

Employees Role in Service Delivery

①

Importance of Service Employees

- ∵ Employees are involved in delivering services, the GAP 3 is predominantly employee performance dependent
- MOT (^{Moment of Truth} ~~Service Encounters~~) - Service encounters determine the customer's impression about services. These encounters are in the hands of front line employees.
- For a customer the employees are the service, they are orgⁿ in customer's eye.
- For a customer the service employees are the brand
- The service employees are the marketer as they can directly influence customer satisfaction. They are source of loyalty and competitive advantage.
- In fact the 5 Service Quality Dimensions like Reliability, Responsiveness, Tangibles, assurance & Empathy are all driven by employee.

In Case of Audi they recruit staff at (2) all levels in Service whose psychological profile supports Audi brand. The employees have to maintain official Posture even when off duty.

Service Quality Dimensions are driven by Employee Behaviours

- Delivering the service as promised - "Reliability" is often within the control of employee
- Frontline employees directly influence customer perception of 'Responsiveness'.
- 'Tangibles' which are personal like dress, appearance etc are employee determined.
- "Assurance" is highly dependent on employee ability to communicate their credibility and to inspire trust & confidence
- "Empathy" is very clearly related to front line employees.

front line employees

(3)

→ The frontline service employees are called as boundary spanners because they provide a link b/w customer and organisation.

Eg. order takers; delivery people, doctors, teachers

→ The boundary spanners create service quality, making sales, improving productivity, understanding, filtering and interpreting information.

→ The boundary spanning jobs are high stress jobs involving physical, mental and emotional labour.

→ The boundary spanners have to handle the interpersonal and Digⁿal conflict and thus they have to make a trade off b/w quality & productivity which may widen Gap 3.

Sources of Conflict:-

→ Person / Role Conflict :- Service staff

may have conflict b/w what their (4)
job requires and their personality & --
beliefs.

Eg. job req — friendly to customer
may be against personality.

- Person/role conflict also arise when
employees are required to wear specific
clothing &. After college the job
may require wearing suit/shirt etc
which may create internal conflict
with earlier casual clothing.

→ Organisation / Client Conflict :-

- Service employee often face the dilemma
of whether they should follow the
company's rule of boss or they satisfy
the customer.

- when customer makes excessive demands,
that violates orgⁿ rules.

→ This problem is acute when employee
believe that orgⁿ is wrong in its
policies and thus there is a dilemma
whether to follow rules or fulfill
customer demand.

→ These conflicts are severe when service employees depend directly on customers for income as in case of financial services. (5)

→ Interclient Conflict:-

→ This conflict emerges when employees service ~~to~~ different types of customers.

→ The employee may satisfy one by giving extra time or customisation ~~but this~~ ^{and} may not provide same to all the waiting customers.

Ex. Banks.

⇒ Emotional Labour:-

→ It arises when there is discrepancy b/w the way frontline employees feel inside and the emotions that job demands. like smiling, making eye contacts, friendly conversation with people who are strangers.

→ A fight with wife in morning but still smiling at job
A bad stomach . . . still smiling . . .

Strategies that can be used to deliver (6)

Quality :- or Close Gap 3

1) Hire the Right People :-

- people with technical skills,
- ^{Hourly} attitude for customer service
- ⊗ - Compete like a marketer to find the best talent. ~~They~~ Cos must segment employees, design jobs and promote the job to attract potential candidates.

→ The candidates must have necessary technical, Qualification for service competence like in case of doctors

The service employees must have service inclination i.e. interest in serving others, must have attitude to service others.

→ ~~the~~ strategies to identify competent people could be (1) a kind of simulation that allows employees to demonstrate how they would actually perform on the job. Or (2) Use Personality tests relevant to the job (3)

use multiple structured interviews (7)
testing on different parameters (4)
Give applicant a realistic preview of
job so that he can assess whether
he is a good fit or not. This may
be possible by one 1 week paid job.

2) Be the preferred employer :- To
attract the best talent. An Orgⁿ
can be preferred if it has -
- Extensive training
- Career advancement opportunity
- Quality Service product.

3) Train employees :- ~~for technical and~~
Interpersonal skills
- Train employees interpersonal and
technical skills. Interpersonal skills
like body language, attentive listening,
+ve attitude etc. Technical skills related
to job like how to handle service process,
etc.
- Train employee for service ^{product} knowledge
like its features etc.

- Train employees about organisational (8) culture, values like commitment to service excellence, responsiveness, teamwork, honesty, integrity etc.

4) Empower the employees

- Giving employees the skills, tools and authority to serve the customer.
- Empowered employees can be highly responsive to customer needs and can react quickly in case of service failure.
- Empowerment makes them more adaptable, satisfied & less stressed
- empowerment ~~is~~ becomes more appropriate in following cases:-
 - Co believe in competitive differentiation and offers p customised services.
 - Co wants long-term customer relationship
 - Co uses complex technology
 - The business environment is unpredictable

- Employees have good interpersonal skills
- The top mgt feels comfortable in letting employees work independently. (9)

5) Promote Teamwork

- Employees when work in teams feel more relaxed and thus maintain their enthusiasm and provide quality service
- Teamwork can be encouraged by the attitude that 'Everyone has a customer'. i.e. letting everyone in the orgⁿ whether he is directly serving customer or not how his role is important in the final delivery of service quality
- Team work can also be promoted by rewarding the entire team and not individuals.

6) Measure Internal Service Quality

(10)

- By conducting Service Audits which help in identifying the ^{internal} customers, their needs, measure how well they are doing and make improvements
- ~~to increase~~ This will help in improving the internal process ~~and~~ which will ultimately affect service quality.
- Service Blueprint as a tool can help in identifying the linkages of various internal process and how they support the final delivery of service.

7) Provide supportive technology & Equipment

- By providing the right Eqp. & Tech the orgⁿ can deliver good quality service

- Think of a RFID in retail, the
GPS in logistics, & Surgical
Eq. for doctors etc.

8) Develop service-oriented internal process

- By doing internal service audits
- By reengineering/^{redesign} develop internal processes that support quality performance.

- Think of internal process in Citi bank & Corporation bank
- ~~Maurya Sheraton~~ & ~~any~~ ~~other~~ Hotel

9) Retain the best people

- Motivate & energize employees by financial & non financial incentives
 - monetary incentives
 - job enrichment
recognition
- Treat employees as customers so that they feel more valued
- Reward performers