

SERVICE DELIVERY COMPONENTS THAT ENHANCE THE SUCCESS OF INTERNAL QUALITY ASSURANCE: A CASE STUDY OF THE RESEARCH AND DEVELOPMENT INSTITUTE, SUAN SUNANDHA RAJABHAT UNIVERSITY

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ABSTRACT

This research aims to explore satisfaction and dissatisfaction among service recipients with the services provided by the Research and Development Institute at Suan Sunandha Rajabhat University. The sample consisted of 45 service recipients. The data collection tool was a five-point Likert-scale questionnaire, complemented by open-ended questions to capture opinions and qualitative suggestions. Data were analysed using descriptive statistics, including means and standard deviations. The findings revealed that overall satisfaction was very high (4.55). Among the aspects, service quality received the highest mean score (4.63), followed by personnel (4.60), facilities (4.48), and the service process/steps (4.47), all at high levels. Qualitative data indicated that service recipients desire faster, more accurate, and more accessible services, as well as additional academic support such as training and research consultancy. Furthermore, factors that promote the success of internal quality assurance operations include management support, staff participation, resource readiness, and a continuous, quality-focused organisational culture. These are all essential components for elevating service standards and sustainable development. The research results provide empirical evidence to guide quality improvement efforts, particularly in reducing procedural complexity, increasing online service channels, developing communication systems, and expanding academic support. These measures will help enhance satisfaction, confidence, and the sustainability of the university's internal quality assurance system.

Keywords: Service Delivery Components, Internal Quality Assurance, Research and Development Institute, Suan Sunandha Rajabhat

INTRODUCTION

Internal Quality Assurance (IQA) is a crucial mechanism that helps higher education institutions operate in accordance with quality standards and stakeholder expectations. This encompasses graduate production, knowledge creation, research, academic services, and cultural preservation within a context

where government oversight is less stringent, competitive capabilities are increasing, and international indicators serve as benchmarks. Quality assurance systems should not be viewed merely as 'evidence preparation for evaluation' but as embedded quality management systems that support routine processes, inform data-driven decision-making, and drive continuous improvement through the PDCA cycle. They should also align with the EdPEX framework, with a primary focus on the recipient-centred dimension.

The Research and Development Institute at Suan Sunandha Rajabhat University plays a strategic role in enhancing the university's research capacity, from developing researcher potential and managing research funding to establishing ethical research practices involving humans, supporting publication efforts, and managing intellectual property. The success of these missions depends on standardised processes, accurate and timely data, and effective cross-departmental coordination mechanisms. Therefore, internal quality assurance operations are the primary mechanism ensuring sustainable, realisable research and academic service outcomes that are aligned with the university's strategy and reflect societal value.

However, research activities face specific challenges, such as the diversity of service recipients (faculty, researchers, students, external partners), the complexity of indicator data, changing regulations and practices, and limitations in resources, personnel, and digital skills. Without appropriate support factors, systemic problems may arise, including non-standardised workflows, incomplete documentation, inaccurate data, inadequate communication, and reactive rather than planned improvements aimed at elevating quality to achieve 'excellent results.' The institution must continuously develop a system to listen to the voice of the customer (VOC), covering satisfaction, dissatisfaction, needs, expectations, and engagement of each group. When user experience data is linked with service process maps (Service Blueprint/ Customer Journey), it helps identify bottlenecks, risks, and moments of truth in key services such as funding systems, ethics review, publication support, and intellectual property management. Survey results can be translated into operational quality indicators, such as the Customer Satisfaction Index (CSI), the Customer Engagement Index (CEI), complaint rates, approval times, first-contact resolution rates, and document accuracy. These indicators reflect both user experience and process efficiency, leading to the setting of service standards, quality targets, and improvement measures aligned with EdPEX and the PDCA cycle: P (setting standards and targets based on findings), D (developing processes, technology, and personnel roles), C (monitoring with experience and process indicators), and A (raising standards or expanding best practices). Kakhai, K, Pranee, S, Saeng-on, P, Kumpetch, N. (2023).

Conceptual Framework

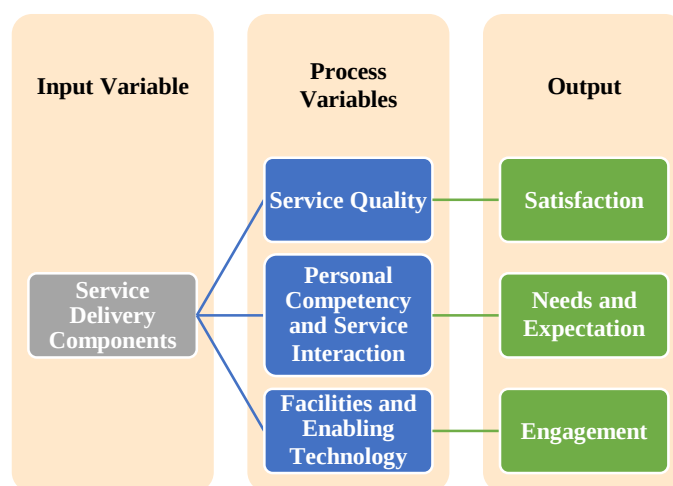


Figure 1

OBJECTIVE

1. To evaluate the experience of service recipients regarding satisfaction, needs, expectations, and attachment, to serve as data for designing and improving the service system in line with IQA standards.
2. To analyze the process factors, personnel, and support systems that affect the service recipients' experiences concerning satisfaction, needs, expectations, and engagement.

METHODOLOGY

This research is a mixed-methods study combining quantitative methods with qualitative insights to explore levels of satisfaction, needs, expectations, and attachment among service recipients. It also examines the factors influencing service recipients' experiences with the services provided by the Research and Development Institute at Suan Sunandha Rajabhat University.

Population and Sample

The population used in this research includes internal and external personnel of the university who received services from the Research and Development Institute, totaling 45 people. A purposive sampling method was used, as the sample group consists of actual service users who can provide experience-based information relevant to the point.

Research Instruments

The tools used for data collection include: Part 1 - General information of the service recipients; Part 2 - Satisfaction and dissatisfaction with the service; Part 3 - The needs of the service recipients (what the recipients need the most); Part 4 - The expectations of the service recipients (what the recipients expect, which may or may not occur); and Part 5 - The commitment of the service recipients (whether they feel like returning for the service or recommending it to others).

Data collection

Conducted both online and offline within a period of 2-3 weeks, explaining the purpose to respondents and ensuring the confidentiality of the data.

Data Analysis

Descriptive statistics, including the mean and standard deviation, are used to assess the level of experience of the service recipients. If further analysis of influencing factors is required, utilize correlation or multiple regression. For qualitative data, analyse by categorising issues (Thematic Coding) and summarising content (Content Analysis) to reflect the problems and suggestions of the service recipients.

RESULTS

Based on the research project titled "Factors Affecting the Success of Internal Quality Assurance Operations at the Research and Development Institute, Suan Sunandha Rajabhat University," the researcher collected data from a sample of 45 individuals, including both academic staff and personnel from inside and outside the institute. A rating-scale questionnaire was used, along with open-ended questions to elicit opinions and suggestions. The findings revealed that the service recipients' overall satisfaction was the highest (4.55). When considered separately, the overall service quality had the highest

average score (4.63), followed by service personnel (4.60). The facilities (4.48) and the service process/steps (4.47) were also rated highly, indicating that service recipients have high confidence in the quality of service and the organization's personnel. However, it also showed that the organization should improve its convenience, speed, and publicity to enhance service efficiency.

The analysis of open-ended responses indicated that most service recipients wanted the organization to develop faster, more accurate service delivery, increase access convenience, and maintain continuous communication. Additionally, they expected more academic support, such as training or consultancy related to research work. Factors that fostered a sense of attachment and a willingness to recommend the service included polite, attentive service and the trustworthiness of the personnel.

Furthermore, the research results identified factors influencing the success of internal quality assurance operations at the research and development institute, including management support that prioritises service quality, collaborative work among staff at all levels, the availability of resources and support tools, and an organizational culture focused on quality and continuous development. These factors are fundamental in enabling quality assurance operations to achieve tangible results and sustainability.

In summary, this research highlights that the institute's strengths lie in its personnel and service quality, which are crucial for building satisfaction and trust among service recipients. It also proposes improvement strategies, such as reducing procedural complexity, expanding online service channels, and organising academic activities, to elevate service quality and promote the success of internal quality assurance operations, making them more efficient and sustainable for the university.

CONCLUSION AND FUTURE WORK

This research reflects that service recipients generally have a high level of satisfaction, particularly in terms of overall service quality and the personnel providing the service, which received the highest evaluation. These factors demonstrate the potential of the research and development institute to manage and deliver quality services in accordance with standards, including the readiness of personnel (Bousri, A., & Santaweek, W., 2023), providing accurate and complete information, and offering polite and attentive service (Asubonteng, McCleary, & Swan, 1996). All of these elements align with the principles of internal quality assurance in education, which emphasise the simultaneous development of people and systems. However, the survey results also highlight areas for improvement, such as ease of access to services, speed, and publicity, which, although rated highly, still elicit diverse opinions (Alyasein, Ojha, & Sadeghi, 2025). This indicates that processes and facilities still face certain limitations. Listening to this feedback is a mechanism of 'stakeholder feedback' (Boksberger & Melsen, 2011), which is central to the quality assurance system in education, as it helps organisations make targeted improvements aligned with actual needs.

When linking these factors to the success of quality assurance, it is found that the success of the research and development institute is not solely dependent on service quality (Borghi & Mariani, 2024), but also on management support that prioritises quality work, the participatory involvement of personnel at all levels, resource readiness, and the cultivation of organisational culture focused on quality and continuous development. Having personnel recognised by service recipients for their politeness and attentiveness reinforces the success of fostering a quality culture within the organisation (Brynjolfsson & Hitt, 2000). Meanwhile, feedback from service recipients on faster, more convenient access (Mariani & Borghi, 2024) underscores the need for agencies to utilise evaluation data for process improvements systematically.

Therefore, this survey not only provides an overview of satisfaction and dissatisfaction among service recipients but also directly links to factors influencing the success of internal quality assurance. In other words, data from service recipients serve as a 'confirmation' that support from management, staff participation, and adequate resource management can lead to highly satisfactory outcomes (Panayiotou & Stergiou, 2020). At the same time, it clearly indicates avenues for development that can make the quality assurance operations more comprehensive and sustainable

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