

CHAPTER IV

RESULTS



Qualitative Analysis

Questionnaire Testing

The questionnaire was tested for face content validity by having an expert investigating whether the questionnaire is measuring the variable intended to measure.

The reliability of the questionnaire

Using Cronbach’s  $\alpha$  alpha coefficient is 0.508, meaning that the questionnaire is reliable. The following analysis was conducted from the obtained data.

Descriptive analysis

The analysis revealed that 48.6% of the respondents are females (n=120) and 49.8% are males (n= 123) with the age between 29 – 39 years old (46.6%), a nationality 32.4% is Chinese, other occupation is 27.1% and the length of stay 59.5 is more than 6 months as the resident in serviced apartment. (See Tables as following)

Table 2 Demographic information of gender of the respondents

Gender	Frequency	Percent
Male	123	49.8
Female	120	48.6
Missing	1	0.4
Total	244	98.8

**Table 3 Demographic information for age group of the respondents**

Age	Frequency	Percent
18 – 28 years old	38	15.4
29 – 39 years old	115	46.6
40 – 50 years old	63	25.5
50 – 60 years old	22	8.9
And over	5	2
Total	243	98.4



**Table 4 Demographic information for nationality of respondents**

Nationality	Frequency	Percent
British	75	30.4
Japanese	62	25.1
Chinese	80	32.4
Other	27	10.9
Total	244	98.8

**Table 5 Demographic information for occupation of respondents**

Occupation	Frequency	Percent
Private business	42	17
Government/ State enterprise officer	51	20.6
Teacher/ Lecturer	84	34
Other	67	27.1
Total	244	98.8

**Table 6 Demographic information for length of stay**

Length of stay	Frequency	Percent
Less than 6 months	19	7.7
6 months	78	31.6
More than 6 months	147	59.5
Total	244	98.8

**Findings**

The following analysis was conducted from obtain data.

**Descriptive Analysis: Customer Expectation**

The finding indicated that Customer rated the following factors as agree, Response Time: Greeting customer (mean = 3.6066), Answer phone (mean = 3.5328), Acknowledge complaints (mean = 3.6107), Respond enquires (mean = 3.5353). (See the Table 7)

**Table 7 Percentage and mean values of Customer Service Performance, namely Response Time predict Customer Expectation.**

Response Time	5-Very Important	4-Important	3-Normal	2-Less Important	1-Not Important	Mean S.D	Meaning
Greeting Customer	4%	53.8%	39.3%	1.2%	0.4%	3.6066 (S.D)	Much Important
Answer phone	5.7%	48.6%	38.1%	5.7%	0.8%	3.5328 (S.D)	Much Important
Acknowledge complaints	5.7%	52.6%	36.8%	3.6%	-	3.6107 (S.D)	Much Important
Respond enquires and complaint	2.0%	53%	38.5%	3.2%	8%	3.5353 (S.D)	Much Important

**Note:** 1.00-1.80 = Least Important 2.62-3.42 = Moderated Important  
1.81-2.61 = Less Important 3.43-4.23= Much Important  
4.24-5.00 = Most Important

The finding indicated that Customer rated the following factors as agree, English Communication: Understand requirements (mean = 3.6107), Writing responding letter (mean = 3.5391), Using English Language (mean = 3.5656), and Using telecommunication (mean = 3.5861). (See the Table 8)

**Table 8 Percentage and mean values of Customer Service Performance, namely English Communication skills predict Customer Expectation.**

English Communication	5-Very Important	4-Important	3-Normal	2-Less Important	1-Not Important	Mean S.D	Meaning
Understand requirements	2.4%	56.7%	38.5%	1.2%	-	3.6107 (S.D)	Much Important
Writing responding letter	2.0%	54.30%	36.8%	5.3%	-	3.5391 (S.D)	Much Important
Using English Language	0.8%	58.7%	35.2%	3.6%	-	3.5656 (S.D)	Much Important
Using telecommunication	2.4%	55.1%	39.3%	2%	-	3.5861 (S.D)	Much Important

**Note:** 1.00-1.80 = Least Important 2.62-3.42 = Moderated Important  
1.81-2.61 = Less Important 3.43-4.23= Much Important  
4.24-5.00 = Most Important

The finding indicated that Customer rated the following factors as agree, Leadership and Performance Management: Handle customer problems (mean = 3.5697), Work in collaborative (mean = 3.8320), Professional (mean = 3.8605), and Politeness (mean = 3.7851). (See the Table 9)

**Table 9 Percentage and mean values of Customer Service Performance, namely Leadership & Performance Management predict Customer Expectation.**

Leadership & Performance	5-Very Important	4-Important	3-Normal	2-Less Important	1-Not Important	Mean S.D	Meaning
Handle customer problems	2%	54.7%	40.1%	1.6%	0.4%	3.5697 (S.D)	Much Important
Work in collaborative	15%	54.3%	27.5%	2.0%	-	3.8320 (S.D)	Much Important
Professional	17%	52.6%	27.50%	1.6%	-	3.8605 (S.D)	Much Important
Politeness	12.1%	54.30%	30%	1.6%	-	3.7851 (S.D)	Much Important

**Note:** 1.00-1.80 = Least Important    2.62-3.42 = Moderated Important  
1.81-2.61 = Less Important    3.43-4.23= Much Important  
4.24-5.00 = Most Important

The finding indicated that Customer rated the following factors as agree, Problem Solving and Decision Making: Appropriate Solution (mean = 3.6680), Analysis customer problems (mean = 3.7541), Attention (mean = 3.7418), and Feedback (mean = 3.7490). (See the Table 10)

**Table 10 Percentage and mean values of Customer Service Performance, namely Problem Solving & Decision Making predict Customer Expectation.**

Problem Solving/ Decision Making	5-Very Important	4- Import ant	3- Normal	2-Less Important	1-Not Important	Mean S.D	Meaning
Appropriate Solution	8.1%	51.4%	37.7%	1.6%	-	3.6680 (S.D)	Much Important
Analysis customer problems	11.3%	53%	33.2%	1.2%	-	3.7541 (S.D)	Much Important
Attention	13%	50.6%	32%	3.2%	-	3.7418 (S.D)	Much Important
Feedback	12.6%	53%	28.7%	3.6%	0.4%	3.7490 (S.D)	Much Important

**Note:** 1.00-1.80 = Least Important    2.62-3.42 = Moderated Important  
1.81-2.61 = Less Important    3.43-4.23= Much Important  
4.24-5.00 = Most Important

The finding indicated that Customer rated the following factors as agree, Adaptability: Various problems (mean = 3.8066), Solution (mean = 3.6132), Understanding problem characteristics (mean = 3.7336), and several customers' style (mean = 3.7603). (See the Table 11)

**Table 11 Percentage and mean values of Customer Service Performance, namely Adaptability predict Customer Satisfaction.**

Adaptability	5-Very Important	4- Important	3- Normal	2-Less Important	1-Not Important	Mean S.D	Meaning
Various problems	15.4%	51.4%	29.1%	2.0%	0.4%	3.8066 (S.D)	Much Importa nt
Solution	3.2%	55.9%	37.2%	2%	-	3.6132 (S.D)	Much Importa nt
Understandin g problem characteristic s	10.9%	54.3%	30.4%	2.8%	0.4%	3.7336 (S.D)	Much Importa nt
Several customers' style	6.9%	52.6%	34%	3.6%	0.4%	3.7603 (S.D)	Much Importa nt

**Note:** 1.00-1.80 = Least Important    2.62-3.42 = Moderated Important  
1.81-2.61 = Less Important    3.43-4.23= Much Important  
4.24-5.00 = Most Important



**Descriptive Analysis: Customer Perception**

The finding indicated that Customer rated the following factors as agree, Response Time: Greeting customer (mean = 3.9631), Answer phone (mean = 3.3893), Acknowledge complaints (mean = 3.3525), Respond enquires (mean = 3.1762). (See the Table12)

**Table 12 Percentage and mean values of Customer Service Performance, namely Response Time predict Customer Perception.**

Responsibility	5-Very Important	4- Important	3- Normal	2-Less Important	1-Not Important	Mean S.D	Meaning
Greeting Customer	23.1%	50.2%	24.3%	1.2%	-	3.9631 (S.D)	Much Satisfied
Answer phone	6.5%	41.3%	35.2%	15.8%	-	3.3893 (S.D)	Much Satisfied
Acknowledge complaints	7.7%	34.8%	40.9%	15.4%	-	3.3525 (S.D)	Much Satisfied
Respond enquires and complaint	2%	33.2%	43.7%	19.8%	-	3.1762 (S.D)	Much Satisfied

**Note:** 1.00-1.80 = Least Satisfied    2.62-3.42 = Moderated Satisfied  
1.81-2.61 = Less Satisfied    3.43-4.23= Much Satisfied  
4.24-5.00 = Most Satisfied

The finding indicated that Customer rated the following factors as agree, English Communication: Understand requirements (mean = 3.5145), Writing responding letter (mean = 3.3566), Using English Language (mean = 3.5123), and Using telecommunication (mean = 3.6352). (See the Table 13)

**Table 13 Percentage and mean values of Customer Service Performance, namely English Communication predict Customer Perception.**

English Communication	5-Very Important	4-Important	3-Normal	2-Less Important	1-Not Important	Mean S.D	Meaning
Understand requirements	2.4%	56.7%	38.5%	1.2%	-	3.5145 (S.D)	Much Satisfied
Writing responding letter	2.0%	54.30%	36.8%	5.3%	-	3.3566 (S.D)	Much Satisfied
Using English Language	0.8%	58.7%	35.2%	3.6%	-	3.5123 (S.D)	Much Satisfied
Using telecommunication	2.4%	55.1%	39.3%	2%	-	3.6352 (S.D)	Much Satisfied

**Note:** 1.00-1.80 = Least Satisfied    2.62-3.42 = Moderated Satisfied  
1.81-2.61 = Less Satisfied    3.43-4.23= Much Satisfied  
4.24-5.00 = Most Satisfied

The finding indicated that Customer rated the following factors as agree, Leadership and Performance Management: Handle customer problems (mean = 3.6230), Work in collaborative (mean = 3.5697), Professional (mean = 3.5656), and Politeness (mean = 3.4016). (See the Table 14)

**Table 14 Percentage and mean values of Customer Service Performance, namely Leadership & Performance Management predict Customer Perception.**

Leadership & Performance	5-Very Important	4-Important	3-Normal	2-Less Important	1-Not Important	Mean S.D	Meaning
Handle customer problems	6.5%	51.8%	37.2%	3.2%	-	3.6230 (S.D)	Much Satisfied
Work in collaborative	2%	55.9%	37.2%	3.6%	-	3.5697 (S.D)	Much Satisfied
Professional	2.4%	52.2%	42.9%	1.2%	-	3.5656 (S.D)	Much Satisfied
Politeness	0.4%	47%	43.3%	8.1%	-	3.4016 (S.D)	Much Satisfied

**Note:** 1.00-1.80 = Least Satisfied    2.62-3.42 = Moderated Satisfied  
1.81-2.61 = Less Satisfied    3.43-4.23= Much Satisfied  
4.24-5.00 = Most Satisfied

The finding indicated that Customer rated the following factors as agree, Problem Solving and Decision Making: Appropriate Solution (mean = 3.7500), Analysis customer problems (mean = 3.5492), Attention (mean = 3.5984), and Feedback (mean = 3.5164). (See the Table 15)

**Table 15 Percentage and mean values of Customer Service Performance, namely Problem Solving & Decision Making predict Customer Perception.**

Problem Solving/ Decision Making	5-Very Important	4- Important	3- Normal	2-Less Important	1-Not Important	Mean S.D	Meaning
Appropriate Solution	12.6%	52.2%	30.8%	3.2%	-	3.7506 (S.D)	Much Satisfied
Analysis customer problems	4.9%	49.8%	38.9%	5.3%	-	3.5492 (S.D)	Much Satisfied
Attention	6.9%	49.8%	37.7%	4.5%	-	3.5984 (S.D)	Much Satisfied
Feedback	3.2%	49.8%	40.5%	5.3%	-	3.5164 (S.D)	Much Satisfied

**Note:** 1.00-1.80 = Least Satisfied    2.62-3.42 = Moderated Satisfied  
1.81-2.61 = Less Satisfied    3.43-4.23= Much Satisfied  
4.24-5.00 = Most Satisfied

The finding indicated that Customer rated the following factors as agree, Adaptability: Various problems (mean = 3.6680), Solution (mean = 3.5738), Understanding problem characteristics (mean = 3.5246), and several customers’ style (mean = 3.6352). (See the Table 16)

**Table 16 Percentage and mean values of Customer Service Performance, namely Adaptability predict Customer Perception.**

Adaptability	5-Very Important	4- Important	3- Normal	2-Less Important	1-Not Important	Mean S.D	Meaning
Various problems	5.9%	51.8%	34.4%	3.6%	-	3.6680 (S.D)	Much Satisfied
Solution	4.9%	50.6%	39.7%	3.6%	-	3.5738 (S.D)	Much Satisfied
Understanding problem characteristics	2.8%	50.2%	41.7%	4%	-	3.5246 (S.D)	Much Satisfied
Several customers’ style	7.3%	50.6%	38.5%	2.4%	-	3.6352 (S.D)	Much Satisfied

**Note:** 1.00-1.80 = Least Satisfied    2.62-3.42 = Moderated Satisfied  
1.81-2.61 = Less Satisfied    3.43-4.23= Much Satisfied  
4.24-5.00 = Most Satisfied

Hypothesis Testing

Pearson’s Product Movement Correlation Coefficient was used to analyze the relationship between customer ‘demographic and customer satisfaction with customer service performances. There are 5 demographic sector of customer, namely Gender, Age, Nationality, Occupation, and Stay. A significantly positive but no correlation was found between Age and Gender ( $r = -.034$ ;  $p < .05$ ), Age and Occupation ( $r = -.035$ ;  $p < .05$ ), and Nationality and Length of stay ( $r = -.025$ ;  $p < .05$ ). (See the Table 17)

Table 17 Correlations

		Gender	Age	Nationality	Occupation	Stay
Gender	Pearson	1	-.034	.156*	.085	.089
	Correlation					
	Sig. (2-tailed)		.601	.015	.187	.167
	N	244	243	244	244	244
Age	Pearson	-.034	1	.104	-.035	-.013
	Correlation					
	Sig. (2-tailed)	.601		.106	.588	.836
	N	243	243	243	243	243
Nationality	Pearson	.156*	.104	1	.145*	-.025
	Correlation					
	Sig. (2-tailed)	.015	.106		.023	.695
	N	244	243	244	244	244
Occupatio n	Pearson	.085	-.035	.145*	1	.140*
	Correlation					
	Sig. (2-tailed)	.187	.588	.023		.029
	N	244	243	244	244	244
Stay	Pearson	.089	-.013	-.025	.140*	1
	Correlation					
	Sig. (2-tailed)	.167	.836	.695	.029	
	N	244	243	244	244	244
*. Correlation is significant at the 0.05 level (2-tailed).						

As the table 17 presents there is the significant relationship between customer’s demographic and customer satisfaction. Therefore, hypothesis 1 was supported.

A standard multiple regression was performed between Customer Satisfaction as the dependent variable and Response Time, English Communication, Leadership & Performance Management, Problem Solving & Decision Making, and Adaptability as the independent variables. The multiple correlation coefficient ( $R = .517$ ) was significantly different from zero,  $F = 14.160$ ,  $p < .05$  and 24.8 % of the variable in the dependent variable was explained by the set of independent ( $R^2 = .267$ , adjusted  $R^2 = .248$ ). The five dimension of Customer Service Performance, namely Responsibility  $sr_i^2 = .183^2$ ,  $t = 2.985$ ,  $p < .05$ , for English Communication  $sr_i^2 = .133^2$ ,  $t = 2.370$ ,  $p < .05$ , Leadership & Performance Management  $sr_i^2 = .073^2$ ,  $t = 1.196$ ,  $p < .05$ , Problem Solving and Decision Making  $sr_i^2 = .157^2$ ,  $t = 2.549$ ,  $p < .05$ , and Adaptability  $sr_i^2 = .133^2$ ,  $t = 2.163$ ,  $p < .05$  were found to significantly and uniquely contribute to the prediction of Customer Satisfaction. The equation of prediction produced by this analysis describes the relationship between the variable to be:

Customer Satisfaction =  $.151 \times \text{Responsibility} + .119 \times \text{English Communication} + .033 \times \text{Leadership \& Performance Management} + .064 \times \text{Problem Solving \& Decision Making} + .093 \times \text{Adaptability} + 2.005$  (see the Table 18, 19 and 20)

**Table 18 The standard multiple regression of the relationship between Customer Service Performance and Customer Satisfaction.**

Model	Un standardized Coefficients (B)	T	Correlations
Responsibility	0.151	2.985	0.183
English Communication	0.119	2.37	0.146
Leadership & Performance Management	0.033	1.196	0.073
Problem Solving & Decision Making	0.064	2.549	0.157
Adaptability	0.093	2.163	0.133
Total	2.005	9.990	-

Table 19 Model Summary

Model	R	R Square	Adjusted R Square
1	0.176	0.031	0.010

Table 20 ANOVA

Model	Sum of Squares	df	Mean Square	F
Regression	5.213	5	1.043	14.160
Residual	9.283	194	0.048	
Total	12.671	199		

As the standard multiple regressions presents customer service standard performance five dimensions, namely Response Time, English Communication, Leadership & Performance Management, Problem Solving & Decision Making, and Adaptability can jointly predict customer satisfaction in serviced apartment. Therefore, hypothesis 2 was supported.



According to Lovelock (2007) divided the customer satisfaction in to three levels by using the different between customer expectation and customer perception toward customer service staff performances as the below;

- 1. If customer expectation is higher than customer perceived, customer satisfaction will be dissatisfaction.
- 2. If customer expectation and customer perceived is equal, customer satisfaction will be satisfied
- 3. If customer expectation lower than customer perceived, customer satisfaction will be high satisfied or delighted.

Thus, Customer Expectation – Customer Perception Result and meaning will be summarized as the table below;

**Table 21 Customer Expectation – Customer Perception Result and Meaning**

<b>Customer Expectation - Customer Perception</b>	<b>Customer are</b>
Positive	Dissatisfied
Zero	Satisfied
Negative	Highly Satisfied (Delighted)

The result from the measurement scale of customer satisfaction by applying customer expectation minus customer perception indicates the overall of customer satisfaction toward customer service performance, namely Response Time is satisfied (see the Table 22).

**Table 22 Customer Satisfaction on Response Time Result**

Customer service performance	CE Mean	CP Mean
<b>Response time</b>		
1) Greeting the customer immediately	3.6066	3.9631
2) To answer phone calls promptly	3.5328	3.3893
3) To acknowledge all enquires or complaints with in one day	3.6107	3.3525
4) To respond to all written enquires and complaints promptly within one day.	3.5353	3.1762
<b>Total</b>	<b>14.2854</b>	<b>13.8811</b>

**Formula: Customer Expectation – Customer Perception = Customer  
Satisfaction**  
**: 14.2854 – 13.8811 = 0.4043**  
**: Satisfied**

The result form measurement scale of customer satisfaction by applying customer expectation minus customer perception indicate the overall of customer satisfaction toward customer service performance, namely English Communication is satisfied (see the table 23).

**Table 23 Customer Satisfaction on English Communication Result**

Customer service performance	CE Mean	CP Mean
<b>English Communication</b>		
1) Able to understand customer requirements	3.6107	3.5145
2) Able to write responding letter to customer clearly	3.5391	3.3566
3) Able to use English language clearly to inform customer	3.5656	3.5123
4) Able to communicate by using telecommunication (Including e-mail and telephone)	3.5861	3.6352
<b>Total</b>	14.3015	14.0186

**Formula: Customer Expectation – Customer Perception = Customer  
Satisfaction**  
: 14.3015 – 14.0186 = 0.2829  
: Satisfied

The result form measurement scale of customer satisfaction by applying customer expectation minus customer perception indicate the overall of customer satisfaction toward customer service performance, namely Leadership & Performance Management is satisfied (see the table 24).

**Table 24 Customer Satisfaction on Leadership & Performance Management Result**

Customer service performance	CE Mean	CP Mean
<b>Leadership &amp; Performance Management</b>		
1) Able to handle customer problems with confidence	3.5697	3.623
2) Able to work in collaborative with other departments in order to fix customer problems	3.832	3.5697
3) Present professionalism to customers	3.8605	3.5656
4) Customer service staff is polite	3.7851	3 4016
<b>Total</b>	15.0473	14.1599

**Formula: Customer Expectation – Customer Perception = Customer Satisfaction**  
**: 15.0473 – 14.1599 = 0.8874**  
**: Satisfied**

The result form measurement scale of customer satisfaction by applying customer expectation minus customer perception indicate the overall of customer satisfaction toward customer service performance, namely Problem solving is satisfied (see the table 25).

**Table 25 Customer Satisfaction on Problem solving & Decision Making Result**

Customer service performance	CE Mean	CP Mean
<b>Problem solving &amp; Decision Making</b>		
1) Able to identify appropriate solutions for each customer's problems	3.668	3.75
2) Able to analyze customer problems and solve appropriately in timely manner	3.7541	3.5492
3) Attention to customer problems seriously	3.7418	3.5984
4) Follow the feedback after customer problem was solved	3.749	3.5164
<b>Total</b>	<b>14.9129</b>	<b>14.414</b>

**Formula: Customer Expectation – Customer Perception = Customer Satisfaction**  
: 14.9129 – 14.4140 = 0.4989  
: **Satisfied**

The result from the measurement scale of customer satisfaction by applying customer expectation minus customer perception indicates the overall of customer satisfaction toward customer service performance, namely Adaptability is satisfied (see the table 26).

**Table 26 Customer Satisfaction on Adaptability Result**

Customer service performance	CE Mean	CP Mean
<b>Adaptability</b>		
1) Flexible in solving various customer problems	3.8066	3.668
2) Able to generate appropriate solutions for variety customer problems	3.6132	3.5738
3) Able to understand the characteristics of each customer's problems.	3.7336	3.5246
4) Able to adapt to many customers' style	3.7603	3.6352
<b>Total</b>	<b>14.9137</b>	<b>14.4016</b>

**Formula: Customer Expectation – Customer Perception = Customer Satisfaction**

:  $14.9137 - 14.4016 = 0.5121$

: **Satisfied**



## Qualitative Analysis

### Thematic coding

The qualitative research 5 respondents were interviewed face to face to respond to a series of scenarios. The analysis is based on thematic coding, the outstanding codes are defined into 4 rising words as the following;

**Code 1 Emotion:** this word had risen up when the researcher interviewed by using the problem solving and adaptability scenario questions.

**Code 2 Problem Solving:** most of respondent had said this word many times, when the researcher asked the questions about difficult cases from their customer as the problem solving scenario question. However, most of respondent had answered all of 5 scenario questions by using this word.

**Code 3 Communication:** most of respondent said that everyday task is communicating with the customers in order to satisfy customers. This word had increased constantly when the researcher asked all of 5 scenario questions, especially the question about English communication adaptability, problem solving.

**Code 4 Collaboration:** most of respondent used the word “collaboration”, when they answer the question about problem solving and decision making, especially the case that they could not solve the customer’ problem by themselves.

### Code 1: Emotion

#### Definition

A reaction to situations either actual or imagined, it involves characteristic ways are expressed through facial change and action tendencies (Jones, 2003).

**Respondents A:** “Customer service staff has to remind yourself that **emotion** controlling is a very important skill, when you face angry customers or bad customer, also unexpected situations”

**Respondent B:** “In this situation, customer doesn’t to listen to anything from our explanations, so customer service should control **emotion** to be calm in order to avoid bad mood to the customers”

**Respondent C:** “The main task of customer service each day is dealing with customers. Sometimes we have to face with many problems, so bad **emotion** will be always occurred. We have to have good emotion management in order to avoid present bad performance to customers.”

## **Code 2: Problem Solving**

### **Definition**

The processes of working through detail of problem that include clarify and identify problems in order to reach a solution (www.businessdictionary.com, 2012).

**Respondents A:** “Most of customer service task is find out the solution for solving customer’s problems, so **problem solving** skill are required for doing in this position”

**Respondents B:** “**Problem solving** is not only solving customer’s problem but also it is the skill for solving customer service problem solving as well.”

**Respondent C:** “When the customer service has to deal with difficult case of customers. The problem solving is the important skill because we have to understand customer problem clearly and creating appropriated solution for each problem.”

## **Code 3: Communication**

### **Definition**

The action that transfers information about person’s needs, desires, knowledge, and perceptions from person to person. Communication might be signals or labels (www.unm.edu).

**Respondents A:** “Most of activity is communicating between staff and customers. Especially, customer service has to communicate with customers either face to face, e-mail, or telephone. So, good communication skills are considered as the important characteristics of staff.”

- Respondents B:** “In case that staff can not listen to customer problem clearly, we should apply another communication in order to understand the customer clearly such as body language, writing or speak word by word.”
- Respondent C:** “Besides communicate with the customer face to face, English writing skill is the important communication skill that use frequency in customer service tasks”
- Respondent D:** “Another important task for customer service is communicating with customers by using e-mail.”  
 “Speak word by word can be considered as another communication way that is useful for understanding customer clearly.”

#### **Code 4: Collaboration**

##### **Definition**

The action with another or others on a joint project (www.the-happy-manager.com, 2012).

- Respondent A:** “If we cannot solve this problem by ourselves, we should ask for working in collaboration with other department such as engineering which might know how to fix the internet signal problem.”
- Respondent B:** “The customer service function is considered as the center between customer and another department in the organization. So some kind of task we have to work in collaborative with other department such as sale department, engineering department and housekeeping department.”