

**HOW TO IMPROVE CUSTOMER EXPERIENCE  
IN WAITING HALL, PREMIUM SKIN CLINIC**



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**HOW TO IMPROVE CUSTOMER EXPERIENCE  
IN WAITING HALL, PREMIUM SKIN CLINIC**

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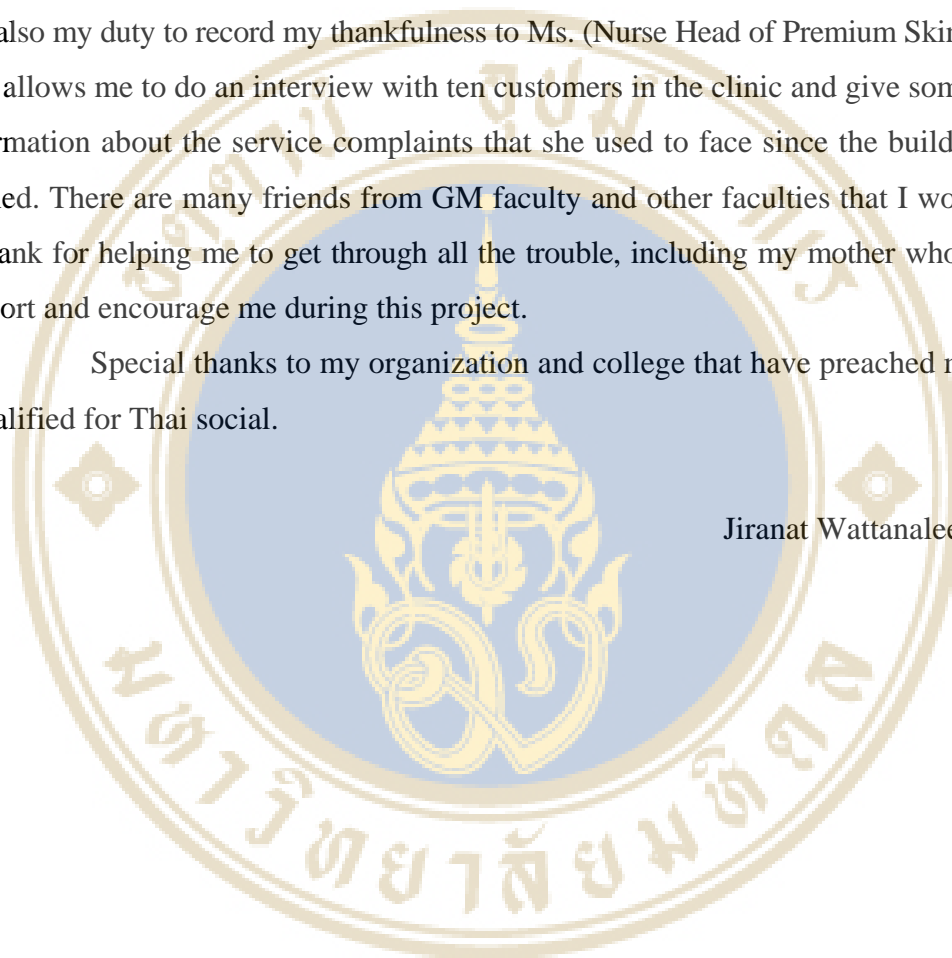
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## **HOW TO IMPROVE CUSTOMER EXPERIENC IN WAITING HALL, PREMIUM SKIN CLINIC**

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### **ABSTRACT**

Due to an increasing of patient day by day and competitiveness about non-clinical service of Thai public hospital, service experience and customer satisfaction are more concerned for choosing service. Therefore, the purpose of this research paper is to understand the motivation factors that influence customer to perceive satisfaction and experience in order to develop all possible touch point in waiting hall of Premium Skin Clinic. The research used a qualitative approach. Data was collected with tape recorded. The interview was conducted from 10 real at the Somdech Phra Debaratanatra Medical Center. The study revealed that hygiene factors have a strong association with influencing customer experience and satisfaction. Staffs, Facilities, environment, atmosphere, ergonomic and comfort factor were considered as the important factors to influence to perceive satisfaction and experience in waiting hall.

**KEY WORDS:** Service experience / Customer satisfaction / Customer expectation /  
Customer experience / Motivation factor / Hygiene factor

25 pages

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## **CHAPTER I**

### **INTRODUCTION**

Due to rapid evolution in marketing focuses from product to service and now to customer experience, managing customer experience becomes the most powerful tools for service industry such as retail store, hotel, airline, hospital and etc. It challenges for market researchers and managers to measure customer experience and design effective strategies to improve it (Klaus, Gorgoglione, Buonamassa, Panniello, Nguyen, 2013). A new concept of marketing does not affect only at private sector but it also affects directly to public sector for being awakened for this evolution.

Thai public hospital is one of the organization that be awaken to improve their service quality in order to facilitate their customer and being more acceptable. In my point of view, to gain more trust from customer is not the major reason of the improvement but it would be about acquiring profitability of the organization. Generally public sector would be received aid by government to cover all cost that is created during the operation which is not enough for them. Thus I believe that this would be the major reason for Thai public sector turns them self to be interesting with the word of services.

There are many Thai Public hospital attempt to expand their business into the private sector and run business by utilizing private system in order to gain more profitable to support a huge loss which is created by public sector. This concept becomes more acceptable by many Thai public hospitals. Thus studying service improvement, including renovates all physical environments are applied. The obstacle of improvement is the unclearness of operation system which directly affects to communicate service development to their employee.

Somdech Phra Debaratanatra Medical Center (SDMC) is Thai public hospital that was established by faculty of medicine, Ramathibodi hospital that has main objective to provide quality medical services to reach international standards for service group. They provide medical specialist in various fields, including supporting clinical research



to enhance Thailand's population of all age groups. SDMC is the Medical Center utilizes two systems to run business. First is government operation, 90% of patient is the person who accesses medical treatment following Thai Healthcare Laws (such as Patient gold/ Social Security / Civil Rights). There are patients around 3,057 peoples per day (Ramathibodi Intranet, 2015). Second is private operation is called Premium Clinic which provides a medical specialist in various fields, including provide a better service to serve the patient, there is around 988 patients per day (Ramathibodi Intranet, 2015).

Their core value is clearly said about improving service quality for both clinical service and non-clinical service to meet standard but it totally fails especially in non-clinical service. The most difficult part for SDMC is about handling patient from both inpatient case and outpatient around 4,045 patients per day (Ramathibodi Intranet, 2015).

### **1.1 Problem Statement**

An increasing number of patient year by year together with the limited space inside the hospital are the major factors that directly affect to service development for SDMC. The management teams' put lot of affords to solve problem by working with several department but it does not work at all. There is still problem such as long waiting queue for making a payment and receiving home medicine, complicated in every process, poor performance of facilitator and crowned of patient in clinic hall inside the hospital.

Thing that they should concern is not about increasing profit margin from private sector in each year but they should find out what are the obstacles of conveying service experience to develop touch point in target area. Thus these would be a challenge task for SDMC to provide a huge change to their customer.

### **1.2 Research question**

How to influence customer to perceive satisfaction and experience in order to develop all possible touch point and improve service experience in waiting hall of Premium Skin Clinic, Somdech Phra Debaratanatra Medical Center?

### **1.3 Research objectives**

To study motivation factors that could influence customer to perceive satisfaction and experience in order to improve all possible touch points and customer experience in clinic hall of Premium Skin clinic at SDMC.

### **1.4 Research Scope**

1. This study focuses on motivation factors that would influence customer to perceive experience and satisfaction.
2. This study focuses on hygiene factors that would influence customer to perceive experience and satisfaction.

### **1.5 Expected Benefit**

This research would be expected to aim Thai public hospital to know their customer insight by studying motivation factors that could lead customer perceiving experience. The main objective would be an improvement of service quality and increasing customer satisfaction.

## **CHAPTER II**

### **LITERATURE REVIEW**

In order to develop service experience it is not only how to facilitate customer but it would be considered more how to convey services experience to target customer until they experience it. One of the most significant processes of service development is about studying which influence factor that could motivate customer to perceive experience in order to improve all possible touch point that could explore customer satisfaction eventually.

There are lots of researches that describe how to improve customer experience in general but there is not much research that shows a success of service experience improvement for a large number of customers as Thai public hospital. Thus these following articles will be the source of information to study about the factors that influence them and find out the solution to explore satisfaction and improve service experiences for target group in target area.

#### **2.1 Herzberg's motivation-hygiene theory**

According to Herzberg (1959), Herzberg's motivation-hygiene theory performed studies to determine which factors in an employee's work environment caused satisfaction or dissatisfaction. He called the satisfiers as Motivators and the dissatisfiers as hygiene factors. Motivators are the motivations that give positive satisfaction, arising from intrinsic conditions. Hygiene Factors are the motivations that do not give positive satisfaction motivation, arising from extrinsic conditions.

From Herzberg's motivation-hygiene theory, researcher attempts to utilize this concept to examine what are the motivation factors that would create customer satisfaction and dissatisfaction in order to improve service experience and create satisfaction for Premium Skin Clinic.

## 2.1.1 Motivators

### 2.1.1.1 Experience

Bases on the finding of Anu and Minna (2010) which described VALU-CONTEXT EXPERINECES (VALCONEX) framework, they separated the way that how customer perceived service experiences into three groups

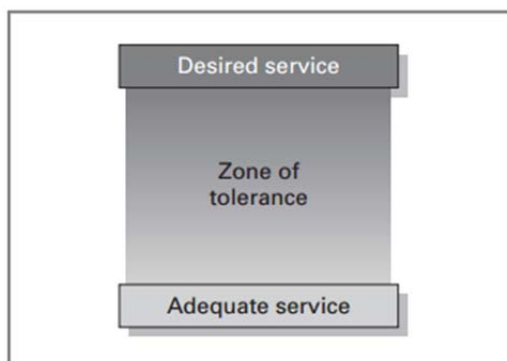
- *Individual vs. Social*: Customer experience values individually but clearly relate their experiences to different groups they are part of. The groups vary from private vary from private to formal groups
- *Lived vs. Imaginary*: customer tell about their lived value experiences in their own contextual setting from their own perspective.
- *Past vs. Future*: customer relate their present value experience to previous value experience

According to Downes, Lownds, Goldman (1991), the most significant factors that would lead patient perceiving experience are patient felt better informed after seeing doctor and Follow up appointments were given.

### 2.1.1.2 Expectation

Consumer expectations are pre-purchase beliefs about service provision that act as a standard or reference point for judging post-purchase performance. According to Monger (2010), there are 3 levels of expectation that influence customer for choosing service, includes creating satisfaction of customer.

- *Desired service*: the level of service the customer hopes to receive – the ‘wished for’ level of performance.
- *Adequate service*: the level of service the customer will accept.
- *Zone of tolerance*: the extent to which customers recognize and are willing to accept this variation is called the



**Figure 2.1 The zone of tolerance**

Base on the researches of Bakar, Akgün, Assaf, (2008) and Grote, Newman and Sutaria (2007), showed the most expectation of people in the hospitals are providing their services at the time they promised to do so and hospital employees should be supported by their employers to do their job well. Moreover the expectation would be bases on the past experience as well.

### **2.1.2 Hygiene Factors**

To be a better hospital experience, non-clinic service is the most significant factor that leads US patient and physician from visiting (Grote, Newman and Sutaria, 2007) so all the possible touch point for out-patience clinic would be one hygiene factor that could create perceiving service experience of customer.

According to Rooney and Wilson, (1988), things that would affect a perceiving experience of patient and customer in out-patient clinic, it would be nurses and clerks or staff, (for example; environment, appointments desk, carpeted, chairs and magazines) thus the scope of research would be focused on staffs, furniture, facility, environment and atmosphere, ergonomic and comfort.

#### **2.1.2.1 Staff**

Nurse and clerk would be one factor that would create service experience in clinic lounge (Rooney, Wilson, 1988). Nurses and clerks were observed to be very friendly and helpful (Rooney, Wilson, 1988 and Uehira, Kay, 2009). According to Grote, Newman and Sutaria, (2007), shows that customer prefers to be kept informed about his or her condition thus role of service provider is not only about providing medical treatment (in term of nurse role) but it would be giving patients' information packets

about their condition and recovery when they leave hospitals, guaranteeing on-time appointments and promptly notify them of delays create a strong interest for their customer.

#### 2.1.2.2 Furniture

Based on research of Alonso<sup>1</sup> and Ogle<sup>2</sup>, (2008) positive feedback visitors/guests on furniture design thus to provide a clearer picture of the extent to which design may impact guests' choice. There are eight factors that we should focus on furniture design (Malone, RN MSN, MS, EDAC and Dellinger, MA, AAHID, IIDA, CID, EDAC 2011

infections

- Reduce surface contamination linked to healthcare associated

- Reduce patient falls and associated injuries
- Decrease medication errors. For examples, furniture is configurable to create a sense of privacy to minimize visual distractions and interruptions from sound and noise during medication transcription, preparation, dispensing, and administration activities.

family members

- Improve communication and social support for patients and

- Decrease patient, family member, and staff stress and fatigue
- Improve staff effectiveness, efficiency, and communication
- Improve environmental safety
- Represent the best investment

#### 2.1.2.3 Facilities

According to the annual year report of SDMC, (2014) it showed that patient and bystander request would be more satisfied if hospital could give the facilities that they really need in clinic. The needed facilities are WIFI, Television, Book shelf, Public utilities and some snack.

#### 2.1.2.4 Environment

According to Alonso<sup>1</sup> and Ogle<sup>2</sup> (2008) found that hospital environment would be much lighter and airier and have that access to the rural environment outside. The hospital should control over factor as decorating and fitting with environment in the hospital, including cleanliness and smell (Lee, Moores, 1989).

#### 2.1.2.5 Atmosphere

Results showed that atmosphere and healthcare service quality have a statistically significant relationship with patient perceived outcomes (Narang , Polsa, Soneye , Fuxiang, 2015). Clinic atmosphere would be providing caring and supportive atmosphere to their patient (Edvardsson, 2005). Additional music would be another factor that could improve atmosphere in clinic lounge as well (Tansik, Routhieaux, 1999).

#### 2.1.2.6 Ergonomics

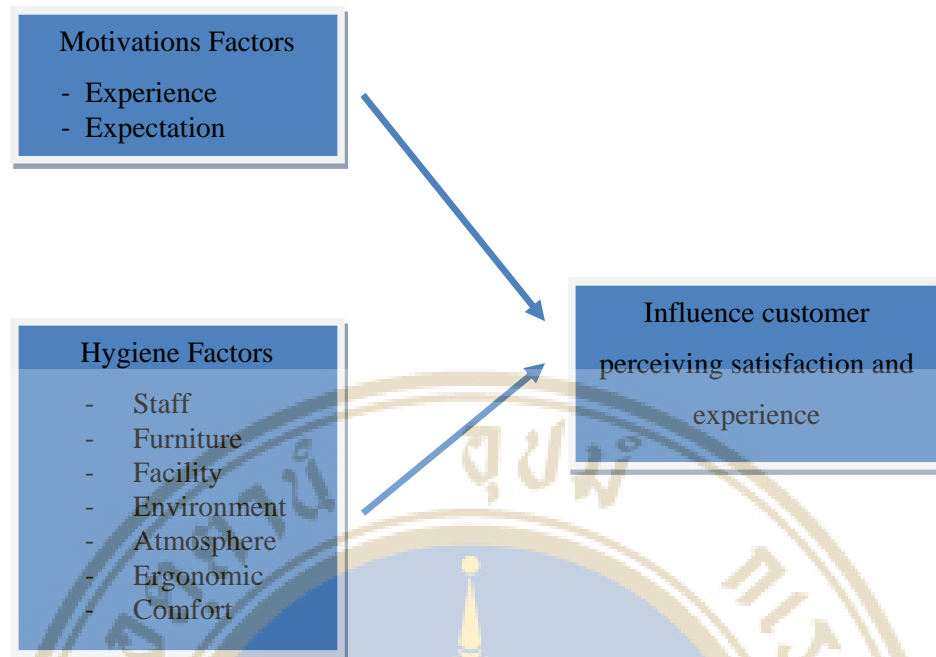
Ergonomics deals with a system of interacting components which includes the worker, the work environment both physical and organizational, the task and the workspace (Rowan, Wright, 1995). Hospital Ergonomic describes as space, heights, as well as the limits of reach and of the equipment used (Alexandre, 1998). According to Stanislav (1999), ergonomic characteristics of services provide safe, healthy and efficient usage and/or delivery.

#### 2.1.2.7 Comfort

According to Lloyd, Luk, (2011) described that core tasks behaviors provoke comfort by helping the customer achieve their goals and include possessing product knowledge, and fulfilling customer needs. Interaction is evaluated by the customer through observing various behavioral of consumer. For being friendly, enthusiastic and showing empathy for the customer should be included in the interaction.

## 2.2 Framework

According to the research and the objectives of this study, a conceptual framework articulating the relationship among the nine variables used in this research was created. Nine variables would be the all the possible motivation that could be occurred in the clinic lounge and affect directly to perceive experience for both patient and bystanders. The quantitative method, including personal survey would be the method that could aim as realize that which one are the most factors that motivate customer and bystander to be satisfied and unsatisfied with service.



**Figure 2.2 Conceptual Frameworks**

### 2.3 Research Questions

According to the literature review and framework could be concluded hypotheses as follow:

H1: Motivation factors which are experience and expectation have a strong association with influencing customer to perceive experience and satisfaction.

H2: Hygiene factors which are staff, furniture, facilities, environment, atmosphere, ergonomics and comfort have a strong association with influencing customer to perceive experience and satisfaction.



## **CHAPTER III**

### **RESEARCH METHODOLOGY**

The research would aim to understand “how to influence customer for perceiving experience and expectation in order to improve service experience in waiting hall”. In this chapter, the methodology is outlined. The research approach and data collection of this study are described.

#### **3.1 Research Approach**

*To examine motivation factors that are able to influence patients and bystanders until they perceive service experience, including explore satisfaction quantitative research would be more effective to collect data. This research method would aim us to receive what are the significant factors that influence customer perceiving experience and satisfaction. The area of the research would be Premium Skin Clinic. Another research approach would be personal observation, this methodology would help researcher receiving what the actual customer perception is by observing their behavior.*

The chosen methodological approaches is oriented to examine what are motivator and hygiene factors that could influence customer to experience with service in clinic hall of Premium Skin Clinic. Qualitative methodology is suitable for receiving the information from all perspective of the patient and bystander, including facilitate the researcher to control the conversation in its scope area and timing. Researcher will use open-end question which allow interviewee to explore the answer in details from their own perspectives.

## 3.2 Data Collection

The data for this study would be collected from ten patients who normally use the service in Premium Skin Clinic. Target of interviewee should be the patient who continuously uses services at least one year because researcher would like to perceive perspective from loyalty who intends to use the service and ready to explore what is the problem and would like to see some development.

Data collection would be conducted in waiting hall. The question for the interviewing will be separated into two majors' part to ask about motivation and hygiene factors.

The question would be consists of the questions that lead target customer to explore their attitude about SDMC service and narrow down the question to the target area, using open-end question will be one tool that allows them to explore any suggestion. The examples of questions are listed below.

### 3.2.1 General Question

- 3.2.1.1 What do you think about SDMC service?
- 3.2.1.2 Why you decide to cure with Premium Skin Clinic?
- 3.2.1.3 How long that you receive medical treatment here?

### 3.2.2 Specific question

- 3.2.2.1 How you decide for choosing service?
- 3.2.2.2 Bad or Good Experience is effect for your purchasing decision?
- 3.2.2.3 What are you expectations before you use service here?
- 3.2.2.4 It is the same as your expectation?
- 3.2.2.5 You will continue using service or not if it is not as you expect?
- 3.2.2.6 What are the influence factors in the waiting hall that make you keep wait for long without any mood?
- 3.2.2.7 What are the most important factors that make you satisfied with services?
- 3.2.2.8 Please give any suggestion for improvement

## **CHAPTER IV**

### **RESEARCH FINDINGS AND RESULTS**

This chapter report's findings of the study on factor that influence customer perceiving experience and satisfaction. In this study have two major factors which are motivation factors and hygiene factors that could influence customer experience and satisfaction. For motivation part there are two factors which are experience and expectation. In experience would be as asked about factors as listed below.

1. Individual vs. social: there is relationship between individual experiences with other person experience.
2. Lived VS imaginary: experience base on their own contextual setting from their own perspective.
3. Past vs. future: customer relate their present value experience to previous value experience

In this part there are two questions for measure how their experiences come from. For expectation part there is two questions to explore three levels of customer expectation which are desired service, adequate service, and zone of tolerance. In hygiene part, question would be asked only one question in order to allow respondents to explore their perception about extrinsic motivation (staff, furniture, facility, environment, atmosphere, ergonomic and comfort) that could influence them to perceive satisfaction.

## 4.1 Motivation factors

### 4.1.1 Experience

According to the framework on experience, these three factors influence customer for perceiving experience and satisfaction as the finding below.



**Figure 4.1** Represent factors of experience

In experience part, this research discover that nine from ten respondents normally perceive service by searching information or any reviewing from other customer in Google, includes asking information from other person. There is only one person who perceives service base on her own contextual about the word “Premium Service”. The research shows that there is no one perceive service base on their past experience.

For example;

**Interviewer:** *How you choose the service of hospital?*

**Interviewee:** *I normally choose service base on other recommendation and review from website because I believe that more people recommend about the service or more people review about the service, it is more reliable for me.*

For customer at Premium Skin Clinic, bad experience or good experience whether by themselves or other does not affect much for perceiving experience or satisfaction. Base on depth interview with ten respondents, it discovers that there is only one respondent who used to have bad experience with Premium Skin department and switch to other hospital. She said the service did not good as well as others private hospital. From the word premium services should be provided with a good quality of service that is not just the name.

### 4.1.2 Expectation

According to the framework on experience, these three factors influence customer for perceiving experience and satisfaction as the finding below.



**Figure 4.2 Represent factor of expectation influenc**

In expectation part, it is discovered that there are three types of expectation. According to finding there are four people have a high degree of expectation for receiving high quality of service at Premium Skin Clinic service and they are also satisfied with the service that they received as well. There are five people from ten that have high degree of expectation about service and could be accepted if it is not as they expect. In this group of respondent they are still satisfied with the service and intend to repurchase service. There is only one respondent that have high expectation about service and it does not meet her need at all, this situation create unsatisfied for her.

For example;

*Interviewer: What is the expectation when you use the service at Premium Skin Clinic?*

*Interviewee: I expect to see good quality of service because I compare the service quality in the same standard with private hospital. Moreover I expect myself to look more beautiful as well*

*Interviewer: After using the service at Premium Skin Department, it was the same as you expect?*

*Interviewee: It differs from what I expect a little bit about quality of service. It still does not look premium at all.*

*Interviewer: Do you still choose Premium Skin Clinic?*

*Interviewee: Sure! It is because the quality of treatment is really good.*

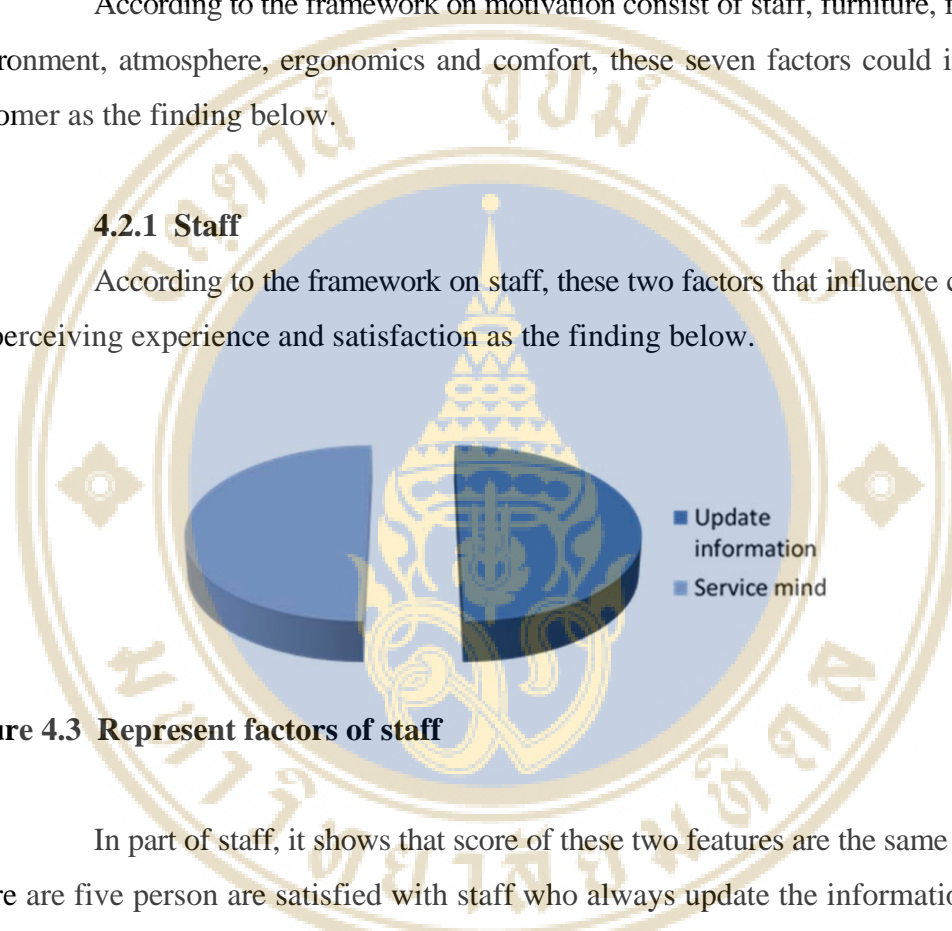
Base on the depth interview with ten patients, there are nine people from ten that still choose the SDMC service because quality of product not quality of service. Even though the service is not as they expect but they still choose SDMC service.

## 4.2 Hygiene factor

According to the framework on motivation consist of staff, furniture, facilities, environment, atmosphere, ergonomics and comfort, these seven factors could influence customer as the finding below.

### 4.2.1 Staff

According to the framework on staff, these two factors that influence customer for perceiving experience and satisfaction as the finding below.



**Figure 4.3 Represent factors of staff**

In part of staff, it shows that score of these two features are the same number. There are five person are satisfied with staff who always update the information while they are in waiting hall. And another five people are satisfied with staff that provide service mind to them.

For example;

*Interviewer: In your opinion, what do you really need when you are waiting to see doctor in clinic hall?*

*Interviewee: I would love to meet staffs that try to explain all the process that I need to do for receiving service, including updating my queue while I am waiting.*

According to the finding, updating information and providing a service mind is significant for satisfying customer.

#### 4.2.2 Furniture

According to the research, furniture is less significant factor that could influence customer for perceiving experience and satisfaction. Most of customer does not concern much about how it should be. There is only one respondent that talks about comfortable of chair.

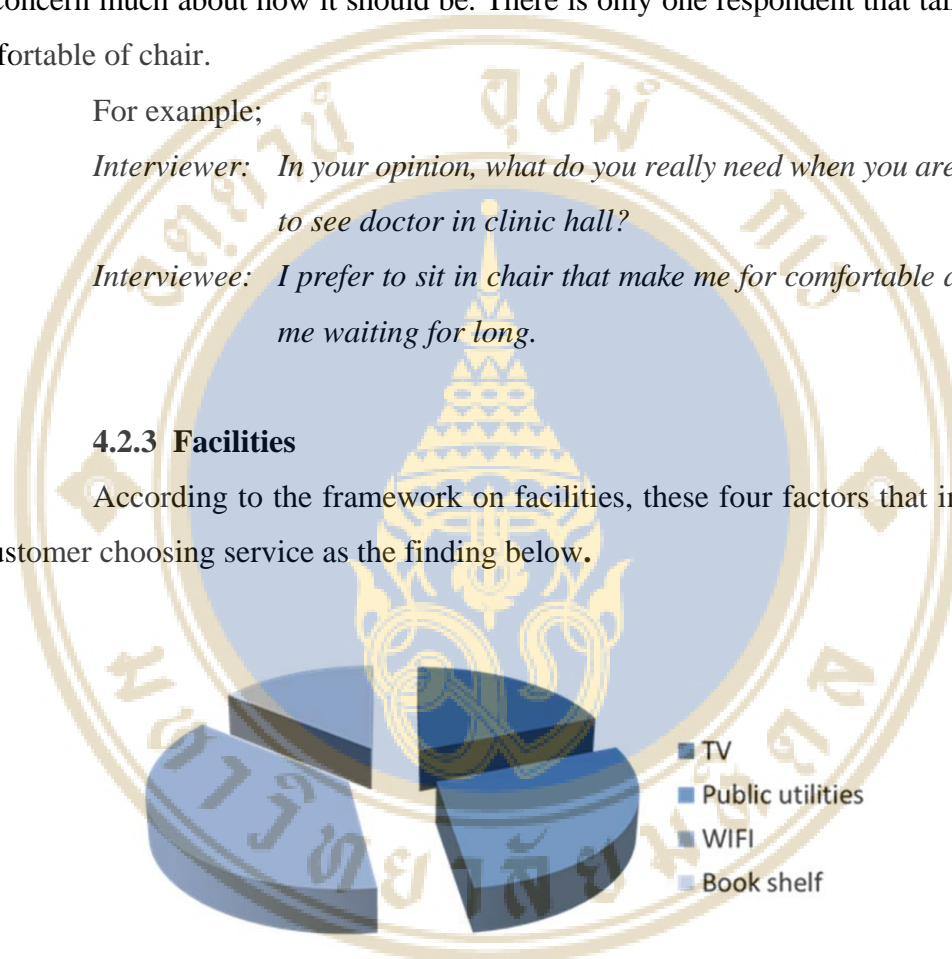
For example;

*Interviewer: In your opinion, what do you really need when you are waiting to see doctor in clinic hall?*

*Interviewee: I prefer to sit in chair that make me for comfortable and keep me waiting for long.*

#### 4.2.3 Facilities

According to the framework on facilities, these four factors that influence to customer choosing service as the finding below.



**Figure 4.4 Represent factors of facilities**

In Facilities part, it shows that there are eight people identified that WIFI is very important for them. Next important thing is Public utilities e.g. drink water or coffee machine, including clean toilet. Television is third rank that there are four people talked about. The last one is book shelf

For Example:

*Interviewer: In your opinion, what do you really need when you are waiting to see doctor in clinic hall?*

*Interviewee: WIFI is so important to me, that is going to be better if I can access the Internet while I am waiting. Sometime I really have to work while I am waiting that will be good to spending my time effectively.*

Most of respondent said that providing WIFI is very importance to them because it could help them forget time while they are waiting e.g. chatting or accessing social media. Some people need it for working.

Base on personal survey, patients and bystanders really need WIFI as researcher could see from most of the time patients and bystanders usually ask for WIFI password of Ramathibodi hospital while they are waiting for service.

#### 4.2.4 Environment

According to the framework on environment, these four factors that influence customer for perceiving experience and satisfaction as the finding below.



**Figure 4.5 Represent factors of environment**

According to the research, it discovers that nine people out of ten choose cleanliness and five people choosing noise factor. There are only person choose decorating and fitting. Ninety percent of customer concerns much about cleanliness in hospital. They are very satisfied if hospital provides a very clean environment to them because it is hospital and it should be. The second importance is noise, some customer does not



prefer place that is too noisy for them while they are waiting. They said it will make them feel more stress.

For example;

*Interviewer: What factors that you think hospital should concern much for their customer?*

*Interviewee: I think hospital should focus more about cleanliness in the waiting, including controlling noise. Sometime I feel so stress when I hear some kids noise while I'm waiting for seeing doctor.*

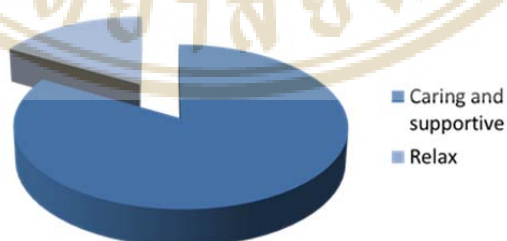
*Interviewer: The decoration in the waiting hall can help you to relieve your stress while you are waiting?*

*Interviewee: I think it can help but it is not necessary.*

Some respondent said that because hospital is the place that cleanliness should be concerned more than anything to create trust from customer. Moreover hospital is not the entertainment place thus noise should be controlled strictly to avoid disturbing other customer.

#### 4.2.5 Atmosphere

According to the framework on atmosphere, these two factors that influence customer choosing service as the finding below.



**Figure 4.6 Represent factor of atmosphere**

According to the interview with ten respondents, it shows that all of them concern much about staying in caring and supportive atmosphere. And only two people identified about relaxed atmosphere.

For example

*Interviewer: What kind of atmosphere do you want to see in waiting hall?*

*Interviewee: The most important thing for being waited in the waiting hall is showing caring of staff in the waiting hall. I want to feel that they are enthusiastic to help customer to get through complicated process, includes showing sympathy to their customer as well.*

In the area of waiting, most of patient and bystander would like to feel that they are ignored in waiting. Staff should be providing good atmosphere to customer by greeting and smiling with their customer in order to reduce bad mood while they are waiting for long.

#### 4.2.6 Ergonomics

According to the framework on ergonomics, these two factors that influence customer for perceiving experience and satisfaction as the finding below.



**Figure 4.7 Represent factor of ergonomics**

Base on the research, it discovers that six people concern about space and height of the waiting hall and there are five people concern about facilities management. Space and height in waiting hall affect how customer feels while they are waiting. Some respondents said that she prefer to have enough space for moving. She does not prefer confined space, sometime it is too close to sit with next with other customer. This would be made her feel uncomfortable. More over facilities management also one issue that hospital should concern.

For example;

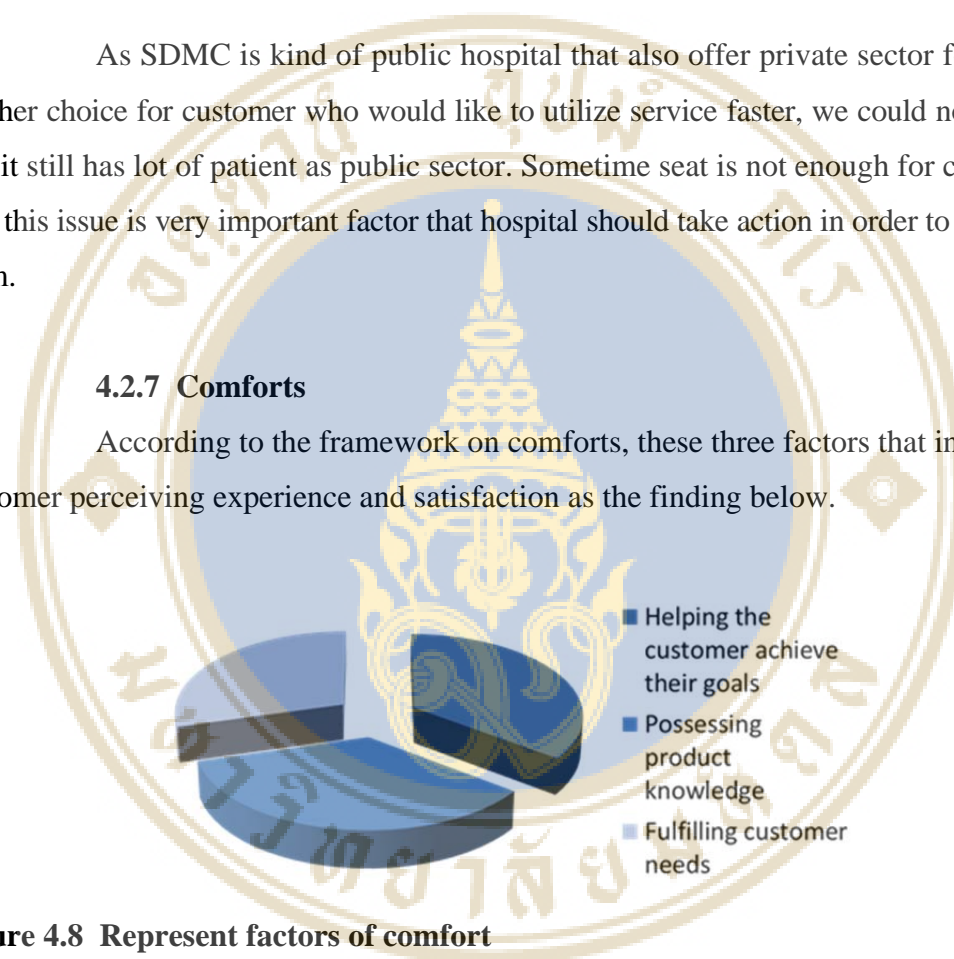
*Interviewer: What are the problems that you normally find while you are waiting in waiting hall?*

*Interviewee: The problem is every time that I go to hospital on Monday; there are no enough seats for me. Sometime I need to sit outside waiting hall, I am not comfortable at all.*

As SDMC is kind of public hospital that also offer private sector for being another choice for customer who would like to utilize service faster, we could not refuse that it still has lot of patient as public sector. Sometime seat is not enough for customer thus this issue is very important factor that hospital should take action in order to satisfied them.

#### 4.2.7 Comforts

According to the framework on comforts, these three factors that influence customer perceiving experience and satisfaction as the finding below.



**Figure 4.8 Represent factors of comfort**

Base on finding, there are six people choose helping the customer achieve their goals and possessing product knowledge. And there are five people choose fulfilling customer needs.

For example;

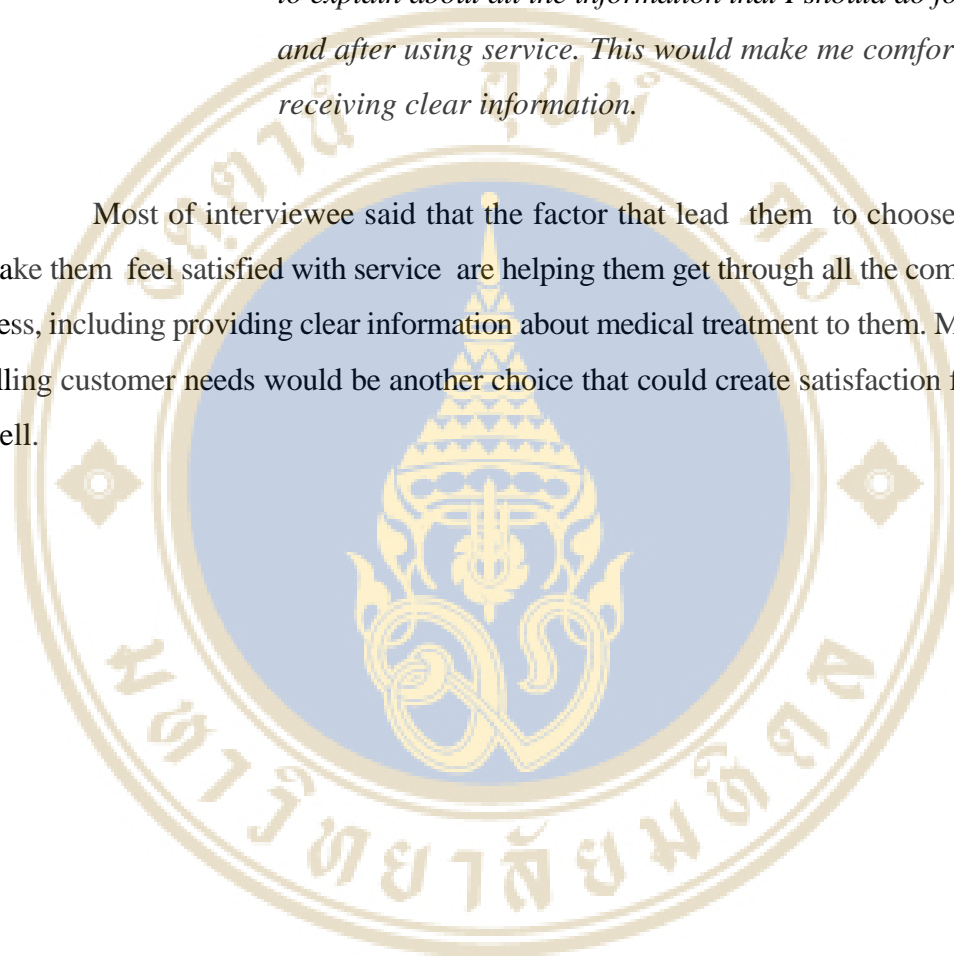
*Interviewer: In your opinion what is the meaning of the word comfort?*

*Interviewee: Situation that make me comfortable.*

*Interviewer: So which kind of comfort that you want from using service in hospital?*

*Interviewee: It is like I would feel comfortable when there is someone tries to explain about all the information that I should do for before and after using service. This would make me comfortable by receiving clear information.*

Most of interviewee said that the factor that lead them to choose service or make them feel satisfied with service are helping them get through all the complicated process, including providing clear information about medical treatment to them. Moreover fulfilling customer needs would be another choice that could create satisfaction for them as well.



## **CHAPTER V**

### **CONCLUSION AND RECOMMENDATION**

#### **5.1 Conclusion**

The research studies on motivation that influence customer to perceive service experience, including satisfaction of customer by interviewing. It shows that motivation factors from motivation-hygiene theory which are experience and expectation are not significant factors to influence customer perceive experience and satisfaction; nine respondents from ten said that whether they have good or bad experience with non-clinical service in Premium Skin Clinic, they still do repurchase with them because of reputation of doctor and treatment quality.

Hygiene factors seem to be more significant than motivation factor that could influence customer experience and satisfaction. Base on finding, almost all respondents realize that they could not avoid crowded of people in Premium Skin Clinic because they know that SDMC is the one medical center that has been separated by Ramathibodi thus experience and expectation does not affect much for them. However Hygiene factor seems to be significant factor that influence them to perceive experience and satisfaction. Even through hygiene factors are not the real answers for perceiving experience but it could be said that it make customer satisfy with service and keep waiting for long in waiting hall.

In order to improve all possible touch point in waiting hall, Premium Skin Department should improve each touch point base on finding which is found: customer prefers staff who always updates information about queue and all the information that patient should know during the service. Providing service mind is important to customer as well. WIFI is a needed facility for customer that hospital should provide in waiting hall. Moreover hospital should concern much about cleanliness and less noise environment for their customer, including good atmosphere good atmosphere means the feeling of caring and supportive that customer could be touched in waiting hall. Space and facilities management would be concerned for Premium Skin clinic. According to the depth

interview, customer don't have seat while they are waiting to see doctor during peak period as Monday and Thursday. The last factor is comfort, customer concern much about helping the customer achieve their goals, possessing product knowledge, fulfilling customer needs is very important factor for choosing service.

According to depth interview with ten respondents found out the most significant factor that could influence customer to perceive experience and satisfaction which are doctor reputation and quality of treatment. All respondent said that from curing with SDMC, they would expect only specialize of doctor and the quality of treatment that could completely cure their skin disease or make them looks good in case of beauty treatments. Thus customer would be satisfied and perceive experience if Premium Skin Clinic could answer what exactly their need is.

## **5.2 Recommendations**

Management should develop service for both clinical side and non-clinical side. As SDMC is new building that focuses more on being standard of clinical service. They should improve both clinical and non-clinical service. They should provide more training to their employee to realize the importance of service, including communicates continuously with their employee to remind them about SDMC core value. Moreover developing organization structure to empower decision making to their employee would be helpful strategies for improving service as well. Most of manager is in baby boomer generation that is not familiar with service before thus empowerment would be another choice for facilitate employee to get involve for this improvement as well.

Base on the finding of Ebru, Jörgen, Shigekazu, (2008), showed that waiting area or waiting hall is the most significant area that could convey service experience to patients and bystanders. Thus design of the element in clinic lounge should be concerned. The most desired feeling for creating affective values is found to be "calm" The core design attributes contributing to this feeling are privacy, colors, child play-areas and green plants, including Good design of lighting, seating arrangements and a low sound level are also important design attributes to give a more complete design solution

1. Privacy: Privacy is related to waiting in small sitting groups, reduce noise levels, interaction of staff that pays attention to patients.

2. Colors: Patients prefer warm (e.g. red, orange) colors instead of bright colors to give a calming effect. Cold colors such as blue and green have also been found to have a relaxing effect.

3. Noise: most of the patient's s do not like high sound levels

4. Green plants: Indoor plants have also been shown to reduce perceived stress and reduce physical discomfort.

5. Light: light influences an individual's perception of the quality of space and awareness of physical, emotional, psychological and spiritual aspects of space, e.g. the areas to be improved in lighting of health centers are color rendering, reduction of glare, more daylight, softer lighting and an emphasis on residential aspects of lighting.

6. Security-safety: is related with cleanliness, order of furniture and environment, hygienically designed material, reception's placement, alarm buttons, how staff notice and give attention to the patients, size of waiting area, warm colors, soft shapes, stable design of furniture and giving a professional impression with the environment and the staff.

7. Functionality: is related with lighting, low sound level, reduced noise (no mobile phones, separate play area for children), layout with open, airy and spacious design (e.g. wardrobes), easy access to emergency exit, big windows for daylight as well service design attributes such as getting queue numbers.

Security-safety, functionality and privacy appear are the main design issues for Technical Qualities. Welcoming environments including staff that cares and gives attention to patients are the important characteristics to improve Interaction Quality with the staff working at primary health centers.

### **5.3 Limitation**

According to research methodology which researcher chose qualitative in order to gain in depth understanding and respondents target is required to be only customer in Premium Skin Department. Many respondents are uncomfortable to have an interview because researcher did not have an appointment before and they feel disturbed. Some

of respondent participate to the interview but did not achieve a good collaboration from interviewee. Researcher had an interview only 10 respondents which it is quite too small sample size and it made the result may not cover all of customer insight influencing customer to perceive service experience and satisfaction.

#### **5.4 Future Research**

The area of research would be expanded to study more about marketing influence as researcher discovers some interesting information during an interview which is able to influence customer to perceive experience are reputation of doctor and provided medical treatment. These factors have strong influencing to customer for perceiving experience and satisfaction. Thus understanding more about marketing influence would be a significant factor that is able to improve satisfaction and experience of Premium Skin Clinic, SDMC. Moreover researcher intends to examines more factors which is able to capture new customer in order to improve service for new customer. Target of the respondent would be expanded to people who have never experienced with service before in order to know how to influence them to perceive experience and satisfaction.



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