with services that can initiate connection. From such situation, we could see that the service quality is involved in the pleasure of customers and that Krungthai Bank, Tha Khon Yang Branch, Maha Sarakham Province expected to build up satisfaction for the customers. The essential target is quality of service works by giving precedence to the service users that will achieve the goal and emphasizes on services to support the situation of high and intense competition

Krungthai Bank Public Company Limited cooperates with The Gallup Company Limited to be the leading company of research to develop services to meet the universal standard of service. It surveyed about the satisfaction of service use at the branch by randomly selecting customers who are the account owner that came to do transaction by themselves. And then phone interview about satisfaction with services to be the performance indicator of the branch in term of service quality. The average criteria of Krungthai Bank, Tha Khon Yang Branch, Maha Sarakham is 4.38 and during June-August 2014, derived the score from satisfaction survey about the service use of customers at 4.12 which was the score lower than standard and did not pass the evaluation criteria. The evaluated score that was decreasing and during January 2013- May 2014, there were 5 customers complaining about services of the staff through the branch manager and Call Center.

The researcher, as the staff of the organization, was interested in studying the service quality of the bank, satisfaction of customers who used services so that the derived data from direct experiences of the customers would be used to solve the problems properly and directly. Nevertheless, it was to be the benefit of proposing approaches for service quality [1] improvement and development of the bank that are suitable for the administrators.

Objectives

1. To study the critical incidents from direct experiences of the Bank customers who used services.
2. To study the critical incidents from direct experiences of the Bank staffs in terms of services of the staffs.
3. To propose approaches of service quality improvement and define solution of service development by applying the study result for proper service quality development.

Methodology

This study is a Qualitative Research and the researcher used a questionnaire according to the Critical Incident Technology: CIT) [2] as the instrument to interview the subject people in details of every term. It was the structure interview to collect primary data. Forty customers and 8 staffs were interviewed during the period of June-August 2014.

Content analysis was used to analyzed data. The data was analyzed by using the data from the interview about direct experiences in term of services of the customers and staffs of the bank province. The information of questionnaire would be descriptive such as percentage and frequency. It was to summarize the issues from the dissatisfactory incidents of customers who used services with the bank and put it in order according to importance and urgent necessity of possible problems. Then, the summarized data would be proposed at the meeting so that every staff would brainstorm [3] to fine the solution of improvement.

Study Results

1. The result of the critical incidents from direct experiences of the Bank customers who used services

Thirty eight customers were not pleased with the incidents that the staffs did not pay attention and prioritize the customers. They did not serve sincerely and did not take care of customers. They worked so slow and lacking of intention for 10 people (or 25.00%). There was an inconvenient service, delay and mistakes along with non-transparency for 7 people (or 17.50%). Seven customers deemed that staffs did not have proficiency and lacking of work skills or 17.50%. Five customers thought that the staffs concealed information and spoke implicitly (or 12.50%), three customers supposed that staffs did not provide service with politeness and they did not give a clear answer (or 7.50%), two customers thought that automated teller machine (ATM) is often malfunctioned or 5.00 % and one interviewees supposed that the staff did not smile a bright smile and dress properly (or 2.50%).

Fifteen customers felt satisfied[4] with equal pleasing incidents, for examples, the staffs had fresh smile, greeted customers and could recognize their names. Inside the bank, there are many facilities such as parking lot, FREE WIFI, coffee and drinking water to be served and they suggested and gave advice as well as informed them the privileges they should receive for 4 people or 10.00% and 3 people supposed that the staffs gave assistance to solve problems (or 7.50%).

The problematic issues of services that happened in the Tha Khon Yang branch of Krungthai Bank in Maha Sarakham province and dissatisfied customers with the bank's services were concluded as followed;

- 1) The staff members were not paid towards serviced customers and lacked determination, prudence, and enthusiasm in their work. Examples include making incorrect transactions and speaking about personal matters in front of customers
- 2) The services that were inconvenient, slow, and the occurrence of non-transparent errors
- 3) The staff members that lacked accurate and precise knowledge and understanding in their practice and thus neglected to provide customers with correct information or thoroughly explain details during services for customers' understandings, which lead to errors in services and losses for customers.



4) Staff members that were obscure, mealy-mouthed, and used language that was difficult to understand.

2. The result of the critical incidents from direct experiences of the Bank staffs in terms of services of the staffs.

Results of staff member interviews showed similar satisfaction levels with occurrences of cheerful staff members that remembered customers' names, paid respects to, and greeted customers, as well as service facilities inside the bank such as parking lots and free Wi-Fi.

3. Approaches of service quality improvement and define solution of service development by applying the study result for proper service quality development.

The projects were proposed for the improvement and development of service quality in order to satisfy serviced customers by starting with the development of the quality of service providers. Projects for the development of personnel quality were proposed to the branch manager through brainstorming sessions with all staff members in order to find guidelines for the improvement and development of the bank's service quality. Thus, several projects were proposed, which were the "Krunghai Cares About You", 'Clear-cut and Transparency Service', 'Convenience Happy Life Service' and 'Easy Talk and Knowledgeable Service' and Presentation Training Projects.

Conclusions

Study results of significant occurrences from customer experiences with the services of the Tha Khon Yang branch of Krunghai Bank in Maha Sarakham and of significant occurrences from experiences of servicing experiences by staff members of the Tha Khon Yang branch of Krunghai Bank in Maha Sarakham were able to conclude significant occurred problems, of which it was seen that there were 4 similar forms of problems, which were

- 1) The fact that staff members were uncaring and non-attentive towards serviced customers and lacked determination, prudence, and enthusiasm in their work.
- 2) Services that were inconvenient, slow, and the occurrence of non-transparent errors
- 3) Staff members that lacked accurate and precise knowledge and understanding in their practice and thus neglected to provide customers with correct information or thoroughly explain details during services
- 4) Staff members that were obscure, mealy-mouthed, and used language that was difficult to understand

From interview experiences of serviced customers and staff members of the Tha Khon Yang branch of Krunghai Bank in Maha Sarakham province and the aforementioned customer dissatisfactions, the student had proposed projects for the development of personnel quality to the branch manager through brainstorming sessions with all staff members in the branch in order to find guidelines for the improvement and development of the bank's service quality.

Thus, several projects were proposed, which were 'Krungthai Cares About You', 'Clear-cut and Transparency Service', 'Convenience Happy Life Service' and 'Easy Talk and Knowledgeable Service. , and Presentation Training Projects. Of study results of project implementations, 3 of which had already been executed and 1 of which is still being carried out, it was discovered that staff members gained better working skills, were able to service customers in a swift and correct manner, interest customers, and were able to answer customers' questions accurately and precisely, which fulfilled the objectives of this study.

Suggestions for Furthur Study

There should be a continuous follow-up and grading assessment of customer service quality and the proposition of projects for the improvement of service quality. These will be suggested at staff member meetings and brainstorming sessions with fellow staff members for proposition of projects for guiding for the improvement and development of service quality.

Acknowledgements

This study received kindness and cooperation from the customers and staffs of Tha Khon Yang branch of Krungthai Bank in Maha Sarakham.

References

- [1] Siriwan Serirat (2546). **Marketing Management**. Bangkok :Thirafilm and sitetext.
- [2] Gremler, D. D. (2004). The critical Occurrence Technique in Service Research. **Journal of service research**, 7(2), 65-89.
- [3] Costin, H. (1996). A TQM approach. **Management Develop and Training**. London :The Dryden Press.
- [4] Royal Academy (2546). **Dictionary 2542**.