



Leveraging Human Capital for Remote Work: A Case Study of the Cooler and Freezer Repair Industry in Malaysia

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ABSTRACT

This case study analysis examines the impact of human capital on the performance, productivity, and competitive advantage of an organization operating in the cooler and freezer repair and maintenance industry. The analysis reveals key findings related to field service operations, customer satisfaction, service quality, and workforce management. The study identifies challenges and opportunities, including skill gaps and training needs, workforce capacity and availability, retention and talent management, and effective communication and collaboration. Based on these findings, actionable recommendations provided to address the identified challenges and leverage opportunities. The recommendations emphasize the importance of continuous training, knowledge transfer, recruitment strategies, employee retention initiatives, improved communication channels, and enhanced collaboration. These recommendations aim to optimize the organization's field service operations, improve service quality, and enhance customer satisfaction. The case study highlights the critical role of human capital in organizational success.

INTRODUCTION

Bintang IG Sdn Bhd, commonly referred to as BIG, is a leading company specializing in the repair and maintenance of coolers and freezers. Headquartered in Subang Jaya, Selangor Darul Ehsan, Malaysia. BIG established in 2018 with a primary focus on serving the entire Peninsular Malaysia region. Initially starting with a team of twelve employees and the support of six service providers, BIG has since expanded its workforce to thirty-seven employees and two service providers as of 2023.

BIG boasts expertise in providing top-notch cooler and freezer service and maintenance solutions, catering to both the market and warehouse settings. With a strong commitment to excellence, BIG has earned a reputation as a trusted provider in the industry. It is worth noting that BIG operates as a subsidiary of PT. Bintang IG, an esteemed company based in Indonesia. This affiliation further strengthens BIG's position in the market and enables seamless collaboration between the two entities.

BIG possesses a profound understanding of the Malaysian market, encompassing both traditional and modern trade segments. The company diligently adheres to local regulations and standards concerning the service, maintenance, and installation operations of coolers and freezers. Moreover, all employees have undergone comprehensive technical training provided by renowned cooler and freezer manufacturers. They hold certifications in various fields, including mechanical, electrical, and cooling system expertise.

BIG's unwavering commitment to compliance and quality service underscores their dedication to delivering the utmost satisfaction to customers. With a focus on providing the best service and maintenance, BIG ensures that every aspect of their operations aligns with industry standards and customer expectations.

The cooler and freezer industry in Malaysia is experiencing continuous growth, driven by the expanding cold drinks, ice cream, and frozen food sectors. Prominent manufacturers such as Coca Cola, F&N, Unilever, Nestle, and Ayam Mas contribute to this growth. According to data obtained by BIG, there are approximately 150,000 units of coolers and freezers owned by these major companies. This number expected to increase as the industry progresses in the right direction.

As a tropical country, Malaysia faces unique challenges in managing coolers and freezers. These appliances are required to operate efficiently in a tropical environment characterized by ambient temperatures reaching up to 40 degrees Celsius and humidity levels of 80%. Additionally, customers have high expectations for low energy consumption and maximum cooling performance. Meeting these demands necessitates the presence of a strong and reliable service and maintenance company capable of handling such challenging conditions.

BIG caters to a diverse customer segment, including mini markets, restaurants, hotels, supermarkets, food processing facilities, pharmaceutical companies, and any business that requires reliable cooling and freezing solutions. With the ability to perform on-site repairs, BIG's technicians are

equipped with motorbikes and vans to efficiently reach customer locations, ensuring prompt and effective service. They carry portable tools to ensure that repairs carried out flawlessly at the customer site.

One of BIG's competitive advantages lies in its dedicated call center, which operates 24/7 to receive service and maintenance requests. Even during weekends, the call center fulfills special requests, show-casing BIG's commitment to customer satisfaction. Through rigorous training and efficient management practices, BIG maintains a highly skilled team of technicians capable of delivering exceptional service. The organization boasts quick response times, round-the-clock emergency service availability, an extensive network of spare parts, and innovative technology solutions for cooler and freezer management. These advantages collectively contribute to BIG's ability to exceed customer expectations and provide outstanding service.

Since its establishment in 2018, BIG has achieved a significant milestone by securing a full-service and maintenance contract with F&N, which is set to continue until 2025. This accomplishment marks the successful story of BIG's operations in Malaysia, solidifying its reputation as a reliable and trusted service provider in the industry.

The Significance of Human Capital

Technical Expertise, human capital plays a crucial role in the field service of cooler and freezer systems. Technicians with in-depth technical knowledge and expertise are essential for handling complex installations, repairs, and maintenance tasks. The organization's ability to attract, train, and retain skilled technicians directly impacts its service quality and customer satisfaction (Li, 2022). Technical expertise allows technicians to efficiently diagnose issues, ensure proper functioning of cooling systems, and troubleshoot problems effectively.

Safety and Compliance, cooler and freezer systems involve various safety regulations and compliance standards. Human capital that is well-versed in these regulations helps the organization ensure that installations and maintenance activities adhere to safety protocols (Katunge et al., 2016). Technicians trained in safety procedures reduce the risk of accidents, ensure proper handling of refrigerants, and minimize potential hazards associated with cooling systems. Compliance with industry standards and regulations is essential to avoid penalties and maintain the reputation of the organization.

Customer Service and Communication, human capital with strong customer service and communication skills is invaluable in the field service industry (Bucăța & Rizescu, 2017). Technicians who can effectively communicate with clients, understand their requirements, and provide appropriate solutions enhance the overall customer experience. They can address customer concerns, offer guidance on system usage, and provide timely updates on service progress. Excellent interpersonal skills enable technicians to build trust, establish long-term customer relationships, and generate positive word-of-mouth referrals.

Adaptability and Problem-solving, in the cooler and freezer field service industry, technicians often encounter unique challenges and unexpected issues. Human capital with adaptability and problem-solving skills can quickly analyze situations, devise innovative solutions, and adapt to changing circumstances (Adeoye & Jimoh, 2023). Technicians who can think critically, troubleshoot effectively, and resolve complex technical problems ensure minimal downtime for clients' cooling systems, leading to increased operational efficiency and customer satisfaction.

Knowledge Transfer and Continuous Learning, human capital contributes to knowledge transfer within the organization (Miswaty, 2020; Rhodes et al., 2008). Experienced technicians can mentor and train newer employees, passing on valuable industry insights and best practices. Encouraging a culture of continuous learning and professional development ensures that human capital remains updated with the latest industry advancements, emerging technologies, and changing customer requirements. This enables the organization to stay competitive, adapt to market trends, and offer cutting-edge solutions to clients.

Reputation and Brand Image, the competency and professionalism of the organization's human capital significantly influence its reputation and brand image (Abd-El-Salam et al., 2013). Skilled and knowledgeable technicians who consistently deliver high-quality service contribute to positive customer experiences and satisfaction. Satisfied customers are more likely to recommend the organization to others, leading to increased market credibility and a strong brand reputation. Human capital, therefore, plays a vital role in shaping the organization's overall perception and success in the cooler and freezer field service industry in Malaysia.

Objectives

The objectives of the case study related to field service on cooler and freezers in Malaysia can include:

Assessing the effectiveness of the organization's current field service operations: The case study aims to evaluate how well the organization is performing in terms of cooler and freezer field service in Malaysia. It involves examining key performance indicators such as response time, customer satisfaction, and service quality to determine areas of strength and areas that need improvement.

Identifying opportunities for process optimization: The case study seeks to identify any inefficiencies or bottlenecks in the organization's field service processes. This includes analyzing the workflow, resource allocation, and communication channels to streamline operations, reduce response times, and enhance overall efficiency.

Evaluating the impact of human capital on field service outcomes: The case study aims to assess the role of human capital in delivering high-quality field service. It involves analyzing the skills, knowledge, and capabilities of the technicians and understanding their impact on customer satisfaction, service delivery, and overall business performance.

In the context of the case study on field service for cooler and freezers in Malaysia, the following human capital-related challenges or issues addressed.

Skill gaps and training needs: The case study may focus on identifying any skill gaps or areas for improvement among the technicians. It aims to determine the specific technical skills, industry knowledge, or customer service skills that may require additional training or development.

Workforce capacity and availability: The case study may assess whether the organization has an adequate number of technicians to meet the demand for field service in the cooler and freezer industry in Malaysia. It aims to determine if there is a need to expand the workforce or optimize resource allocation to ensure timely service delivery.

Retention and talent management: The case study may examine the organization's strategies for talent retention and career development. It aims to identify any challenges related to attracting and retaining skilled technicians in a competitive market and explore measures to enhance employee engagement and job satisfaction.

Communication and collaboration: The case study may address communication and collaboration challenges within the organization. It aims to assess the effectiveness of communication channels between technicians, managers, and customers, as well as the level of collaboration between different teams involved in field service operations.

Training and knowledge sharing practices: The case study may focus on evaluating the organization's training programs and knowledge sharing practices. It aims to determine if there are effective mechanisms in place to ensure continuous learning, knowledge transfer, and professional development among technicians.

By addressing these specific human capital-related challenges or issues in the case study, organizations can gain insights into how to optimize their field service operations, enhance the capabilities of their technicians, and improve overall customer satisfaction in the cooler and freezer industry in Malaysia.

METHODOLOGY

The methodology employed in the case study, including interviews, surveys, and data analysis, and why this chosen methodology is appropriate for the case study.

Interviews involve conducting one-on-one or group discussions with key stakeholders, such as technicians, managers, and customers, to gather qualitative data and insights. In the case study, interviews conducted with technicians to understand their experiences, challenges, and suggestions for improvement. Interviews with managers can provide insights into workforce management, training programs, and communication practices. Customer interviews can help gauge satisfaction levels and identify areas for service enhancement.

Interviews provide an opportunity to gain in-depth and firsthand information from relevant stakeholders, allowing for rich qualitative data

(Knott et al., 2022). By engaging directly with technicians, managers, and customers, the case study can capture diverse perspectives and gather insights into human capital-related challenges and their impact on field service outcomes (DeJonckheere & Vaughn, 2019).

Interviews enable researchers to explore complex topics, uncover nuances, and ask follow-up questions for clarification or deeper understanding.

Surveys involve administering structured questionnaires to a larger sample of participants to gather quantitative data. In the case study, surveys distributed to technicians, managers, and customers to collect data on satisfaction levels, perceived skill gaps, training needs, and other relevant factors. The surveys can include rating scales, multiple-choice questions, and open-ended questions to gather both quantitative and qualitative information (Ponto, 2015).

Surveys allow for the collection of standardized data from a larger sample size, enabling researchers to identify trends, patterns, and statistical relationships.

The use of rating scales and structured questions helps in quantifying and comparing responses, making it easier to analyze and interpret the data. Surveys can provide a comprehensive overview of the overall sentiment and perceptions of stakeholders regarding human capital-related challenges and issues in the field service context.

Data analysis involves examining and interpreting the collected data to derive meaningful insights. In the case study, both qualitative and quantitative data from interviews and surveys analyzed. Qualitative data analysis would involve categorizing and thematically analyzing interview transcripts, identifying key themes, and extracting relevant quotes. Quantitative data analysis would involve statistical analysis of survey responses, such as calculating averages, percentages, and correlations (Harding & Whitehead, 2016; Wong, 2008).

Data analysis allows for a systematic examination of the collected data to identify trends, patterns, and relationships related to the identified human capital-related challenges and issues.

By combining qualitative and quantitative data, the case study can provide a comprehensive understanding of the complexities surrounding human capital in the field service context. Data analysis provides a basis for drawing conclusions, making recommendations, and supporting the overall findings of the case study.

Overall, the chosen methodology of interviews, surveys, and data analysis is appropriate for the case study as it allows for a comprehensive exploration of human capital-related challenges and their impact on field service outcomes. The combination of qualitative and quantitative data provides a well-rounded understanding of the topic and supports evidence-based findings and recommendations.

Case Study Analysis

Response Time

Based on the contractual agreements between BIG and their customers, the response time for cooler and freezer service is divided into two categories. For coolers and freezers located in the modern trade channel, BIG commits to a response time of one day. On the other hand, for coolers and freezers in the traditional trade market, BIG aims to respond within two days. These response time standards are set to ensure timely and efficient service to their customers.

To assess the effectiveness of their field service operations, BIG has collected survey data from 2019 to 2022. The survey data provides valuable insights into the performance of their service delivery and customer satisfaction levels. The survey data captures feedback from customers regarding various aspects of the service, including response time, service quality, and overall satisfaction.

Table 1

Response Time Performance

Year	2019	2020	2021	2022
Response Time	95.03%	95.50%	96.75%	97.02%

The analysis of the comprehensive data presented in table 1 reveals that all key performance indicators (KPIs) exceed 95%, indicating that BIG has consistently delivered exceptional responses to the received work orders. This outstanding performance serves as a testament to BIG's commitment to meeting their response time commitments and ensuring high levels of customer satisfaction.

Customer Satisfaction

Customer satisfaction is a key performance indicator (KPI) measured according to the agreed business contract between BIG and their customers. The set KPI for customer satisfaction is 95% across all regions and locations. This KPI serves as a benchmark for evaluating the level of satisfaction among customers who have utilized BIG's cooler and freezer field service.

To assess customer satisfaction, BIG has collected survey data from 2019 to 2022. This survey data provides valuable insights into customers' perceptions and feedback regarding their experience with BIG's service. The data captures various aspects such as service quality, responsiveness, technician professionalism, and overall satisfaction.

Table 2

KPI Performance

Year	2019	2020	2021	2022
KPI's	95%	95.05%	95.86%	96.30%

The analysis of customer satisfaction, as measured by specific KPIs in table 2, reveals consistent and impressive performance by BIG from 2019 to 2022, with satisfaction levels ranging from 95% to 96.30%. This achievement demonstrates that despite a slightly higher response time, the overall customer satisfaction remains consistently high. These results indicate that BIG has consistently delivered excellent performance and has effectively maintained customer satisfaction over the past four years.

The survey data obtained from 2019 to 2022 provides a robust foundation for assessing customer satisfaction trends, identifying areas of strength, and pinpointing areas that require attention. Through this analysis, BIG can make informed decisions and implement targeted strategies to enhance their service delivery, address any customer concerns, and strive towards achieving the agreed-upon KPI of 95% customer satisfaction across all regions and locations.

Service Quality

During an interview with the operational director of BIG revealed that service quality encompasses multiple aspects. Firstly, it involves ensuring the correctness of repairs performed on coolers and freezers, thereby ensuring that the equipment operates smoothly after the repairs are completed. This emphasizes the importance of effectively diagnosing and addressing issues to restore the proper functioning of the equipment.

Additionally, the availability and dissemination of service reports to customers play a crucial role in assessing service quality. The operational director explained that BIG utilizes an online system for generating and sharing service reports. This digital platform ensures that both BIG and the customer have access to the same information, promoting transparency and effective communication. By leveraging technology, BIG can provide detailed service reports to customers, outlining the repairs conducted, parts replaced, and any additional information relevant to the service provided.

By adopting an online system for service reports and communication, BIG streamlines the process and enhances efficiency. Customers receive prompt and accurate information about the service performed on their coolers and freezers, facilitating a clear understanding of the repairs and actions taken. This approach contributes to improved customer satisfaction and strengthens the overall service quality provided by BIG.

Through the interview with the operational director, it becomes evident that BIG places great emphasis on service quality, not only in terms of repair correctness but also in the availability and communication of service reports.

The utilization of an online system ensures consistency in information and promotes effective communication between BIG and its customers, further enhancing the overall service experience.

Skill Gaps and Training Needs

In the interviews conducted with technicians, supervisors, and the operation manager at BIG, valuable insights obtained regarding the training programs and reporting systems implemented by the organization.

Technician A expressed their satisfaction with working at BIG, highlighting the on-the-job training provided prior to field service assignments. They appreciated receiving a complete set of tools and comprehensive training from their supervisor, which equipped them with the necessary skills and knowledge for their tasks.

Technician B shared feedback about the supervisors' proactive approach in monitoring the training results. This ensures the accuracy and effectiveness of the field repairs performed by the technicians. The supervisors play a vital role in supporting the technicians and ensuring that they apply the knowledge acquired during training correctly.

Technician C praised the reporting system implemented by BIG, describing it as user-friendly. This system facilitates easy and efficient submission of service reports to BIG's online platform, streamlining the reporting process for technicians. It enables them to provide timely and accurate information, enhancing communication and transparency between the technicians and the organization.

Supervisor A, responsible for the Central region, explained that new technicians undergo proper technical training to align with BIG's Standard Operating Procedures (SOPs) before they are assigned to repair coolers and freezers in the market. Supervisor B, in charge of the North region, emphasized the importance of continuous training and re-training for technicians to maintain optimal service quality and meet customer expectations.

The operation manager elaborated on the specific challenges faced when dealing with cooler and freezer repairs. Each unit can have unique problems, necessitating a combination of general and model-specific training. Monthly reviews are conducted to identify any knowledge gaps and provide effective solutions to address them, ensuring that the technicians and supervisors are equipped with up-to-date expertise.

Through these interviews, it becomes evident that BIG places a strong emphasis on training and development to enhance service quality. The organization's commitment to continuous improvement reflected in their proactive approach to addressing knowledge gaps and their effective reporting system, which fosters clear communication and accountability within the company.

Workforce Capacity and Availability

According to the organization chart provided by BIG, it is evident that the company has allocated sufficient manpower to cover all service areas. Additionally, there are two sub-contractors engaged by BIG to support their operations. With total of 37 employees and the assistance of these sub-contractors, BIG is well-equipped to handle all work orders received and meet the established Service Level Agreements (SLAs) and Key Performance Indicators (KPIs).

Through surveys and interviews revealed that work order received by BIG on a daily basis through their online system. The Admin Supervisor then assigns these jobs to the technicians based on their respective locations. All work orders are visible and tracked within the online system, ensuring transparency and efficient management.

Effective communication and coordination between the Admin Supervisor and the Field Technician Supervisor maintained to facilitate proper planning and allocation of technicians for fieldwork. Regular communication ensures that jobs assigned appropriately and that technicians have the necessary information and resources to perform their tasks efficiently.

Technical skills required for cooler and freezer repair effectively delivered by the Technical Supervisor. This ensures that technicians possess the necessary expertise to handle their assigned tasks and enables smooth job transfers between technicians. Technical evaluations conducted by the Technical Supervisor contribute to maintaining optimum repair performance and ensuring that the technicians consistently deliver high-quality service.

By having a well-structured organization chart, efficient work order management, and effective technical skill development and evaluation, BIG is able to optimize its field service operations, meet customer expectations, and achieve operational excellence in the cooler and freezer repair and maintenance industry.

Retention and Talent Management

During the interview with the HR Supervisor revealed that BIG has established partnerships with universities, polytechnics, and technical training centres to attract talented individuals, particularly for technician positions. This strategic collaboration enables BIG to tap into a pool of skilled candidates who have received relevant education and training in the field.

To incentivize and reward technicians for their job performance, BIG provides various allowances for each job completed. These allowances serve as an additional form of compensation and recognition for their efforts in delivering quality field service.

To further enhance employee satisfaction and retention, BIG implements salary increments on a yearly basis. This proactive measure aims to align with market standards and attract and retain skilled technicians by offering competitive remuneration packages.

The HR Supervisor also highlighted that career advancement opportunities are available within the organization. Through a comprehensive assessment and evaluation process, technicians who demonstrate exceptional

skills and potential can progress to higher positions, such as technician supervisors. This promotion pathway provides technicians with a clear career trajectory and motivates them to continuously develop their skills and excel in their roles.

By engaging with educational institutions and offering attractive compensation packages, as well as providing opportunities for career growth, BIG demonstrates its commitment to attracting and retaining talented employees. These initiatives not only contribute to the organization's success but also foster a positive work environment and support employee satisfaction and professional development.

Communication and Collaboration

According to the survey conducted within the company, found that effective communication channels have been established. The company's contracts with customers explicitly state the use of an online system as the primary communication channel. Additionally, communication facilitated through email, WhatsApp, and a dedicated call centre. All work orders received and stored in the online system platform, and job assignments managed through this platform. Technicians are responsible for reporting their completed jobs online, ensuring timely updates and accurate documentation.

The availability of these communication channels has greatly facilitated the flow of information between the company and its customers. It minimizes the occurrence of miscommunication and allows for efficient and effective coordination of tasks.

Within the company, close collaboration exists between the technicians, supervisors, and the Operation Manager. In the event of a technician's absence, the supervisor ensures that the job taken over by another technician to ensure timely resolution. To facilitate seamless communication and foster collaboration among the technicians, a group WhatsApp created. This platform serves as a convenient and efficient means of communication, enabling quick information sharing and enhancing teamwork.

By implementing these effective communication channels and promoting collaboration among the technicians and their supervisors, the company ensures that all jobs, both in the market and in the warehouse, handled efficiently and effectively. This streamlined communication process contributes to the overall success of the organization in delivering quality cooler and freezer repair and maintenance services.

Findings

The case study analysis of BIG's field service operations reveals the following key findings.

Response Time: BIG has defined response time standards based on contractual agreements with customers. They aim to respond within one day for coolers and freezers in the modern trade channel and within two days for those in the traditional trade market. Survey data collected from January 2019

to May 2023 allows BIG to assess the effectiveness of their response time commitments and evaluate customer satisfaction.

Customer Satisfaction: BIG measures customer satisfaction as a key performance indicator, aiming for a KPI of 95% across all regions and locations. The survey data collected over the specified period provides insights into customers' perceptions and feedback regarding service quality, responsiveness, technician professionalism, and overall satisfaction.

Service Quality: Service quality at BIG encompasses repair correctness, ensuring that coolers and freezers operate smoothly after repairs. The availability and communication of service reports to customers are vital aspects, facilitated through an online system. This digital platform enables transparent communication and provides detailed service reports, enhancing customer satisfaction and service quality.

Skill Gaps and Training Needs: The interviews with technicians and supervisors highlight the importance of training and development at BIG. Technicians receive on-the-job training and comprehensive tools, while supervisors monitor training results. The reporting system is user-friendly, streamlining the submission of service reports. Monthly reviews and technical evaluations ensure skill development and optimal repair performance.

Workforce Capacity and Availability: BIG's organization chart demonstrates sufficient manpower coverage, including sub-contractors, to handle all work orders and meet SLAs and KPIs. Work orders managed through an online system, with effective communication and coordination between the Admin Supervisor and Field Technician Supervisor. Technical skills delivered by the Technical Supervisor, enabling smooth job transfers and maintaining repair performance.

Retention and Talent Management: BIG collaborates with educational institutions to attract talented individuals and provides allowances and salary increments to incentivize and reward technicians. Career advancement opportunities exist, with technicians progressing to higher positions through assessment and evaluation.

Communication and Collaboration: BIG has established effective communication channels, including an online system, email, WhatsApp, and a call centre. All work orders and job assignments managed through the online system, and technicians report their completed jobs online. Collaboration fostered through group WhatsApp communication, ensuring seamless information sharing and teamwork.

Based on all mentioned findings, BIG can make data-driven decisions, implement improvements, and enhance their service delivery, ultimately achieving higher customer satisfaction and operational excellence in the field service industry.

RESULT DAN DISCUSSION

The impact of human capital on BIG's organization performance, productivity, and competitive advantage is evident through various aspects of

their field service operations. Here, we will discuss the significant influence of human capital on the organization in these key areas:

Performance: Human capital plays a crucial role in determining the performance of BIG's field service operations. Technicians equipped with the necessary skills and knowledge through comprehensive training programs contribute to accurate and efficient repairs of coolers and freezers. The emphasis on repair correctness and the availability of service reports ensure that customers receive high-quality service, leading to enhanced performance in meeting customer expectations.

Productivity: The training and development initiatives implemented by BIG enhance the productivity of their workforce. On-the-job training and the provision of complete tool sets enable technicians to perform their tasks effectively and efficiently. The monitoring of training results by supervisors ensures that technicians apply their acquired knowledge correctly, further boosting productivity. The user-friendly reporting system streamlines the submission of service reports, enabling technicians to provide timely and accurate information, thereby increasing overall productivity.

Competitive Advantage: BIG's focus on human capital gives them a competitive advantage in the field service industry. Collaborating with educational institutions allows BIG to attract talented individuals who have received relevant education and training, ensuring a skilled workforce. By providing attractive compensation packages, salary increments, and career advancement opportunities, BIG can attract and retain skilled technicians, creating a competitive advantage over other companies in the market. Moreover, the effective communication channels and collaboration fostered within the organization enhance service delivery, customer satisfaction, and ultimately contribute to a strong competitive position.

Overall, the investment in human capital enables BIG to achieve higher performance, increased productivity, and a competitive advantage. By equipping technicians with the necessary skills, providing opportunities for growth, and fostering a positive work environment, BIG can deliver quality field service, meet customer needs, and outperform competitors in the industry. The organization's commitment to continuous improvement and its recognition of the value of human capital contribute significantly to its overall success.

CONCLUSIONS AND RECOMMENDATIONS

The findings indicate that effective field service operations, customer satisfaction, service quality, and workforce management are critical factors for the success of the organization. The analysis of response time reveals that BIG has established clear standards to ensure timely and efficient service delivery to their customers. Customer satisfaction, measured through surveys and feedback, serves as a key performance indicator for evaluating service quality and meeting the agreed-upon benchmarks.

The identified challenges and opportunities revolve around human capital, including skill gaps and training needs, workforce capacity and availability, retention and talent management, and effective communication

and collaboration. Recommendations have been provided to address these challenges and leverage opportunities, emphasizing the importance of continuous training, knowledge transfer, recruitment strategies, employee retention initiatives, improved communication channels, and enhanced collaboration.

The case study underscores the significance of human capital in driving organizational success. The skills, knowledge, and expertise of technicians, supervisors, and managers directly impact the performance, productivity, and competitive advantage of the organization. By investing in training programs, attracting and retaining talented individuals, and fostering a positive work environment, BIG can enhance service quality, customer satisfaction, and overall operational excellence.

The effective utilization of human capital not only improves service delivery but also contributes to organizational growth, customer loyalty, and a positive brand image. It enables BIG to meet customer expectations, adapt to market demands, and maintain a competitive edge in the cooler and freezer repair and maintenance industry.

In conclusion, the case study highlights the pivotal role of human capital in achieving organizational success. By implementing the recommended actions, BIG can optimize its field service operations, address skill gaps, strengthen workforce capacity, foster a collaborative culture, and ultimately enhance customer satisfaction and business performance. Investing in human capital is not just a strategic decision but a crucial driver for long-term growth and sustainability.

Based on the case study analysis, the following actionable recommendations address the challenges and leverage opportunities identified:

1. Address Skill Gaps and Training Needs

- a. Implement a comprehensive training program: Expand on the existing on-the-job training provided to technicians by incorporating regular training sessions and workshops. These sessions should cover both general repair techniques and model-specific knowledge to address any skill gaps identified during monthly reviews.
- b. Enhance knowledge transfer: Encourage knowledge sharing and collaboration among technicians by establishing mentorship programs or peer learning sessions. This will facilitate the transfer of expertise and best practices within the organization, improving overall service quality.
- c. Continuously evaluate training effectiveness: Establish a feedback mechanism to assess the impact of training programs on technicians' performance and incorporate feedback into future training initiatives. Regular evaluation will ensure that training efforts are yielding the desired outcomes and identifying areas for improvement.

2. Evidence from the case study analysis

Technician feedback on the effectiveness of on-the-job training and supervisor monitoring highlights the positive impact of training on their skills and repair accuracy.

Monthly reviews to identify knowledge gaps and the provision of model-specific training reflect the organization's commitment to addressing skill deficiencies.

3. Strengthen Workforce Capacity and Availability

- a. Regularly assess workload and manpower requirements: Conduct periodic assessments of workloads and evaluate the need for additional technicians or subcontractors to ensure optimal workforce capacity. This will enable the organization to meet service level agreements and customer expectations effectively.
- b. Enhance recruitment strategies: Strengthen partnerships with educational institutions to attract talented individuals who possess the relevant technical skills and knowledge. Collaborate with these institutions to develop internship programs or apprenticeships to nurture talent and bridge any workforce gaps.
- c. Foster a positive work environment: Implement employee retention strategies such as career development opportunities, recognition programs, and a supportive company culture. Regularly review compensation packages to remain competitive in attracting and retaining skilled technicians.

4. Evidence from the case study analysis

The organization's partnerships with educational institutions demonstrate the commitment to attracting skilled candidates for technician positions.

The provision of allowances, salary increments, and career advancement opportunities highlighted in the HR Supervisor's interview indicates efforts to enhance employee satisfaction and retention.

5. Enhance Communication and Collaboration

- a. Explore additional communication channels: Assess the feasibility of integrating new communication channels, such as a dedicated mobile application or a customer portal, to further enhance communication and information sharing between BIG and their customers. This will ensure transparency, facilitate real-time updates, and improve overall customer satisfaction.
- b. Promote cross-functional collaboration: Encourage regular meetings and knowledge-sharing sessions between technicians, supervisors, and the operation manager to foster collaboration, address challenges, and identify opportunities for process improvement.
- c. Leverage technology for efficient reporting: Continuously improve the online system for service reports by incorporating features that streamline the reporting process and enhance data accuracy. This will provide customers with detailed reports and facilitate better communication between technicians and the organization.

6. Evidence from the case study analysis

The effective communication channels mentioned in the survey data contribute to minimizing miscommunication and enhancing task coordination.

The use of group WhatsApp and the availability of an online system for service reports demonstrate the organization's commitment to facilitating communication and collaboration.

By implementing these recommendations, BIG can address the identified challenges and leverage the opportunities presented in the case study analysis. These actions will contribute to improved service quality, customer satisfaction, and overall organizational performance.

FURTHER STUDY

In-depth Analysis of Technology Used: Deepen the analysis of the role of technology in facilitating remote work in the cooler and freezer repair industry. Do certain technologies provide greater benefits than others? How does the use of these technologies affect employee productivity and satisfaction?

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