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SERVICE DELIVERY IMPLEMENTATION AND EMPLOYEES' PRODUCTIVITY IN ABC, INC.: BASIS FOR SERVICE ENHANCEMENT PROGRAM

MARK ALEX B. CADIAO
ACCOUNTANT
LAGUNA COLLEGE OF BUSINESS AND ARTS
0917 140 2849
markalexcadiao024@gmail.com

ABSTRACT

Information technology is a swiftly developing part of today's society. It greatly affects everyone's daily living in many aspects. Information Technology (IT) has grown and evolved over the last 50 years; one cannot think and plan a project, business, or another initiative without the usage of this technology.

With this, the purpose of the study was to determine the level of service delivery implementation and employees' productivity in ABC, Inc. and assess the effects of the service implementation on employees' productivity. The study used a descriptive correlational design. The total population was 148 respondents with a sample size of 134 respondents which were composed of the IT department and the project implementation department.

The results showed that the service delivery implementation significantly impacted the level of employees' productivity in terms of workforce and complexity in ABC, Inc. On the other hand, this study was able to deduce the connection between the productivity of the employees and service implementation that were affected if organizations would provide employees with the right and enough resources to conduct services to their customers after rigorously planning the implementation. A service enhancement program should be implemented to strengthen and enhance the current implementation program as this would increase the confidence of the employees assigned directly to project implementation.

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Keywords: Service Deliver Implementation, Employees' Productivity, Workforce, Project Scope, Complexity of the Project Implementation, Location, Customers' Satisfaction

INTRODUCTION

Information technology is a swiftly developing part of today's society. It greatly affects everyone's daily living in many aspects. Information Technology (IT) has grown and evolved over the last 50 years; one cannot think and plan a project, business, or another initiative without the usage of this technology.

Chung (2015) cited that the contribution of the information and communication technology (ICT) sector to growth in ASEAN countries was clearly evident from the expenditure side, net exports, and became particularly significant in the second half of the 1990s. With the growing number of users of the internet, mobile phones, and social media in ASEAN countries, there was a need to complement this phenomenon with a conducive policy and business environment that could optimize productivity and increase competitiveness.

In like manner, CompTIA (2020) stated that among global regions, Europe remained a significant contributor, accounting for approximately one of every five technology dollars spent worldwide. However, as far as individual countries went, China had established itself as a major player in the global tech market. China had followed a pattern that could also be seen in developing regions, where there was a twofold effect of closing the gap in categories such as IT infrastructure, software, and services, along with staking out leadership positions in emerging areas such as robotics. Furthermore, it was stated that digital operations are more important than ever, with many transformative changes accelerating over the past year. Fair treatment for all was an absolute mandate, making diversity, equity, and inclusion a top priority. The influence of technology was massive, forcing new approaches to regulatory behavior.

Barton and Kraus (2018) mentioned that introducing technological change into an organization presented a different set of challenges to management as well as to the work of competent project administration. Frequently, however, the managers responsible for shepherding a technical innovation into routine use were much better equipped by education and experience to guide that innovation’s development than to manage its implementation.

In spite that Philippines is becoming one of the emerging tech regions in Asia, there are a lot IT solutions companies in the Philippines experiencing the same challenges with respect to the different types service delivery. One of these emerging companies is the ABC, Inc.

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Similar to the IT companies that face challenges globally, ABC, Inc., has some set-backs on its own IT service delivery. The first among these set-backs is workforce related. The number workforce in a particular service implementation is an important factor as this will highly affect the level of productivity of the project. Many organizations like to emphasize gaining a competitive advantage in the market nowadays. The advanced equipment, new technology, good marketing strategy, excellent customer services, and many other elements can be the factors to build up for the advantages. However, human resource is still the most important element to determining the success or failure of an organization. Without their support, the organization's daily business function will not be done well and ready. Human resource is always related to one organization profitability and their ability cannot be replaced by machines. The number of the workforce should be complementary to the level of complexity and project scope of a particular service implementation project.

Another constraint is the location of the service delivery. In the IT industry, this location is specific to whether the service will be implemented on-site or remotely. Although remote implementation is not new, businesses didn't always have the tools or structure in place to capitalize on it successfully because it requires advanced technologies to have effective remote implementation. On other hand, the traditional on-site implementation where companies incur transportation costs, accommodation, and the likes.

Concerning the challenges and constraints faced by most of the IT service implementations, this affects the productivity of the implementation team. There were several delays and defaults in the past project engagements due to workforce insufficiency, the complexity of the project scope and timeline, and the considerable location of the service implementation. The goal of this study is to gain information and assess the level of service delivery implementation and employee productivity in ABC, Inc.

MATERIALS AND METHODS

The present study was focused on assessing the level of service delivery implementation and employee productivity in ABC, Inc. Although all researches were descriptive in nature, this study found most suitable correlational design.

Sileyew (2019) mentioned that research design was intended to provide an appropriate framework for a study. A very significant decision in research design process is the choice to be made regarding research approach since it determined how relevant information for a study would

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be obtained; however, the research design process involved many interrelated decisions. Descriptive-correlational research combined both descriptive and correlational designs. Descriptive research involved collecting data in order to test hypotheses or answer questions concerning the current work status of the participants in the study. A descriptive research determined and reported the way things were. Correlational research, on the other hand, attempted to determine whether and to what degree, a relationship existed between two or more quantitative variables. It was used to describe and measure the degree or association (or relationship) between two or more variables or sets of scores.

The respondents of the study were the employees in the IT department and Project Implementation department. This study used the G*power 3.1.9 to identify the number of respondents. The respondents of the study were 134 respondents with the effect size of .30 and a power of 95%.

There were a total of 134 employees who were selected as the respondents of the study using the stratified random sampling technique. The composition of which were 71 employees from IT Department and 63 employees from the Project Implementation Department.

The research instrument that was used in this study is a researcher-made survey questionnaire. A questionnaire was a research instrument consisting of series of questions and other prompts for the purpose of gathering information from respondents. This study initially presented the researcher-designed survey to his adviser for approval or further suggested inputs.

The first part were the questions about assessing the level of service delivery implementation. The researcher-made survey questionnaire was interpreted using the 4-point Likert scale as presented below.

A numerical score was associated with each response and showed the degree of attitudinal favorableness according to the following: (3.26 - 4.00) Always, (2.51 - 3.25) Often, (1.76 - 2.50) Rarely and (1.00 - 1.75) Never, for the level of service delivery implementation. The arbitrary Scale for the level of employees' productivity was (3.26 - 4.00) Strongly Agree, (2.51 - 3.25) Agree, (1.76 - 2.50) Disagree and (1.00 - 1.75) Strongly Disagree.

The following are the statistical treatments that were applied to the study by the statistician using Statistical Package for Social Sciences (SPSS): the mean and the four-point Likert Scale were used to describe the level of service delivery implementation of ABC, Inc.; to establish the relationship between the generational cohort and the manifestation of the work-related issues, the Pearson product-moment correlation was used. It was used to determine the impact of service deliver implementation and the regression analysis was employed to measure the impact of employees' productivity in ABC, Inc.

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RESULTS AND DISCUSSION

Discussion per problem and per table/thematic chart followed by discussion, interpretation/reflection, and supporting literature.

Table 1.1

Level of Service Delivery Implementation of ABC, Inc. as Assessed by the Employees in Terms of Workforce

Indicators	Mean	Interpretation
The implementation team member assigned to a particular project…		
Observes clarity when presenting system solution	2.97	I
Asks intelligent questions to gather necessary information related to a particular project	2.97	I
Is present in the project engagement meetings	2.86	I
Observes professionalism	2.80	I
Keeps fairness	2.84	I
Is approachable	2.99	I
Has the knowledge to complete the assignment efficiently in relation to an acceptable professional standard	2.97	I
Provides support to the customers	2.88	I
Has sufficient number of functional and technical team members	2.95	I
Is keen on every detail of the system implementation	2.97	I
COMPOSITE MEAN	**2.92**	**I**

Legend: 3.25-4.00 Always - Fully Implemented (FI) 1.75-2.49 Rarely - Partially Implemented (PI)
2.50-3.24 Often - Implemented (I) 1.00-1.74 Never -Not Implemented (NI)

Table 1.1 shows the level of service delivery implementation of ABC, Inc. as assessed by the employees in terms of workforce. The composite mean was **2.92**, verbally interpreted as **Implemented**.

This implies that the service delivery was implemented as assessed by the employees in terms of workforce. The results infer that the project implementation team members are approachable and yield quality services to the customers by having a healthy co-worker relationship and that the organization provides for a sufficient competitive workforce involved in a particular project. There can also be improved collaboration among the team members which increases employee productivity.

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The indicator "The implementation team member assigned to a particular project is approachable" had the highest mean which was **2.99** and was verbally interpreted as **Implemented**. The indicator "The implementation team member assigned to a particular project observes professionalism" has the least mean which is **2.80** and was verbally interpreted as **Implemented**.

To support, according to Mcfarlin (2019), improved teamwork and collaboration, improved employee morale, and higher employee retention rates added up to one common result: happy employees who are naturally more productive. Overall, while one may have some issues with employees becoming too friendly and wasting time together, a happy and well-adjusted workforce was a productive one. By feeling more connected to their place of employment, workers naturally wanted to try harder to help keep the company going and to help it grow.

Likewise, Kumar and Ganguly (2020) concluded that the professionalism of the workplace learning support team positively influences employee's perception of ease of using the system and also the final required outcome in terms of the actual use of the system. The study also found that the employee's perceived ease of using the system mediates the relationship between the professionalism of the workplace learning support team and the actual use of the system. The result also indicated that higher is the user perception of the appropriateness of initial training, higher is the effect of professionalism of the workplace learning team on user learning outcome.

Table 1.2

Level of Service Delivery Implementation of ABC, Inc. as assessed by the Employees in terms of Project Scope

Indicators	Mean	Interpretation
The implementation team member assigned to a particular project…		
Understand the specific requirements of the customer	2.93	I
Agree that each of the members is assigned to a reasonable amount of work in the implementation plan	2.96	I
Rely on the checklist of all system components that can be used to verify that all the right versions of all components of the system are in the production environment	2.97	I
Understand the challenges of the customer's current system or processes	2.98	I
Provide relevant information to the customers	3.01	I
Confirm with the system specifications of the requirement	2.98	I
Deal with clients' affairs with proper discretion and confidentiality	3.01	I
Do not disclose sensitive factual data obtained from a client or the results of an assignment prepared for a client	3.03	I

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Disclose potential conflict of interest before accepting an appraisal assignment	3.02	I
Address any change in the project scope accordingly	3.04	I
COMPOSITE MEAN	**2.99**	**I**

Legend: 3.25-4.00 Always - Fully Implemented (FI) 1.75-2.49 Rarely - Partially Implemented (PI)
2.50-3.24 Often - Implemented (I) 1.00-1.74 Never -Not Implemented (NI)

Table 1.2 illustrates the level of service delivery implementation of ABC, Inc. as assessed by the employees in terms of project scope. The composite mean was **2.99** and was verbally interpreted as **Implemented**.

This implies that the service delivery was implemented as assessed by the employees in terms of project scope. It connotes that the implementation team member assigned to a particular project understands and conforms with the agreed project scope. The project scope management set up processes to ensure that the scope is accurately defined and mapped. Scope management techniques enable project managers and supervisors to allocate the right amount of work necessary to complete a project concerned primarily with controlling what is and what is not part of the project's scope.

The indicator "The implementation team member assigned to a particular project addresses any change in the project scope accordingly" gained the highest mean which was **3.04** and was verbally interpreted as **Implemented**. The indicator "The implementation team member assigned to a particular project understands the specific requirements of the customer" attained the least mean which was **2.93** and was verbally interpreted as **Implemented**.

Notably, the International Journal of Development and Sustainability Journals (2018) concluded that the application of project scope management practices has significantly impacted project success leading to fulfilled customer expectations and satisfaction; better resource allocation and timely project delivery. Telecommunication firms should therefore make it mandatory for scope management practices to be employed in the implementation of all telecommunication projects since low success rates were recorded in projects implemented without scope management practices.

In addition, Ogunberu et al. (2016, as cited in International Journal of Development and Sustainability Journals, 2018) discussed that to ensure profitability, better return on investment and continued market share, competitive advantage, complex project scope statement, client demand, and return on investment must receive adequate attention when implementing project scope management practices by telecommunication organizations in Nigeria.

Table 1.3
Level of Service Delivery Implementation of ABC, Inc. as assessed by the Employees in terms of Complexity of the Service Implementation

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Indicators	Mean	Interpretation
The implementation team member assigned to a particular project…		
Objectively assesses the specifications of the requirement	3.04	I
Manifests consistency of service delivered	2.97	I
Provides information that are readily accessible and up to the minute	2.95	I
Observes compliance of the requirements based on the scope	3.01	I
Considers extension of service delivery with complicated request	3.01	I
Understands the challenges of the customers	2.89	I
Assigns senior-level members of the functional and technical team to a more complex scope	2.97	I
Effectively maintain coordination within the team members	3.03	I
Project managers set controls in the overall project engagement	3.05	I
Project managers give expert advice and guidance to the project team members	3.01	I
COMPOSITE MEAN	**2.99**	**I**

Legend: 3.25-4.00 Always - Fully Implemented (FI) 1.75-2.49 Rarely - Partially Implemented (PI)
2.50-3.24 Often - Implemented (I) 1.00-1.74 Never -Not Implemented (NI)

Table 1.3 shows the level of service delivery implementation of ABC, Inc. as assessed by the employees in terms of complexity of the service implementation. The composite mean was **2.99** and was verbally interpreted as **Implemented**.

This implies that the service delivery was implemented as assessed by the employees in terms of the complexity of the project. The results above deduce that understanding project complexity and how it might be managed is of significant importance for project managers because of the differences associated with decision-making and goal attainment that appear to be related to complexity.

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San Cristobal (2018) claimed that as projects have become more and more complex, there has been an increasing concern about the concept of project complexity and the application of traditional tools and techniques developed for simple projects is inappropriate for complex projects.

The indicator "The project managers set controls in the overall project engagement accordingly" had the highest mean which was **3.05** and was verbally interpreted as **Implemented**. The indicator "The implementation team member assigned to a particular project understands the challenges of the customers" attained the least mean which was **2.89** and was verbally interpreted as **Implemented**.

To emphasize, Joseph and Marnewick (2020) concluded that from a project manager's perspective, the ISPC model provides transparency around what to manage. The various stakeholders must be identified and engaged with, as this directed an IS project accordingly. Creating awareness among stakeholders also facilitated a common understanding and ensured strategic alignment. While uncertainty during an IS project is inevitable, the ISPC model acted as a guiding tool in comprehending and anticipating the uncertainties that could exist during the project. Technology understandably was highlighted as a key complexity element during IS projects. Uncertainty around this could be addressed by establishing proactive structures to educate and train not only project team members but management and users as well. This ensured the IS project output generated value for the organization.

Furthermore, the ISPC model shows that IS project complexity could be mitigated by understanding the organizational environment and the interdependencies between the various resources required to execute the project. Resource management should exist within the constraints of the organization's structures, and the project manager is responsible for communicating the process within the organization and with the relevant stakeholders throughout the IS project's lifecycle. The project manager should also establish a clear and concise change management approach for each IS project, as the context and strategic implications for each project varies.

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Table 1.4
Level of Service Delivery Implementation of ABC, Inc. as assessed by the Employees in terms of Location of the Service Delivery

Indicators	Mean	Interpretation
The implementation team member assigned to a particular project…		
Is provided with the right tools to conduct their work properly	3.01	I
Is amenable to work on a remote or on-site basis depending on the agreement with the customers	3.03	I
Considers on-site implementation is given to customers if necessary	3.01	I
Gives deployment options to customers	3.03	I
Effectively implements the choice of deployment option given to customers	3.01	I
Considers the readiness of the customers in selecting deployment option	2.99	I
Provides for the advantages and disadvantages to the types of deployment option	3.06	I
Has consistent communication in regardless of the deployment option	3.08	I
COMPOSITE MEAN	**3.03**	**I**

Legend: 3.25-4.00 Always - Fully Implemented (FI) 1.75-2.49 Rarely - Partially Implemented (PI)
2.50-3.24 Often - Implemented (I) 1.00-1.74 Never -Not Implemented (NI)

Table 1.4 shows the level of service delivery implementation of ABC, Inc. as assessed by the employees in terms of location of the service delivery. The composite mean was **3.03** and was verbally interpreted as **Implemented**.

This implies that the service delivery was implemented as assessed by the employees in terms of the location of the service delivery. The above-mentioned findings of the study suggest that the deployment option is something that both the implementer and customer should consider for the overall project implementation. However, the deployment option will depend on the ability

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and readiness of the customer and both deployment options have corresponding advantages and disadvantages but, if implemented properly, are equally effective.

The indicator "The implementation team member assigned to a particular project has consistent communication in regardless of the deployment option" has the highest mean which was **3.08** and was verbally interpreted as **Implemented**. The indicator "The implementation team member assigned to a particular project considers the readiness of the customers in selecting deployment option" obtained the least mean which was **2.99** and was verbally interpreted as **Implemented**.

Correspondingly, Xperience (2020) claimed that there is no right or wrong answer to the cloud vs on premise software dilemma. Every customer was different and had different requirements that would influence the choice of the deployment strategy.

Likewise, Morefield (2019) published that many established companies wonder if it was worth it to transition out of their on-premises technological infrastructure and move on to the cloud. In contrast, several newer companies wonder if they should invest their early capital in on-premises systems. To choose which option is right for your company, you need to be aware of the differences between on-premises and cloud-based services and infrastructure.

To discuss further, anytime companies do a cloud and on-premises comparison, it was important to think about the needs of your business. There are trade-offs to whatever option companies choose, so companies should be fully informed before they decide how many on-premises or cloud services will include in one's company.

Moreover, one of the primary ways the cloud interacts with the company is in the way it stores data. Unlike an on-premises server with storage, cloud storage uses external servers managed by another company. Cloud storage is a great option for many companies, as it provides cost-saving benefits along with functional ones like regular data backups and the ability to scale easily. Cloud storage is a great option for your company because it can reduce IT staff's responsibilities, and eliminates capital expenses. However, since it is an on-cloud, the Internet determines user experience meaning, access is based on connection.

On the other hand, on-premises storage relies on the infrastructure of the company's brick and mortar office to manage your data. Companies own all of the equipment and will be responsible for lifecycle management. However, there are several pros and cons of on-premises solutions for data storage such as it operates without internet, lower monthly internet costs, offers control over server hardware, but requires extra information technology support, and requires a greater capital investment.

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Table 2.1
Level of Employee Productivity in ABC, Inc. as assessed by the Employees in terms of Target Key Performance Indicators

Indicators	Mean	Interpretation
The employees part of the implementation team…		
Are committed to producing highest quality of work	3.03	P
Commits reasonable number of errors in the system implementation	3.00	P
Corrects any error accordingly	2.98	P
Maintain timeliness	2.89	P
Observes accuracy in the implementation	2.99	P
Reports to work within the time specified in the contract	2.97	P
Receives satisfactory feedback from the customers	2.94	P
Meets the minimum standard of quality of work	3.02	P
Improves their performance for every project involved	3.05	P
Promotes camaraderie among team members	2.99	P
COMPOSITE MEAN	**2.99**	**P**

Legend: 3.26 - 4.00 Strongly Agree – Highly Productive (HP) 1.76 - 2.50 Disagree – Less Productive (LP)
2.51 - 3.25 Agree – Productive (P) 1.00 - 1.75 Strongly Disagree-Not Productive (NP)

Table 2.1 shows the level of employee productivity in ABC, Inc. as assessed by the employees in terms of target key performance indicators. The composite mean was **2.99** and was verbally interpreted as **Productive**.

This implies that the employees were productive as assessed by the employees in terms of key performance indicators. The above-mentioned findings infer that employees' productivity improves when repetition is involved in an operation as they are becoming more familiarized and develop more efficient techniques and methods of implementation. The time expended to complete activities based on the project scope decrease as the number of repetitions increases.

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It also offers better opportunities for timeliness and accuracy of the implementation to achieve higher productivity rates.

The indicator "The employees part of the implementation team improves their performance for every project involved" acquired the highest mean which was **3.05** and was verbally interpreted as **Productive**. The indicator "The employees part of the implementation team maintains timeliness" has the least mean which was **2.89** and was verbally interpreted as **Productive**.

With this in mind, the International Journal of Instruction (2019) cited, as Meier and Morlock (2019) claimed that performance indicators could be of great importance for assessing the delivery of industrial services. They were the basis for revealing ineffective or inefficient service delivery planning or service delivery and should be closely analyzed in case optimization measures need to be taken to improve the performance of a service organization.

In like manner, Likierman (2016) stated that as someone working on ways to improve organizational performance measures, one knew how important it was to look for guidance and the best of what others did. Those were done to improve their choice and use of key performance indicators that was to find thought-provoking ideas and valuable examples of good practice.

Table 2.2
Level of Employee Productivity in ABC, Inc. as assessed by the Employees in terms of Customers' Satisfaction

Indicators	Mean	Interpretation
The employees part of the implementation team…		
Promotes relationship among customers	3.04	P
Can provide for informative documentation necessary to the understanding of the project	3.03	P
Observes timeliness	2.89	P
Observes consistency in the data output	2.99	P
Observes accuracy in the data output	3.01	P
Delivers the system implementation as promised	3.03	P
Shows care about the customer's business	3.02	P

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Promotes organized process	3.01	P
Provides meaningful response to the customers after the Go-Live Support	3.07	P
Can turn over all the necessary documentation, and manuals related to the system implementation	3.06	P
COMPOSITE MEAN	**3.01**	**P**

Legend: 3.26 - 4.00 Strongly Agree – Highly Productive (HP) 1.76 - 2.50 Disagree – Less Productive (LP)
2.51 - 3.25 Agree – Productive (P) 1.00 - 1.75 Strongly Disagree-Not Productive (NP)

Table 2.2 illustrates the level of employee productivity in ABC, Inc. as assessed by the employees in terms of customers' satisfaction. The composite mean is 3.01 and verbally interpreted as **Productive**.

This implies that the employees were productive as assessed by the employees in terms of customers' satisfaction. The results above deduce that aside from providing consistent and accurate IT service implementation, employees provide all the necessary documentation and manuals during and after the training to the customers. Go-Live support or hyper care is also an important function for IT industries because customers are typically at a higher risk of churn earlier on in the customer's journey.

The indicator "The employees part of the implementation team provides meaningful response to the customers after the Go-Live Support" has the highest mean which was **3.07** and was verbally interpreted as **Productive**. The indicator "The employees part of the implementation team observes timeliness" has the least mean which was **2.89** and was verbally interpreted as **Productive**.

Notably, Desiyanti et al. (2018) concluded that service quality had a positive and significant impact on satisfaction, this referred that the better the service quality provided by LPD, customer satisfaction would increase. Whereas, the worse the service quality provided by LPD, then the customer satisfaction would decrease.

Furthermore, customer satisfaction has a positive and significant impact on customer loyalty in LPD Desa Adat Sembung and LPD Desa Adat Seseh, this means that higher customer satisfaction will increase customer loyalty to LPD. Similarly, with lower customer satisfaction, customer loyalty to LPD will decrease.

Similarly, Albers et al. (2020) concluded that the development of implementation support as a profession necessitated improved conceptual thinking about their role and work and how they enabled the uptake and integration of evidence in real-world settings. This article introduced a preliminary logic conceptualizing the role of implementation support practitioners informing

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research in progress aimed at increasing our knowledge about implementation support and the competencies needed to provide this support.

Table 3

Test of Significant Relationship Between the Level of Service Delivery Implementation and the Level of Employee Productivity

Service Delivery Implementation	Employee Productivity	r value	p value	Remarks	Decision
Workforce	KPI	.826**	.000	Significant	Reject Ho
	Satisfaction	.787**	.000	Significant	Reject Ho
Project Scope	KPI	.792**	.000	Significant	Reject Ho
	Satisfaction	.787**	.000	Significant	Reject Ho
Complexity of the Service Implementation	KPI	.811**	.000	Significant	Reject Ho
	Satisfaction	.796**	.000	Significant	Reject Ho
Location of the Service Delivery	KPI	.814**	.000	Significant	Reject Ho
	Satisfaction	.853**	.000	Significant	Reject Ho

**. Correlation is significant at the 0.01 level
*. Correlation is significant at the 0.05 level (2-tailed)

Table 3 shows the test of the significant relationship between the level of service delivery implementation and the level of employee productivity. The probability values were all less than the level of significance at .05 thus rejecting the null hypothesis. It could be interpreted that there was a significant relationship between the level of service delivery implementation and the level of employee productivity in ABC, Inc.

The above-mentioned findings of the study implied that the higher level of service delivery implementation, the higher the employee productivity.

Meanwhile, authors such as Chron (2020), Alshammari (2016), Park et al. (2020), San Cristóbal (2018), Clarizen (2020), Kashyap (2020), and Baran (2020) indicated in their respective studies the relationship of workforce, scope and complexity, and location of the service to service implementation. Moreover, Diamanditis et al. (2018), Hirst (2016), and Likierman (2016) claimed that there is a positive relationship between commitment and productivity.

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Table 4.1

Regression Analysis on the Level of Service Delivery Implementation and the Level of Employee Productivity in terms of Target Key Performance Indicator

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Decisions	Remarks
	B	Std. Error	Beta				
(Constant)	.229	.132		1.726	.087		
Workforce	.409	.081	.401	5.046	.000	Reject ho	Significant
Project scope	.047	.106	.046	.442	.659	Accept ho	Not Significant
Complexity	.289	.099	.294	2.914	.004	Reject ho	Significant
Location of the service	.184	.099	.183	1.860	.065	Accept ho	Not Significant

R – Square	=	.755
Adjusted R Square	=	.748
F-value	=	113.213
Significance	=	.000

Table 4.1 shows the regression analysis on the level of service delivery implementation and the level of employee productivity in terms of target key performance indicators. Based on the above table, the workforce and the complexity of service implementation significantly impacted the level of employee productivity in terms of target key performance indicators. The probability value of .000 and .0.004 were both less than the level of significance at .05, thus rejecting the null hypothesis.

The results of the study revealed that the workforce and the complexity of service significantly impacted the level of employee productivity in terms of targeting key performance indicators of profitability by 75.5%.

With the given results, it can be deduced that using the right tools, technical expertise and a sufficient number of employees assigned to a particular project will impact the overall employee productivity and can be measured through key performance indicators.

This is consistent with Park et al. (2020), that enough numbers of employees assigned to a specific job would have an impact on the productivity of the employees themselves. In addition, their study revealed that if an employee was working for more than the normal operating hours, or assigned with too much workload due to certain factors, like the bulk of daily transactions with the insufficient number of employees or manual processes, they will feel the pressure that has a direct link to their productivity.

Likewise, the complexity of the service implementation significantly impacted the level of employee productivity in a way that as projects have become more and more complex, there had

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been an increasing concern about the concept of project complexity and the application of traditional tools and techniques developed for simple projects is inappropriate for complex projects. Similarly, San Cristobal (2018) claimed that as projects had become more and more complex, there had been an increasing concern about the concept of project complexity and the application of traditional tools and techniques developed for simple projects was found to be inappropriate for complex projects.

Table 4.2
Regression Analysis on the Level of Service Delivery Implementation and the Level of Employee Productivity in terms of Customers' Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Decisions	Remarks
	B	Std. Error	Beta				
(Constant)	.138	.140		.992	.323		
Workforce	.201	.085	.188	2.350	.020	Reject ho	Significant
Project Scope	.038	.112	.035	.336	.737	Accept ho	Not Significant
Complexity	.171	.105	.166	1.636	2104	Accept ho	Not Significant
Location of the Service	.550	.104	.522	5.270	.000	Reject ho	Significant

R – Square	=	.752
Adjusted R Square	=	.746
F-value	=	111. 683
Significance	=	.000

Table 4.2 illustrates the regression analysis of the level of service delivery implementation and the level of employee productivity in terms of customers' satisfaction. Based on the above table, the workforce and location of the service significantly impacted the level of employee productivity in terms of customers' satisfaction. The probability value of 0.020 and 0.000 were both less than the level of significance at .05, thus rejecting the null hypothesis.

The results of the study revealed that the workforce and location of the service significantly impacted the level of employee productivity in terms of customers' satisfaction with profitability by 75.2%.

Based on the results above, it can be inferred while we found that providing a sufficient number of employees and location of the service delivery implementation had a positive effect on employees' productivity which impacted the customers' satisfaction, project scope and complexity showed no significance on the overall customers' satisfaction.

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In the light of the preceding statement, Johnson and Karlay (2018) concluded that the management and staff of the company had a vital role to play in the successful implementation of a digitized service. Management needs to invest in training or employing data analysts. With this, they could properly utilize the registered data of their customers.

Correspondingly, Rita (2019), Prossack (2019), Ramdhani (2017), and ThoughShift (2017) stated the impact of employees on consumer satisfaction. Not only can customer satisfaction help one to keep an ear to the ground with existing customers, but it also acted as a crucial point of differentiation for new customers looking for a service or product within a competitive market.

As a result of this study, a service enhancement program was proposed to undertake new capabilities to an existing implementation program. This would enhance the current implementation program as this would increase the confidence of the employees assigned to a particular project implementation. It would impact the level of service delivery implementation and employees' productivity in ABC, Inc.

Moreover, CompTIA (2020) projected the global information technology industry would grow at a rate of 3.7% in 2020. In line with this, authors such as InterAct (2016), Costello (2020), Almazan, Tovar, and Quintero (2017), Davidson (2020), and Rachh (2021) agreed that there was a need for a business to implement IT systems to enhance the operation by automating the core processes.

Table 5

Proposed Service Enhancement Program

General Objective	To develop a service delivery implementation enhancement program for ABC, Inc. to improve employees' productivity.					
Key/Areas	**Objectives**	**Strategies/Activities**	**Time Frame**	**Persons Involved**	**Resources Needed**	**Success Indicators**
Workforce	To identify the right number of employees assigned to a project implementation.	Determine the scope Assess the complexity of the project implementation Determine the desired timeline Technical and Functional expertise match-making	Prepare Phase, Explore Phase and Realize Phase(1 Month)	ABC, Inc.	Internet for online remote implementation service; System applications and software	Clear idea on the labor force and timeline has been determined with an average of 85% to 95% of the checklist are accomplished.
Project Scope	To determine clear idea about the time, labor, and cost involved in the project implementation.	Secure an understanding with the specific requirements of the Project Provide a checklist of the activities for the project Forecast possible problems and recommendations	Prepare Phase, Explore Phase and	ABC, Inc. and Customer	Internet for online remote implementation service;	Project scope has been identified to lessen the number of unruly requests and

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	This will distinguish what is and what is not included in the project scope. It also helps to avoid bloating scope.	Align the customer and implementation team once in a while Identify any change in the scope and potential Solutions	Realize Phase(1 Month)		System applications and software	scope to a 3 requests with a maximum of 5 requests per project.
Complexity of the Project	To enhance the technical expertise of the implementation team members and gain experience in dealing complex requests	Provide implementation trainings and seminars Maintain consistent coordination within the implementation team Align the implementation team for any complicated requests and provide possible conclusions and recommendations	Explore Phase and Realize Phase (3 to 4 Months)	ABC, Inc. and Customer	Internet for online remote implementation service; System applications and software	Project scope has been identified to lessen the number of members involved for a specific complex request to a range of 2-3 members per request.
Location of the Service Implementation	To establish the tools needed for the chosen location of the service implementation	Provide the team with the right tools such as software Identify possible conflicts with the deployment option chosen and provide recommendation Provide consistent communication within the implementation team and align with the customer	Realize Phase (1 Month)	ABC, Inc. and Customer	Internet for online remote implementation service; System applications and software	With the given tools, an average of 85% to 95% in the checklist are accomplished within the desired timeline.

To further discuss, meeting and exceeding the customer's expectations would result in customer loyalty or repeat sales which would directly impact the business as a whole. This was an important metric for running a business. Hence, enhancement in the current service delivery implementation would help ABC, Inc. to thrive in success.

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CONCLUSIONS

In the light of the findings of the study, the following conclusions were drawn:

That the service delivery is implemented in terms of workforce, project scope, complexity of the service delivery, and location of the service implementation. The results infer that when project team members are approachable they yield good customer relationships which promotes productivity with consideration to sufficient number of employees involved in a particular project complimenting with the right tools and software

That the employees are productive in terms of key performance indicators and customers' satisfaction. It implies that the employees become more productive when they are more familiarized with the operation and develop more efficient techniques and methods of implementation. It also offers better opportunities for timeliness and accuracy of the implementation to achieve higher productivity rates.

That there is a significant relationship between the level of service delivery implementation in terms of workforce, project scope, complexity of the service implementation and the location of the service delivery, and the level of employee productivity in terms of key performance indicators and customers' satisfaction.

That with the given results, it can be deduced that using the right tools, technical expertise and the sufficient number of employees assigned to a particular project will impact the overall employee productivity and can be measured through key performance indicators. Likewise, based on the results above, it can be inferred while we found that providing a sufficient number of employees and location of the service delivery implementation had a positive effect on employees' productivity which impacted the customers' satisfaction, project scope and complexity showed no significance on the overall customers' satisfaction.

That as a result of this study, a service enhancement program is proposed to undertake new capabilities to an existing implementation program. This will enhance the current implementation program as this will increase the confidence of the employees assigned to particular project implementation. It will impact the level of service delivery implementation and employees' productivity in ABC, Inc.

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