

Client Satisfaction at Company S: Foundation of Organization Development Interventions

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ABSTRACT

This study examined client satisfaction in Company S to identify key service quality gaps and propose organization development (OD) interventions that enhance client experience and sustain institutional competitiveness. Client satisfaction was assessed across five SERVQUAL dimensions—tangibles, reliability, responsiveness, assurance, and empathy—recognized as critical indicators of organizational performance. Using a descriptive quantitative research design, a standardized SERVQUAL-based survey was administered to a purposive sample of Company S clients. Descriptive statistics summarized satisfaction levels and identified specific challenges and areas for improvement. Findings revealed generally high satisfaction, with assurance (71%) and empathy (67%) receiving the highest ratings, reflecting strong confidence in staff expertise, professionalism, and personalized service. Reliability (65%) was rated favorably, while responsiveness (62%) and tangibles (60%) were relatively lower, indicating opportunities for improvement in facility modernization, branding clarity, and timely communication. Specific client concerns included outdated equipment, insufficient amenities, delays in project completion, slow feedback response, limited access to specialized staff, and rushed or impersonal interactions. Assessment of current service quality initiatives showed that assurance and empathy programs effectively foster trust and loyalty, while tangibles and responsiveness require targeted improvements to address delivery and communication gaps. In response, six OD interventions were proposed: (1) phased facility modernization and equipment upgrades, (2) workflow optimization with real-time monitoring, (3) rapid response and communication enhancement programs, (4) specialized staff deployment with advanced training, (5) empathy development and client profiling, and (6) establishment of a Service Quality and Client Experience Monitoring Committee. The study concludes that while Company S demonstrates strong client-centered performance, particularly in assurance and empathy, sustaining competitive advantage demands deliberate, adaptive, and evidence-based service improvements. Future research should expand to a broader client base and employ qualitative methods for deeper insights into client experiences.

Keywords: Client satisfaction; SERVQUAL model; service quality; organization development interventions; energy consultancy; assurance; empathy; responsiveness; tangibles; reliability

Introduction

Nature and Scope of the Problem Investigated

In an increasingly competitive global business environment, client satisfaction has been recognized as a key determinant of organizational success. Across various industries, particularly in service-oriented

sectors, businesses have emphasized the importance of delivering high-quality services to ensure client loyalty, sustain a strong market reputation, and achieve long-term profitability. Global trends have also underscored the growing reliance on client-centric strategies, digital transformation, and performance analytics to enhance service delivery. Despite these efforts, many organizations continued to struggle with issues such as inconsistent service quality, poor responsiveness, and weak client engagement—factors that significantly undermined trust and long-term customer relationships.

In the Philippine context, these challenges were particularly evident in technical and consultancy services, where evolving client demands and operational limitations have created persistent service quality gaps. Common issues included project delays, outdated technologies, limited employee training, and inadequate personalization of client interactions. The key dimensions of service quality—reliability, assurance, tangibility, empathy, and responsiveness—were often compromised, affecting customer confidence and overall satisfaction. Consequently, these weaknesses hindered firms' competitiveness, client retention, and long-term sustainability in the local industry.

Within this environment, **COMPANY S** emerged as a relevant case for examining service quality performance in the engineering and consultancy sector. Despite its strong technical capacity, industry partnerships, and portfolio of high-impact projects, the company lacked a formal system for evaluating client satisfaction and monitoring service performance. This research therefore aimed to assess the service quality of **COMPANY S** based on the five **SERVQUAL** dimensions, identify specific service gaps, and propose organizational development interventions to enhance client experience. The results of the study provided valuable insights for strengthening service management practices, aligning company strategies with global quality standards, and promoting continuous improvement in client relations and organizational performance.

Research Problem and Objectives

This study aimed to evaluate the level of client satisfaction with the services of **COMPANY S**, focusing on the five key dimensions of service quality: reliability, assurance, tangibility, empathy, and responsiveness. It sought to determine how effectively the company met client expectations, identify common challenges encountered in these areas, and assess the initiatives implemented to address such issues. By combining client feedback with management perspectives, the research intended to provide a comprehensive understanding of service performance and generate insights for continuous improvement. Specifically, the study addressed four major research questions: (1) the current level of client satisfaction across the five **SERVQUAL** dimensions; (2) the specific problems experienced by clients in each dimension; (3) the effectiveness of the company's existing service quality initiatives; and (4) the organizational development interventions that could be formulated to enhance client experience based on the findings.

To achieve these goals, the study pursued the following objectives: to measure client satisfaction with **COMPANY S**'s services, to identify service-related issues affecting reliability, assurance, tangibility, empathy, and responsiveness, to evaluate the effectiveness of current service initiatives, and to propose organizational development strategies that would strengthen client engagement and overall service quality.

Research Framework

This study adopted the **Input-Process-Output (IPO) Model** to systematically evaluate the service quality of **COMPANY S**. Anchored on the **SERVQUAL model** developed by Parasuraman, Zeithaml, and Berry

(1988), the framework provided a structured approach for assessing client satisfaction across five dimensions—**tangibility, reliability, responsiveness, assurance, and empathy**. The IPO model guided the study in organizing the flow of analysis from identifying key inputs to generating actionable outputs, ensuring a logical and data-driven evaluation of service quality.

In the **input phase**, the study examined client satisfaction levels, recurring service-related problems, and the effectiveness of existing initiatives implemented by the company to address these concerns. The **process phase** involved data collection and statistical analysis using a structured client and management survey, which operationalized the SERVQUAL model to identify service gaps and unmet expectations. Finally, the **output phase** translated the findings into proposed organizational development interventions designed to strengthen service delivery, improve management practices, and enhance overall client experience. This systematic use of the IPO and SERVQUAL frameworks ensured that the study’s outcomes were both evidence-based and strategically aligned with organizational improvement goals.

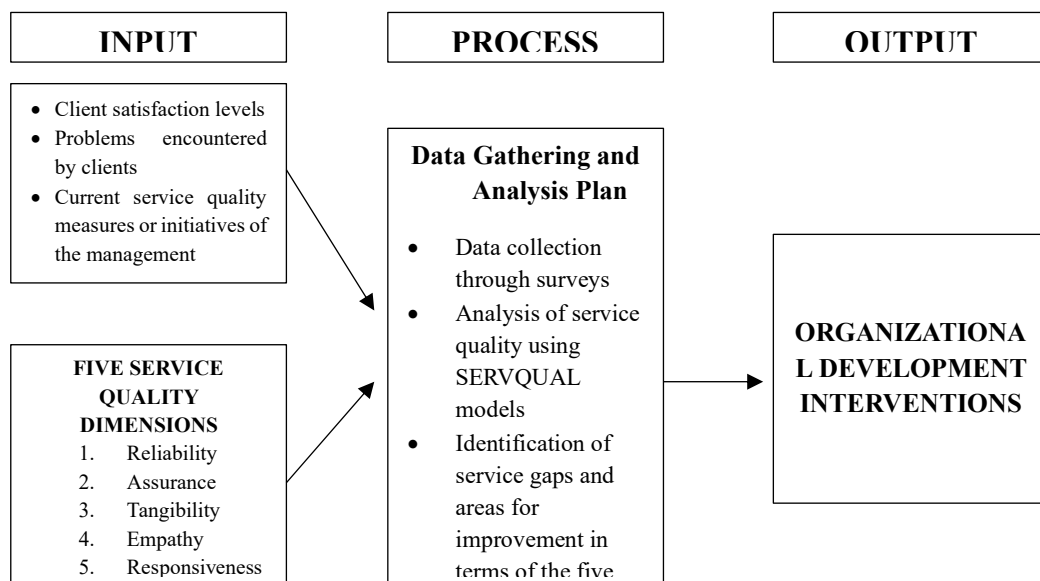


Figure 1. Research Framework

Research Significance

This study was significant as it provided empirical data on client satisfaction, contributing to theoretical development, policy formulation, social action, and practical applications in the field of service quality. Theoretically, it expanded the application of the **SERVQUAL model** which measures service quality across reliability, responsiveness, assurance, empathy, and tangibility within the energy consultancy sector. By doing so, it generated evidence-based insights that guided **COMPANY S** in refining organizational processes, improving client satisfaction, and maintaining competitiveness. The study also offered valuable contributions for researchers and practitioners in identifying how targeted organizational development (OD) interventions could effectively address service delivery gaps.

From a **policy perspective**, the study recommended the adoption of a **Service Quality Management Framework** anchored on the SERVQUAL model to enhance reliability, responsiveness, and empathy in service delivery. It further proposed the establishment of **national service quality benchmarks** for engineering consultancy firms through collaboration between regulatory bodies such as the Department of Trade and Industry (DTI) and the Department of Energy (DOE). The study emphasized the importance

of partnerships among firms, government agencies, and academic institutions to promote certification programs, continuous training, and client feedback mechanisms for quality assurance and sustained improvement.

In terms of **social action**, the research highlighted the role of **Client Education and Engagement Programs** in empowering clients to actively participate in improving service quality. It encouraged initiatives such as orientation sessions, community feedback drives, and client forums to strengthen trust and collaboration between service providers and clients. Moreover, it linked service quality to **Corporate Social Responsibility (CSR)**, suggesting that integrating client feedback mechanisms into CSR initiatives could reinforce transparency, ethical service, and community trust.

Practically, the study served as a valuable reference for **engineering and consultancy firms** seeking to enhance their client service strategies. The findings guided management in developing employee training programs, improving service efficiency, and implementing data-driven solutions to increase client retention. By translating client feedback into concrete service enhancements, the study supported the development of a more professional, responsive, and client-centered workforce—ensuring long-term business success and sustainable growth for **COMPANY S**.

Scope and Limitations

This study assessed the level of client satisfaction with the services of **COMPANY S**, a licensed system integrator and specialty contractor specializing in energy management and electrical solutions. It focused on five key service quality dimensions—**reliability, assurance, tangibility, empathy, and responsiveness** as perceived by **COMPANY S**'s clients. The research evaluated the Company's overall service performance, identified the challenges encountered by clients, and examined the existing initiatives implemented to enhance client satisfaction. The scope of the study was limited to clients who had availed of **COMPANY S**'s services within the past five years.

The study did not include internal factors such as employee performance, financial conditions, or operational procedures, as it relied solely on client feedback. Therefore, the results reflected client perceptions rather than absolute measures of service quality. Data were gathered using two structured survey instruments: one designed for clients to assess satisfaction levels and identify problems encountered, and another for management to evaluate the effectiveness of service quality initiatives. The research did not extend to comparative or industry-wide analyses,

Definition of Terms

To ensure clarity and consistency in this study, key terms were defined both conceptually and operationally. These definitions provided a clear understanding of the terminologies used and how they were measured in the context of this research.

Assurance. It Encompasses the expertise, professionalism, and trustworthiness of the service providers that contributed to client confidence. This study measured assurance through the competence and communication skills of the **COMPANY S** employees, their ability to provide expert guidance, and the Company's adherence to ethical and safety standards.

Client Satisfaction. This Referred to the overall contentment of clients with a Company's products or services, measured through their perceptions and experiences. In this study, client satisfaction pertained to the level of fulfillment expressed by clients of **COMPANY S** regarding the five dimensions: reliability, assurance, tangibility, empathy, and responsiveness.

Empathy. It involves the level of personal attention and care given to clients. It was assessed by evaluating how well COMPANY S understood and addressed client needs, provided personalized energy solutions, and fostered long-term relationships through client-centered service.

Human Process Interventions. These refer to OD strategies that may improve how people work together, communicate, and relate within the organization. In this study, it involves empathy development and client profiling workshops to enhance staff attentiveness and personalized client service.

Human Resource Management Interventions. These interventions aim to improve employee skills, motivation, and overall human resource practices in the organization. In this study, it involved specialized staff deployment and advanced training programs to maintain high assurance and technical expertise among COMPANY S employees.

Initiatives. They Referred to the strategic actions implemented to enhance service quality and address client concerns. This study examined COMPANY S's existing initiatives, such as training programs, process improvements, and technological advancements, to determine their effectiveness in improving client satisfaction based on the five dimensions of service quality.

Reliability. It Pertained to the Company's ability to consistently deliver services accurately and dependably. It was measured through client feedback regarding COMPANY S's adherence to promised service timelines, the accuracy of technical solutions, and compliance with the industry standards.

Responsiveness. This Referred to how promptly and effectively a Company addressed client needs, inquiries, and concerns. This study evaluated responsiveness by assessing how quickly COMPANY S responded to client requests, provided technical support, and implemented service adjustments to enhance client experience.

Service Quality. It is the extent to which a service has met or exceeded client expectations in terms of reliability, responsiveness, assurance, tangibility, and empathy. This study measured service quality based on the clients' evaluations of the Company's ability to deliver reliable and efficient electrical consultancy services.

Strategic Interventions. Conceptually, these are OD activities that align the organization's goals, structures, and culture with its external environment and long-term direction. Operationally, in this study, it refers to facility modernization and equipment upgrade programs to enhance COMPANY S's professional image and competitive positioning.

Tangibility. It refers to the physical components of a service, including facilities, equipment, and employee appearance. It was evaluated based on the condition of COMPANY S's office, tools, and overall workplace environment, as well as the professional appearance of personnel, which contributed to the client's perception of service quality.

Technostructural Interventions. These are OD interventions focused on improving work processes, technologies, and organizational structures for better efficiency. In this study, it includes workflow optimization, real-time tracking dashboards, and rapid response systems to strengthen COMPANY S's reliability and responsiveness.

Review of Pertinent Literatures

The themes aligned with the research questions discussed in the reviewed literature and studies offer a comprehensive understanding of service quality and client satisfaction across industries, particularly in the energy and electrical services sector. The SERVQUAL model remains a foundational framework for evaluating service quality, emphasizing five critical dimensions—reliability, responsiveness, assurance,

empathy, and tangibility—which shape client perceptions and overall satisfaction (Parasuraman, Zeithaml, & Berry, 1988; Dey & Bhattacharyya, 2019). However, despite widespread efforts to enhance service delivery, businesses continue to face recurring issues such as billing errors, inconsistent service performance, and insufficient customer support (Gregory, 2019; Zygiaris et al., 2022). These service failures often reflect deeper structural and organizational misalignments, which can be analyzed effectively through the Five Gaps Model of Service Quality.

The Five Gaps Model, introduced by Parasuraman et al. (1985), identifies specific disconnects that contribute to service breakdowns. Gap 1, the knowledge gap, emerges when companies fail to accurately understand client expectations, often due to poor communication or inadequate market research. Gap 2, the policy gap, arises when organizational policies fail to translate customer needs into concrete service standards. Gap 3, the delivery gap, reflects the discrepancy between service standards and actual execution, commonly caused by staff incapacity or insufficient training. Gap 4, the communication gap, occurs when companies make marketing claims they cannot consistently deliver, damaging credibility and trust. Finally, Gap 5, the customer gap, represents the overall difference between client expectations and their perceptions of the service received. Bridging these gaps is essential for improving service quality and sustaining client relationships.

Literature emphasizes that implementing Organization Development (OD) interventions is critical to bridging these service quality gaps and driving sustainable organizational change. Human Process Interventions, such as team-building, empathy development, and client profiling workshops, improve interpersonal relationships, communication, and group dynamics, fostering a culture of attentiveness and personalized client service (Velusamy, 2017; Romme, 2011). Technostructural Interventions, including workflow optimization, real-time tracking dashboards, and rapid response systems, enhance work processes, operational efficiency, and responsiveness to client needs (Cummings & Worley, 2009; Velusamy, 2017). Human Resource Management Interventions focus on employee development, advanced technical training, and specialized staff deployment, strengthening assurance by ensuring that employees possess the expertise, confidence, and ethical standards required for excellent service delivery (French & Bell, 1998; Romme, 2011). Lastly, Strategic Interventions, such as facility modernization and organization redesign, align organizational structures and practices with long-term strategic goals, strengthening brand image and competitiveness in the market (Cummings & Worley, 2009; Velusamy, 2017).

Several studies further highlight the importance of integrating strategic management, change management, and knowledge management interventions to address service quality gaps effectively. Frameworks such as Kotter's 8-Step Model and Lewin's Change Management Model provide structured pathways for managing transitions, reducing employee resistance, and promoting service alignment (Errida & Lotfi, 2021; Andersson & Stjenberg, 2023). Moreover, firms that embrace technological innovation, employee upskilling, and continuous process improvement exhibit stronger performance in closing delivery and communication gaps (Al-Zagheer, 2017; Tian et al., 2021). Effective corporate governance structures further support service quality by ensuring accountability, transparency, and responsiveness to client needs (Clayton, 2019).

In addition, the integration of digital transformation and AI-driven technologies into client-facing operations is reshaping service quality paradigms. Organizations are increasingly utilizing real-time analytics, predictive behavior models, and omnichannel platforms to personalize interactions and respond proactively to service issues (Becker & Jaakkola, 2020; Lydenren et al., 2024). Such innovations

effectively narrow knowledge and delivery gaps by enabling firms to better anticipate client needs and enhance responsiveness. Closed-loop feedback systems and CRM platforms facilitate two-way communication, minimizing communication and customer gaps by ensuring that clients' voices are heard and addressed promptly (Mayshak et al., 2017; Patyal & Koilakuntla, 2018).

Finally, literature emphasized that innovation, sustainability, and corporate social responsibility (CSR) are integral to service quality enhancement. Firms that align their practices with CSR principles foster stronger emotional connections with clients, contributing to increased satisfaction and loyalty (Tian et al., 2021). Internal practices such as quality audits, workforce upskilling, and service performance monitoring — reflecting technostructural and HRM interventions — are crucial in ensuring consistency and long-term improvement (Al Karim, 2020). These interventions collectively reduce service quality gaps and reinforce a culture of excellence and continuous learning in organizations.

In conclusion, the reviewed literature underscored the need for a holistic, client-centered approach to service quality management. Integrating the SERVQUAL and Five Gaps models with the four OD interventions—human process, technostructural, human resource management, and strategic interventions — creates a robust foundation for enhancing service delivery in complex industries like energy and consultancy. Future research should further explore the intersection of technology and service quality, particularly the implications of AI, data privacy, and predictive analytics in shaping the future of client experience (Johnson & Karley, 2018; Rane et al., 2023). Addressing these dimensions will help organizations achieve not only improved service performance but also long-term business resilience and client satisfaction.

Methodology

Research Design

This study adopted a quantitative descriptive research design to systematically assess client satisfaction and the effectiveness of service quality initiatives at Company S. The quantitative approach was chosen because it allowed the collection of measurable data that could be analyzed statistically, ensuring objectivity and accuracy in evaluating perceptions of service quality. The descriptive design was appropriate for presenting a clear picture of the existing service landscape by answering the question of “what is” rather than “why.”

Research Locale

The research was conducted at Company S, located in Calamba City, Laguna, a licensed systems integrator and specialty contractor established in 2003. The company provides energy solutions and systems integration services for industries such as manufacturing, cement, property development, and utilities, with partnerships with global leaders like Danfoss, Siemens, and Schneider Electric. Despite its strong technical capacity and wide client base, Company S has not previously established a formal mechanism to measure client satisfaction, making it an ideal setting for this investigation.

Population and Sampling Design

The study targeted all clients and management representatives who had engaged with Company S in the past five years. A total enumeration method was employed to ensure inclusivity. The population consisted of 76 respondents, including:

- 20 management representatives (from accounting, procurement, and human resources), and

- 56 clients from diverse industries such as manufacturing, cement, real estate, pharmaceuticals, semiconductors, steel, packaging, and utilities.

This approach captured a wide range of perspectives and ensured that the findings reflected the experiences of stakeholders across different sectors where reliability and efficiency are mission-critical.

Research Instruments

The primary research tool was a structured SERVQUAL-based questionnaire consisting of two parts:

1. Client Survey (25 items) – Measured satisfaction across tangibility, reliability, responsiveness, assurance, and empathy using a 4-point Likert scale (4 – Very Satisfied to 1 – Very Dissatisfied) and included open-ended questions for qualitative feedback.
2. Management Survey (25 items) – Assessed the effectiveness of service initiatives across the same dimensions using a 4-point Likert scale (4 – Highly Effective to 1 – Not Effective), supplemented by open-ended items.

To ensure validity, the instrument underwent expert review for clarity, relevance, and alignment with the objectives. A pilot test with 30 respondents (15 clients and 15 management staff) was conducted to refine items. Reliability was measured using Cronbach's Alpha, yielding coefficients of 0.97 for the client survey (excellent reliability) and 0.71 for the management survey (acceptable reliability). Dimension-level reliability ranged from 0.68 to 0.73, confirming internal consistency.

Data Gathering Procedure

The data collection process followed several stages:

1. Development and validation of the SERVQUAL-based instrument, adapted to the services of Company S.
2. Approval and coordination with Company S management to access participants and endorse the study.
3. Pilot testing with adjustments made for clarity and usability.
4. Online distribution of the final survey to respondents, using multiple communication channels (email, Teams chat) with reminders and deadline extensions to maximize participation.
5. Two-month collection period, during which follow-ups were conducted to achieve the highest retrieval rate possible.

Ethical standards were observed at all times. Respondents were informed of the study's purpose, assured of anonymity, and given the right to withdraw at any stage. No culturally sensitive or irrelevant questions were asked, and all responses were treated confidentially.

Management and Treatment of Data

Data were analyzed using descriptive statistics (frequencies, percentages, means) to assess satisfaction levels and evaluate management initiatives across the five dimensions. Gap analysis was conducted to identify mismatches between client expectations and actual service delivery. Qualitative responses from open-ended questions were subjected to thematic analysis to capture recurring concerns and contextual insights.

The results of this mixed quantitative–qualitative analysis provided evidence for identifying specific service gaps and informed the development of targeted organization development interventions aimed at improving client satisfaction and sustaining Company S's competitiveness.

Results and Discussion

Client Satisfaction Levels

Survey findings revealed that overall client satisfaction with Company S's services was consistently high. Across all respondents, 65% indicated they were very satisfied, and 26% reported being satisfied, suggesting that a majority perceived the company's services as dependable and client-focused.

- Assurance (71%) emerged as the strongest dimension. Clients consistently expressed confidence in the company's technical expertise, professionalism, and ethical standards. They noted that staff competence fostered trust, especially in projects requiring advanced engineering and energy solutions.
- Empathy (67%) ranked second, with respondents highlighting the company's capacity to provide personalized support and attention. This dimension underscored the importance of client-centered service relationships in sustaining long-term loyalty.
- Reliability (65%) also scored favorably, indicating that clients viewed the company's services as generally dependable. However, instances of project delays suggested that operational efficiency could be improved further.
- Responsiveness (62%) scored lower, reflecting concerns about delayed feedback, slow resolution of urgent issues, and limited technical staff availability during peak periods.
- Tangibles (60%) received the lowest satisfaction rating, with clients citing outdated facilities, insufficient amenities, and the need for modernized equipment and branding.

Problems Encountered by Clients

The qualitative responses gathered from clients revealed several recurring issues that directly relate to the five dimensions of service quality. These insights complement the quantitative results and highlight specific areas where service delivery fell short of client expectations.

Tangibles. Clients pointed out that some of COMPANY S's tools and physical facilities were outdated or insufficient for large-scale or highly technical projects. These limitations affected operational efficiency and negatively influenced clients' perception of the Company's professionalism. The need for modern equipment, upgraded facilities, and visible improvements in the physical work environment emerged as a recurring concern.

Reliability. Reliability-related issues were among the most frequently mentioned concerns. Several clients experienced delays in project completion, rescheduling of site visits, and inconsistencies between promised timelines and actual service delivery. These concerns point to weaknesses in workflow monitoring, scheduling, and accountability systems, which affected the Company's ability to consistently fulfill commitments.

Responsiveness. Clients reported challenges in communication and response time. Delayed email replies, slow acknowledgment of inquiries, and limited availability of technical support during peak service periods contributed to dissatisfaction. The absence of a clear escalation or follow-through protocol also resulted in clients feeling unattended when issues arose, especially during urgent service needs.

Assurance. Although overall ratings for assurance were high, certain gaps were still identified. Some clients reported limited access to highly specialized personnel, particularly when dealing with complex or technical issues. Others expressed the need for more proactive guidance and clearer explanations regarding technical processes, safety considerations, or system recommendations. These concerns highlight opportunities to strengthen competence visibility, technical communication, and client confidence.

Empathy. Issues related to empathy centered on the quality of interpersonal interactions. During periods of heavy workload, clients felt that engagements were sometimes rushed, transactional, or lacking personal attention. Some clients also noted that follow-ups were inconsistent, indicating a need to enhance relationship-building practices, active listening, and client-centered communication.

Effectiveness of Current Service Quality Initiatives

Management surveys indicated that existing service initiatives were effective in assurance and empathy, where staff competence and personalized service contributed to consistently high client trust. Responsiveness initiatives, such as client support systems and complaint mechanisms, were functional but not consistently timely. Tangibility and reliability initiatives, however, were rated less effective, confirming client concerns about infrastructure, tools, and workflow management. These results suggest that Company S has made incremental progress in improving service quality but has not fully addressed systemic gaps in operations and facilities.

Proposed Organization Development Interventions

Table 1 presents the Matrix of Organization Development (OD) Interventions formulated based on the identified gaps across the five dimensions of service quality in COMPANY S. Drawing from the results of the client satisfaction assessment, this matrix outlines the specific service issues, the corresponding OD intervention types, and the proposed strategies designed to address each gap. The interventions integrate technostructural, human resource, and human process approaches to ensure a comprehensive improvement plan. Ultimately, the recommended interventions aim to enhance operational efficiency, strengthen client relationships, and elevate overall service quality within COMPANY S.

Table 1. Matrix of Organization Development Interventions for Company S

Five Dimensions	Identified Gaps/Issues	OD Strategy Type	Proposed Organization Development Interventions	Expected Outcome
Tangibility	Outdated physical facilities; inconsistent branding and documentation; limited ergonomic design	Technostructural and Human Resource Interventions	Implement phased facility modernization and equipment upgrades; standardize branding and service documentation; improve workspace ergonomics	Enhanced client perception of professionalism; improved working conditions; stronger brand identity
Reliability	Occasional delays in service delivery; inconsistent	Technostructural Intervention	Conduct workflow optimization and process reengineering;	Reduced delays and rework; higher compliance with quality standards;

	adherence to quality standards		implement real-time project monitoring dashboards; provide targeted technical training	improved project delivery consistency
Responsiveness	Slow handling of client feedback; limited escalation protocols; occasional delays in urgent responses	Technostructural Intervention	Establish rapid response teams; integrate automated ticketing with human follow-up; formalize escalation procedures	Faster issue resolution; improved client satisfaction with service speed and communication
Assurance	Limited access to specialized staff during peak hours; need for continuous upskilling	Human Resource Intervention	Recruit additional specialized personnel; conduct advanced technical and communication training; embed assurance competencies in KPIs	Sustained high client trust; improved technical accuracy; consistent professional communication
Empathy	Rushed interactions during peak periods; limited personalization in client engagement	Human Process and Resource Intervention	Conduct empathy and client profiling workshops; integrate client journey mapping; enhance loyalty and feedback programs	Stronger client relationships; higher repeat business; increased perception of personalized service

Research Implications

The results highlight that Company S performs strongly in assurance and empathy, confirming its reputation as a client-centered, technically competent service provider. High satisfaction in these areas suggests that clients value both staff expertise and the company’s ability to provide personalized support. These findings are consistent with Parasuraman et al.’s (1985) SERVQUAL model, which emphasizes that trust and empathy are critical dimensions in building long-term client relationships. They also align with Kotler and Keller’s (2019) argument that professionalism and relational service are central to client loyalty.

However, the comparatively lower ratings in tangibles and responsiveness reveal vulnerabilities. Outdated facilities and tools may negatively affect perceptions of professionalism and brand credibility, consistent with Lazaro and Rada’s (2020) observation that physical environment influences client impressions of service quality. Similarly, communication delays undermine responsiveness, which is increasingly crucial in an era of real-time expectations. These gaps represent delivery and communication weaknesses within

the SERVQUAL gap model, which, if unaddressed, could erode client trust despite strong interpersonal relationships.

The effectiveness of current initiatives demonstrates that Company S has already embedded practices that enhance staff expertise and client interaction. However, the imbalance across SERVQUAL dimensions highlights the risk of over-reliance on soft service qualities (assurance and empathy) while neglecting operational and infrastructural foundations (tangibles and reliability). Research on organizational development stresses that sustainable competitiveness requires balanced improvement strategies that integrate technostructural, human resource, and human process interventions (Cummings & Worley, 2019).

The proposed OD interventions directly address this imbalance. Facility modernization and workflow optimization target structural gaps, while training, empathy workshops, and specialized staffing strengthen human capital and processes. The creation of a Service Quality Monitoring Committee institutionalizes these changes, ensuring that client satisfaction is not a one-time initiative but a continuous improvement process. Together, these measures align Company S's practices with both local client expectations and international service standards, reinforcing its long-term competitiveness.

Beyond organizational implications, these findings contribute to the broader Philippine consultancy and energy services context. Many firms in this sector face similar constraints—outdated infrastructure, slow responsiveness, and limited systems for client feedback (Libo-on, 2021). By adopting a structured SERVQUAL-based assessment and implementing OD interventions, Company S offers a model that other firms can replicate to integrate client feedback into strategic planning and service innovation.

In summary, Company S's strengths in assurance and empathy provide a solid foundation of trust and loyalty, but sustaining competitive advantage requires targeted interventions in tangibles and responsiveness. By implementing the proposed OD strategies, the company can move from being a technically competent provider to a holistically client-focused organization, capable of meeting evolving expectations and securing long-term growth in a competitive service industry.

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