

# DEVELOPMENT OF CUSTOMER SERVICE SYSTEMS

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**Abstract**— The majority of organizations are competing to survive in this volatile and fierce market environment. Motivation and performance of the employees are essential tools for the success of any organization in the long run. On the one hand, measuring performance is critical to organization's management, as it highlights the evolution and achievement of the organization. On the other hand, there is a positive relationship between employee motivation and organizational effectiveness, reflected in numerous studies. This paper aims to analyze the drivers of employee motivation to high levels of organizational performance (Lockwood, Nancy R, 2007).

The literature shows that factors such as empowerment and recognition increase employee motivation. If the empowerment and recognition of employees is increased, their motivation to work will also improve, as well as their accomplishments and the organizational performance. Nevertheless, employee dissatisfactions caused by monotonous jobs and pressure from clients, might weaken the organizational performance. Therefore, jobs absenteeism rates may increase and employees might leave the organization to joint competitors that offer better work conditions and higher incentives. Not all individuals are the same, so each one should be motivated using different strategies. For example, one employee may be motivated by higher commission, while another might be motivated by job satisfaction or a better work environment (Lockwood, Nancy R, 2007).

Customer service is at the heart of everything we do and we want to get it right first time, equality and diversity underpin all our activities and services. When delivering our services, our staff will never discriminate on the basis of age, gender, race, color, ethnic or national origin, religion, marital status, family circumstances, political or sexual orientation, medical condition or disability, Treat our staff with courtesy, respect and dignity. Keep any appointments that you have with us. Give us the information we need to help you. Give us your views and suggestions to help us improve our services (Butler, 2002).

**Index Terms**— Customer Service, Standards Of Performance, Real Estate Broker View.

## I. INTRODUCTION

### A. CUSTOMER SERVICES MEANS

Today, all organizations are facing problems ranging from the productivity of employees to productivity of the organization. Organizations around the world are now more concerned about their employees' productivity and the ways to increase the productivity of the employees. Similarly,

organizations around the world are now more concerned about the performance of the business and the ways to increase the performance of the business. Organizations want to achieve utmost operational excellence to increase their profits and decrease their costs. Considering all these issues in mind, the problem of increasing the performance of the organization through the training and development activities has been selected in this research study.

Definition of a customer Internal/external customers are people who need your assistance. They are not an interruption to your job, they are the reason you have a job, the issue of customer service has attracted more attention in recent years than ever before, with a big influence being the increasing sensitivity on the behalf of the customer (Curran, Connie, 2001).

Organization's must take into account what their customers' wants and needs are when they develop their products and perform their services. As the old saying goes, "the customer is always right." Especially when dealing with the subjective areas of quality and service, the interpretations that matter the most are those of the customer (Greene, Lloyd, 2007).

The customers' perceptions are the facts, whether they match up with or do not match up with the views of the employees of the business. It's not enough to ask the customers what they think of an organization's product or service and then go back to business as usual. If a company is serious about measuring their customer's expectations, and finding ways to improve their customers' satisfaction overtime, then they need to take their received feedback seriously and use the information to the best of their ability. A customer is defined as one who purchases goods or services. A customer is also seen as a person with whom a merchant or business person must deal with, usually on a regular basis. Customer service is anything we do for the customer that enhances the customer experience".

A similar perspective comes from (Lockwood, 2007) which claims that customer service is a relationship with people who are essential to everything you do, meeting the needs and expectations of the customer as defined by the customer and used to create a mutually beneficial relationship between itself and those it serves.

### **B. WHAT CUSTOMER SERVICE**

As mentioned earlier, customer service means providing a quality product or service that satisfies the needs/wants of a customer and keeps them coming back.

### **C. CUSTOMER SERVICE MEANS**

Much more – it means continued success, increased profits, higher job satisfaction, improved company or organization morale, better teamwork, and market expansion of services/products. Think about it places where you enjoy doing business – stores, petrol stations, suppliers, banks, etc. Why, aside from the actual product or service they provide, do you like doing business with them? You probably find them courteous, timely, friendly, flexible, interested, and a series of other exemplary qualities. They not only satisfy your needs and help you in your endeavors but make you feel positive and satisfied. You come to rely on their level of service to meet your needs and wants. On the other hand, let's review a business you dislike patronizing maybe even hate utilizing but in some cases do so out of necessity. Maybe it is the Police when you need a new driver's license or maybe it is the local store that carries a product you need but who offers lousy service when you purchase. In both of these cases we are willing to hypothesize that the customer experience is marred by long lines, gruff service, inefficient processing, impolite and unfriendly clerks or salespeople, lack of flexibility, and no empathy for your customer plight. In these cases you feel abused, unsatisfied, and taken advantage of – in essence, your experience is wholly negative (Lockwood, Nancy R, 2007).

Unfortunately, in the cases we outlined above there is no competition for the services/products offered or you would gladly not consider using either the Ministry of Transport or the rude department store. This is the advantage of a monopoly on a good or service because in a competitive marketplace, the unsatisfied customer shops elsewhere. Remember, good customer service results in consumer satisfaction and return customers and growth in business. Poor customer service, except for monopolistic strongholds, generally results in consumer dissatisfaction, lack of returning customers and dwindling business (Lockwood, 2007).

Ability to provide an exceptional service is a requisite of both attracting new customers and retaining the existing customers, but customer service is the perception of the customer to the service given, and the perception is based on their expectation, if a customer receives service better than the expectation is excellent service, but if customer receives less than the expectation is bad service.

### **D. CUSTOMER EXPERIENCE**

The main concern of great service organization today is on the total customer experience. The customer experience of the organization based on the effective communication/marketing efforts its package and interaction with employees as well as its products or services. Financial service provider in United Kingdom Barclays Bank train their staff to help customer with all their needs such as loan even when you do not need it they

will advise you also on insurance which can be of benefit to you and the entire family so that the ethnic of Barclays is brought to life by their staff as they know customer is the key of the business (Ketter, Paula, 2008).

### **E. DEFINING THE INTERNAL CUSTOMER**

While the concept of the internal customer will be discussed in more detail in chapter two, it is useful at this stage to clarify the definition of internal customer services used in this study. In line with the international literature on the topic, internal customer services are understood as covering those services provided by distinctive organizational units/sections, or the people working therein, to other units/sections or individuals within the same organization (Stauss, 1995).

For the civil service, this definition would include all civil servants working within the same department as well as those departmental civil servants working in offices and other bodies coming under the aegis of that department. Such a definition would not, however, include those working in other civil service departments, semi-state or other public service bodies (Stauss, 1995). Such organizations would be external customers. Unfinished business in general, many departments have been slow to fully embrace the concept of the internal customer. References to the internal customer in customer action plans (caps) tend to be brief and unspecific. Furthermore, there is a lack of recognition of the full implications of the internal customer principle, which involves not only the need to consult staff in relation to the delivery of external services, but also encompasses internal communication, co-operation and participation. Sections of action plans dealing with the internal customer are presented somewhat as an 'add-on', rather than as an integral aspect of the qcs initiative and of the wider public service modernization programmer or strategic management initiative (smi) (Butler, 2002).

The evaluation of the strategic management initiative carried out by pa consulting (2002) notes that: 'only limited progress has been achieved with the concept of internal customer and with the government as customer. While qcs has sharpened the concept of the internal customer much remains to be done (Butler, 2002).

### **F. GOOD CUSTOMER SERVICE**

Good customer service is all about bringing customers back. And about sending them away happy - happy enough to pass positive feedback about your business along to others, who may then try the product or service you offer for themselves and in their turn become repeat customers, if you're a good salesperson, you can sell anything to anyone once. But it will be your approach to customer service that determines whether or not you'll ever be able to sell that person anything else. The essence of good customer service is forming a relationship with customers - a relationship that that individual customer feels that he would like to pursue (Thomas, Christopher H, 2007).

How do you go about forming such a relationship? By remembering the one true secret of good customer service and acting accordingly; "You will be judged by what you do, not what you say."

I know this verges on the kind of statement that's often seen on a sampler, but providing good customer service IS a simple thing. If you truly want to have good customer service, all you have to do is ensure that your business consistently does these things:

**1) ANSWER YOUR PHONE.**

Get call forwarding. Or an answering service. Hire staff if you need to. But make sure that someone is picking up the phone when someone calls your business. (Notice I say "someone". People who call want to talk to a live person, not a "fake recorded robot".)

**2) DON'T MAKE PROMISES UNLESS YOU WILL KEEP THEM.**

Not plan to keep them. Will keep them. Reliability is one of the keys to any good relationship, and good customer service is no exception. If you say, "Your new bedroom furniture will be delivered on Tuesday", make sure it is delivered on Tuesday. Otherwise, don't say it. The same rule applies to client appointments, deadlines, etc. Think before you give any promise - because nothing annoys customers more than a broken one (Journal of service quality management).

**3) LISTEN TO YOUR CUSTOMERS.**

Is there anything more exasperating than telling someone what you want or what your problem is and then discovering that that person hasn't been paying attention and needs to have it explained again? From a customer's point of view, I doubt it. Can the sales pitches and the product babble? Let your customer talk and show him that you are listening by making the appropriate responses, such as suggesting how to solve the problem.

**4) DEAL WITH COMPLAINTS.**

No one likes hearing complaints, and many of us have developed a reflex shrug, saying, "You can't please all the people all the time". Maybe not, but if you give the complaint your attention, you may be able to please this one person this one time - and position your business to reap the benefits of good customer service one (Journal of service quality management).

**5) BE HELPFUL - EVEN IF THERE'S NO IMMEDIATE PROFIT IN IT.**

The other day I popped into a local watch shop because I had lost the small piece that clips the pieces of my watch band together. When I explained the problem, the proprietor said that he thought he might have one lying around. He found it, attached it to my watch band - and charged me nothing! Where do you think I'll go when I need a new watch band or even a new watch? And how many people do you think I've told this story to?

**6) TRAIN YOUR STAFF (IF YOU HAVE ANY) TO BE ALWAYS HELPFUL COURTEOUS, AND KNOWLEDGEABLE.**

Do it yourself or hire someone to train them. Talk to them about good customer service and what it is (and isn't) regularly. Most importantly, give every member of your staff enough information and power to make those small customer-pleasing decisions, so he never has to say, "I don't know, but so-and-so will be back at."

**7) TAKE THE EXTRA STEP.**

For instance, if someone walks into your store and asks you to help them find something, don't just say, "It's in Aisle 3." Lead the customer to the item. Better yet, wait and see if he has questions about it, or further needs. Whatever the extra step may be, if you want to provide good customer service, take it. They may not say so to you, but people notice when people make an extra effort and will tell other people (Cathcart, 2004).

**8) THROW IN SOMETHING EXTRA.**

Whether it's a coupon for a future discount, additional information on how to use the product, or a genuine smile, people love to get more than they thought they were getting. And don't think that a gesture has to be large to be effective. The local art framer that we use attaches a package of picture hangers to every picture he frames. A small thing, but so appreciated.

**G. THE ELEMENT OF CUSTOMER SERVICE**

Customer care for the external customer requires an organization to pay attention to its products/services, delivery systems, delivery environment technology and employees which are highly interdependent (Cathcart, 2004).

Product/Service range: This includes both basis and augmented services, this is based on the basic or core financial service, may be a current account with associated services which are needed to facilitate consumption of the core services e.g. ATM and another service which are not required but facilitate the service and differentiate with other competitors. The greater service offering includes how the service is delivered and the relationship between a bank and its customers which can be the accessibility of the service, customer participation in the process e.g. use of ATMs and relationship between employees and customers, system and customers and the physical environment and customers.

Delivery Systems: - Delivery systems and procedures must be operate effectively and efficiently, responsive and reliable in order to avoid queuing in the banking hall, Silvestre, Fitzgerald (Anderson, H. & Jacobsen, 2000).

Refer to three types of service delivery, professional services are described as few transactions, highly customized services a process orientation, relatively long contact time, mass service is example of many customer interaction limited contact time and customization, product orientation with value being added. The level of direct interactions with service providers and customers in delivery process in known as service Encounters or moments of truth. This service encounters may take different forms, a customer wishing to make an enquiry may chooses an interaction with ATM, or bank employee by telephone, by email, face-to-face contact whichever contact the customer chooses especially coming in

contact with the bank and its employees, the employee must for an impression of the bank and its service encounter also have an impact on employees in relation to their motivation, performance and job satisfaction and their rewards. Recent perspectives and research relating to service encounter are reported by (Sivadass, E. & Baker-Prewitt, 2000).

#### H. DELIVERY ENVIRONMENT

The delivery environment is another elements of customer service, the environment includes physical design and access aspects and also emotional or atmospheric impact, this involve customer and employees, physical design such as layout, furnishing, noise and music, space for cars, lighting temperature and comfort, most of banks are redesign open-plant to eliminate the barriers between customers and the staff (Greenland, 1994).

Access aspects includes hours, availability, convenience of location and security, physical environment research has been carried out. She introduces the concept of "services capes" which may involve customers only e.g. (self-service), employee only (remote service) or customer- employee relationship which is common is service delivery, she said environment must be conducive for customer satisfaction and employee pleasurable, environment lead to positive customer evaluations of service and desire to spend more time and money, on the other hand, unpleasant environment lead to avoidance.

##### 1) TECHNOLOGY

Technology is part of the whole service product, it facilitates customer-company exchange and increase service level, and it also increases speed, efficient and accuracy for the employee and better personal service for customer.

##### 2) EMPLOYEE

The function of employee in customer service cannot be overlook, their personal qualities, ability to understand and satisfy customer needs (Bowen, J. T. & Chen, 2001).

Discussed the outcome of quality of service encounters, the way the service is delivered is done by employee of the financial services this will include attitude and behavior, appearance and personality, service-mindedness, accessibility and approachability of customer contact personnel. Present four aspects of quality which affects customers' perceptions: Technical, Integrative, Functional and outcome he suggests that corporate image, internal organization physical support of the service producing system, staff-customer interaction and degree of customer satisfaction all are customer service/quality (Anderson, H. & Jacobsen, 2000).

(Bowen, J. T. & Chen, 2001) suggested that he criteria used by consumer that are important in molding their expectations and perception in ten ways: Tangible i.e. physical evidence, reliability: honoring promise, Responsiveness: readiness to prove service, Communication: telling customer what they need to know, Credibility: Trustworthiness, Security: physical and financial, Competence: skill and knowledge, Courtesy: polite, Understanding: knowing your customer needs, Access: easy to contact.

## II. DEVELOPMENT CUSTOMER SERVICES

### A. EFFECTS OF TRAINING & DEVELOPMENT ON ORGANIZATIONAL PERFORMANCE

Many research studies have studied the relationship between work systems with high performance and the performance of the organization (Evans, 2005) wrote that there is a strong relationship between work systems with high performance and the performance of an organization. An organization can attain a distinct position in the market it operates in. In their research article, (Collins, c. J., & Clark, k. D, 2003) mentioned that an organization can easily gain competitive advantage over rivals through the effective use of different trainings and development programs. In another important study (Wang, c. L., & Ahmed, p. K, 2003) reviewed the effects of organizational learning thereby identifying 5 forces of the practices in literature. These five forces revolve around individual learning, environment of organization and techniques of training.

Training and development not only helps organizations achieve higher level of performance but also let the individuals learn advanced work related knowledge to perform their jobs (Aguinis, h., & Krieger, k, 2009) wrote that they have conducted a detailed literature review of the research till the year 2000 about the relationship between training and development and performance of employees. From this research it is evident that high performance is not directly associated with training and development, but it is the knowledge development of employees that bridge the gap between the performance of the organization and training and development.

Learning culture is a good trait in the environment of an organization. Organizational culture that promotes learning, training and development promotes many other good traits in the culture of an organization.

(Marsick, v. J., & watkins, k. E, 2003) suggested in their research that the learning culture serves many purposes in an organization. It not only lowers the cost of expensive training and development programs but also infuriate the passion of learning in all workers of an organization. So far, we have discussed the relationship between performance of an organization and training and development. Now, we are going to discuss how we can achieve a high performing organization by putting training and development programs in place.

(Lawler, e. E, 2005) suggested that the needs of organizations are changing at a very fast pace. Organizations are now in search of people who are keen learners and are able to deliver results as per tasks assigned to them, they added. Modern-day organizations are more likely to introduce a model in which the job security of employees is associated with their performance. This model, in turn, enables the organizations to base their employee evaluation on the performance of the employees. Further, this new concept also provides employees the opportunity to put their utmost efforts in the tasks assigned to them to be in the good books of their respective boss.

(Ahmed, 2003) wrote that organizational performance and organizational competence mostly depends on a new technique which is called as internal marketing. Internal marketing refers to a technique in which an organization integrate, encourages and authorizes employees at all levels and functions to continuously deliver a positive customer experience that helps attain short term and long term goals of the organization.

(Collins, c. J., & smith, k. G, 2006) wrote that human resource practices have far reaching effect on organizational culture. Which in turn, facilitate flow knowledge from top to bottom level and which contributes to the performance of an organization.

They found a strong impact of human resource practices on the performance of the organization. (Chen, c. J., & huang, j. W, 2009) has also suggested the same impacts in their research studies. They also shed light on the knowledge management capacity in the relationship between performance and human resource practices.

(Lockwood, 2007) wrote that organizational success highly depends on employee's engagement in their respective job. The engagement of employees can be enhanced through the use of training and development activities at the workplace.

(Lockwood, 2007) suggested that the performance of an individual is directly proportional to the performance of an organization. The higher the performance of an employee the higher is the performance of the organization.

(Lawler, e. E., & mohrman, s. A, 2003) wrote that human resource department is strategic partner of an organization.

#### **B. CUSTOMER SERVICE SKILLS YOU NEED**

Today's customer service involves much more than a conversation on the phone. Web, email, chat, and social media are now very important channels for customers. Still many customers Prefer to contact companies with a phone call. From a company's perspective, the phone is not always the most efficient channel, particularly for larger companies dealing with high volumes of customer service calls. Soft skills for providing customer support on the phone, such as empathy, the ability to "read" a customer's emotional state, social graces, communication, and friendliness Remain important, but additional skills for the newer channels need to be developed to make these channels equally—or more—viable choices for customers.

This paper delves into today's main customer service channels and the associated soft skills which make for a rock star agent. Naturally, the skills overlap and can apply to more than one channel. (zendesk, 2016).

Define a clear customer-experience aspiration and common purpose in large, distributed organizations, a distinctive customer experience vitally depends on a deeply rooted collective sense of conviction and purpose to serve the customer's true needs. This basic Fact must become clear to every employee through a simple, crisp statement of intent: a shared vision and aspiration that's consistent with a company's brand value proposition as well as authentic; in the always-on era of ubiquitous video and social media, Inconsistencies will

be exposed quickly. The most recognizable example of such a shared vision may be the common purpose<sup>1</sup> of the. Walt Disney Company: "we create happiness by providing the finest in entertainment for people of all ages, everywhere." The statement of purpose should then be translated into a set of simple principles or standards to guide behavior all the way down to the front line. Customer journeys are the framework that allows (Anderson, H. & Jacobsen, 2000).

A company to organize itself and mobilize employees to deliver value to customers consistently, in line with its purpose. When most organizations focus on the customer experience, they think about touch points, the individual interactions through which customers engage with parts of the business and its offerings. But this soloed focus misses the bigger and more important—picture: the end-to-end experience of customers. Only by looking at it through their eyes, along the journeys they take, can companies begin to understand how to improve the customer experience in a meaningful way. Although functionally aligned organizations can have difficulty orienting themselves to the common purpose, the journey serves as its critical link with the activities of individual functions. In this way, the widely distributed operations of thousands of employees in very different areas can deliver a great customer experience. (Mckinsey and company, 2016).

#### **C. DEVELOP A DEEP UNDERSTANDING**

Matters to customers on their journeys hold companies to high standards—the best products, which never break or require upgrades and are immediately available, purchased with the help of high-caliber employees, at rock-bottom prices. How can companies determine which of these factors are the most critical to the customer segments they serve? Which generate the highest economic value? Understanding the most important journeys, customer segment by customer segment, helps a business maintain focus and have the greatest impact on the satisfaction of its customers and its own bottom-line performance. Fortunately, the advent of big data and advanced analytics has helped organizations parse the factors that drive not only what customers say about the things that satisfy them but also the actual customer behavior that creates economic value. Similarly, multiple sources reflecting the voice of the customer—including surveys, social media, and the real-time chronicling of the shopping experience—can illuminate the current performance of companies in managing their customers' journeys. Once they have identified the most important journeys and defined their strengths and weaknesses, the process of redesigning and prototyping can begin. (Mckinsey and company, 2016).

Use behavioral psychology to manage the customer's expectations leading customer- experience players understand that deftly shaping perceptions of underlying operational improvements in the delivery of products. (Mckinsey and company, 2016).

#### *D. WHAT DO OUR CUSTOMERS WANT?*

What do our customers want? This is the question that every executive asks and that the savviest, executives are asking more frequently than ever. Technology has handed customers unprecedented control over the experience of purchasing goods and services (Mckinsey and company, 2016).

The process increasingly plays out in fluid, hypercompetitive, and always on markets with many channels and touch points, or individual interactions. More and more, customers expect the levels of satisfaction they receive from leaders such as amazon, apple, and Google—and they expect this from even the sleepiest corners of markets across all industries. Meanwhile, leading service providers also differentiate themselves through technology. Advanced analytics gives them rapid customer insights, so they can move with unprecedented speed and agility. Most companies therefore operate in complex, highly unsettled business environments. Customers increasingly dictate the rules. Three-quarters of them, research finds, expect “now” service, within five minutes of making contact online. Similar percentages want a simple experience and use comparison apps when they shop for consumer goods. Moreover, they not only expect providers of services and products to do business on digital platforms but also insist on a “social” experience. They put as much trust in online reviews as in personal recommendations. Many businesses already understand that it’s no longer enough to compete on products or services. In our work, we find that how an organization delivers for customers is beginning to be as important as what it delivers. Companies that make it easier for them to connect in what they regard as a positive way tend to make inroads on the competition (Mckinsey and company, 2016).

The best will adapt their processes, cultures, and mind-sets to manage the entire customer experience skillfully—which benefits not only consumers but also employees and the bottom line. But other companies, for many reasons, fail to deliver a compelling customer experience.

A lot of managers think about it in very narrow terms, focusing only on individual topics and forgetting about the overall system for delivering value. Some excel at specific kinds of interactions with customers but ignore the fuller experience, both before and after the purchase. Others concentrate on fixing their operations but forget to look at them through the eyes of the customer. And most organizations still tend to underestimate the importance of the internal cultural changes needed to achieve and sustain a new approach to the customer experience (Mckinsey and company, 2016).

#### *E. CUSTOMER SERVICE SYSTEMS*

Developing and implementing customer service systems involves planning how your organization will meet the needs of its customers through a range of strategies and procedures. Your customer service systems should differentiate your organization from your competitors by making the customer experience more efficient, accessible and engaging (Mckinsey and company, 2016).

The consistent application of successful customer service systems can provide your organization with a reputation for service excellence and help it to become an employer of choice for customer service professionals.

#### *F. SOME EXAMPLES OF CUSTOMER SERVICE SYSTEMS*

Train your customer service team incorporating a customer service training program within your organization allows your team members to become confident in understanding standards, policies and procedures, as well as in implementing customer service systems and strategies. Staff training allows you to motivate and engage your team members to deliver quality customer service, build meaningful workplace relationships and promote a positive organizational culture (Mckinsey and company, 2016).

### III. DEVELOPING CUSTOMER SERVICE STANDARDS

#### *A. CORPORATE VIEW*

A description of the importance of customer service standards at Marriott. The Marriott Corporation was built on customer service standards and expects each and every one of its employees to provide customer service to Marriott’s guests at a level that assures repeat business. In order to maintain that attitude, the relocation department is expected to provide top level customer service to transferring employees (Koebert, 2008).

It is responsible if something goes wrong in a relocation. In order to minimize the number of cases where things go wrong, koebert expects his vendors to work under the same standards he does. This means that vendors must be dependable. Everything that is done in the industry has a deadline.

Second, koebert said, close communication is important. It is absolutely imperative that service providers keep their clients/customers attuned to anything going on in the marketplace that might affect the value of the transferee’s property.

Third, koebert pointed out, flexibility is important. The nature and stress levels of transferees require vendors and corporate representatives to be able to adjust, sometimes on the spur of the moment, to the particular circumstances and personalities involved in the relocation.

Finally, primary among the criteria that Marriott uses to select its vendors is commitment to the relocation industry and to providing quality service to transferees and corporations in order to make things work as smoothly as possible. (Mobility magazine august 1989 by daniel t. Bloom).

#### *B. EFFECTS OF EMPLOYEE ENGAGEMENT ON EMPLOYEES / EMPLOYEE ENGAGEMENT & EMPOWERMENT*

Managers in all industries have made employee engagement a hot button issue because of growing evidence that engagement has a positive correlation with individual, group, and organizational performance in areas such as productivity, retention, turnover, customer service, and loyalty (Ketter, 2008).

The health care industry is no exception to this phenomenon in human resource management theory and practice. Nursing shortages in particular have helped make engagement an important topic in this industry.

With regard to health care specifically, research has frequently uncovered a lack of loyalty to the organization and the nursing profession (Brown 2002).

Brown noted that nurse administrators face the challenge of repairing “broken” relationships with nurses because of changes in management policies over time. During the 1990s, healthcare organizations tried to adopt cost cutting strategies employed by many other industries, thereby taking the focus away from the quality of care to patients. This conflict ultimately left nurses feeling disengaged and unpowered in their roles in delivering patient care and at odds with the financial performance initiatives of health care administrators (Brown 2002).

Research has shown, as expected, that when employees are disengaged in their jobs they are more likely to leave because they feel unappreciated (Fukuyama 1995).

Further compounding this issue, surveys with nurses have indicated that they exhibit loyalty to patients but often do not feel the same level of loyalty to their employer because they feel hospital executives are not in touch with the demands of patient care (Curran, 2001).

These findings highlight the importance of creating engaged employees and the important role of administrators and other leaders in this process.

The increased interest from health care administrators also stems from the belief that high turnover rates and the lack of commitment negatively affect the provision of care and ultimately the financial performance of organizations (Morrison, 2007).

This viewpoint helps show why hospitals are increasingly interested in determining effective ways to engage employees (Morrison, 2007) was one of the first to note the important distinction between job engagement and organizational engagement. He determined that perceived organizational support predicts both job and organization engagement. Therefore, health care organizations need to find ways to address these internal marketing issues at both the job and organizational levels. While employee engagement and recognition programs have always been important to administrators, it is only recently that these practices have seen an increased level of interest in health care because the employee’s role in patient care is more evident when considering the scarce resources of hospitals and the overall shortage of nurses (Freed, 1999).

So how can health care organizations change employee engagement at these two levels? (Thomas, 2007) defines engagement as “a state of aroused, situation specific motivation that is correlated with both attitudinal and behavioral outcomes.” Management and organizational culture, along with empowering employees appear to be three of the biggest factors in employee engagement levels.

(Cathcart, 2004) showed that span of control had some effect on employee engagement and that adding management positions to reduce the span of control helped increase employee engagement scores. Other studies have shown workplace culture, organizational communication and managerial styles, trust and respect, leadership, and company reputation all influence employee engagement.

Specifically, high involvement work practices may enhance the financial performance of health care organizations (Huselid, 1995 and Harmon, et al, 2003).

Elements that appear to account for differences in empowerment and job satisfaction scores of nurses include:

- (1) Greater accessibility of nurse leaders
- (2) Better support of clinical nurse autonomous decision making by nurse leaders.
- (3) Greater access to work empowerment structures such as opportunity, information, and resources (Upenieks, 2003).
- (4) These findings suggest that hospitals that have highly accessible leaders, provide support for autonomous decision making, and provide access to empowerment structures have a greater likelihood of increasing employee satisfaction.

#### *C. ORGANIZE THE PROMOTION OF ADDITIONAL SERVICES OR PRODUCTS TO CUSTOMERS*

This standard is part of the customer service theme of impression and image. This theme covers the customer service behaviors and processes that have most impact on the way your customer sees you and your organization. Remember that customers include everyone you provide a service to. They may be external to your organization or they may be internal customers. This standard is about expanding and extending the relationship with your customers by persuading them to make use of additional services or products that you can offer. Your services or products will remain viable only if they are used by customers (Upenieks, 2003).

The standard covers the way you organize customer Service to promote additional use of your services or products by communicating with customers and then delivering those services or products effectively. It is also about monitoring your successes and failures and recognizing the best way to approach your customers with additional services or products in the future. You need to show that you are promoting the services or products by encouraging more people to use them, (Customer service national occupational standards, and 2013).

#### *D. STANDARDS OF PERFORMANCE*

Naturally, you want your service to exceed expectations for as much of the time as possible but even to ‘meet expectations’ you must have a defined way of doing things and for that you need operational standards/standards of performance (sops) of some kind. The following is a four part approach to developing, implementing, evaluating and improving operational standards, (Upenieks, 2003).

However, it is the overall pattern of quality which matters and a good way of describing fluctuations in service delivery is

to view it as being a quality continuum, based on your ability to respond to customer expectations.

#### *E. REAL ESTATE BROKER VIEW*

Like the other panelists, van lent stressed the need for cooperation and teamwork among all the segments of the industry. The real estate broker is confronted daily with individuals who are going through the third highest cause of stress in one's life. The real estate broker's goal is to provide the client with a positive, smooth move and yet have it be cost effective to the corporation.

As the industry has evolved, real estate firms have become like supermarkets. In addition to marketing homes, real estate brokers have begun to offer a shopping list of services to the transferees. One immediate result of this evolution, according to van lent, is the proliferation of relocation departments within brokerages. As a result, clients expect to have one point of contact within the brokerage for all their business, (Upenieks, 2003).

From the broker's point of view, the process is divided into two areas, said van lent. The first deals with home sales and begins when the broker completes the broker's price opinion (bpo). Van lent pointed out that how well that bpo is done is the key to how well the real estate brokers are viewed by both the corporation and the transferee. As the bpo is being done, the real estate broker can get into the pre-marketing of the home (Lockwood, 2007).

The broker plays a big role in seeing that the home is realistically priced to get it sold. In the home sale arena, it is imperative that the broker know the corporate policy and what the corporation expects in the way of implementation, van lent said. The second area of the real estate broker's services is home finding. Van lent described the expansion of the real estate industry into other areas besides just selling real estate. Some brokerages are getting involved in pre-purchase appraisals, rentals, spouse employment assistance, and child care assistance. Van lent reminded representatives from other segments of the industry that the typical transferee will tell the broker things that they would never tell the corporation. Therefore, the broker is in a better position to pinpoint the exact needs of the transferee, van lent commented. The theme that ran through each presentation was the importance of communication and teamwork. All the segments of the industry are important in acquiring and maintaining the transferee as a customer. Good customer service will lead to positive, smooth moves and, at the same time, be cost effective, (Danie, 1989).

#### *F. TRAINING AND DEVELOPMENT*

Training and development is an important concept. Training and development is also one of the four functions of human resource management. Training and development programs are generally planned and arranged by the human resource departments. The main aim behind conducting training and development activities is to increase the knowledge and skills level of employees which in turn result in the high performance of employees. Many research studies

have elaborated the strong bond between the performance of an organization and training and development.

#### *G. EFFECTS OF TRAINING & DEVELOPMENT ON ORGANIZATIONAL PERFORMANCE*

Many research studies have studied the relationship between work systems with high performance and the performance of the organization.

(Evans, W. R., & Davis, W. D, 2005) wrote that there is a strong relationship between work systems with high performance and the performance of an organization. An organization can attain a distinct position in the market it operates in. In their research article

(Collins, C. J., & Clark, K. D, 2003) mentioned that an organization can easily gain competitive advantage over rivals through the effective use of different trainings and development programs. In another important study.

(Wang, C. L., & Ahmed, P. K, 2003) reviewed the effects of organizational learning thereby identifying 5 forces of the practices in literature. These five forces revolve around individual learning, environment of organization and techniques of training.

Training and development not only helps organizations achieve higher level of performance but also let the individuals learn advanced work related knowledge to perform their jobs.

(Aguinis, H., & Kraiger, K, 2009) wrote that they have conducted a detailed literature review of the research till the year 2000 about the relationship between training and development and performance of employees.

From this research it is evident that high performance is not directly associated with training and development, but it is the knowledge development of employees that bridge the gap between the performance of the organization and training and development.

Learning culture is a good trait in the environment of an organization. Organizational culture that promotes learning, training and development promotes many other good traits in the culture of an organization.

(Ahmed, 2003) wrote that organizational performance and organizational competence mostly depends on a new technique which is called as internal marketing. Internal marketing refers to a technique in which an organization integrate, encourages and authorizes employees at all levels and functions to continuously deliver a positive customer experience that helps attain short term and long term goals of the organization.

(Collins, C. J., & Smith, K. G, 2006) wrote that human resource practices have far reaching effect on organizational culture. Which in turn, facilitate flow knowledge from top to bottom level and which contributes to the performance of an organization.

(Ahmed, 2003) has studied more than 200 companies from different industries to identify the impact of training on the performance of employees and the performance of the organization. They found a strong impact of human resource practices on the performance of the organization.



(Chen, C. J., & Huang, J. W, 2009) has also suggested the same impacts in their research studies. They also shed light on the knowledge management capacity in the relationship between performance and human resource practices.

(Lockwood, N. R, 2007) wrote that organizational success highly depends on employee's engagement in their respective job. The engagement of employees can be enhanced through the use of training and development activities at the workplace.

(Ahmed, 2003) suggested that the performance of an individual is directly proportional to the performance of an organization. The higher the performance of an employee the higher is the performance of the organization.

(Lawler, E. E., & Mohrman, S. A, 2003) wrote that human resource department is strategic partner of an organization.

#### IV. SUMMARY

Delivering quality service consistently gives a competitive edge to service organizations. It requires an understanding of customer expectations and the types of expectations. Further, knowledge of factors influencing the desired service level, adequate service level, and zone of tolerance will help service organizations consistently meet and exceed service expectations of customers.

While evaluating service offered by an organization, customers compare perceived quality of service with the expected quality of service. Therefore, service organizations should have knowledge about customer perceptions and the influence of factors such as service encounter, service evidence, image of the service organization, and price of the service on customer perceptions (Butler, 2002).

Service organizations should also attempt to understand the various types of service encounters like remote, face-to-face, and phone encounters to be able to understand customer perceptions. They should examine the factors that influence customer satisfaction/dissatisfaction, like recovery, adaptability, spontaneity, and coping and innovate strategies to influence customer perceptions.

This recommended practice suggests guidelines for developing, promoting and evaluating customer service training for employees. Descriptive summaries of customer service programs, including the syllabus/agenda, implementation plan and evaluation strategy are included.

#### V. CONCLUSION

At the end of this paper, we can conclude that the training and development programs are very much useful for every organization. These programs required some investment in the short run but these programs pay back in the long run in the form of increase productivity of the employees and organization (Huselid, 2009).

Due to this connection between training and development and organizational performance, these two topics have been selected in this research study. Both these two topics have a great deal of interdependence on each other. In this research study, training and development is independent variable, on the other hand, organizational performance is dependent

variable. This is due to the reason that training and developing employees have a great deal of influence on the performance and productivity of not only employees but also the productivity and performance of the organization. This research study have obtained primary data through interviews and questionnaire from the employees working in an organization that invests in the training and development activities to attain high performance and productivity. The analysis of the data collected from these interviews and questionnaire proved that there exists a strong positive relationship between training and development of employees and the performance of the organization (Huselid, 2009).

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