

CHAPTER III

PROJECT EVALUATION

3.1 Introduction

Customer complaints are not, and should not be, the only way of evaluating what customers want. One way of developing a more comprehensive profile of customers is through the use of questionnaires and personal or telephone interviews. These tools seek to discover as much as possible about the customer.

The information needed in a survey varies depending on the situation. However, generally speaking, any survey concerning customer satisfaction with complaint handling should first try to find out if the complaint handler was courteous, competent and knowledgeable. It is also wise to find out if the customer was satisfied with the complaint handling process and whether the customer has confidence that the complaint was properly handled.

Customer complaints, questionnaires and interviews are all traditional methods, although there are frequently misused techniques for assessing the level of service. (D. Keith Denton, 1992)

3.2 Objectives

- To evaluate achievement of the project
- To evaluate satisfaction of customers and staff

3.3 Evaluation Question

Does the project affect customers' and staff's satisfaction?

3.4 Evaluation Design

3.4.1 Training courses evaluation

Evaluation of training courses achievement consists of knowledge evaluation, attitude evaluation and practice evaluation through seven key informants. Key informants were three sample custodians, one food analyst from the food section, one drug analyst from the drug section, one medical technician from the laboratory of clinical pathology and another one from the general office of administration.

3.4.1.1 Knowledge evaluation: evaluation of participants' knowledge by examining knowledge gained from the training courses through ten testing items.

3.4.1.2 Attitude Evaluation: evaluation of participants' attitude toward training courses curriculum by the method of focus group discussion.

3.4.1.3 Practice evaluation by observing the operation of staff.

3.4.2 Project Evaluation

Evaluation of project achievement consists of evaluation of customers' satisfaction and evaluation of staff's satisfaction on the intervention program.

3.4.2.1 Evaluation of customers' satisfaction by using questionnaires.

- Develop a questionnaire using Likert scale to evaluate customers' satisfaction on sample receipt service
- Test validity of the questionnaire by three experts
- Improve the questionnaire
- Try out the questionnaires with thirty customers at the center for reliability testing
- Compute alpha coefficient for reliability of the questionnaires by SPSS for windows and get alpha coefficient = 0.8827

3.4.2.2. Evaluation of staff's satisfaction on the intervention program by informal interviewing.

3.5 Data Collection Methods

Collect data by distribution of questionnaires to two hundred and forty seven customers who walk in and ask for service at the center from June to July 2004. Analyze data by SPSS for windows for percentage statistic.

3.6 Data analysis and Results

3.6.1 Training courses evaluation

3.6.1.1 Knowledge evaluation

The training courses evaluation, through evaluating participant's knowledge gained from the training courses, consisted of having key informants answer knowledge tests of 10 questions. The test showed an average of 9 on "Improvement of Service Skill" and 8.9 for "Participation in improvement of Service Quality in the Chonburi Regional Medical Sciences Center" (The details as shown on table no 3.1 and 3.2)

Table 3.1: Knowledge evaluation of service skill improvement training course

| Key Informants | Scores |
|-------------------------|---------------|
| First sample custodian | 9/10 |
| Second sample custodian | 9/10 |
| Third sample custodian | 9/10 |
| Food analyst | 10/10 |
| Drug analyst | 7/10 |
| Medical technician | 10/10 |
| General administrator | 9/10 |
| Average | 9/10 |

Table 3.2: Knowledge evaluation of service quality improvement training course

| Key Informants | Scores |
|-------------------------|---------------|
| First sample custodian | 9/10 |
| Second sample custodian | 8/10 |
| Third sample custodian | 8/10 |
| Food analyst | 8/10 |
| Drug analyst | 10/10 |
| Medical technician | 10/10 |
| General administrator | 9/10 |
| Average | 8.9/10 |

3.6.1.2 Attitude Evaluation

The participant's attitude evaluation toward a training course curriculum by focus group discussion method reflected a variety of key informants' opinions. Staffs have gained more understanding in terms of how to offer better service. It was also helped in building a better consciousness of customer service. The principle can be applied and used effectively in a real situation. This includes how to behave properly toward customers and colleagues. The topic of how to impress and satisfy your customer has had a great contribution to the service. The main responsibility is service and the income relies partly on the customer. Offering good service will result in having more customers. The topic for the seminar was very practical. It contributed to creating an enthusiasm in giving service to the customers both within and outside the organization. It also helped in changing the working style and shaping the personality in hosting customers. It has also brought about love and unity among the organization's staff, creating good teamwork, developing potential and ability for teamwork. It has also helped to build the future image of the organization to gain more co-operation and

harmony in giving good customer service. The organization would be more effective if everyone was aware of his/her own service duty which would cause the organization to achieve the set goal and objective.

Apart from this, a need is felt from key informants that such a seminar be held yearly in order to train new staff and create a passion of working with in the organization. Moreover, the interactive activities during the seminar have brought to the staff an intimacy, unity and cooperation in the organization as a family.

3.6.1.3 Practice Evaluation

The practice evaluation consisted of observing the operation of staff during working hours and the coordination between group works. It was found that the sample custodians expressed a warm welcoming to customers by being friendly and offering good advice. However, there were some problems that need to be resolved in order to have a better service. An example was the problem of coordination between sample custodians and group work which was responsible for the analytical process. These problems were receiving a sample which did not meet the standard defined by group work or changing some conditions without informing a sample custodian. Moreover, some administrative staff did not offer good service to those who came to contact a government office and also did not express a warm welcome to the customers.

3.6.2 Project Evaluation

3.6.2.1 Evaluation of customers' satisfaction

The success evaluation of the project running was completed by evaluating the satisfaction of two hundred and forty seven customers who submitted samples to the reception area of the Chonburi Regional Medical Sciences Center during June to July 2004. A questionnaire which consisted of three different parts was completed.

Part 1 Seven items of general information was collected. These items were gender, age, level of education, occupation, types of sample for analysis, number of times of sending samples and the frequency of usage of the service.

Part 2 Twenty-four items on customers' satisfaction which was divided into four aspects.

First, The overall service. There were 9 items related to the operation of sample reception staff, 4 items related to the process of service and 1 item related to the analytical service fee.

Second, Facilities. This section consisted of 6 items.

Third, Documentation and information in which there were 3 items.

Fourth, Service quality which included 1 item.

Part 3 Recommendations and ideas for improvement which was open – ended questionnaires.

The analytical information result presentation was compiled into tables and description.

Section 1 General information on respondents

Table 3.3: Number and percentage of respondents divided by gender, age and education

| Variables | Number | Percentage |
|------------------------|---------------|-------------------|
| Gender | | |
| Male | 155 | 62.8 |
| Female | 92 | 37.2 |
| Age | | |
| Less than 20 years | 2 | 0.8 |
| 21 - 30 | 49 | 19.8 |
| 31 - 40 | 106 | 42.9 |
| 41 - 50 | 69 | 27.9 |
| 51 - 60 | 21 | 8.5 |
| more than 60 | - | - |
| Highest education | | |
| Able to read and write | 2 | 0.8 |
| Primary school | 23 | 9.3 |
| Secondary school | 62 | 25.1 |
| Vocational school | 28 | 11.3 |
| Bachelor's degree | 110 | 44.5 |
| Master's degree | 18 | 7.3 |
| Other, please specify | 4 | 1.6 |

From table no 3.3. The questionnaires were completed by 155 males with the percentage of 62.8 and 92 females with the percentage of 37.2. Ages ranged between 31-40, 41-50 and 21-30. The percentages are 42.9, 27.9, and 19.8 respectively. The highest education level was a Bachelor's degree with the percentage of 44.5. Secondary school education level was 25.1 percent.

Table 3.4: Number and percentage of respondents divided by occupation and types of Samples

| Variables | Number | Percentage |
|--|---------------|-------------------|
| Occupation | | |
| Agriculturist | 4 | 1.6 |
| Vendor / merchant | 53 | 21.5 |
| Employee | - | - |
| Company staff | 58 | 23.5 |
| Entrepreneur | 59 | 23.9 |
| Student | 4 | 1.6 |
| Government / State enterprise officer | 57 | 23.1 |
| Private hospital staff | 7 | 2.8 |
| Private medical laboratory staff | - | - |
| Other, please specify | 5 | 2.0 |
| What types of samples did you send for analysis? (answer all that apply) | | |
| Food / drinking water / beverage | 165 | 66.8 |
| Pharmaceutical / traditional medicine | 5 | 2.0 |
| Captured narcotic / vaporized substances | 12 | 4.9 |
| Urine to be examined for narcotic substances | 53 | 21.5 |
| Biological materials to be examined for toxic substances (blood, gastric fluid, etc.) | 8 | 3.2 |
| Biological materials to be examined for causes of diseases(blood, serum, faeces, etc.) | 2 | 0.8 |
| Other, please specify | 2 | 0.8 |

From table no 3.4 It was found that most questionnaire respondents were business owners, company employees, government officers and small business merchants. The percentages were 23.9, 23.5, 23.1, and 21.5 respectively. Most samples submitted for analysis were foods, water and beverages with a percentage of 66.8. The second was urine which was analyzed for the detection of narcotic drugs and evidence against drug users. The percentages are 21.5 and 4.9 respectively.

Table 3.5: Number and percentages of times and frequency of submitting samples for analysis

| Variables | Number | Percentage |
|--|------------|-------------|
| Including this time, you have sent samples for analysis | | |
| 1-20 times | 226 | 91.5 |
| 30-60 times | 15 | 6.1 |
| 61-66 times | 6 | 2.4 |
| In this past three months, you have sent samples for analysis times. | | |
| 0 times | 106 | 42.9 |
| 1 - 5 times | 132 | 53.4 |
| 6-15 times | 9 | 3.6 |

From table no 3.5 It was found that questionnaire respondents submitting samples between 1-20 times, 30-60 times and over 60 times had percentage points of 91.5, 6.0 and 2.4 respectively. In regards to the frequency of submitting samples for analysis with the last three months, questionnaire respondents did not submit sample with the percentage of 42.9, sending in sample for analysis 1-5 times with the percentage of 53.4 and submitting a sample for analysis 6-15 times the percentage was 3.6.

Section 2 The level of customers' satisfaction on service at the Chonburi Regional Medical Sciences Center

Table 3.6: Number and percentage of customers' satisfaction on sample custodians

| Issue | Level of satisfaction | | | | |
|--|-----------------------|---------------|---------------|-------------------|---------------|
| | Excellent | Good | Average | Less than average | Unsatisfied |
| | Number (%) | Number (%) | Number (%) | Number (%) | Number (%) |
| Overall service | | | | | |
| 1. Welcome at reception counter | 97 (39.3) | 133 (53.8) | 17 (6.9) | | |
| 2. Attitude and hospitality of staff | 95 (38.5) | 140 (56.7) | 12 (4.9) | | |
| 3. Body language and politeness of staff | 106 (42.9) | 124 (50.2) | 17 (6.9) | | |
| 4. Friendliness of staff | 92 (37.2) | 135 (54.7) | 20 (8.1) | | |
| 5. Convenience of sending samples | 75 (30.4) | 142 (57.5) | 28 (11.3) | 2 (0.8) | |
| 6. Promptness with deadlines | 55 (22.3) | 116 (47.0) | 59 (23.9) | 11 (4.5) | 2 (0.8) |
| 7. Fairness in service quality | 63 (25.5) | 159 (64.4) | 20 (8.1) | | |

From table no 3.6 It was found that the satisfaction of customer toward the 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. The percentages were 53.8, 56.7, 50.2, 54.7, 57.5, 47.0, and 64.4 respectively.

However, some customers expressed a less than average level of satisfaction for the convenience of the sample submitting process with the percentage of 0.8. Some expressed the level of less than average and unsatisfied of satisfaction toward the promptness of deadlines with the percentages of 4.5 and 0.8 respectively.

Table 3.7: Number and percentage of customers' satisfaction on services process

| Issue | Level of satisfaction | | | | |
|--|-----------------------|-----------------------------|----------------------------|-------------------|-------------|
| | Excellent | Good | Average | Less than average | Unsatisfied |
| | Number | Number | Number | Number | Number |
| | (%) | (%) | (%) | (%) | (%) |
| Overall service | | | | | |
| 8. Process in submitting client's sample | 59 (23.9) | 156 (63.2) | 32 (13.0) | | |
| 9. Promptness in sending client's sample | 61 (24.7) | 133 (53.8) | 48 (19.4) | 5 (2.0) | |
| 10. Payment process of analyzing client's sample | 64 (25.9) | 126 (51.0) | 50 (20.2) | 2 (0.8) | |
| 11. Analysis report process of client's sample | 36 (14.6) | 89 (36.0) | 81 (32.8) | 15 (6.1) | 2 (0.8) |
| 12. Analysis service fee | 36 (14.6) | 79 (32.0) | 99 (40.1) | 21 (8.5) | 4 (1.6) |

From table no 3.7 It was found that most customers were satisfied with the process of submitting samples, time spent on the process, payment process of analyzing client's sample and the process of receiving analytical results. All levels are good with

percentages of 63.2, 53.8, 51.0, 36.0 respectively. It was found that some customers were not completely satisfied with the analytical result receiving process. The satisfaction is at a less than average level and unsatisfied level with the percentage of 6.1 and 0.8 respectively. It was also found that satisfaction toward the analytical service fee is at an average level with a percentage of 40.1, some were at levels of less than average and unsatisfied. The percentages are 8.5 and 1.6 respectively.

Table 3.8: Number and percentage of customers' satisfaction on suggestion

| Issue | Level of satisfaction | | | | |
|--|-----------------------|-----------------------------|---------------|-------------------|---------------|
| | Excellent | Good | Average | Less than average | Unsatisfied |
| | Number (%) | Number (%) | Number (%) | Number (%) | Number (%) |
| Overall service | | | | | |
| 13. Advice given in presentation of sample | 84 (34.0) | 129 (52.2) | 32 (13.0) | 2 (0.8) | |
| 14. Explanation of analytical report | 82 (33.2) | 114 (46.2) | 34 (13.8) | 5 (2.0) | 6 (2.4) |

From table no 3.8 It was found that most customers were satisfied with the advice given in the presentation sample and explanation of the analytical report at good level. The percentages were 52.2 and 46.2 respectively. Some expressed their satisfaction toward the explanation of analytical report at less than average and unsatisfied levels. The percentages were 2.0 and 2.4 respectively.

Table 3.9: Number and percentage of customers' satisfaction on reception room

| Issue | Level of satisfaction | | | | |
|---|-----------------------|-----------------------------|-----------------------------|-------------------|---------------|
| | Excellent | Good | Average | Less than average | Unsatisfied |
| | Number (%) | Number (%) | Number (%) | Number (%) | Number (%) |
| Reception Room | | | | | |
| 15. Condition of reception area | 32 (13.0) | 113 (45.7) | 98 (39.7) | 4 (1.6) | |
| 16. Seating availability in reception area | 18 (7.3) | 78 (31.6) | 116 (47.0) | 33 (13.4) | 2 (0.8) |
| 17. Comfort of temperature in reception area | 29 (11.7) | 150 (60.7) | 68 (27.5) | | |
| 18. Drinking water quality | 37 (15.0) | 125 (50.6) | 61 (24.7) | 10 (4.0) | 14 (5.7) |
| 19. Comfort and convenience of the reception area | 35 (14.2) | 94 (38.1) | 106 (42.9) | 12 (4.9) | |
| 20. Cleanliness of rest room | 35 (14.2) | 100 (40.5) | 66 (26.7) | 14 (5.7) | 6 (2.4) |

From table no 3.9 It was found that 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 level with percentages of 45.7, 60.7, 50.6, and 40.5 respectively. Satisfaction toward seating available in reception area is at an average level. The percentage was 47.0. Some customers expressed their satisfaction within the less than average and unsatisfied

levels with percentages of 13.4 and 0.8 respectively. In regards to the convenience in the sample reception area, most customers' satisfaction was at the average level with a percentage of 42.9. Some were less than average with a percentage of 4.9.

Table 3.10: Number and percentage of customers' satisfaction on information

| Issue | Level of satisfaction | | | | |
|--|-----------------------|-----------------------------|---------------|-------------------|---------------|
| | Excellent | Good | Average | Less than average | Unsatisfied |
| | Number (%) | Number (%) | Number (%) | Number (%) | Number (%) |
| Information | | | | | |
| 21. Information about processing sample | 36 (14.6) | 110 (44.5) | 78 (31.6) | 17 (6.9) | 6 (2.4) |
| 22. Brochure about the Chonburi regional medical sciences center | 22 (8.9) | 102 (41.3) | 95 (38.5) | 20 (8.1) | 8 (3.2) |
| 23. Newspapers and magazines provided in reception area | 25 (10.1) | 94 (38.1) | 85 (34.4) | 37 (15.0) | 6 (2.4) |

From table no 3.10 It was found that the satisfaction of customers toward the information ranked unsatisfied to excellent. Most customers were satisfied with Information about processing sample, Brochure about the center and Newspapers and magazines provided in reception area at good level. The percentages were 44.5, 41.3 and 38.1 respectively.

Table 3.11: Number and percentage of customers' satisfaction on service quality

| Issue | Level of satisfaction | | | | |
|--|-----------------------|---------------|---------------|-------------------|---------------|
| | Excellent | Good | Average | Less than average | Unsatisfied |
| | Number (%) | Number (%) | Number (%) | Number (%) | Number (%) |
| Quality of service | | | | | |
| 24. Over all your satisfaction on the service of the Chonburi regional medical sciences center | 66 (26.7) | 136 (55.1) | 43 (17.4) | 2 (0.8) | |

From table no 3.11 On the whole, customers were satisfied with the quality service at the Chonburi Medical sciences Center at good level with percentage of 55.1. Some were at the levels of average and excellent with percentages of 17.4 and 26.7 respectively.

Part 4 Recommendations and ideas for improvement

Customers have suggested some valuable comments and advice on the improvement of giving a better and long lasted service in the future as follows:

- The analytical period should be shorter.
- When the customers asked for the analytical report, some officers did not offer as good service as they should do.
- There should be area for filling out request forms separated from sending sample area and payment area.
- The analytical fee is quite expensive.
- The analytical fee should be cheaper than it is now.

- There should be an officer to advise how to fill out request forms.
- The analytical reports are late.
- There should be a cart for carrying some heavy samples.
- There should be illustrations for filling out request forms.
- Only the items that don't meet the standard need to be recheck.
- There should be more seats for customers.

3.6.2.2 Evaluation of staff's satisfaction on the intervention program.

Evaluation of staff's satisfaction on the project "Improvement of Service Quality in the Chonburi Regional Medical Sciences Center" was performed by informal interviewing of three staffs. Those staffs were one sample custodian, one medical scientist from quality and technical development group and one medical technologist from public health group. The informal interviewing as to the opinions on the renovation of reception area, information and documentation, the practical-seminar "Improvement of Service Skills" and "Participation in improvement of Service Quality in the Chonburi Regional Medical Sciences Center" can be concluded as follows.

The sample reception area has been developed. The counter has been set up neat and properly. The installation of an air conditioner in the room has helped create a comfortable atmosphere to both staff and customers. There is a drinking water supply tank and available seating in the reception area. The reception area surroundings are also clean and neat.

However, there is not an area designated in the room for customers to fill out forms for submitting samples. There is also no garbage available. The atmosphere in the room could be improved with some flowers or plants and cleanliness needs to be a concern.

Documents and information distributed to customers such as pamphlets and brochures are useful. They help customers know the location and the role of the Center and that they can contact the Center easily. The handbook as a guideline to the service should be adjusted for the convenience of finding information by using color paper for an index.

The seminar project topic provided for the personnel were relevant to the need of the participants. They help to improve the service quality and build a service-minded staff, helping them put into what they already know.

The activities given during the seminar reinforced the relationship amongst the organization's personnel. This leads to close relationship and good cooperation in working together as a team.

The speaker was qualified and experienced in his field of teaching and be able to communicate. The place used for the seminar is relevant and good. More time should be added to the seminar as well as more activities for people to express themselves better.