

THE ROLE OF MANAGEMENT TRAINING IN IMPROVING CUSTOMER SERVICE QUALITY

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Abstract: Customer service quality is the essential element for the success of an organization that needs the attention of researchers and regulators. Therefore, the present study investigates the role of management training on the organizational strength, organizational performance, and customer service quality of the banking sector in Vietnam. This study also examines the impact of organizational performance and organizational strength on the customer services quality and also mediating role of organizational performance and organizational strength among the links of management training and customer services quality of the banking sector in Vietnam. The questionnaires have been used by the research to gather the data, and smart-PLS has been used to test the hypotheses. The results revealed that management training has a positive association with organizational strength, organizational performance, and customer service quality of the banking sector in Vietnam. The results also indicated that organizational performance and organizational strength have a positive association with customer service quality and organizational performance, and organizational strength positively mediates among the nexus of management training and customer service quality of the banking sector in Vietnam. This research has guided the regulation-making authorities to focus on the management training that could enhance organizational success.

Key words: management training, organizational performance, organizational strength, customer services quality.

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Introduction

The assistance, advice, support, and quality products and services provided by the business organization to the customers are known as customer services. Customer service is one of the essentials of a business whose aim is to provide an exceptional service that leaves the customer feeling valued and respected. Although the provision of an excellent service involves extra resources, money, and time, when the business organization takes it properly and takes great care of it, it is in a position to stand out from the competition (Huang, Luo, & Wang, 2019). It helps to

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maintain a positive and high reputation among future customers, and it encourages the existing customers to make a purchase again. It is much more expensive to attain new customers than to retain the existing customers. Quality customer service is of great importance to the business organization in many ways. The provision of good quality services to the customers increases customer loyalty towards the organization. It encourages the customers to spend more with the organization. It enhances the frequency the customers buy from the organization. It generates positive word-of-mouth about the business dealings of organizations (Janahi & Al Mubarak, 2017).

The management training enhances the quality of customer services. Management training is the training process whose main focus is on bringing improvement in the individual's capabilities as a leader or a manager. There may be an emphasis on cognitive skills such as analytical thinking, decision making, and problem-solving skills, or on soft skills like communication and empathy, that leads to better teamwork and progressive relations to the people they manage (Kazdin et al., 2018). The training improves the manager skills and enables them to understand customers' needs & wants. It enables the managers to make the employees treat customers respectfully, act upon the promises towards customers, handle the customer complaints and returns gracefully, give the customers services beyond their expectation, and bring changes in the business policies and strategies. The training of managers improves the skills to administer all the business processes, including resources. Thus, it enhances the business effectiveness, organization's strengths, and organizational performance (Thijssen, Albrecht, Muris, & de Ruiter, 2017). Our study aims at analyzing the influences of management training on customer service quality, organizational strengths, and organizational performance. In the past literature, the influences of management training on customer service quality, organizational strengths, and organizational performance have been addressed deeply but not simultaneously. Thus, this study is an exception in the past literature. Moreover, this study aims at exploring the mediating influences of organizational strengths and organizational performance between management training and customer service quality.

This study explores the influences of management training on customer service quality, organizational strengths, and organizational performance with reference to the banking sector in the economy of Vietnam. Vietnam is a lower-middle-income economy in Southeast Asia. In terms of purchasing power parity, Vietnam is the 23rd largest country in the world and the 36th largest country in the world in terms of nominal gross domestic product. 2020 statistics show that the gross domestic product (GDP) of Vietnam is \$369.494 billion, which counts for a 6.8% GDP growth rate. Since the economic reform in 1986, it is taken as one of the fastest-growing countries (Tien, Anh, & Ngoc, 2020). The economy of Vietnam encompasses three sectors agriculture, industry, and services. The banking sector has a significant place in the Vietnam economy as it provides financial support to all the other economic sectors. The enterprises which conduct the training

management have higher business effectiveness and organizational performance. Thus, they provide higher quality services to the customers.

Literature review

It is the creation and retention of customers which assures the survival and success of the business (Hajebi & Razmi, 2014). Without customers, there is no business. The existence of customers is dependent on their satisfaction which is much influenced by the quality of services provided by the organization to the customers (Mohsin, Kamran, Nawaz, Hussain, & Dahri, 2021). Under effective management training, excellent managing skills are created in the managers and leaders that they can manage the resources and processes in such a way as they can provide goods quality products and services to the customers (Vveinhardt & Sroka, 2020). The management training enables the managers how they can get information about the existing customers' views about their products and services, the change in preferences, and the expectation of new customers regarding the products and services before, during, and after the procurement. They can utilize this information to bring improvement in the quality of products and services (Nawaz et al., 2020). The training enables the managers and leaders to make employees or digital influencers or representatives to make positive, helpful, and polite interaction with the customers, which solves customers' problems and confusions and makes them satisfied (Wahl & Kongsvik, 2018). Thus, we can hypothesize:

H1: Management training has a positive impact on customer service quality.

The management training conducted by senior managers or directors creates knowledge and excellent managing capabilities in the personnel engaged in different managerial areas (Yan, Qin, Zhang, Li, & Chen, 2020). This knowledge and managing capabilities enhance organizational strengths. The training enables the managers to make communication effective among different employees and between the organizational representative and the stakeholders like investors, suppliers, and customers, etc (Borojo & Yushi, 2020). This effective communication builds strong relations among the stakeholders, which results in innovation-based high-quality products at low cost (Dyre, Tabor, Ringsted, & Tolsgaard, 2017). The training creates such skills in the managers as they can integrate different resources in the manner as different resources can be exploited to the largest possible extent, and maximum output can be gained within minimum inputs. The management training teaches the managers and leaders how to make positive employees thinking and their attitudes among themselves and towards the organization, which is helpful in getting organizational goals. According to the opinion of renowned scholar Ashcroft, Wilkinson, and Khan (2021), management training enables the managers to make policies and strategies regarding operations and marketing and implement them effectively. In this way, all the employees are forced to pay focus on the quality of customer services, and market share can be raised. Thus, it can be hypothesized,

H2: Management training has a positive impact on organizational strengths.

It is the managers or leaders appointed by managers who make all the business operations carried on with the implementation of business policies and strategies in this regard. These managers and leaders are responsible for getting higher organizational performance which encompasses financial or accounting performance, operational performance, and market-based performance. The effective training of managers and leaders creates knowledge, analytical thinking, decision making, and problem-solving skills, which help them implement organization policies and carry all the business processes in an effective manner and thus, raise the level of organizational performance (Blumenthal et al., 2016). Training enables the managers how to develop and maintain the quality of different resources such as information resources, physical resources, and human resources. The high-quality resources create smoothness in the business process, make them effective, and keep them innovation-based (Nawaz et al., 2021). Thus, effective management training improves the operational performance of the organization. Training creates analytical thinking and decision-making skills in managers. It enables them to analyze the marketing trends and customers' requirements and choose effective marketing channels, which gives a dramatic rise in the sales level. Thus, the management training enhances the marketing and financial performance of the firm (Higuchi, Mhede, & Sonobe, 2019). That is why it can be hypothesized, H3: Management training has a positive impact on organizational performance.

Organizational strength is a resource or capacity the organization can use effectively to achieve its objectives. Organizational strengths are the activities that the organization undertakes particularly well or in a manner that distinguishes it from its competitor businesses. Moreover, the organizational strengths are tools to face the threats to organizational goals and catch the opportunities to gain business objectives. All the organizational strengths give the organization a chance to improve the quality of all business services to customers in the form of polite, helpful, and positive interaction, the share of business operations, share of feelings and needs on the part of customers, solution to the problems of customers, and the provision of good quality products and services to the customers (Ding, Yu, & Li, 2020). The organizations which have skilled human resources and where the employees have strong positive attitudes towards the organization and stakeholders can provide better quality services to customers before, during, and after the purchase or acquisition of services. Similarly, the organization which has the effective process of acquisition of resources and integration of resources has the capability to produce such goods and services which help meet the up-to-date customers' requirements and needs in an effective manner (Lavy & Littman-Ovadia, 2017). That's why it can be hypothesized,

H4: Organizational strengths have a positive impact on customer service quality.

An organizational performance that encompasses operational, production, marketing, and financial performance, enhances the customer service quality. The high financial performance in the form of high profits and increased return on investment enhances the financial resources of the organization. These increased

financial resources enable the organization to take initiatives to fulfill the customers' requirements and needs. For instance, having a high financial position, the organization can hire highly skilled employees, acquire high-quality infrastructure, technology, and logistics which assists the organization in giving immediate products and services to the customers. The high financial position facilitates the organization in 24/7 services to the customers through digital marketing (Al-Weshah, Al-Manasrah, & Al-Qatawneh, 2019). The effectiveness with which the operational processes are carried on determines the quality services provided to the customers. For instance, in banking or any financial institution, the attentive performance of the employees, their honest and positive interaction with the customers, and agility in all related matters provide quality services to the employees (Gorane & Kant, 2017). Similarly, when the marketing of the products and services is high, the organization pays serious attention to the quality of customer services in order to maintain its position in the market. So, it can be hypothesized,

H5: Organizational performance has a positive impact on customer service quality. The organizational strengths are the resources or the capabilities which the organization applies to achieve business goals and which bring it a distinctive position among the rival businesses in the market (Sun et al., 2020). The quality of these resources and the capabilities are affected by the training of managers and leaders to administer different organizational areas. And the higher quality resources and dynamic capabilities enable the organization to improve the quality of services to customers (Tisu, Rusu, Sulea, & Virgă, 2021). The training produces such managers who have the ability to hire highly skilled employees or develop skills in them afterward. Similarly, the management training improves the skills of leaders so that they can improve the engagement of employees in the operations. Under persuasive managers and leaders, the employees monitor the circumstances, think, and perform accordingly. Such skilled employees effectively integrate the resources to respond to the market requirements having innovations based, high productivity at minimum cost. Thus, customers' needs can better be fulfilled at low prices (Belleville, Dubreuil, & Courcy, 2020). The training of managers enables them to acquire information about the technology can give better outputs according to the customers' requirements. Moreover, the training enables the distinctive marketing techniques and marketing channels which strengths the relations to the customers and a way to guide them about the products use and disposal. Thus,

H6: Organizational strengths play a mediating role between management training and customer service quality.

The periodical conduct of training for the persons engaged in the management of different organizational areas improves the management and effectiveness of that area which enhances overall organizational performance, including operational, marketing, and financial performance. Organizational performance determines the organization's capacity to give high-quality products and services to the customers. The training enables the managers to analyze the market situations, customers'

requirements, changes in technologies, and the operational techniques applied by the rival organizations. As the training creates decision-making skills in managers, they can use the information obtained through this critical analysis in making the choice of the resources, a combination of resources, and integration of human resources. Thus, high-quality resources are obtained, and all the resources can be integrated in such a way as they give high innovation-based productivity, reduce wastes, and minimize lead time (Dekoulou & Trivellas, 2017). The training teaches the managers how they can persuade the employees to interact with the customers effectively, share the quality of products and services along with prices, satisfy them, and also can attain their own views about the services. Thus, the marketing and operational performance of the organization increases. The higher operational performance and effective marketing assure the quality of customer services (Nazarian, Soares, & Lottermoser, 2017).

H7: Organizational performance plays a mediating role between management training and customer service quality.

Research methods

This research investigates the impact of management training on the organizational strength, organizational performance, and customer services quality and also examines the impact of organizational performance and organizational strength on the customer services quality and also mediating role of organizational performance and organizational strength among the links of management training and customer services quality of banking sector in Vietnam. The questionnaires have been used by the research to gather the data. The employees related to the management training programs are the respondents of the study and selected based on purposive sampling. The researchers have used personal visits to send the surveys to the selected respondents. A total of 440 questionnaires have been sent to the respondents, but after three weeks, only 295 were returned, which has around 67.05 percent rate of response.

This study has also adopted the smart-PLS to test the hypotheses and also examine the reliability and validity of the variables. This research has used the smart-PLS because the model is very complex, and hypotheses testing is the purpose of the research (Hair Jr, Babin, & Krey, 2017). This study has adopted management training (MT) as the independent variable with eight items named as MT1, MT2, MT3, MT4, MT5, MT6, MT7 and MT8, and customer service quality (CSQ) has been used as the dependent variable with six items named as CSQ1, CSQ2, CSQ3, CSQ4, CSQ5 and CSQ6. In addition, the current research also used the two mediating variables, such as organizational strength (OS) with four items named as OS1, OS2, OS3 and OS4 and organizational performance (OP) with five items such as OP1, OP2, OP3, OP4 and OP 5. These constructs with relationships are highlighted in Figure 1.

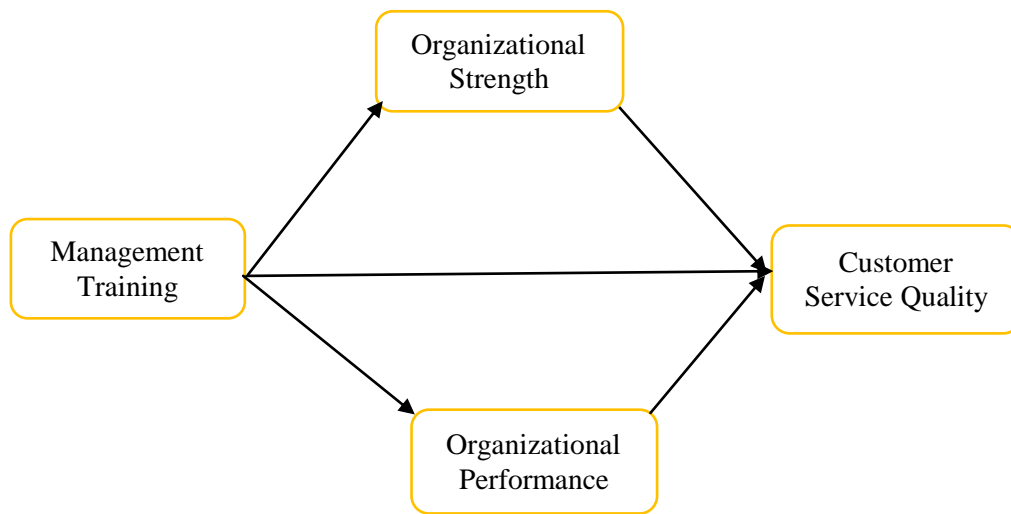


Figure 1: Theoretical framework

Findings

The results section has been shown the convergent validity that exposed the nexus among the items. The figures have been mentioned that the loadings and AVE values are more than 0.50 and Alpha and CR values are more than 0.70. These values indicated a high nexus among items and valid convergent validity. These values are highlighted in Table 1.

Table 1. Convergent validity

Constructs	Items	Loadings	Alpha	CR	AVE
Customer Services Quality	CSQ1	0.749	0.807	0.867	0.567
	CSQ3	0.659			
	CSQ4	0.740			
	CSQ5	0.839			
	CSQ6	0.766			
	Management Training	MT1			
MT2	0.731				
MT3	0.654				
MT4	0.808				

	MT5	0.780			
	MT6	0.908			
	MT7	0.721			
	MT8	0.864			
Organizational Performance	OP1	0.857	0.838	0.889	0.621
	OP2	0.659			
	OP3	0.889			
	OP4	0.901			
	OP5	0.579			
Organizational Strength	OS1	0.862	0.833	0.899	0.749
	OS3	0.864			
	OS4	0.870			

The results section has also been shown the Heterotrait Monotrait (HTMT) ratio to test the correlation among the variables. The figures have been mentioned that the values of HTMT ratios are not higher than 0.85. These values indicated a low nexus among variables and valid discriminant validity. These values are highlighted in Table 2.

Table 2. Heterotrait Monotrait ratio

	CSQ	MT	OP	OS
CSQ				
MT	0.653			
OP	0.797	0.763		
OS	0.670	0.454	0.630	

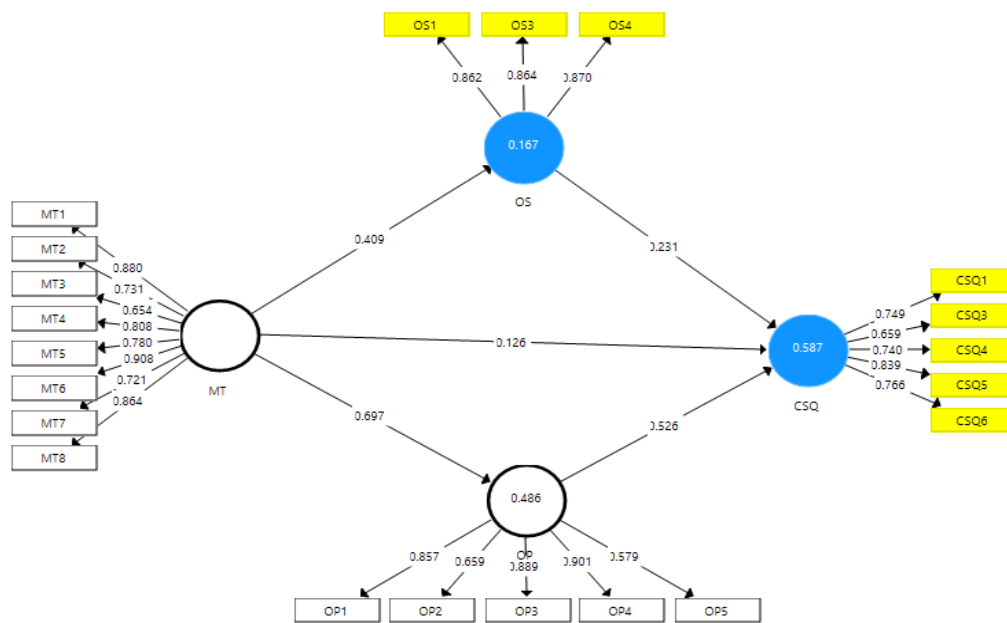


Figure 2: Measurement model assessment

The results of path analysis have been revealed that management training has a positive association with organizational strength, organizational performance, and customer service quality of the banking sector in Vietnam and accept H1, H2, and H3. The results also indicated that organizational performance and organizational strength have a positive association with customer service quality and accept H4 and H5. The findings also exposed that the organizational performance and organizational strength positively mediate among the nexus of management training and customer services quality of banking sector in Vietnam and accept H6 and H7. These relations are highlighted in Table 3.

Table 3. Path analysis

Relationships	Beta	S.D.	T Statistics	P Values	L.L.	U.L.
MT -> CSQ	0.126	0.059	2.113	0.019	0.024	0.220
MT -> OP	0.697	0.032	22.104	0.000	0.651	0.750
MT -> OS	0.409	0.045	9.108	0.000	0.330	0.473
OP -> CSQ	0.526	0.062	8.556	0.000	0.438	0.640
OS -> CSQ	0.231	0.046	4.996	0.000	0.147	0.306
MT -> OP -> CSQ	0.367	0.050	7.316	0.000	0.299	0.455
MT -> OS -> CSQ	0.094	0.021	4.399	0.000	0.058	0.128

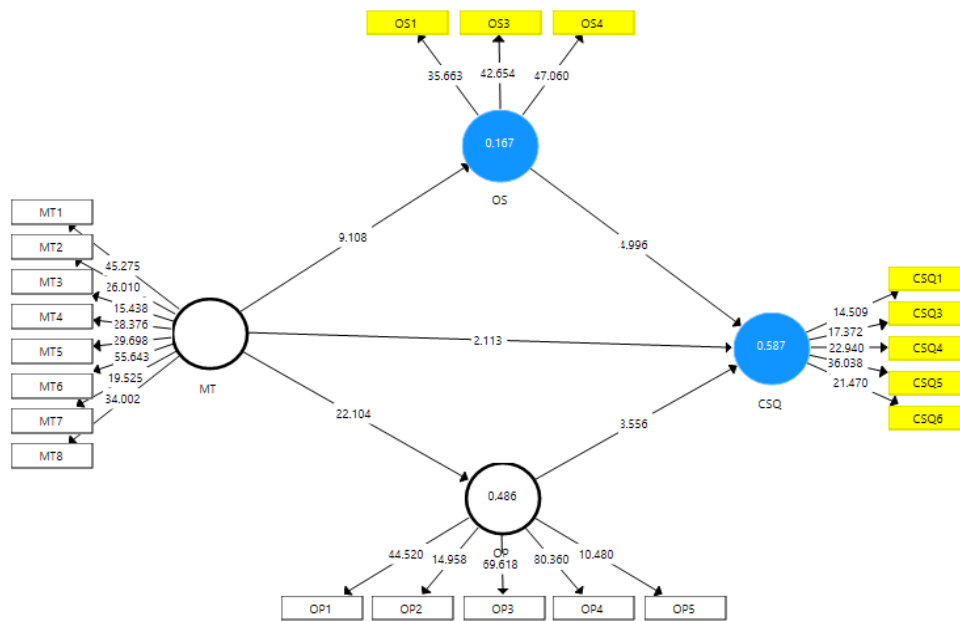


Figure 3: Structural model assessment

Discussion and implications

The study results have revealed that management training has a positive association with customer service quality. The study implies that the effective initial or periodical training of all the organizational personnel involved in the management of all organizational areas enables the managers to ensure the provision of high-quality services to customers. These results are in line with the past study of Hashim and Shariff (2016), which shows that the periodical training of managers creates dynamic capabilities like knowledge, effective communication skills, analytical thinking, decision making, and problem-solving skills in managers and leaders. Thus, management training enables them to monitor the issues related to customer services and remove them from meeting their expectation effectively. These results are also in line with the past study of Leon-Perez, Notelaers, and Leon-Rubio (2016). This study examines the contribution of management training to the marketing performance of business organizations. It concludes that the training of managers and team leaders on how to manage the operations, productivity, and relationship with the stakeholders, satisfies the customers through the provision of high-quality services (immediate response to emerging expectations, positive interaction, and minimum lead-time, etc.) to the customers. The study results have also indicated that management training has a positive association with organizational strength.

The study states that effective management training enables the managers, supervisors, and leaders to manage or organize the quality of all resources (informative resources, physical resources, and human resources), procedures, and relations to stakeholders. This leads to high customer service quality. These results are supported by the past study of Chang and Busser (2017), which suggests that the periodical training classes improve the managing skills of entrepreneurs and team leaders, which help them to make all the business activities undertaken efficiently. Thus, effective training management can improve the operational and marketing performance of the firm. The study results have also shown that management training has a positive association with organizational performance. The study posits that the training of the managers and the leaders creates managing and leading capabilities in them they can make all the business processes (operational, production, and marketing procedures) carried out effectively. Thus, the management training enhances the operational, production, and marketing performance of the firm. These results are in line with the past study of Fowler, Musgrave, and Musgrave (2020), which shows that the employees are expected to perform their activities only when the managers feel their responsibilities and perform their own duties of administration effectively. It is likely to happen when the managers are given periodical training. The study results have also shown that organizational strength has a positive association with customer service quality. The study implies that the organization where the employees have a strong commitment to the organization, there is a large share in the market, higher integrity among different employees, and high quality based production, are able to provide better quality services to the customers. These results are supported by the past study of Al Hammadi and Hussain (2019).

This study analyzes the quality of customer services and suggests that organizational strengths like effective communication systems, sound information systems, strong relationships with the stakeholders, and good operational techniques, etc., enable the organization to provide good quality innovation-based products and services to the customers. The study results have also indicated that organizational performance has a positive association with customer service quality. The study implies that the higher operational, marketing, and financial performance of the organization's ability to satisfy customers with the provision of quality services. These results are supported by the past literary work out of Lebdaoui and Chetioui (2020), which suggests that the higher marketing and financial position of the firm enhances the financial resources of the firm, which it can use to carry innovation programs to meet the customer needs. This leads to high innovation-based customer services. The study results have indicated that organizational strength plays a mediating role between management training and customer service quality. This study implies that the training of the personnel involved in administration enabling them to enhance organizational strengths, which leads to high-quality customer services. These results are in line with the past study of Wörtler, Van Yperen, and Barelds (2020), which shows that

organizational strengths like strong employees attitudes, excellent customer service, strong relationship with stakeholders, high integrity, high-efficiency, low-cost production, and market share can be attained by efficient management, which is improved by management training and further improves the quality of customer services.

These results are also supported by the past study of Yu, Zhang, Yu, Yang, and Mardani (2021), which indicates that training improves the managing skills and abilities of organizational personnel, which improves business effectiveness and strengths, which determine high-quality customer services. The study results have also represented that organizational performance plays a mediating role between management training and customer service quality. This study suggests that the training of the personnel involved in administration enables them to enhance organizational operational, marketing, and financial performance, which leads to high-quality customer services. These results are supported by the past study of Al-Weshah et al. (2019), which shows that the training creates and develops knowledge and skills in the organizational personnel that they can better supervise and administer different resources and operational processes and enhance the overall organizational performance, which drives higher quality services to customers. These results are also supported by the past study of Lau, Tong, Lien, Hsu, and Chong (2017), which states that organizational performance is enhanced by the management training of the persons involved in administrative staff. The higher organizational performance enhances the quality of services to be provided to the customers.

Both the theoretical and the empirical implications have been carried by the current study. This study has an excellent theoretical significance as it greatly contributes to the literature on business management. This study throws ample light on the contribution of management training into the improvement in customer service quality, organizational strength, and organizational performance. It is acceptable, many past studies have analyzed the influences of management training on customer service quality, organizational strength, and organizational performance, but they have addressed the influences of management training on customer service quality, organizational strength, and organizational performance separately. This study saves a distinctive position in the existing literature by exploring the influences of management training on customer service quality, organizational strength, and organizational performance. Similarly, the study makes a great contribution to the existing economic-based literature by addressing the influences of organizational strengths and organizational performance on customer service quality. Moreover, this study extends the past literature with the introduction of two mediators like organizational strengths and organizational performance between management training and customer service quality. This study has a great significance in the emerging economy as it provides a proper guideline to economists, business organizations in general, and banking organizations in particular on how the quality of customer services can be improved. This study

suggests that the customer service quality can be improved with the effective management training of organizational personnel. This study also elaborates that training management improves organizational strengths and organizational performance, which further improves customer service quality.

Conclusion and limitations

The study analyzes the customer service quality in the organization in the emerging economy of Vietnam. In this context, the study throws light on the influences of management training on organizational strengths, organizational performance, and customer service quality. The study argues that effective management training enhances the quality of customer services. The study suggests that the periodical training of the managers and team leaders provides them knowledge and creates core capabilities in them to manage different organizational areas. Thus, the managers can better understand the customer's needs and make the employees provide good quality services to customers. The study states that management training enhances business strengths. The training prepares the administrative staff how to deal with matters in different organizational departments. It enables the organization to have capabilities, resources, and processes that help in getting business goals accomplished. The study also states that management training enhances organizational performance. Organizations where the entrepreneurs are given relevant knowledge, skills, and abilities, can effectively pass instructions to the employees and make them perform their functions effectively. This results in the operational and financial performance of the firm. When the firm has organizational strengths like effective relationships with the stakeholders, highly skilled labor force, and low-cost innovation-based production, etc. It is more likely to provide quality services to the customers. Similarly, the higher organizational performance makes it possible for the firm to show better quality customer services. The study shows that the organization's strengths and organizational performance play a linking role between the management training and the customer service quality as the management training is helpful in enhancing organization strengths and organizational performance, which further leads to higher quality customer services.

Though the current study has great theoretical and empirical implications, yet it has many limitations which should be removed by the authors in the future with their excellent literary capabilities. The scope of the study is very limited as it addresses the influences of only one factor like the management training on the customer service quality while there are many other financial and organizational factors that have strong influences on the quality of customer services, and this study does not cover these factors. The researchers and academics in the future must explore more factors affecting customer service quality instead of just management training. The data to support this study's conceptions has been acquired from the use of a single source like the issuance of questionnaires. The use of a single source for the collection of supportive data has made the scope of this literary workout limited.

So, scholars in the future must collect data from multiple sources. Moreover, the current study is based on the analysis of influences of management training on organizational strengths, organizational performance, and customer service quality in the banking sector of the emerging economy of Vietnam. The emerging country of Vietnam has different economic conditions from those of developed ones. Therefore the study conducted in Vietnam cannot be equally valid in developed countries. Thus, the future authors are recommended to conduct their study on customer service quality in both developing and developed countries.

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ROLA SZKOLENIA KIEROWNICTWA W POPRAWIE JAKOŚCI OBSŁUGI KLIENTA

Streszczenie: Jakość obsługi klienta jest podstawowym elementem sukcesu organizacji, która wymaga uwagi badaczy i regulatorów. Dlatego niniejsze badanie analizuje rolę szkolenia menedżerskiego na siłę organizacyjną, wydajność organizacyjną i jakość obsługi klienta sektora bankowego w Wietnamie. W niniejszym opracowaniu zbadano również wpływ wydajności organizacyjnej i siły organizacyjnej na jakość obsługi klienta, a także pośredniczącą rolę wydajności organizacyjnej i siły organizacyjnej w powiązaniach szkolenia w zakresie zarządzania i jakości obsługi klienta w sektorze bankowym w Wietnamie. Do zebrania danych badacze wykorzystali kwestionariusze, a do testowania hipotez wykorzystano smart-PLS. Wyniki pokazały, że szkolenie menedżerskie ma pozytywny związek z siłą organizacyjną, wydajnością organizacyjną i jakością obsługi klienta sektora bankowego w Wietnamie. Wyniki wskazały również, że wydajność i siła organizacyjna mają pozytywny związek z jakością obsługi klienta i wydajnością organizacyjną, a siła organizacyjna pozytywnie pośredniczy w połączeniu szkoleń menedżerskich i jakości obsługi klienta w sektorze bankowym w Wietnamie. Badanie to

skłoniło władze tworzące regulacje do skoncentrowania się na szkoleniu z zakresu zarządzania, które może zwiększyć sukces organizacyjny. .

Słowa kluczowe: szkolenia menedżerskie, wyniki organizacyjne, siła organizacyjna, jakość obsługi klienta.

管理培训的作用 在提高客户服务质量方面

摘要: 客户服务质量是组织成功的基本要素, 需要研究人员和监管机构的关注。因此, 本研究调查了管理培训对越南银行业的组织实力、组织绩效和客户服务质量的作用。本研究还考察了组织绩效和组织实力对客户服务质量的影响, 以及组织绩效和组织实力在越南银行业管理培训和客户服务质量之间的中介作用。研究已使用问卷收集数据, 并使用智能PLS来检验假设。结果表明, 管理培训与越南银行业的组织实力、组织绩效和客户服务质量呈正相关。结果还表明, 组织绩效和组织实力与客户服务质量和组织绩效呈正相关, 组织实力在越南银行业的管理培训和客户服务质量之间起正向中介作用。这项研究已指导监管机构将重点放在可以提高组织成功的管理培训上。

关键词: 管理培训, 组织绩效, 组织实力, 客户服务质量。