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# The Role of Service Excellence Training in Building Employees' Prosocial Service Behavior in a Psychology Consulting Firm: A Case Study Approach

Digdaya Putra Bhayangkara[1*], Andik Matulessy[2], Amanda Pasca Rini[3]
Universitas 17 Agustus 1945 Surabaya
**Corresponding Author:** Digdaya Putra Bhayangkara digdasafira@gmail.com

A R T I C L E I N F O

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A B S T R A C T

Service quality in psychology consulting organizations is highly dependent on employees' behavior as the primary actors in interactions with service users. Problems identified at PT. M Psychology Consulting include complaints regarding unclear service instructions and ineffective interactions, despite a relatively high volume of service demand. This study aims to address the question of how service excellence training contributes to the development of employees' prosocial service behavior. The study is grounded in prosocial behavior theory and the A3 (Attitude, Attention, Action) service excellence concept. A qualitative approach with a case study design was employed. Data were collected through in-depth interviews, observations, and documentation studies involving employees and management participating in service excellence training. The data were analyzed thematically.

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## INTRODUCTION

In the context of service organizations, service quality is a strategic factor that determines organizational sustainability and competitiveness. Service quality is not only shaped by operational systems and procedures but also largely depends on employees' behavior as the primary actors in interactions with service users (Alfajriyah & Rozi, 2025). Industrial and organizational studies emphasize that effective service behavior reflects employees' psychological dimensions such as empathy, care, and willingness to help which are collectively referred to as prosocial service behavior (Budiono, 2024). This behavior is particularly crucial in professional service organizations, including psychology consulting firms, which rely heavily on trust, clarity of communication, and interpersonal sensitivity in the service delivery process.

One organizational intervention widely used to enhance service quality is service excellence training. This training is designed to equip employees with communication competencies, service-oriented attitudes, and a strong focus on user satisfaction (Nurimansjah, 2023). Service excellence represents a service approach that emphasizes the quality of interactions, clarity of communication, and employees' professional attitudes in meeting users' needs. In the context of psychology consulting, service excellence is not merely oriented toward service procedures but also toward prosocial behaviors such as empathy, care, and willingness to help. Service excellence training functions as a means of internalizing service values, enabling employees to deliver consistent and meaningful service experiences (Rangkuti, 2017).

Service quality issues have also been identified in industrial psychology consulting organizations, which are characterized by high service complexity and substantial professional demands. Similar problems were found at PT. M Psychology Consulting, particularly in Region S. User data recapitulation for 2024 indicates that Region S recorded the highest number of psychometric test requests in East Java, reflecting high service intensity and employee workload. This condition places employees in demanding work situations that require accuracy, clarity of communication, and consistent service attitudes.

However, the high volume of services has also been accompanied by a higher number and percentage of user complaints compared to other regions. The main complaints relate to unclear delivery of psychometric test instructions by testers and long registration queues. These findings indicate a gap between service demands and the service behaviors demonstrated by employees in practice. Generally, organizations respond to such issues through the refinement of operational procedures, the addition of resources, and the provision of service training as normative solutions. Nevertheless, these measures often do not fully address the psychological aspects and internal processes experienced by employees during service delivery.

Based on this background, the present study aims to explore the role of service excellence training in building employees' prosocial service behavior through a qualitative case study approach within a psychology consulting organization. The novelty of this study lies in its examination of the psychological processes and contextual dynamics of service excellence training, emphasizing subjective meaning-making, the internalization of service values, and the transformation of employees' attitudes and behaviors. This study is limited to employees who have participated in service excellence training and focuses on their experiences, perceptions, and interpretations of the training and its application in daily work practices.

This study contributes theoretically by enriching the field of industrial and organizational psychology, particularly in relation to service excellence training, through a qualitative case study approach that highlights internal psychological processes and contextual dynamics in the formation of prosocial service behavior. It complements a body of literature that has been predominantly quantitative by offering in-depth insights grounded in employees' subjective experiences. Practically, the findings provide an empirical basis for psychology consulting firms and service organizations to design service excellence training programs that are more reflective, contextualized, and oriented toward sustainable changes in service behavior.

## LITERATURE REVIEW

Previous studies indicate that service excellence training and employees' psychological factors play an important role in improving service quality. A study by Hadi and Praswati (2024) confirms that service excellence training can significantly enhance employees' competencies, particularly in aspects of ethics, communication, and complaint handling. However, the study focused primarily on evaluating training outcomes and practical benefits, without exploring how participants subjectively interpret the training process and the psychological changes they experience. As a result, training was positioned more as a skill enhancement program rather than as a psychological process that deeply shapes service behavior.

Research by Rochmah (2013) and Wizni (2012) provides important contributions by explaining the role of individual factors—such as self-esteem, empathy, and prosocial behavior—in service excellence and customer orientation. Both studies demonstrate a significant relationship between employees' psychological characteristics and service quality. Nevertheless, the approaches employed were quantitative, treating psychological variables as static factors measured through scores. These studies have not explained how prosocial behavior and empathy are formed, developed, and influenced by organizational interventions such as service excellence training in real work contexts.

Meanwhile, Ismi's (2024) research expands understanding by highlighting the role of internal service quality and employee well-being in employee satisfaction and performance. Although offering a comprehensive model supported by robust statistical analysis, the study remains oriented toward intervariable relationships and does not deeply reveal the dynamics of employees' lived experiences. Subjective aspects such as how employees interpret internal service and assign meaning to service values in everyday practice have not been the primary focus of analysis.

Based on these gaps, the novelty of the present study lies in its qualitative case study approach, which reveals the psychological processes and contextual dynamics of service excellence training in depth. This study not only evaluates training outcomes but also emphasizes subjective meaning-making, the internalization of service values, and the transformation of employees' attitudes and behaviors within the context of psychology consulting. Thus, this study complements prior literature by offering a processual and contextual perspective that has received limited attention, while also providing relevant theoretical and practical contributions to the development of psychology-based service training.

Sabirin and Jamalie (2025) identify Prosocial Behavior Theory as a primary foundation for understanding employees' service behavior. This theory explains that prosocial behaviors such as empathy, care, and willingness to help are influenced by cognitive, affective, and social factors. In the context of psychology consulting, prosocial behavior is central to service quality, as interactions with clients require interpersonal sensitivity and appropriate emotional responsiveness. This theory is relevant in explaining how service excellence training can foster a sustainable helping orientation in employees' work behavior.

Social Learning Theory provides a framework for understanding the internalization of service values through training. Service excellence training not only transfers knowledge but also provides behavioral models, opportunities for observation, and social reinforcement that enable employees to imitate and internalize prosocial service behaviors (Firmansyah, 2022). This theory helps explain how interaction dynamics during training and work practice influence the formation of service behavior. The integration of these theories enables a comprehensive understanding of the role of service excellence training, encompassing both individual psychological processes and organizational dynamics.

Service excellence is a service quality strategy oriented toward creating positive experiences and sustainable customer satisfaction, with the aim of building long-term loyalty. From a theoretical perspective, service quality is evaluated through several key dimensions, including tangibles, responsiveness, and empathy, which reflect an organization's ability to meet service users' expectations in a professional and consistent manner.

In addition to service quality dimensions, the A3 concept serves as an important framework for understanding service excellence behavior. Attitude refers to employees' service-related dispositions, including appropriate appearance, positive thinking, and respect for service users. This attitude shapes first impressions and forms the foundation of high-quality service interactions.

Furthermore, Attention and Action represent the aspects of attentiveness and concrete behavior in service delivery. Attention emphasizes employees' care and sensitivity to customers' needs, while Action reflects the realization of attitudes and attention through concrete actions. Together, these three aspects integratively form prosocial service behavior in the practice of service excellence.

## METHODOLOGY

This study employs a qualitative approach with a case study design, aiming to gain an in-depth understanding of the role of service excellence training in building employees' prosocial service behavior within a psychology consulting organization. This approach was chosen because it allows researchers to explore the processes, meanings, and psychological dynamics experienced by employees in service contexts in a contextual and comprehensive manner (Adji, 2024).

The primary data sources in this study are informants, consisting of psychology consulting employees who have participated in service excellence training, their immediate supervisors, and management personnel involved in the design and implementation of the training. Informants were selected using purposive sampling, based on their direct involvement and experience in the training process and in daily service practices (Creswell, 2019).

Data were collected through semi-structured in-depth interviews, non-participant observation, and documentation review. The interviews aimed to explore employees' experiences, perceptions, and interpretations of the training and prosocial service behavior. Observations were conducted to directly examine employees' service behaviors, while documentation was used to review training materials and organizational service policies (Creswell, 2019).

Data analysis was conducted thematically using an interpretative approach, following the stages of data reduction, data display, and conclusion drawing as proposed by Miles (1994). This process aimed to identify key themes representing the role of training in shaping prosocial service behavior. Data trustworthiness was ensured through source and method triangulation, as well as member checking by confirming findings with research informants. These steps were taken to ensure that the data obtained are valid, accurate, and scientifically accountable (Lincoln & Guba, 1985).

## RESEARCH RESULT

Service excellence training plays a crucial role in building employees' prosocial service behavior at PT. M Psychology Consulting through a structured process of shaping service attitudes, attention, and actions. In this organizational context, training functions not only as a means of enhancing technical service skills but also as a psychological learning process that holistically shapes employees' service orientation. Prosocial service behaviors such as empathy, care, and willingness to help emerge as outcomes of the internalization of service values acquired during the training.

From the Attitude aspect, service excellence training at PT. M Psychology Consulting shapes employees' fundamental service dispositions. Through training materials and practical exercises, employees are encouraged to demonstrate professional appearance, positive thinking, and respect for every client. This attitude serves as a critical foundation, as it forms the initial impression in psychological service interactions that require client trust and comfort.

The Attention aspect is reflected in employees' enhanced ability to demonstrate attentiveness and care toward clients' needs, particularly in delivering clear instructions and responding to complaints. Meanwhile, the Action aspect is manifested through concrete behaviors, such as clearer communication, active facilitation of service processes, and more effective time management. The integration of these three aspects enables PT. M Psychology Consulting to provide more humane, high-quality, and meaningful services to its clients.

Overall, service excellence training at PT. M Psychology Consulting plays a strategic role in shaping employees' prosocial service behavior by strengthening professional attitudes, increasing attention to clients' needs, and promoting the implementation of concrete service actions. The internalization of service values through training enables employees to deliver more empathetic, clear, and humane services, thereby contributing to improved interaction quality and enhanced service experiences for users.

## DISCUSSION

The research findings indicate that the Attitude aspect of service excellence training plays a significant role in shaping the foundational service attitudes of employees at PT. M Psychology Consulting. Professional attitudes, positive mindsets, and respect for clients instilled through the training become the initial elements influencing the quality of service interactions. These findings affirm that employees' attitudes constitute the primary foundation for building effective service relationships. Theoretically, these findings are consistent with the service excellence concept, which positions attitude as an initial determinant of perceived service quality. Employees' positive attitudes contribute to the development of client trust and a sense of security, which are essential in the context of psychological services. Thus, training functions as a mechanism for internalizing service values oriented toward humanity and professionalism.

Within the organizational context, the formation of attitudes through service excellence training strengthens the consistency of employees' service behaviors. Professional and client-respectful attitudes foster more comfortable and meaningful service experiences, thereby supporting sustainable improvements in service quality at PT. M Psychology Consulting. The Attention aspect of service excellence training significantly contributes to enhancing employees' ability to demonstrate attentiveness and care toward clients' needs. This attentiveness is reflected in clearer delivery of instructions and more empathetic and responsive handling of client complaints.

Theoretically, these findings support the service excellence concept that emphasizes employees' sensitivity to service users' conditions and needs. Genuine attentiveness enables more effective two-way communication, minimizing misunderstandings and increasing clients' comfort throughout the psychological service process. In the organizational context, strengthening the attention aspect enhances the quality of service interactions between employees and clients. Consistent attention to clients' needs not only improves service satisfaction but also fosters the development of sustainable prosocial service behavior within the work environment of PT. M Psychology Consulting. The Action aspect of service excellence training is manifested through employees' concrete actions at PT. M Psychology Consulting, including clearer information delivery, client guidance throughout the service process, and more effective time management. These concrete actions reflect the direct application of service excellence values in daily work practices.

Conceptually, the action aspect represents the implementation stage of previously formed attitudes and attention. These findings align with service excellence theory, which asserts that service quality is determined not only by good intentions but also by employees' ability to translate prosocial attitudes into observable and measurable behaviors. The integration of attitude, attention, and action enables PT. M Psychology Consulting to deliver services that are more humane, consistent, and high in quality. The implementation of concrete service actions reinforces positive client experiences and supports the development of meaningful service relationships oriented toward users' needs.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the research findings, it can be concluded that service excellence training plays a highly important role in shaping employees' prosocial service behavior at PT. M Psychology Consulting. This training not only enhances technical service skills but also instills values related to professional attitudes, attention to clients' needs, and concrete service actions. The internalization of these values encourages employees to deliver services that are more empathetic, clear, and humane. Consequently, service excellence training contributes significantly to improving the quality of interactions between employees and clients and to creating more positive and meaningful service experiences for service users.

This study recommends that PT. M Psychology Consulting institutionalize service excellence training as a continuous program accompanied by regular evaluation, supervision, and client feedback to maintain the consistency of employees' prosocial service behavior. The integration of empathy, attention, and concrete actions should be tailored to the specific context of psychological services.

## ADVANCED RESEARCH

Future research is recommended to employ quantitative or mixed-methods approaches and to examine other factors, such as organizational culture and leadership. Comparative studies across organizations are also important to broaden the theoretical and practical contributions of research on professional service delivery.

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