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**An investigation of service quality at Thru Bridge Enterprises:
the role of organisation culture**

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Abstract

This study focused on service quality with particular emphasis on organisational culture. The key to the research was to establish the extent to which the organisation culture contributed to Thru Bridge service quality.

The main objectives to be met by the study included, but were by no means limited to the following:

- i. Establishing service quality perceptions of the Thru bridge customers.
- ii. Establishing important corporate culture aspects that Thru Bridge can invest in so as to improve service quality.
- iii. Recommend possible cultural reforms or strategies to curb service quality challenges.

Data collection was done via the use a fully fledged questionnaire survey with Thru Bridge customers, and further structured interviews with employees. In addition, desk research was done through the collection of literature on the subject matter from text books and the internet. The findings were analysed both qualitatively and quantitatively. Graphs, tables and pie charts were used to illustrate the findings.

The study generally found that there was a close link between Thru Bridge service quality and its culture. The majority of customers interviewed, 80%, confirmed high service quality at Thru Bridge. A follow up internal survey addressed Thru Bridge employees to investigate if the company had a service quality culture. The survey established that management was promoting a service quality culture through coaching, rewards systems, recruitment and selection as well as rewards and reprimands procedures.

It was evident from findings of the study that Thru Bridge had opportunities to improve service quality and the service quality culture. Of necessity service reliability had to be improved. Various methods were recommended to improve service quality, to include

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coordination of lateral communication between marketing, which promises customers, and operations, which releases vehicles to the customers. A strong service quality culture could be improved using various strategies to include the use of psychometric tests to investigate congruence of interviewee personality with company culture. In addition induction programs could be enhanced by including sagas, stories and folklore with a strong service quality bias. Training programs were also recommended for use in closing service quality gaps by equipping all employees with relevant service quality skills in their various roles. In addition, performance appraisals could also be used to buttress quality issues by using them as a measuring tool to assess the extent to which individual employees contribute to service quality. Finally reward systems can be implemented as positive reinforcement for good service quality advocates in the organisation.