ATTITUDES AND GOOD VALUES TO INCREASE AFTER-SALES SERVICES EFFECTIVENESS

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Abstract

The current world economic growth is relatively slow, but highly competitive. The organization must therefore adapt and find appropriate ways to be more competitive by offering the extended services to the target customers such as after-sale service. After-sales service is the extended activities which help ensure the customers' satisfaction and repeat. However, to offer the good after-sales service requires the positive attitude of employees within the organizations, who are the key driving components of the business success. The organization must set the strategies to cultivate the positive attitudes and values of employees. In addition, good attitude and values of employees can also enhance the teamwork effectiveness and finally help the organization to reach the set goal. The most important thing for the development of the employees' attitude and values, the organization must create good environment such as good organizational culture, right organizational goal and direction, organizational learning and sharing, good training and development and so forth. When these environments happen and the employees can perceive these, they will have more positive attitudes and beliefs and at the end perform the better work in order to deliver the impressively perceived environment to the customers.

Keywords: Attitude, Good Values, Efficiency in After-Sales Service

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1. Introduction

Corporate marketers seek new ways or opportunities to increase sales and build customers demand. In particular, the emphasis is on disseminating the news to customers in order that they can recognize the organization's products and services. Organizational image is another important variable in sales management because when the customers will decide to purchase the products/services, they will consider whether the products/services are under the brand that they know and familiar. In addition, the after-sales service is another important aspect that can meet the needs of customers and create the organizational competitive advantages (Horwitz, & Neville, 1996).

The changes in the current competitive environment are inevitable, and most of competition focused more on cost savings. With this, the organization must change the way to respond to customers and business partners by presenting various concepts of goods and services, competing to gain sales, and differentiating marketing, advertisement or products. However, these factors may not enable the sales volume or create competitive advantage, and it is perhaps not a good choice any more. The organization may wonder that the words such as "good product", "reasonable price" or "cost effective" has been used already; but, why sales are still less or constantly linear. This is perhaps it depends on the factors about administration such as after-sales service (Horwitz, & Neville, 1996).

The importance of increasing employee competency or good experience for benefiting the organization is to search for the qualified employees whose ability can answer what the organization needs. As a result, the organization will consist of capable employees who can run the business in the same direction. In addition, in creating competence of the employees, the organization can also create it through the work skills and good work process as well as must shape the employees to behave appropriately for the organization and in the same direction, objective and rationale. To shape the behavior the organization must crate employee' "value and attitudes" related to the organization (Chienwattanasook, Onputtha, & Teppang, 2018).

Royal Institute Dictionary (2018) defined the attitude as it is pattern, positive perspective, knowledge, understanding, and idea towards incoming information or data. Indeed, it can be said that people with good attitude is the people who have good idea and positive perspective to that.

Nelson (1997, cited in Ausawaratchanan, 2011) added that attitude has 4 characteristics including 1) attitude occurs before behavior which will react particularly to the situations or things, 2) attitude lasts for some time, but it can change later, 3) attitude is latent variable linking between the behavior and thought shown in terms of verbal or non-verbal action and 4) attitude can perform as motivation motivating people evaluate and select something.

Schermerhorn (2010) mentioned that there are 3 components of attitude as follows.

1) Cognitive component: It refers to the attitude reflecting belief, thought, knowledge and information people have. The belief represents people's thought and summary towards something or situation. For example, my job has no responsibility.

2. Affective Component: it refers to the specific emotion related to personal impact which has been stimulated by some stimulus, for example, "I do not like to go to work".

3. Behavioral component is the intention to behave in curtain way based on the specific feelings or attitude of the person. For example, I am going to work my work.

"Values" is a belief or attitude of a person who takes a period of time to create and become a form of life (Hofstede, 1998). Values will determine the behavior of a person who expressed the same or similar behavior which later they will form together in groups. Values can be divided into different types and each person will have different types to be involved. These types can be related to freedom values, individuality values, flexibility values, happiness values, peace-of-mind values, self-image creation values, and self-respect values. Individual values may have an impact on other people in the organization; for example, people with same thoughts and behaviors will accept each other. Indeed, the values often change according to the times and opinions of people in society (Oskamp, & Schultz, 2005). Values can also be a source of learning and assessing the choices and decisions. In addition, values can also act as the goal setting and motivating people to reach the desired goal. Herewith, there are many scholars defining the meaning of values, it has been shown as follows.

Teeraart (2012) mentioned that social values can affect human behavior and attitude. With this understanding, the marketers are reminded to use the marketing tools in line with the values which it can connect the people who have the same behavior, attitude and values. It finally creates the customer satisfaction.

Common (2013) advocated that values is the belief towards things which people give value on it and it is seen worthy to be complied in order to achieve individual and social goals. Indeed, the values of a person are hidden within their thoughts, emotions, feelings and attitudes.

2. Importance of attitudes and values

"Corporate Values" is a creation of pattern and basis of organizational development in order to gain growth sustainability, continuality and effectiveness. When people in the organization show good behavior and attitude among themselves, they will easily work together and create a desired result for the organizations. To make the organization grow and develop continuously and sustainably, the most important thing is that the organization must be developed as a learning organization. All employees must contribute knowledge to create values in learning, practicing and developing as well as sharing creative thought among members in the organization and society as much as possible.

Creating good values is therefore quite important for both being the direction of the organization's operations and determining the goals, vision, as well as the strategy of the organization's management. Indeed, the development of corporate value should then start from the employees in the organization by creating a model that is align with the organization's policies and goals, covering personal values, team values and organizational values. Creating a positive attitude can affect the values and can be considered as a link between various social processes. The main principle of keeping

personnel behaving in accordance with organizational values that should be to create works from the team's goals with innovative concepts and ideas. It can be said that employees in the organization is for the organization.

The attitude and values of the organization are a part of driving the development of the organization to reach the maximum efficiency, which is collaborated by the positive attitude of the organization, working environment and working factors. Creating goals or allowing the employees as a part of the organization will help generate positive sales growth, sustainable development and learning organization. If all employees are able to access and capture the organization goals, they can help create the creativity and innovation for organization. Indeed, not just the talented people that must have corporate values and reach the goals of the organization; but, every employee in the organization should have good attitudes, values and access to organizational goals as well. Attitudes and values may be in a basic form of good work which the employees start working with good ideas, looking around, and considering various organizational images. This can ultimately help create a good work, work effectiveness and good organizational image.

3. Concept and definition of service and efficiency

Wattanarungsun (2015) stated that work efficiency is the performance of the person using the resources of the organization in the least amount of time and cost, and generating the highest quality results, achieving the organization's goals.

Bowonwattana (2009 cited by Wattanarungsun 2015) said that "efficiency means the ratio that reflects the comparison between losing and gaining the products or services after using the resource for that products or services"

The work efficiency of after-sales service can include the work done by the personnel in the organization. They must perform the duty to equally service the customers they are responsible, there should not be any discrimination in providing services to customers. In addition, the organization must also use the same service standards, such as providing on-time service, which means that the personnel of the organizations must provide the services on time, not delayed. If any service cannot be provided based on time determination, it can refer to the inefficient works at all.

One of the important aspects of providing services and creating difference of the businesses from other competitors is to create and maintain the quality level of after-sales service. This, in fact, can be done by offering quality of service upon the customers' expect. Various information about the quality of service that customers want will arise from past experiences of customers towards corporate services such as word-of-mouth. Therefore, making customers' good experience for the organization's service is one of many interesting ways. The customers will be satisfied with the service of the organigion when they can receive a good service as they want. The successful service can consist of consistency, dependency and excellent responsiveness. Herewith, the personnel play an important role in providing good services, being ready to serve customers, willing to serve the customers as well as

providing the good process to deliver good service. More than that, the quality of the services must include good communication skills, good advice and readiness to advise customers (Zeithaml et al., 1990; Parasuraman, Berry, and Zeithaml, 1993).

The behavior of people does not occur and change by only one factor. But, it can result from many factors such as physical environment and unique environment including social factors, external factors and internal factors. In addition, it also consists of personal factors, behavioral factors and environmental factors.

In terms of personal factor, it refers to the physical characteristics of the person who assesses his / her ability. Indeed, the person's ability is partly derived from the beliefs and attitudes that they have towards the work. Having a positive attitude towards the work can be an indicator of the ability the employees have for the organization. When employees feel good to the organization, they will feel engagement to the organization and then create the good image for the organization (Chienwattanasook, Onputtha, & Teppang, 2018). However, having the employee engagement requires the good support from the personal factors which gender, age, income, marital status, education and so on are involved. In addition, when employees have good attitude and being optimistic, they will have a positive attitude which finally will help the organization develop their organization in a better way. Indeed, employees will be able to evaluate their own abilities, create new ideas, develop knowledge and expand knowledge which is important for the modern organizations to link employees and organizations together. Also, creating a collectiveness of employees can benefit the employees to create a learning organization in order to create efficiency for the organization to grow and sustain.

In terms of behavioral condition, it is the belief that individuals evaluate specific behaviors that lead to the results of expected performance derived from actions which created by motivation and anticipation of work effectiveness. Behavioral condition can be divided into physical and social condition. The physical condition refers to situation where the organization had a good business performance which leads to a positive attitude, happiness, and peacefulness of the employees in the organization. In the meantime, if the work is not as expected, the organization does not motivate and inspire the employees, it may cause the negative attitudes for the employees which finally it can lead to the worse business performance. Meanwhile, the social condition refers to the situation where the employees in the organization are praised because of good work recognized by supervisors and society in the organization. These employees once have been satisfied; they will be participative in the organization (Chienwattanasook, Onputtha, & Teppang, 2018).

In terms of environmental condition, it refers to an indicator of the effectiveness of good work expression, which often depends on the perception of one's self-efficacy in that work situation. If a person has a belief on his or her ability to do something, they will express that ability out. In addition, the environment will also be a motivation to create the good work, goals and participation. Therefore, employee participation is a factor that supports and betters the work environment.

Increasing work efficiency in the after-sales service can be resulted from the creation of employees' positive attitude towards the organization and conformed to the service quality standards, which focus on the ability to solve problems quickly, specialized knowledge related to the service provision, organizational brand image and others. If the organization has various supporting factors that can positively promote employees' attitude, it can also enable the employees to engage in organizational work. Consequently, the positive attitude can also create the good team, which have the same direction, goal and mindsets to service the customers with the right serve, responding to the needs of customers (Schlager, Bodderas, Maas, & Luc Cachelin, 2011).

Many organizations in the same industry are increasingly competing with various competitors in the market. They are attempt to use various strategies to win the competition, such as the "creating sales" strategy. In addition, they are trying to find ways to develop organizations and find marketing tools that will make the organization successful in order to create profitable sales. Indeed, the business competition tends to be more intense. However, there is no organization having the idea of creating profits with sustainable concept. Therefore, one way to create the sustainable profit is to create the good quality of after-sales service. The continuous and good quality of after-sales service acquisition can help the organizations grow and increase the organizational sales. Nevertheless, creating good service requires employees, which are the most important part in running the business, because employees are the driving force for good service. Therefore, effective personnel development to have positive attitude towards the organization and organizational core value can be another important factors to drive the good quality after-sales service (Yee, Yeung, & Cheng, 2008).

Another important factor is the core value of the organization, which reflects the desired characteristics and creates organizational identity. The organizational identity can reflect the behavior of people in the organization. The organizations with clear core values will result in good organizational development and work efficiency, creating competitive advantages and distinguishing the organization from other competitors. Customers who perceive the organization difference will be excited in deciding to select and experience the service. Ultimately, the organization will be able then to increase its market capacity, meet the customers' need, and business operation which it can benefit the organization in the end (Schlager et al., 2011).

Guideline for increasing the efficiency of the employees' performance in providing good after-sales service is that the employees in the organization must have a good attitude. Having a good attitude can create good ideas that will create creativity, which also affects the values that help support the organization to continuously develop and create business growth efficiency. The results of creating good values will also create a clear image of the organization that can lead the employees to have clear purpose in the same organizational direction and common goal as well as to involve in organization's decision. Consequently, the organization can have good performance.

However, the important thing that will result in positive organizational values is that employees in the organization can conform to participate in the organization to solve various problems. To achieve that the employee must have the following skills.

1. Specific tasks: the employees must have the specific skills towards that work. The employee with the specific work experience can work faster and more efficiently as well as reduce the burden of repetitive work.

2. Knowledge searching: The employees must have knowledge towards that work by searching for information, related knowledge and others from the available and reliable sources.

3．Management skills: The employees must understand and know how to manage the events, to allocate work time or to plan the work process. In addition, the employees must be allocated in the right job and position too.

4. Problem solving: The employees must have the problem-solving skill. The problem-solving skill is another skill that is important because every job always has problems and requires the solution. If employees can have the skill used specifically to solve problems, they will help the organization to carry out activities effectively.

5．Good human relations: The employee must have a good relationship with the colleagues in the organization. This is important because employees in one organization need to work together with other people. The skill can include, for example, internal communication, idea sharing, decision-making and others.

6. Patience: The employees must have the patience skills because there is sometimes the work is difficult to be solved and needs longer time, the employees must be patient.

Cultivating good service values for employees will help support and better the work of employees, and solve problems that occur immediately in front of them. Cultivating organizational values requires a good attitude of employees towards the organization. The positive attitude can create employee participation. In addition, the good attitude of the employees can also affect the work of the team and other employees in the organization. When employees have good attitudes and values, they will be willing to work with their full ability; especially, in creating customers' satisfaction, solving problems and reducing the work mistakes. When the customers are satisfied, they will consider deciding to continually repurchase the service. With this, it can then result in the organization's ability to gain competitive advantage in order to compete with their competitors. Therefore, the employees in organizations are the most important mechanism that the organization must develop their work skills, attitudes and values as well as create the awareness of service mind.

Values, including attitudes, are all caused by the thought; behavior; state of mind and body of individual, reflected through their thoughts; speech; dress and tastes. On the other hand, the organization has a different image, resulted from different thoughts and attitudes of the employees in the organization, which it can be perceived by organization outsiders. Therefore, the employees must be unified in order to create a good image and reflect the organization values, which core values will affect

the employees' behavior. Creating a positive attitude for employees will result in values for customers and increase business efficiency. In addition, the important issues of having good values is communication with customers and business partners to understand and oversee that values which are an important part of the organization.

4. Setting goals and creating after-sales service teams

After-sales service is the heart of success in the growth of the organization. The important aspect of after-sales service is to maintain the customer base and build a network of customers to grow and sustain. After-sales service, therefore, is an important factor that will allow customers to see the difference or reliability of products and services as well as encourage the customers' purchase decision. The benefits of providing services from good after-sales service is that the customers will be impressed, satisfied and reliable on the products and service offers which can finally better the customers' attitude towards the organization and image of products, sellers and organizations (Tornow, & Wiley, 1991).

Creating an after-sales service team should not be based on merely the best target; but it should be based on the possible target which can generate possible outcomes. In this way, it would be a good strategy and tool to gain the competitive advantage over the competitors. Another important reason behind this is that the needs of customers in modern times are constantly changing. The customers' expectations, needs and satisfaction are changeable, and play very important role in necessarily creating effective after-sales service. Thus far, setting goals by allowing the customers to know about the organization would be the right ways. In addition, setting goals to satisfy customers can allow the customers to have more choices to select, more event to participate, more communication channels to interact and more new technology to use. When the various services occur, the customers will be satisfied with the service. Finally, it can generate the customer repurchase and profits for the organization (Kaura, Durga Prasad, & Sharma, 2015).

The success of all sales can be resulted from employees with ideas of "creation of creative goals" plus the attitudes and values shared by employees in the organizations reinforced and supported by various organizational policies. Also, communicating with customers can help increase sales. Employees understand the basic needs of customers can create a customer impression and increased sales (Tornow, & Wiley, 1991).

Guidelines for excellence in after-sales service is what the organization strives for everyone in the organization to create creativity and efficiency. Good service, referring to quality staff with specialization, is one of measures that measures the organizational development, becoming a highly effective organization as well as learning organization. The development can also encourage employees to be successful in their work, including planning, designing and developing the organization with new goals and innovative ideas to exchange and learn within the organization. Employees with having a systematic work plan, clear policy, learning responsiveness can help the organization achieve the sustainable development.

The organization should set goals because the employees will have clear goals. When the employees have the goals, they will be able to set their goals in the same direction of the organization. Setting goals to create job progress, the employees should consider the organization's image in the line with organization growth, career advancement, employee happiness, and goal achievement. The clear goal can help reduce work errors, increase overall efficiency, encouraging employees to dedicate works for the organization. Focusing on the best customer service, the organization should therefore have the training to increase employees' potential, create corporate image and employees' positive attitude.

5. Summary of good attitude and values to increase efficiency in after-sales service

After-sales service is a great help in driving business performance. However, the creation of after-sales service requires more promotion and support from the organization, especially in terms of learning because it can help employees to have more knowledge and skill in overcoming changes in this era. Working as a team is also very important because it can make every employee to efficiently create work together. Consistent with the goals and strategies, the organization must focus on giving employees the opportunity to make decisions, and create teamwork, cultivate service-minded attitude, and continue delivering good values to the customers. In addition, the organization should establish the working framework for the employees to follow as well as the learning atmosphere which it can simulate the employee learning and self-development.

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