Training Needs at Non-Profit Organization

Nature Park X

by

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the lack of formal employee training. This research involved customer and staff surveys,

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and employee training. The quantitative analysis of the questionnaires were conducted through

descriptive statistics and t-test in order to indicate the staff thinking for current training and

relationship between expected and perceived cognition for the service. To conclude, this study

may be of important in explaining the dynamic relationship between current training and

customer satisfaction at Nature Park X, as well as in providing management level of Nature Park

X with a better understanding of informal training system might bring out customer

dissatisfaction very often.

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Acknowledgments

This study is the milestone for my master in education. I do hope this study can be significant for my research objective and give some advice for further development.

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Introduction of the Field Problem

Non-profit organizations exist to bring about a change in the individual and in society (Drucker, 1990). Some non-profit organizations (NPOs) like the American Society for the Training and Development (ASTD) and the International Society for Performance Improvement (ISPI) do not focus on profits gained; rather, they play an important role in modern society. Although profit is not the focus for these organizations, they still have to emphasize effectiveness and unsurpassed service. To this regard, Nature Park X plays an important role in the ecology protection in Taiwan, transferring this important concept to the people. By presentation and customer service, the mission of Nature Park X is to create more interaction between ecology and mankind. How can they achieve this goal quickly? Working effectiveness and efficiency are vital to any kind of organization.

High quality training systems can help employees to work effectively and reduce an organization's operating cost. The focus of this study is to obtain relevant data regarding training and service quality issues from one specific NPO and its consumers' opinions. The main mission of this NPO is responsibility for wetland protection and supplying educational/leisure activities.

In the past years, none of the employees in this NPO received any systematic training because of limited budget and financial support. Just a few unclear standard operating procedures (SOPs) guided their customer service but most employees did not use them very often.

This research is based on the needs assessment concept to measure if formal training is needed to the service quality and catch the customers' view to build a customized training program.

Statement of Problem

Is there a relationship between the customer complaints and dissatisfaction with customer service at Nature Park X and the lack of formal employee training?

Introduction to Nature Park X

Nature Park X is situated in northern Taiwan. The landscape consists of a mosaic of freshwater and brackish ponds, mudflats, marsh, rice paddies, and woodland in which inhabits a rich variety of organisms. The mission of this park is to protect these valuable natural resources. This land as an Important Bird Area (IBA) is recognized by Birdlife International.

As a non-profit organization, the park channels 100% of the income generated by Nature Park X back into the management of the park. For the purposes of conservation protection and environmental education, Nature Park X needs to combine the resources by different ways, from government and public.

Training Method in Nature Park X

From 2001 to present, the Nature Park X never established formal training for the employees. All new employees were trained with experienced workers by mentoring and independent learning. First line workers (customer service oriented) implement their duties/tasks without any occupational training. They just get the brief duties list and some reminder from previous workers and mentoring from supervisor and experienced workers.

Research Objectives

The three objectives of this study are as follows:

1. To research the relationship of employee training with customer satisfaction.

2. To assess customized training needs at Nature Park X.

3. To discuss the possibilities for training.

Needs Assessment

Because of Nature Park X's lacking formal training system, service risks exist. In this

current situation, poor customer service quality may reduce customer satisfaction. The director of

Nature Park X hopes to improve the current situation by measuring the necessity for a training

system which could enhance service quality and customer satisfaction. Increasing the amount of

customers can bring more ticket revenue and also can improve the cash flow cycle.

Definitions

Some of terms used in this paper with their definitions are listed as follows:

Needs assessment. Identify the gap between the knowledge and skills required to perform

the job and what is known by the worker (Lee & Nelson, 2006).

Duty. A large segment of the occupation contains a number of related tasks (Lee & Nelson,

2006).

Task. A meaningful unit of work activity performed on the job by a worker within a limited

period of time (Lee & Nelson, 2006).

Customer satisfaction. A customer's emotional response between his or her prior experience

with expectation of product, organization and the actual expectation and consuming our product.

The customers' satisfaction will influence their future reaction toward organization (Vavra, 2002,

p5).

Standard Operating Procedure. A set of instructions has the force of a directive, covering

those features of operations that lend themselves to a definite or standardized procedure without

loss of effectiveness. It used to be abbreviated as SOP.

(Standing Operating Procedure, n. d.).

Limitations of the Study

This research focuses on two main parts: customer satisfaction and employees' training needs. To measure the current level of the training system, the researcher will collect data from a survey given to customers to determine their needs and expectations. The employees will complete a questionnaire to provide their feedback.

The following limitations of this study have been noted:

1. The researcher worked at this organization before, so a personal bias could affect the data analysis.

2. Sampling strategies might affect the result of customer responses in this case.

3. Lack of clear job description and written standard operating procedures might affect the might affect the evaluation of employees' performance.

Chapter Ⅱ : Review of Literature

Introduction

The second chapter of this study discusses training needs and other issues regarding training

needs assessment, training needs at Nature Park X, US national park service, and conservation in

Africa, NPOs, customer satisfaction and service quality.

Training needs assessment is important for organizations. Good training programs can help

workers to improve their competencies and enhance their effectiveness and efficiency.

Training Needs Assessment

Needs assessment is critical in any institution or organization to determine the existence and

type of performance problems and whether training is the appropriate solution (Lee & Nelson,

2006). It is a process consisting of a set of activities and procedures that identifies the merit or

worth of a training program. Needs assessment is often described as seeking the difference

between "what is" and "what should be" or finding the gaps between current and desired

performance within an organization or a community (Witkin & Altschuld, 1995).

Why training needs assessment is so important for this study? Gupta (1999) mentioned that

training needs assessment is one of the most basic and common forms of assessment by HRD

professionals in the workplace. Needs assessment can help to determine the method and

strategies to close the gap which can be solved by training. Lawson (2006) believes that the

purpose of a needs assessment is to prevent a quick-fix, bandage approach to business problems.

A proper needs assessment will ensure that the solution addresses the real issue and effectively

focuses the appropriate resources, time, and effort toward a targeted solution.

Training needs assessment also can determine important information for analysis, design,

development, implementation and evaluation of training. These five phases are also titled as

ADDIE model in the training field and it is also the guide to instructional design-ISD (Rothwell,

Butler, Hunt, Li, Maldonado, Peters & Stern, 2006).

The ADDIE model comprises logical steps to prepare effective training (Rothwell, et al,

2006). The trainers can follow the systematic step to complete the training. The model receives

inputs from the working environment, transforms outputs to working environment and obtains

feedback indicating how well these functions are conducted at each step. Following is the

ADDIE Model.
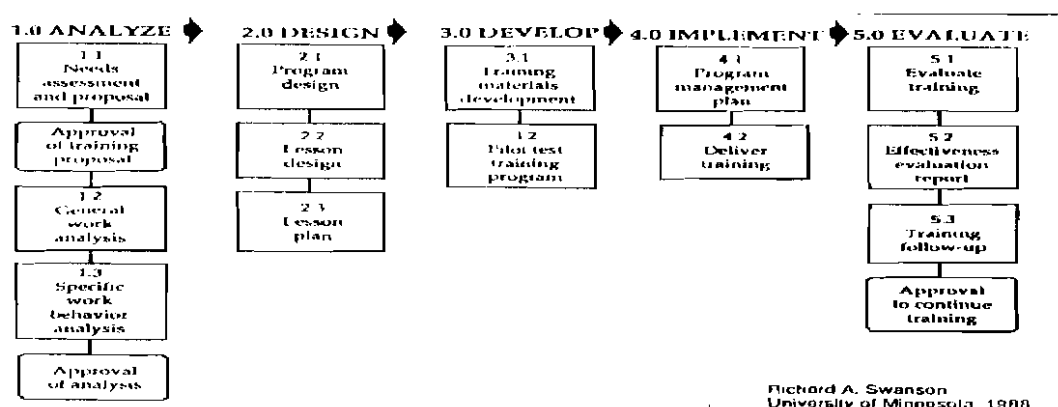
Figure 1. ADDIE Model

Source: Rogoff. (1987).

Lawson (2006) mentioned that the needs assessment process has five phases:

➢ Identify the problem or need

➢ Determine needs assessment design

➢ Collect data

➢ Analyze data

➢ Provide feedback

The basic concepts of the two descriptions above for needs assessment phases are similar.

Lawson's five steps are easier for the users to follow and provide a clear guideline to do a needs

assessment. The needs assessment process can be as detailed and involved as needed or desired. Many factors must be taken into consideration, including time, money, number of people involved, and resources (Lawson, 2006).

Gupta (1999) points out two purposes of a training needs assessment:

➤ To identify the knowledge and skills that people must possess in order to perform effectively on the job.

➤ To describe appropriate interventions that can close these gaps.

Clearly identified knowledge, skills and attitudes (KSAs) will help a trainer to realize the essential characteristics for the job and make it easier to determine appropriate training interventions (Gatewood & Field, 2001). Identifying or specifying KSAs is an important concept in the task analysis. It is necessary for successful job performances (Gatewood & Field, 2001). KSA statements can point out what can affect the working performance and what level or degree of accuracy is needed.

Gupta (1999) provides two reasons for conducting a training needs assessment.

➤ It ensures that training programs are developed based on identified needs.

➤ It is relatively easy to implement.

Lawson (2006) uses these reasons for conducting a needs assessment.

➤ To determine whether training is needed

➤ To determine causes of poor performance

➤ To determine content and scope of training

➤ To determine desired training outcomes

➤ To provide a basis of measurement and gain management support

Training Needs at Nature Park X

Needs assessment is critical in any institution or organization to determine the existence and type of performance problems and whether training is the appropriate solution (Lee & Nelson, 2006). It is a process consisting of set of activities and procedures that identifies the merit or worth of a training program.

Determining the training needs of Nature Park X seems necessary. Customers seem dissatisfied with the current informal training and the superintendent has responsibilities to pay more attention to this potential risk.

Nature Park X opened in December 2001. For the first year, there were only three full-time workers in the organization and most operating activities were supported by the volunteers. The numbers of employees rose from 3 to 18 in the last few years (2001~2006), not including part-time employees and volunteers. Since Nature Park X undertook the international bird watching fair and international outside sculpture festival in the past years, service quality should be demanded in the future plan.

The director of Nature Park X also played the leader in Extension Education Department in the past. About one year before this study (in 2006), some of the primary employees including the director, vice director and planning managers left because of personnel system adjustments. It is worth noting that most positions are new employees or vacant.
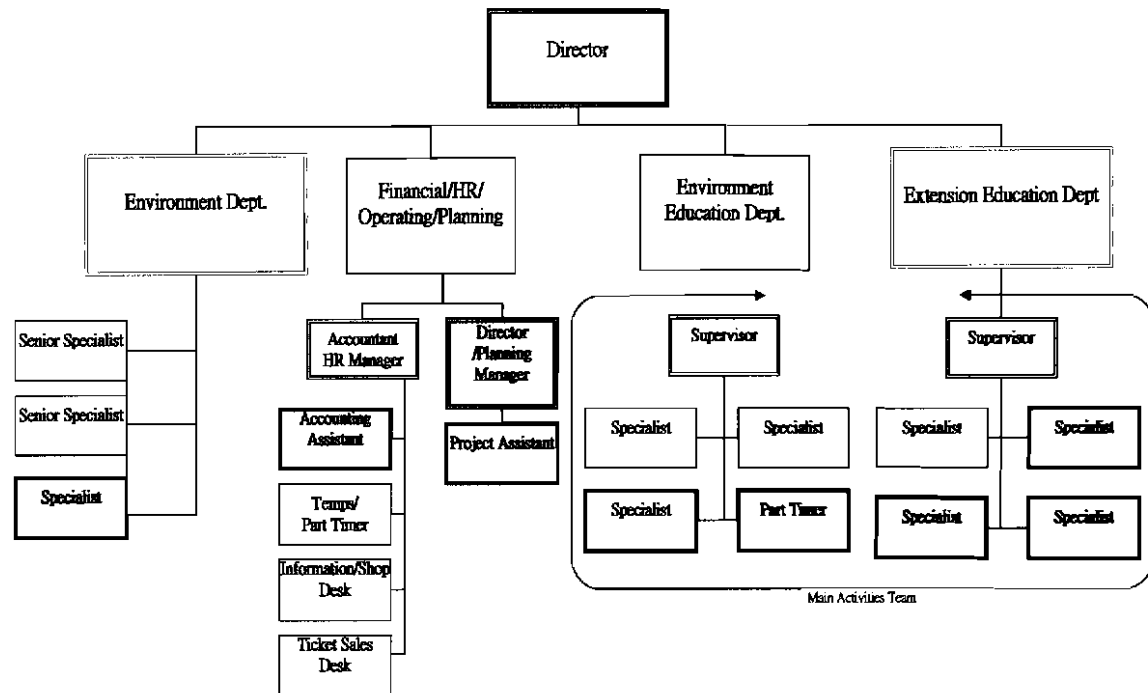
Figure 2. New Organization Chart

Source: Nature Park X, 2006

In the new organization chart, the bold block means that the position is held by new

employee (assume a post of less than one year). Most of them were mentored by experienced

workers but never took formal training courses. In the main activities team, there were five new

employees. The central concern is that poor training would affect the working performance,

further influence in poor service quality and customer dissatisfaction.

Visitor injuries have happened in the past. A visitor was scalded for some reason but no

specialists or employees came with the visitor to hospital. After this event, the director, managers

and supervisor discussed the first-aid standard operating procedures (SOPs). Some experienced

workers remembered that they had first aid SOPs but they do not know how to use it correctly.

The new employees are not trained about first-aid and they have no idea about the procedures.

Visitors

Year	Visitors
2001	15666
2002	139319
2003	128746
2004	110472
2005	83210
2006	94850
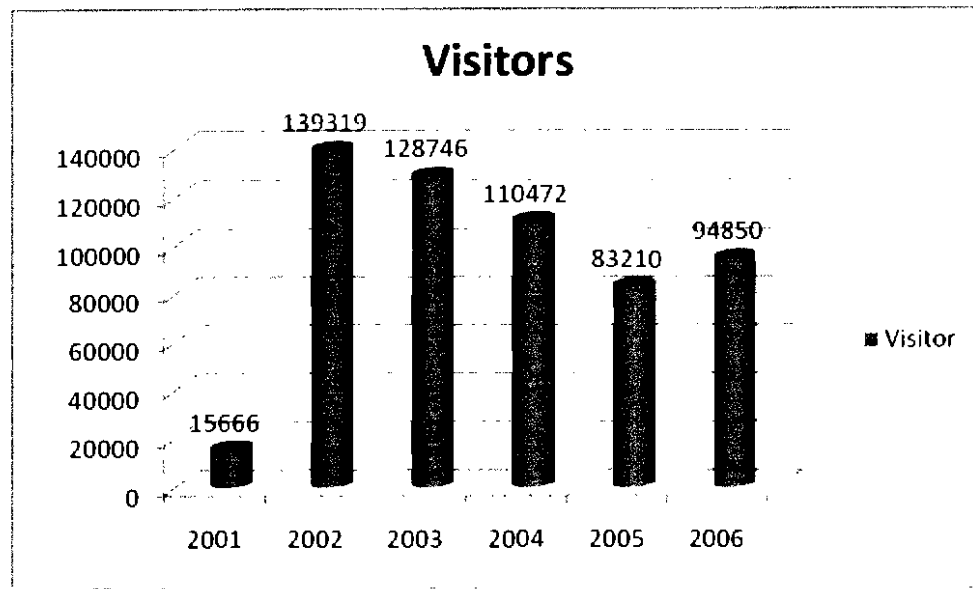
■ Visitor

Figure 3. Visitor Volume

Source: Nature Park X visitors attending data. (from 2001 to 2006)

Attendance of Nature Park X has been dropping in the past years. The number of employees is increasing but the visitors are decreasing. This situation may be caused by marketing, sales, or management style. According to the observation by the researcher, service quality is another factor and training method may affect it.

For continuous development purposes, Nature Park X's management wants to confirm if formal training is the best practice for their operations. Another focus would be how to maintain service quality and enhance customer satisfaction.

US National Park Service

The establishment of the National Park Service was pioneering work in the United States history (Everhart, 1983). In 1872, Yellowstone National Park became the first national park in the world. In 1916, the National Park Service was organized for national park planning and management. Today, the National Park Service manages nearly 400 units with various classifications (National Park Service, n. d).

- ➢ National Monument

- ➢ Historical park and Trials

- ➢ National Memorials

- ➢ Heritage Area

- ➢ National Recreation Areas

- ➢ Wild and Scenic Rivers

- ➢ Lakeshore and Seashore

- ➢ National Battlefield

Mission of National Park Service.

The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world. In order to achieve this mission, there are guidelines for the National Park Service to follow:

- ➢ Excellent Service: Providing the best possible service to park visitors and partners.

- ➢ Productive Partnerships: Collaborating with federal, state, tribal, and local governments, private organizations, and businesses to work toward common goals.

- ➢ Citizen Involvement: Providing opportunities for citizens to participate in the decisions and actions of the National Park Service.

- ➢ Heritage Education: Educating park visitors and the general public about their history and common heritage.

➢ Outstanding Employees: Empowering a diverse workforce committed to excellence,

   integrity, and quality work.

➢ Employee Development: Providing developmental opportunities and training so

   employees have the "tools to do the job" safely and efficiently.

➢ Wise Decisions: Integrating social, economic, environmental, and ethical considerations

   into the decision-making process.

➢ Effective Management: Instilling a performance management philosophy that fosters

   creativity, focuses on results, and requires accountability at all levels.

➢ Research and Technology: Incorporating research findings and new technologies to

   improve work practices, products, and services.

➢ Shared Capabilities: Sharing technical information and expertise with public and private

   land managers. (National Park Service, n. d., paras 4-13).

Conservation Operating in Africa

Algotsson (2006) mentioned that the call for conservation includes local people, both

physically within parks and protected areas and politically in the conservation policy process.

This ensures that participation has driven the development of innovative conservation

approaches. In South Africa, this has been translated into the development of people-centered

approaches to natural resource management programs. Kiss (1990) discovered that some

professional wildlife managers believe that people-centered approaches to natural resources

management promise better conservation outcomes (as cited in Algotsson, 2006).

The South African National Parks (SANParks) is an example for national park operations. It

was established in 1926 and grew into the three largest organization in the tourism industry in

South Africa, the largest in ecotourism or nature-based tourism (Fearnhead, 2007). However,

there are still some negative consequences in the past including inefficient delivery of tourism products with often "mediocre" service standards, and limited market segmentation and product differentiation.

According to Fearnhead and Mabunda (2003), since SANParks was established and funded with public monies, it would be inappropriate for the taxpayers' revenue to be placed at risk in business ventures (as cited in Fearnhead, 2007). Due to these reasons, SANParks believes it should not be running commercial venture as other enterprises operate. Fearnhead (2007) said "commercial venture should be performed by the private sector, charging the market-determined price, within a suitable regulatory framework" (p. 302).

A new strategy named "commercialization as a conservation strategy" was implemented from 1999 to 2000. By conducting this core strategy, SANParks gathered additional revenue so as to better conserve South Africa's National Parks (Fearnhead, 1999). In the beginning years, SANParks faced financial problems, but revenue was gained the next couple years. Figure 4 presents the net profits of 2000 through 2004:
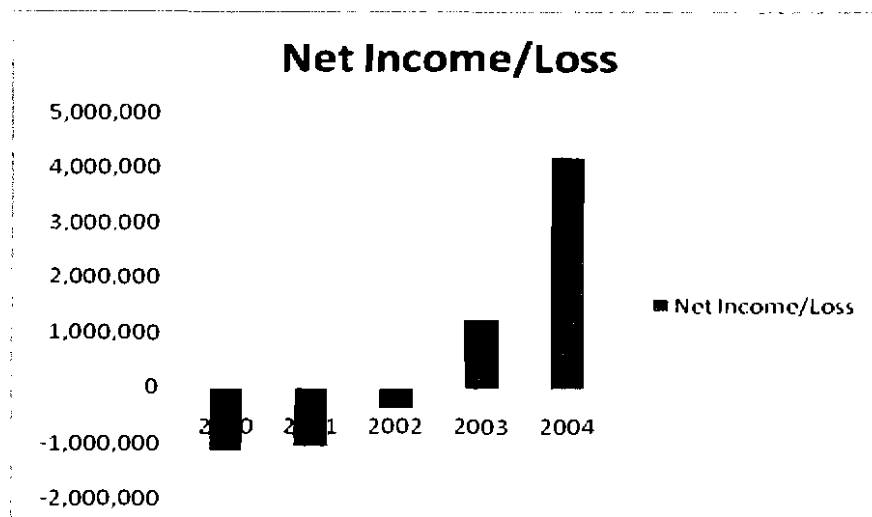
Figure 4. Net Income/Loss for All Operations (commercial and conservation)

Note: 2004 net profit figures have been adjusted to strip out positive impact of structural change in entrance fee policy

Source: Bushell & Eagles (2007) Tourism and protected areas. p303.

A primary concept which can improve operations is the outsourcing policy. Although wildlife, environment, and conservation development are important, people also have a large part in the effectiveness of the structure. Twenty shops, 16 restaurants, and four picnic sites were managed by SANParks (Fearnhead, 2007). A good financial cycle provides a better opportunity for improving operations. On the other hand, even though in the conservation area, people-centered concept plays an important role and has its own effectiveness.

Conservation Corporation Africa (CC Africa) noticed that impoverished communities often surround conservation fields and that it is crucial to integrate the needs of local people with overall conservation (Carlisle, 2007). CC Africa operates numbers of luxury safaris across Eastern and South Africa and completely involves the local communities in their operation. There is six-point conservation strategy for CC Africa which follows (Carlisle, 2007):

➤ Environmental impact and sensitivity

➤ Sustainable community development

➤ Environmental interpretation and awareness

➤ Personal commitment

➤ Support of conservation organizations

➤ Biodiversity production

Non-Profit Organization

A non-profit organization (abbreviated "NPO" "non-profit" or "not-for-profit") is an organization whose primary objective is to support issues of private interest or public concern for non commercial purpose, without concern for monetary profit (Non-profit Organization, n. d.).

NPO is a term from United States Internal Revenue Code 501(c) (3). It lists 27 types of NPOs exempt from some federal income taxes. Corporations, and any community chest, fund, or foundation, organized and operated exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes, or to foster national or international amateur sports competition, or for the prevention of cruelty to children or animals apply for 501(c) (3) exemption (Internal Revenue Service, n. d.).

The purpose of an NPO is to supply public service, not to focus on profit gaining. The operating revenue would not be distributed to members in the organization or a designated individual. It is an independent, public, non-government group or organization.

Setterberg and Schulman (1985) mentioned that "the non-profit world is variously called the independent sector, the third sector, and even the endangered sector. These epithets also serve as a comment about the non-profit world's neighbor-business and government."(p.5)

According to Peter F. Drucker (1990), NPOs exist to bring about a change in individuals and in society. The ability of government to perform social tasks is very limited indeed but the NPOs discharge a much bigger job than taking care of specific needs. An NPO fulfills the same important role as government, enterprise and other profit-oriented market, supplying more public services and involving various key issues in the society.

Salamon and Anheier (1997) also mentioned that there are six characteristic of NPOs:

➢ Organized

The organizations have some institutional reality to arrange formal activities. This is

signified and institutional reality can also be demonstrated that organizations have regular

meeting, officers, rules of procedure, or some degree of organizational permanence.

➢ Private

Non-profit organizations are neither part of the governmental apparatus nor controlled by

government. However, they may receive significant government support and that

government officials cannot sit on their boards. The focus here is that non-profit

organizations must be fundamentally private institutions in basic structure.

➢ Non-profit distributing

The operating profit or revenue cannot be distributed with the memberships in the

organization. All of the profit would be returned to operating activities. The staff in the

organization could be paid fixed salaries no matter how much profit is gained.

➢ Self-governing

Non-profit organizations have their own internal procedures for governance and are not

controlled by outside entities.

➢ Voluntary

The members in the non-profit organizations are involved in some meaningful degree of

voluntary activities or in the actual conduct of the agency's activities or in the

management of its affairs. This does not mean that all of the most income of an

organization must come from volunteering, or that most of its staff must be volunteers.

The presence of some voluntary input, even if only a voluntary board of directors suffices

to quality an organization as in some sense "voluntary."

According to Salamon and Anheier's (1997) the international classification of non-profit

organizations (ICNPO), an alternative classification system for NPOs at international level,

the NPOs can be classified to 12 main groups and 27 sub-groups as follows:

Table 1

The International Classification of Nonprofit Organizations

Groups	Sub-Groups
Culture and Recreation	Culture and Arts; Recreation; Service Clubs
Education	Primary and Secondary Education; Higher Education; Other Education; Research
Health	Hospital and Rehabilitation; Nursing Homes; Mental Health and Crisis Intervention; Other Health Services
Social Services	Social Services; Emergency and Relief; Income Support and Maintenance
Environment	Environment; Animals
Development and Housing	Economic, Social and Community Development; Housing; Employment and Training
Law, Advocacy and Politics	Civil and Advocacy Organizations; Law and Legal Services; Political Organizations
Philanthropic Intermediaries and Voluntarism Promotion	Philanthropic Intermediaries
International Activities	International Activities;
Religion	Religion Congregations and Associations
Business and Professional Associations, Unions	Business and Professional Associations, Unions
Not Elsewhere Classified	Not Elsewhere Classified

Source: Salamon & Anheier (1997)

Seetoo (1999) used the clients, operations, resources, participants, and services (CORPS)

model which is used to analyze the NPOs.

C: clients (someone gets the service)

O: operations (plan and organize)

R: resources (financial, non-financial resource and sponsor)

P: participants (specialists and volunteers)

S: services (create and supply service)
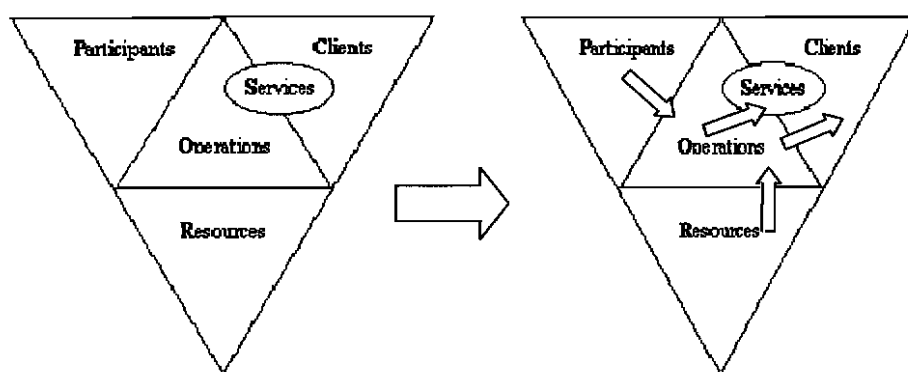
Figure 5.CORPS Model

Source: Seetoo (1999) Non-profit organization management, p13

The basic operating process is to combine human resources (P), financial and material

resources (R), via some organized activities (O), valuable services creation (S) to someone who

needs them (C). (Seetoo, 1999, 5-30)

The decision core (DC) decides the balance and development among these five elements.

(Seetoo, 1999) The members and roles in the decision core are different in all kinds of NPOs.

The relationship map stands on the next page:
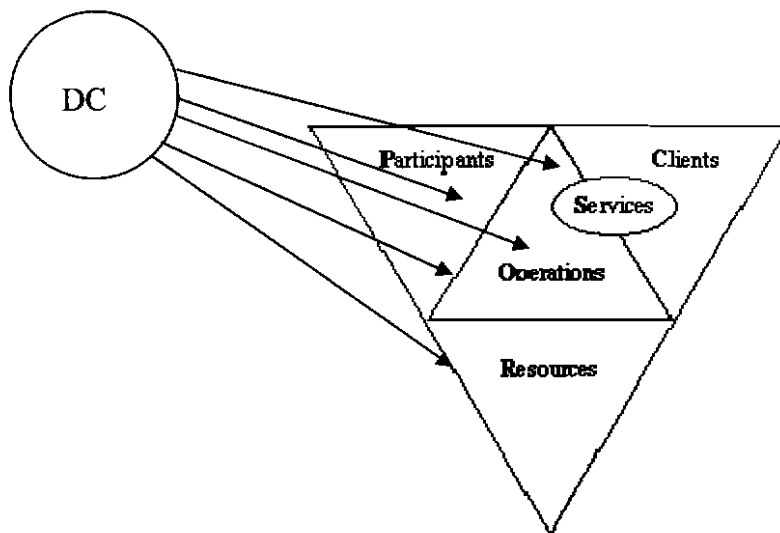
*Figure 6.*The Relationship between DC and CORPS

Source: Seetoo (1999). Non-profit organization management, p27

Utilizing this basic process model, the researcher or user can understand the relationship among each element and get the relevant connection (Seetoo, 1999). For example, the first part in this project discusses mission or vision. The researcher can utilize this model to explain the relationship and importance.
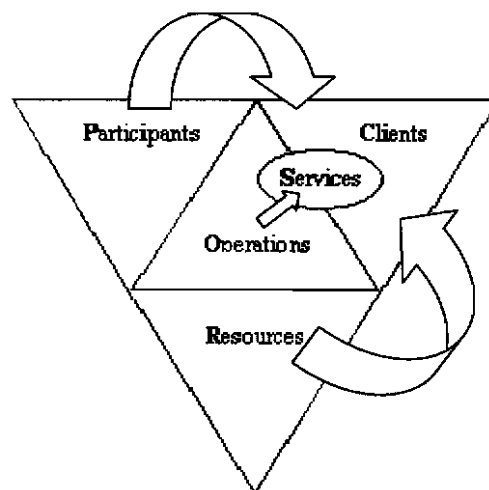
*Figure 7.*CORPS Interaction I

Source: Seetoo (1999) Non-profit organization management, p53

A clear and identified mission is the essential factor in any organization which wants to achieve specific goals (Seetoo, 1999). Without a mission, R and P do not have centripetal force; S and O do not have direction to supply effort and lose C. On the contrary, clear mission gives clear direction for P, R and O.

In the CORPS model, the operating profit is returning to the resource and support the operation and all of the profit will not be distributed with the memberships in the organization (Seetoo, 1999).

This recycle is the main characteristic in the NPOs.
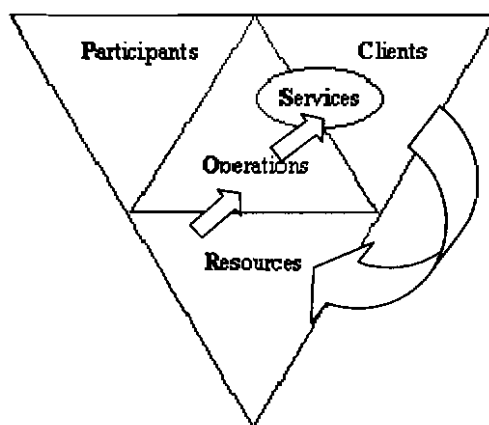
Figure 8. CORPS Interaction II

Source: Seetoo (1999) Non-profit organization management, p243

Customer Satisfaction and Service Quality

Customer satisfaction is the essential concern in the modern business service. Since dissatisfied customers will not return, providing services which can satisfy the customer becomes the successful strategy in the competition era. Key issues should be how to obtain, retain and satisfy their customers for the entrepreneurs. Yoegel (1997) mentioned that organizations with good customer satisfaction will enhance long term customer loyalty. It is a necessary to be concerned about the customer's feeling about the value of the service. Customer-oriented

thinking would be a successful strategy for customer service. Kurtenbach (2000) indicates some facts she observed in successful organizations that prioritize the customer's experience on the top. The best way that gathers quality information regarding customer satisfaction is asking their expectations directly. It is also a most effective and profitable method of better understanding the service level which can fit the customers' needs.

Graham (1994) explained five ideas about the "knowledge is service" approach. The first one is "information sustains relationships." Getting useful information from customers would help organizations understand customers' needs, wants and deep expectations. Second is "doing it right." This topic is focused on the process of pleasing customers, helping them to achieve their wants and this would help to achieve organization goals. The third topic is "overcoming the challenge." The current customers and prospects want to be serviced because the services are valuable to them. It looks like brand building via unforgettable service. "Leadership comes from innovative ideas" is the next coming topic; creating a positive setting for both customers and employees is the key issue to enhance their feelings. The last theme is "creating the right products and services." Incorrect product and service would reduce the customers' reliability and feeling.

Parasuraman, Zeithaml, and Berry (1984) defined service quality as the gap between customer expectations and perceived service. If perceived service is lower than expected service, customers will lose interest and confidence with the service. If perceived service is higher than the customer's expectation, the service quality will be thought good and customer satisfaction will increase. On the customer side, past experience, personal needs, external communication and hearsay information will affect customer expectations.

Parasuraman, et al. (1984) brought up "A Conceptual Model of Service Quality" which

indicates 10 determinants that could influence perceived service quality.
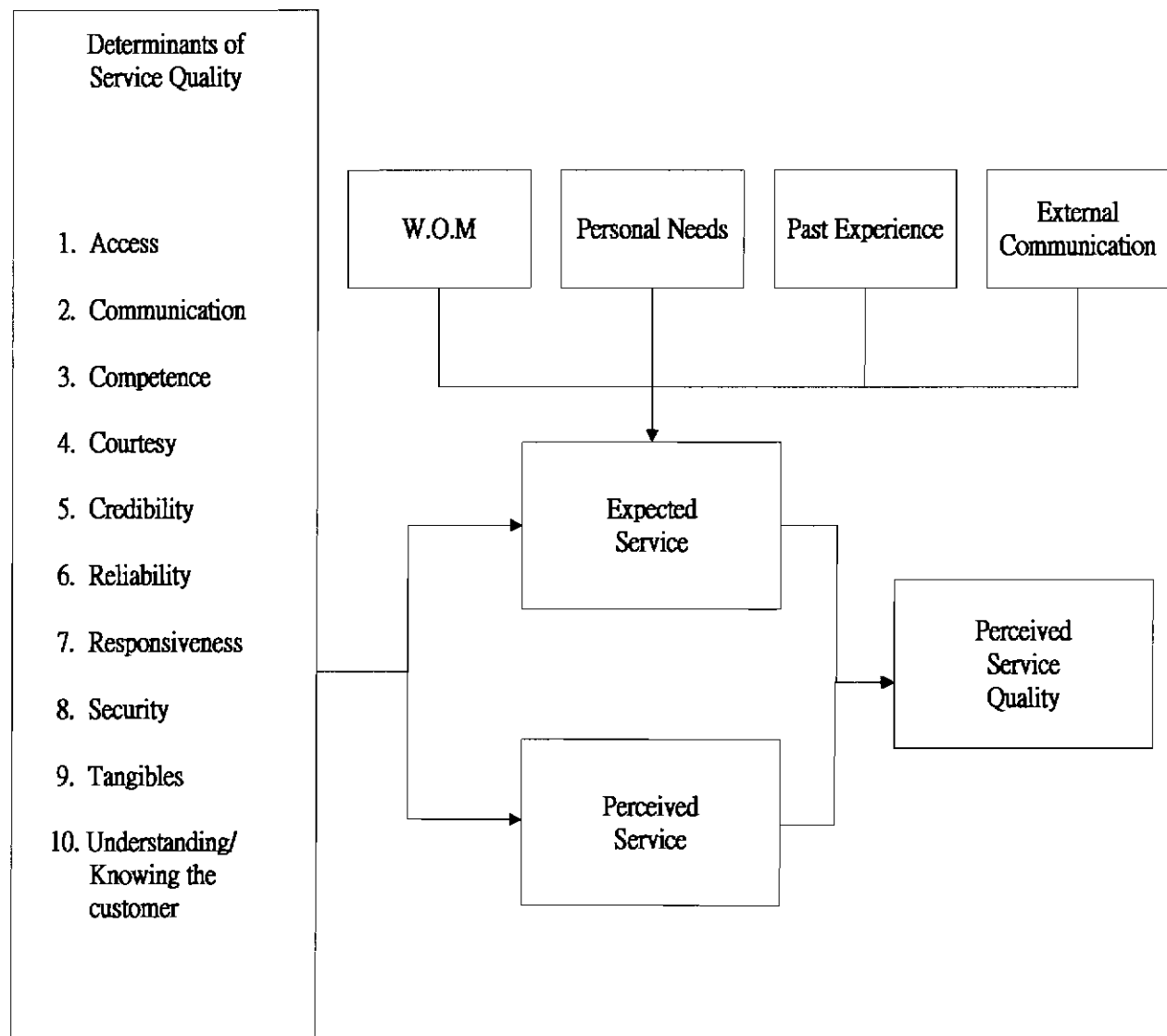
Figure 9. PZB Conceptual Model of Service Quality

Source: Parasuraman, et al., 1984

Parasuraman, et al. (1984) developed a service model which can indicate service quality

gaps. These gaps may influence the service quality, customer expectation and cause customer

dissatisfaction.
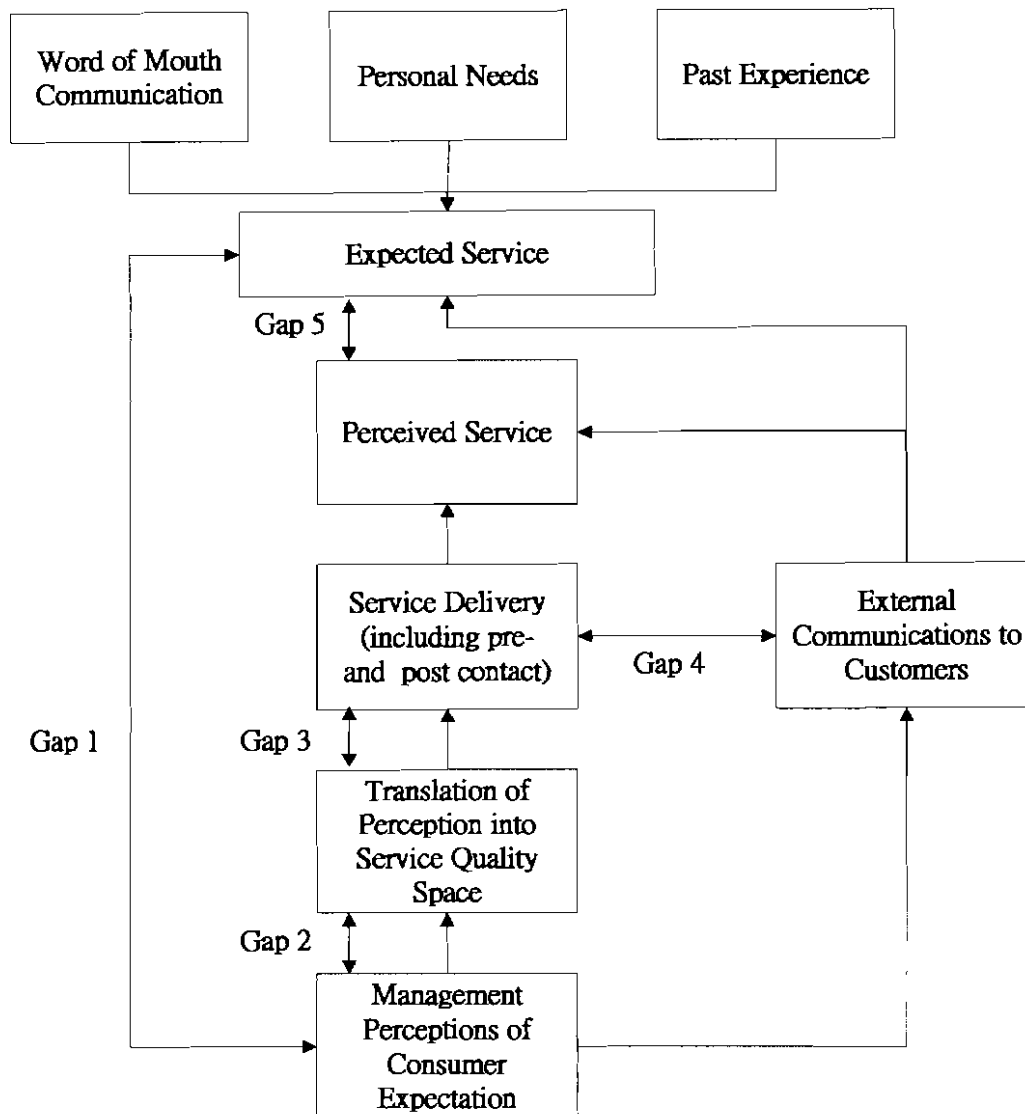
Figure 10. PZB Conceptual Model of Service Quality Gap

Source: Parasuraman, et al, 1984

Following are the explanations of each gap (Parasuraman, et al., 1984, p. 8-12):

➤ Customer expectation-management perception gap

The gap between customer expectation's and management perception of those

expectations will have an impact on the customer's evaluation of service quality.

> Management perception-service quality specification gap.

The gap between management perceptions of consumer expectation and the firm's service quality specifications will affect service quality from the customer's viewpoint.

> Service quality specification-service delivery gap

The gap between service quality specifications and actual service delivery will affect service quality from the customer's standpoint.

> Service delivery-external communication gap

The gap between actual service delivery and external communications about the service will affect the service quality from customer's standpoint.

> External service-perceived service gap

The quality that a consumer perceives in a service is a function of the magnitude and direction of the gap between expected service and perceived service.

Due to these five gaps, some reasonable conclusions could be realized.

> When expected service is equal to perceived service, customer will be satisfied with the service.

> When expected service is lower than perceived service, customers' satisfaction will be enhanced.

> When expected service is higher than perceived service, customer's satisfaction will be reduced.

Summary

Zielinski (1997) indicates that training is a key part of successful customer service strategies. In this chapter , the researcher reviewed some articles, books, internet resources and relevant information regarding Nature Park X, the National Park Service in United States, the

conservation in South Africa, the characteristics of NPO's, and customer satisfaction/service quality. This study needs to combine kinds of different fields to find the best practice for the training needs in the NPO Nature Park X. If formal training costs significantly more than the operating budget, it may not fit the NPOs' missions. If formal training can improve service quality and increase customer satisfaction, profit may be increased and returned to the operating activities, making a positive cycle for continuous development.

Chapter III: Methodology

Introduction

In chapter three, the researcher illustrates the method and procedure used in this study. The stages as follows: (1) subject selection, (2) survey instrument and pilot test, (3) data collection, (4) data analysis, and (5) limitations.

Subject Selection

In order to collect relevant data for training needs, the researcher was working on both customer and staff surveys. The sample sizes of the customer survey are 150 and the estimated response rate was 40-50%. The staff survey was given to 18 employees at Nature Park X. The researcher emailed the director the proposal and customer and staff survey samples and hopes to obtain consent before conducting the survey. The survey was conducted after getting consent and it is estimated that the testing period will be 5-7 days in the mid of January.

Instrumentation and Pilot Test

To test the objectives for this study, customer survey and staff surveys were conducted. Customer survey is modified form SERQUAL model (Parasuraman, Zeithaml & Berry, 1984). The researcher selected reliability, responsiveness, assurance and empathy four determinants for basic survey structure. The customer survey was comprised of three sections.

The first section titled service quality is to collect customers' feedback. There are 17 Likert-scale questions in this part. Each question was divided to two parts: expected service and perceived service. Questions 1-5 are for service reliability, questions 6-9 are for service responsiveness, questions 10-14 are for service assurance, and questions 15-17 are for service empathy.

The second section was customer satisfaction including three Likert-scale questions (Zeithaml & Bitner, 2000) and one open-ended question for customer comment if they are dissatisfied for the service.

The third section is demographic information such as introduction, gender, age and frequency of attending. Four closed-ended questions were listed in this section.

The staff survey was conducted at the same time. There are 17 Likert-scale questions for each participant. Questions 1-8 are about formal training and individual cognition. Questions 9-15 are regarding customer service and service quality. Questions 16-17 are for customer satisfaction.

To increase the reliability and validity of this study, a pilot test was conducted for five patrons before the formal test. The thesis advisor of the training and development program asked to review the survey design and content.

Data Collection

These surveys were conducted in Taiwan during the January 2008. The researcher requested the assistance from managers/supervisors of Nature Park X. The researcher used cluster method to classify the samples of the customer survey. One hundred and fifty surveys were divided into three groups.

> A group (over 20 people) visiting during the week; 70 surveys assigned

> Individuals visiting during the week; 40 surveys assigned

> Individuals visiting on the weekend; 40 surveys assigned

The group surveys and pencils were assigned when groups entered the park. The individual surveys and pencils were placed in the ticket desk and information desk. The consent form was attached to each survey to explain the purpose of this study, voluntary and anonymous principle,

and no risk to complete the survey. In order to increase survey return, the group survey was assigned by the staff at Nature Park X and the staff would remind the groups to return it to the information desk. The researcher requested for staff to place a notice as "Please complete the service quality and customer satisfaction survey for Nature Park X!" in both ticket and information desks. The notice indicated that each person can fill out survey once to avoid duplicate data.

The staff survey was emailed to employees by the researcher. Another consent form was attached with the survey questions. The researcher described clearly the purpose of this study and relevant information about how to complete the survey. This survey is voluntary and confidential. All rights of the participants were listed on the consent form. Within three days of emailing the survey, the follow-up letter was emailed to each employee to remind them to respond to this survey.

Data Analysis

The data of customer response was entered and analyzed with Statistical Package for the Social Science (SPSS). Basic descriptive statistic (mean, standard deviation) and T-test was employed by researcher.

Staff survey responses were gathered and analyzed by the researcher. SPSS was also employed again to get the descriptive statistical data.

Limitations

1. The sample chosen may influence the results of this study.

2. The sample was only selected in Nature Park X; the research result cannot be applied in whole population.

3. The responses from staff survey may not present all thoughts regarding the training needs

   from the employees.

Chapter IV: Research Findings

Introduction

This chapter is devoted to analyzing and presenting the data collected in this study. By analyzing the responses from customers and staff in the organization, the researcher can identify relevant training issues which would impact customer satisfaction in this case.

In the customer survey, research findings could be discovered by examining the relation between expected service and perceived service in the organization. The cognition gap between expected and perceived can define if the customers in Nature Park X are satisfied with the customer service. The results of the customer survey were contrasted with the staff response, finding a correlation between two groups.

The findings were disclosed individually in the following order: (1) general information about surveys returned, (2) customer survey: group visitors, (3) customer survey: individual visitors in the week, (4) customer survey: individual visitors during the weekend, (5) staff survey results.

General Information of Surveys Returned

There were 150 surveys assigned in the customer survey and 111 were returned. The total return rate was 74%.

Table 2

Customer Survey Returning Rate (for Each Group)

Group	Assigned	Returning	Percentage
Group visitors	70	36	51.4
Individual visitors during the week	40	40	100.0
Individual visitors during the weekend	40	35	87.5

A staff survey was given to 18 employees and 17 respondents accepted, resulting in a return rate of 94.4%.

Customer Survey: Group Visitors

Demographic profiles of respondents were presented on the following tables.

Table 3

Demographic Profile of Respondents by Gender (Group)

Gender	Frequency	Percentage
Male	10	27.8
Female	26	72.2

n=36

Table 4

Demographic Profile of Respondents by Age (Group)

Age Categories	Frequency	Percentage
18-25	0	0
26-35	16	44.4
36-45	13	36.1
46-55	5	13.9
Above 55	2	5.6

n=36

Table 5

Demographic Profile of Respondents by Visiting Times (Group)

Visiting time	Frequency	Percentage
1 (first time)	26	72.2
2-4 times	6	16.7
over 5 times	4	11.1

n=36

Table 6

Demographic Profile of Respondents by Visiting Purpose (Group)

Main purpose	Frequency	Percentage
Tourism	5	13.9
Education	30	83.3
Traveling program	1	2.7
Others	0	0

n=36

Clearly, the findings indicate that most participants were visiting Nature Park X for the first time (72.2%) and most of them were visiting for educational purposes (83.3%).

The following table presents the mean, standard deviations, t-value and p-value for each question in the group survey.

Table 7

Variance Analysis for Service Quality (Group)

No	Item	Expected Service		Perceived Service		t-value	p-value
		Mean	S.D.	Mean	S.D.		
1	Staff provide essential services.	4.41	0.60	4.13	0.83	2.14	0.039
2	Staff help customers to solve problems.	4.41	0.94	3.91	1.44	2.27	0.029
3	Staff conduct tasks immediately.	4.50	0.56	4.13	0.79	2.60	0.014
4	Staff serve customers on time.	4.41	0.55	4.19	0.79	1.48	0.147
5	Staff turnover is low.	3.89	0.78	3.94	0.95	-0.36	0.720
6	Staff should tell customers what the service is.	4.36	1.17	3.97	1.29	2.79	0.009
7	Staff serve customers immediately.	4.39	0.49	4.17	0.81	1.44	0.160
8	Staff provide service with enthusiasm.	4.47	0.56	4.28	0.85	1.27	0.213
9	Staff could not ignore customer needs.	4.33	0.59	4.08	0.81	1.55	0.130
10	Staff respond to customer's complaints quickly.	4.44	0.56	3.97	1.08	2.35	0.025
11	Staff show their confidence in customer service.	4.28	1.16	3.92	1.44	2.02	0.051
12	Staff provide a sense of security.	4.47	0.56	4.08	1.11	2.07	0.046
13	Staff serve customer with polite and friendly.	4.47	0.56	4.36	0.90	0.64	0.524
14	Staff display professional knowledge.	4.53	0.51	4.42	0.91	0.66	0.513
15	Staff keep the concept of "Different customers, different needs".	4.36	0.64	3.94	1.12	1.96	0.058
16	Customers needs and wants oriented service.	4.17	0.88	3.89	1.14	1.28	0.209
17	Service time can meet customer's needs.	4.17	0.85	3.86	1.15	1.43	0.162

If p<0.05, it stands on the significant level

For the group visitors, the results for the first aspect "reliability," as shown in the table 7, were the significantly result in question 1 and 2 (p-value = 0.039, 0.029). In the responsiveness

determinant, the responses to question 6 have significant variance (p=0.009). The mean of the

expected service is higher than perceived service (4.36 > 3.97). The results of question 10 and 12

have significant variances in the assurance determinants.

Table 8

Customer Satisfaction (Group)

No	Item	Mean	S.D.
1	I am satisfied with the service of Nature Park X.	3.92	1.05
2	I will attend again in the next 3 coming months.	3.56	0.99
3	I will suggest to my friends to come to Nature Park X.	3.92	1.02

Relating to customer satisfaction, the participants showed the average as the upper

medium neutral of satisfied level (M=3.92). There is considerable evidence to show that

participants stand on the medium neutral for the question 2 (M=3.56) and question 3 (M=3.92).

Customer Survey: Individual Visitors during the Week

Demographic profiles of respondents are presented in the following tables.

Table 9

Demographic Profile of Respondents by Gender (Individual Visitor during the Week)

Gender	Frequency	Percentage
Male	18	45
Female	22	55

n=40

Table 10

Demographic Profile of Respondents by Age (Individual Visitor during the Week)

Age Categories	Frequency	Percentage
18-25	6	15
26-35	5	12.5
36-45	5	12.5
46-55	14	35
Above 55	10	25

n=40

Table 11

Demographic Profile of Respondents by Visiting Times (Individual Visitor during the Week)

Visiting time	Frequency	Percentage
1(first time)	25	62.5
2-4 times	11	27.5
over 5 times	4	10

n=40

Table 12

Demographic Profile of Respondents by Visiting Purpose (Individual Visitor during the Week)

Main purpose	Frequency	Percentage
Tourism	30	75
Education	4	10
Traveling program	3	7.5
Others	3	7.5

n=40

Approximately 75% of the participants were coming for tourism and 62.5% were first time visitors to Nature Park X.

Table 13

Variance Analysis for Service Quality (Individual Visitor during the Week)

No	Item	Expected Service		Perceived Service		t-value	p-value
		Mean	S.D.	Mean	S.D.		
1	Staff provide essential services.	4.35	0.58	3.98	0.89	2.49	0.017
2	Staff help customers to solve problems.	4.43	0.55	4.13	0.91	2.02	0.050
3	Staff conduct tasks immediately.	4.30	0.85	3.95	1.06	2.33	0.025
4	Staff serve customers on time.	4.27	0.93	3.88	1.07	2.81	0.008
5	Staff turnover is low.	3.70	1.07	3.75	0.93	0.30	0.762
6	Staff should tell customers what the service is.	4.20	0.99	3.80	1.07	2.12	0.041
7	Staff serve customers immediately.	4.25	0.98	3.88	0.99	2.25	0.030
8	Staff provide service with enthusiasm.	4.38	0.90	3.88	1.06	2.24	0.031
9	Staff could not ignore customer needs.	4.28	0.91	3.83	1.08	3.37	0.002
10	Staff respond to customer's complaints quickly.	4.15	1.19	3.90	0.96	1.15	0.256
11	Staff show their confidence in customer service.	4.28	0.91	4.13	0.91	0.73	0.467
12	Staff provide a sense of security.	4.30	0.94	4.10	0.96	0.96	0.345
13	Staff serve customer with polite and friendly.	4.50	0.88	4.20	0.91	1.50	0.142
14	Staff display professional knowledge.	4.48	0.91	4.13	0.94	1.69	0.099
15	Staff keep the concept of "Different customers, different needs".	4.23	0.92	4.05	0.99	0.93	0.360
16	Customers needs and wants oriented service.	4.18	0.98	3.98	1.18	0.98	0.331
17	Service time can meet customer's needs.	4.18	1.00	4.10	1.08	0.49	0.628

If p<0.05, it stands on the significant level

The results of variance analysis for visitors during the week were presented on the table 13.

In the reliability determinants, question 1, 3 and 4 had significant variance (p-value=0.017, 0.025

and 0.008). Questions 6-9 indicate the responsiveness determinant and each of the p-value was

lower than 0.0 (p-value=0.041, 0.030, 0.032and 0.002). In this sample group, the customers felt

dissatisfied in the reliability and responsiveness determinants.

Table 14

Customer Satisfaction (Individual Visitor during the Week)

No	Item	Mean	S.D.
1	I am satisfied with the service of Nature Park X.	3.88	0.79
2	I will attend again in the next 3 coming months.	3.73	0.64
3	I will suggest to my friends to come to Nature Park X.	4.10	0.59

Regarding customer satisfaction, the participants still showed an upper medium neutral of

satisfied level (M=3.88). There is considerable evidence to show that participants stand on the

medium neutral for the question 2 (M=3.73). However, the results of question 3 indicated that

the customers stood on the neutral level. (M=3.92 S.D. =0.59).

Customer Survey: Individual Visitor during the Weekend

Demographic profiles of respondents are presented on the following tables.

Table 15

Demographic Profile of Respondents by Gender (Individual Visitor during the Weekend)

Gender	Frequency	Percentage
Male	15	42.9
Female	20	57.1

n=35

Table 16

Demographic Profile of Respondents by Age (Individual Visitor during the Weekend)

Age Categories	Frequency	Percentage
18-25	9	25.7
26-35	12	34.3
36-45	6	17.0
46-55	6	17.0
Above 55	2	6.0

n=35

Table 17

Demographic Profile of Respondents by Visiting Times (Individual Visitor during the Weekend)

Visiting time	Frequency	Percentage
1 (first time)	24	68.6
2-4 times	6	17.1
over 5 times	5	14.3

n=35

Table 18

Demographic Profile of Respondents by Visiting Purpose (Individual Visitor during the Weekend)

Main purpose	Frequency	Percentage
Tourism	22	62.9
Education	5	14.3
Traveling program	6	17.1
Others	2	5.7

n=35

Over 60% of visitors came for tourism, and 68.6% of participants were visiting Nature

Park X for the first time. The average age was normally distributed in each age group. The

evidence may show that "family" type visitors came to park during the weekend.

Table 19

Variance Analysis for Service Quality (Individual Visitor during the Weekend)

No	Item	Expected Service		Perceived Service		t-value	p-value
		Mean	S.D.	Mean	S.D.		
1	Staff provide essential services.	4.29	0.75	3.97	0.86	2.15	0.039
2	Staff help customers to solve problems.	4.31	0.72	4.00	1.08	1.77	0.086
3	Staff conduct tasks immediately.	4.09	0.85	3.86	0.97	1.54	0.133
4	Staff serve customers on time.	4.29	0.71	3.89	0.93	3.22	0.003
5	Staff turnover is low.	3.94	0.87	3.74	1.01	1.31	0.198
6	Staff should tell customers what the service is.	4.34	0.76	3.83	1.01	2.78	0.009
7	Staff serve customers immediately.	4.23	0.77	3.77	0.94	3.47	0.001
8	Staff provide service with enthusiasm.	4.34	0.68	3.83	1.01	3.57	0.001
9	Staff could not ignore customer needs.	4.26	0.74	3.69	1.13	3.35	0.002
10	Staff respond to customer's complaints quickly.	4.11	0.83	3.71	0.98	2.92	0.006
11	Staff show their confidence in customer service.	4.29	0.79	3.91	0.98	2.33	0.026
12	Staff provide a sense of security.	4.23	0.84	3.91	1.01	1.93	0.062
13	Staff serve customer with polite and friendly.	4.37	0.77	4.05	0.97	1.72	0.094
14	Staff display professional knowledge.	4.23	0.88	3.94	0.97	1.89	0.067
15	Staff keep the concept of "Different customers, different needs".	4.20	0.80	3.80	0.93	2.23	0.033
16	Customers needs and wants oriented service.	4.11	0.76	3.77	0.91	2.33	0.026
17	Service time can meet customer's needs.	4.20	0.76	3.77	0.97	2.98	0.005

If p<0.05, it stands on the significant level

In this response's sample, the variable level is higher than the previous samples. For the reliability determinants, questions 1 and 3 showed the significant variance (p=0.039 and 0.003). For the responsiveness determinants, questions 6-9 all presented significant results (p=0.009, 0.001, 0.001 and 0.002). For the assurance determinant, questions 10 and 11 were given

significant results (p=0.006 and 0.026). For the last determinant, empathy, all questions (15-17)

were on the significant level (p-value=0.033, 0.026 and 0.005, S.D. <1).

Table 20

Customer Satisfaction (Individual Visitor during the Weekend)

No	Item	Mean	S.D.
1	I am satisfied with the service of Nature Park X.	3.80	0.93
2	I will attend again in the next 3 coming months.	3.89	0.92
3	I will suggest to my friends to come to Nature Park X.	4.00	0.87

The participants still showed an upper medium neutral of satisfied level (M=3.8). There is

considerable evidence to show that participants stand on the medium agreement for the question

2 (M=3.89). However, the results of question 3 indicated that the customers agreed the statement

(M=4.00 S.D. =0.87).

Staff Survey Results

The staff survey was given to 18 employees who were working at Nature Park X; the results

are presented on the table below. The mean and standard deviations were employed in this table.

Table 21

Staff Survey Results

No.	Item	Mean	SD
1	I received proper training to do my job.	3.59	0.62
2	The training I received has helped in my work performance.	4.35	0.49
3	Nature Park X has a formal training program to help new employees.	4.29	0.69
4	The training I received has reduced my learning curve.	4.35	0.61
5	Continuous training should be part of the Nature Park X training program.	4.18	0.73
6	I am a self-learning person.	3.12	1.05
7	I receive hours of training to do my job.	3.29	1.21
8	I learn best by on the job training.	3.88	0.70
9	I was trained in providing good customer service.	3.18	1.07
10	Customer service is important to management at Nature Park X.	4.71	0.47
11	More training is needed in customer service.	4.06	0.66
12	I am self-confident that I can handle customer complaints well.	3.94	0.66
13	I understand clearly the processes of customer complaints.	3.88	0.78
14	Service quality is a major focus at Nature Park X.	3.88	0.86
15	Nature Park X tries its best to maintain the service quality.	3.65	1.17
16	I know customer satisfaction is important for the customer service.	4.35	0.61
17	I understand completely the relationships among training, service quality and customer satisfaction.	4.00	0.79

Some respondents also gave feedback to the open-ended question regarding training

program improvement.

> ➤ The customers were taught "we are always right" for a long time, but in my opinion, it
>
> is unfair for the employees,the management level always stands on the customer view to
>
> train the first line staff.

> Customer response is not always the same. The new employees can not cope with the customer complaints well because of insufficient training. The experienced employees can deal with customer service better because they have more experience in customer service and continuous on the job training. Inter-department communication would also affect the service quality. If there is no identical service policy, the customers may receive various responses when they complain.

> There is no systematic training program at this park. Most of the new employees were trained by experienced workers. If it is fortunate that the new employees can do the job well. This policy does really affect the service quality and customer satisfaction. The employee selection process also does not have unequivocal standard, it usually depends on interviewer's personal thoughts.

The participants in the staff survey showed a medium level of accepting proper training (M=3.59) and most of them agreed or strongly agreed with the statement with questions 2-5 (M=4.35, 4.29, 4.35, 4.18 and SD<1.0). The results of questions 6-8 suggested that relevant training issues (type and hours) stand on the medium level (M=3.12, 3.29 and 3.88). Questions 9-11 are regarding customer service. Most of the participants strongly agreed that customer service is important for the Nature Park X but only moderately agreed that they were trained in providing customer service (M=3.18). Regarding the customer complaint issues, the means were 3.94, 3.88 and 3.88 (Question 12-14). Half of the employees agreed that they could not handle the customer complaint issues very well. Regarding the last three questions, most employees showed that customer satisfaction is important for the individual and organization (M=4.35 and 4.00) but it seems like some employees disagreed that Nature Park X tried its best to maintain the service quality (M=3.65 SD=1.17).

Summary

In this study, qualitative data from surveys completed by customers and staff in the organization brought out several meaningful points regarding the satisfaction variance between customers' expectation and preconceptions and customer training needed for the staff. These findings prove that normal training system is considerable. According to the surveys responses, the lack of training had a significant effect on the service quality and customer satisfaction.

Chapter V: Conclusions and Recommendations

This chapter includes the research problem statement and research objectives, the research

findings, and conclusions of this study. Recommendations for Nature Park X's customer service

training and recommendations for further research are also discussed.

Problem Statement and Research Objectives

The main purpose of this study is to find out if there is a relationship between customer

complaints and dissatisfaction with customer service at Nature Park X and the lack of formal

employee training.

The research objectives for this study are as follows:

➢ To research the relationship of employee training with customers' satisfaction.

➢ To assess customized training needs at Nature Park X.

➢ To discuss the possibilities for training at this NPO.

Utilizing the results of the surveys, the researcher and Nature Park X itself can identify the

level of service customers feel they receive. For more steps, discuss and improve the employee

training program for the customer service quality.

Research Findings and Conclusions

This section is the summary of research findings and conclusions. The demographic data

and variance analysis matrix will be used as below:

Table 22

Demographic Data and Customer Satisfaction

	Sample 1	Sample 2	Sample 3
Main purpose	Education (83.3%)	Tourism (70%)	Tourism (62.9%)
First time visiting	26 (72.2%)	25 (62.5%)	24 (68.6%)
Gender ratio (m/f)	10/26	18/22	15/20
Main age group	26-35 (44.4%)	46-55(35%)	26-35 (34.3%)
Satisfied level	3.92/1.05	3.88/0.79	3.80/0.93
Attend again	3.56/0.99	3.73/0.64	3.89/0.92
Recommendation	3.92/1.02	4.10/0.59	4.00/0.87

Sample 1: Group visitors

Sample 2: Individual visitors during the week

Sample 3: Individual visitors during the weekend

Gender ratio: Male/Female

Satisfied level: Mean/Standard Deviations

Attend again: Mean/Standard Deviations

Recommendation: Mean/Standard Deviations

The highest level of satisfaction is on the group 1 for education purpose (Mean=3.92). In

samples 2 and 3 for tourism purpose, the satisfaction levels are lower (Mean=3.88 and 3.80). The

researcher interprets this to mean that the Nature Park may supply more stable service for the

group, especially for education purposes. The individual visitors are distributed throughout the whole park so that it may be difficult to control the service quality for the staff. But "attend again" and "recommendations," two items for the sample 2 and 3, had higher scores than those of sample 1.

These results may be explained by considering that individual visitors (for tourism purpose) may keep higher expectation for next visiting at Nature Park X. Such an explanation may account in part for the service satisfaction is not stable enough and the average satisfaction does not achieve the agreement level.

Next table presents the status for the four determinants in the three groups.

Table 23

Variance Analysis Matrix

	Sample 1	Sample 2	Sample 3
Reliability	1,2	1,3,4	1,4
Responsiveness	6	6,7,8,9	6,7,8,9
Assurance	10,12	N/A	10,11
Empathy	N/A	N/A	15,16,17

Sample 1: Group visitors

Sample 2: Individual visitor in the week

Sample 3: Individual visitor during the weekend

Each number in the matrix means question number in the customer survey.

There are a number of possible explanations for these results. Firsr of all, the service quality is not stable. More specifically, it may refer to an employee training issue. It should be noticed that there are several service gaps between expected service and perceived service shown

in the previous chapter. The employees could not supply sufficient service to the customers and then this causes the customers to be dissatisfied. Put differently, the training program or style could not provide better service quality and create better customer satisfaction.

Another possibility is customer quality. If the employees supply the same service to different customers, the variance is reasonable. It depends on the visitors' background and visiting situation.

The other concern may be employees' personal factors. Employees cannot serve customers the same all the time. Emotion, health or pressure would affect the working performance and service quality. These may belong to training, psychology and physical issues. The organization should pay more attention to these topics.

As noted above, there are a number of factors that may affect the service quality and customer satisfaction. But it is worth noting that the importance of employee training for customer service can hardly be overestimated.

Just one example of staff's perception of employee training should suffice to illustrate their viewpoint. Employees provided neutral responses for question 1 (M=3.59) and question 9 (M=3.18), which may indicate that there is an insufficient training program for employees. They also agreed that customer service and training are important for the Nature Park X (question 10 [M=4.71] and question 11[M=4.06]).

For questions 12-15, the staff also presented neutral feedback for relevant issues such as self-confidence, customer complaints, and service quality in the organization. There is the evidence that insufficient training for the customer service does lead to unstable service quality and customer dissatisfaction.

Recommendations for Current Employee Training for Customer Service

Some of the recommendations regarding training program improvement or redesign issues

are suggested for the Nature Park X employee training.

➢ The current training type could not provide stable service for the customers; the informal

training type should be improved or an alternative should be developed.

➢ A customized training program would be necessary for the organization. Understanding the

customers' wants and needs is a key issue for customer service. Whether customers are

attending for education, tourism or other purposes, their satisfaction will create meaningful

feedback for the park. If Nature Park X can provide multiple purposes for the visitors, the

customers' satisfaction would be improved.

➢ A formal training program should be considered because a formal training style can provide

a better training environment to the employees. Also, normal training record should be

documented. According to the documentary training record, the trainer of the Nature Park X

can modify the SOPs step by step and find the best practice for the Nature park x customer

service. On the job training (OJT) seems like the most useful way to train employees.

➢ Clearly standard operating procedures and detailed job descriptions for each position should

be established. Without these important documents, training cannot be conducted under the

standard and it is easy to make a different via personal variance (different trainer, different

standard, different thinking)

➢ A continuous employee training program could maintain better service quality. Continuous

training is not only for professional knowledge regarding nature, ecology, botany or

zoology but also the customer psychology, serve spirit, service skills and so on. Although

Nature Park X is established for wetland protection, it still is focused more on mankind-oriented issues.

➢ Break myths. For a NPO, an excellent cash flow is very important. Most of the profits are from the customers, and customer satisfaction could be the key for the service. Better profit does not mean the employees can get better salaries, it means that the organization can use more money to improve its service content and structure. It is a circle for the organization: better profit, a better training program, and better service quality results in increased customer satisfaction.

Recommendations for Further Research

Due to the data collected and other constraints, there are still some limitations to this study. Recommendations for advanced research are based on the limitations.

➢ This study is only focused on the relation between current training and customer satisfaction at Nature Park X. More detailed training design information should be discussed in further study. Also, this study may not apply to other NPOs.

➢ Service quality is a complex issue. The organization's culture, organizational behavior, organizational leadership and development should be addressed. The organization seems like a ship, the leader (captain) should have clear mission and vision to run the whole organization. In this case, the results had shown the training program as less negative, but lack of the thoughts from leader in this organization. In this organization, no one has human resource management or training background. It is a potential risk for human capital development and could influence the customer service.

➢ A task analysis should be conducted in the future. For the next step in training improvement, a task analysis can help the trainer to gather more information about each position.

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Appendix A: Customer Survey

Consent to Participate In UW-Stout Approved Research

Title: Service Quality and Customer Satisfaction Survey

Investigator:

ChunYing, Hsueh.

715-529-0811, hsuehc@uwstout.edu

Description:

The purpose of this survey is to collect the information regarding service quality and customer satisfaction at Nature Park X. Responses in this study will be either the most important feedback for Nature Park X or essential data for service improvement.

Risks and Benefits:

Participating in this study is expected to have no risk. Your participation in this study is voluntary. All the information gathered will be kept strictly anonymous.

The benefit of this survey is to help Nature Park and provide feedback for future training needs.

Time Commitment and Payment:

The survey will take approximately 10~15 minutes to be completed. Please select your choice for each question and return it to the information desk when you completed it.

Confidentiality:

Your responses will be completely anonymous. Your name will not be included on any documents. The researcher does not believe that you can be identified from any of this information. An anonymous ID number will be listed on each completed survey to account for the numbers.

Right to Withdraw:

Your participation in this study is entirely voluntary. You may choose not to participate without any adverse consequences to you. Should you choose to participate and later wish to withdraw from the study, you may discontinue your participation at this time without incurring adverse consequences.

IRB Approval:

This study has been reviewed and approved by The University of Wisconsin-Stout's Institutional Review Board (IRB). The IRB has determined that this study meets the ethical obligations required by federal law and University policies. If you have questions or concerns regarding this study please contact the Investigator or Advisor. If you have any questions, concerns, or reports regarding your rights as a research subject, please contact the IRB Administrator.

Investigators:	**IRB Administrator:**
ChunYing, Hsueh.	Sue Foxwell, Director, Research Services
Graduate student	152 Vocational Rehabilitation Bldg.
Training and Development of UW-Stout	UW-Stout Menomonie, WI 54751
715-529-0811, hsuehc@uwstout.edu	715-232-1-2477
Advisor:	foxwells@uwstout.edu
Dr. Joseph A. Benkowski	
715-232-5634	
benkowskij@uwstout.edu	

Statement of Consent:

By completing the following survey you agree to participate in the project entitled, *Service Quality and Customer Satisfaction Survey*. All of your responses will be keep strictly **anonymous.**

Service Quality and Customer Satisfaction Survey

The purpose of this study is to collect the information regarding service quality and customer satisfaction at Nature Park X. Your participation in this study is voluntary. All the information gathered will be kept strictly **anonymous**.

You may use either pencil or pen to fill out this survey. There are 3 sections in this survey included Service Quality, Customer Satisfaction and demographic information. Please place" X" in the box which match your need. Thank you so much for your participation.

Part 1 Service Quality

	Expected Service					Perceived Service				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Staff provide essential services.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
2. Staff help customers to solve problems.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
3. Staff conduct tasks immediately.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
4. Staff serve customers on time.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
5. Staff working turnover is low.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
6. Staff should tell customers what the service is.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
7. Staff serve customers immediately.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
8. Staff provide service with enthusiasm.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
9. Staff could not ignore customers' needs.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
10. Staff respond to customer's complaints quickly.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
11. Staff show their confidence in customer service.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
12. Staff provide a sense of security.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
13. Staff serve customer with polite and friendly.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
14. Staff display professional knowledge.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
15. Staff keep the concept of "Different customers, different needs".	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
16. Customers needs and wants oriented service.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
17. Service time can meet customers' needs.	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Part 2 Customer Satisfaction

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am satisfied with the service of Nature Park X.	☐	☐	☐	☐	☐
I will attend again in the next 3 coming months.	☐	☐	☐	☐	☐
I will suggest to my friends to come Nature Park X.	☐	☐	☐	☐	☐

Comments: (If you are dissatisfied with the service, please write down your comments)

_____

_____

_____

Part 3 Demographic

(1) Your gender

☐ Male ☐Female

(2) Your age group

☐18-25 ☐26-35 ☐36-45 ☐46-55 ☐ above 55

(3) Is this your first time at Nature Park?

☐ YES ☐ NO (This is my _____ times here)

(4) Main purpose to visit Nature Park X

☐ Tourism ☐ Education purpose ☐ Traveling program ☐ Others

Thanks again for your participation.

Appendix B: Staff Survey

Consent to Participate

Title: Training needs in NPO Nature Park X
Investigators:
ChunYing, Hsueh. Graduate student of Training and Development of University of Wisconsin-Stout. 715-529-0811, hsuehc@uwstout.edu
Description:
This survey will be used for assessing if additional training for employees is needed at Nature Park X. Your comments will be the most important information for this study. The researcher will list some questions about your job and your organization. Your responses will be kept completely confidential.
Risks and Benefits:
Participating in this study is expected to have no risks. All individual participating in this study will be kept confidential. The research is not evaluating your ability, knowledge or competence but is to determine if additional training is needed for employees.
The benefit of this study is to provide an opportunity to improve the working environment at Nature Park X.
Time Commitment:
The survey will take approximately 10-15 minutes to be completed. Please email it back to researcher after completing this survey.
Confidentiality:
Your responses will be completely confidential. The researcher will track your responses using an anonymous ID in case you decide that you don't want your responses used in this analysis.
Right to Withdraw:
Your participation in this study is entirely voluntary. You may choose not to participate without any adverse consequences to you. Should you choose to participate and later wish to withdraw from the study, you may discontinue your participation at this time without incurring adverse consequences.

Investigators:	**IRB Administrator:**
ChunYing, Hsueh.	Sue Foxwell, Director, Research Services
Graduate student	152 Vocational Rehabilitation Bldg.
Training and development of UW-Stout	UW-Stout Menomonie, WI 54751
715-529-0811, hsuehc@uwstout.edu	715-232-1-2477
Advisor:	foxwells@uwstout.edu
Dr. Joseph A. Benkowski	
715-232-5634	
benkowskij@uwstout.edu	

Statement of Consent:
By completing the following survey you agree to participate in the project entitled, *Staff Survey*. All of your responses will be keep strictly **confidential** when you reply this survey via your personal email account.

Staff Survey

Dear participants:

This study is to determine what additional training is needed for employees at Nature Park X, the researcher needs your support to assess current training. Please read all pages and complete each question if you want to participate in this study.

All the information gathered will be kept strictly **confidential.** Your name and demographic information are not required. After you completing this survey, please email it back to the researcher. Thank you very much for your assistance.

If you have any questions for this survey, please contact the researcher.

ChunYing, Hsueh   Dr. Joseph A. Benkowski
Graduate student, Training and Development   Thesis Advisor
University of Wisconsin-Stout
715-529-0811, hsuehc@uwstout.edu

Please place " X" for each question.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. I received proper training to do my job.	☐	☐	☐	☐	☐
2. The training I received has helped in my work performance.	☐	☐	☐	☐	☐
3. Nature Park X has a formal training program to help new employees.	☐	☐	☐	☐	☐
4. The training I received has reduced my learning curve.	☐	☐	☐	☐	☐
5. Continuous training should be part of the Nature Park X training program.	☐	☐	☐	☐	☐
6. I am a self-learning person.	☐	☐	☐	☐	☐
7. I receive hours of training to do my job.	☐	☐	☐	☐	☐
8. I learn best by on the job training.	☐	☐	☐	☐	☐
9. I was trained in providing good customer service.	☐	☐	☐	☐	☐
10. Customer service is important to management at Nature Park X.	☐	☐	☐	☐	☐
11. More training is needed in customer service.	☐	☐	☐	☐	☐
12. I am self-confident that I can handle customer complaints well.	☐	☐	☐	☐	☐

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
13. I understand clearly the processes of customer complaints.	☐	☐	☐	☐	☐
14. Service quality is a major focus at Nature Park X.	☐	☐	☐	☐	☐
15. Nature Park X tries its best to maintain the service quality.	☐	☐	☐	☐	☐
16. I know customer satisfaction is important for the customer service.	☐	☐	☐	☐	☐
17. I understand completely the relationships among training, service quality and customer satisfaction.	☐	☐	☐	☐	☐

Comments for training needs at Nature Park X.

_____

_____

_____

_____

_____

Dear participants

Thanks for your time to complete this survey. Please check every item again and return

this survey to researcher. All the information gathered will be kept strictly **confidential.**

Appendix C: Follow-up Letter

Nature Park staff survey

Needs your Support!!

A couple of days ago, the research have emailed you the survey about staff training. If you did not email back the survey, we appreciate you email it back before **January 15 2008.** If you have any question regarding the survey, please contact Chun-Ying, Hsueh at (715) 529-0811 or email to hsuehc@uwstout.edu. Thank you for your time and hope to receive any feedback from you soon.