

# MOVING FORWARD WITH PEOPLE



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# THE GIFT



# The Service Encounter



- ◆ “the moment of magic”
- ◆ A special form of purposeful human interaction
- ◆ “shared gain”
- ◆ Intangible & perishable
- ◆ Quality of service managed & controlled by employee

# The Emotional component

- ◆ Extended, affective and intimate encounters (EAI)
- ◆ “Boundary open transactions” (Price, Arnold & Tierney, 1995)
- ◆ Support worker & client meet each other as friends in an interaction where the client expects the support worker to be interested in them as a person
- ◆ ‘Emotional labour’ (Hochschild, 1983)

# Emotional labour

- ◆ “The effort, planning and control needed to express organisationally desired emotion during interpersonal interactions” (Morris & Feldman, 1996:986/7)
- ◆ Public display vs actual feelings
- ◆ ‘Script’ and ‘role’
- ◆ Allows emotional and cognitive distance & control over the interaction




# Emotional labour fallout

- ◆ Display emotion over a long time & deal with difficult and abusive clients
  - fallout
    - Job dissatisfaction & emotional exhaustion
    - ‘Ego depletion’
    - Lack of distinction between ‘displayed self’ & ‘actual self’
    - Emotive dissonance
    - Self alienation & burnout



# What does this mean for managers?

- ◆ Recognition of emotional component of service encounter
  - ◆ Rest, support & manageable workload
  - ◆ Recruitment, selection, training & compensation
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- A decorative graphic at the bottom right of the slide, consisting of a stylized mountain range in various shades of teal and blue, extending from the right edge towards the center.

# The Three-Tiered View

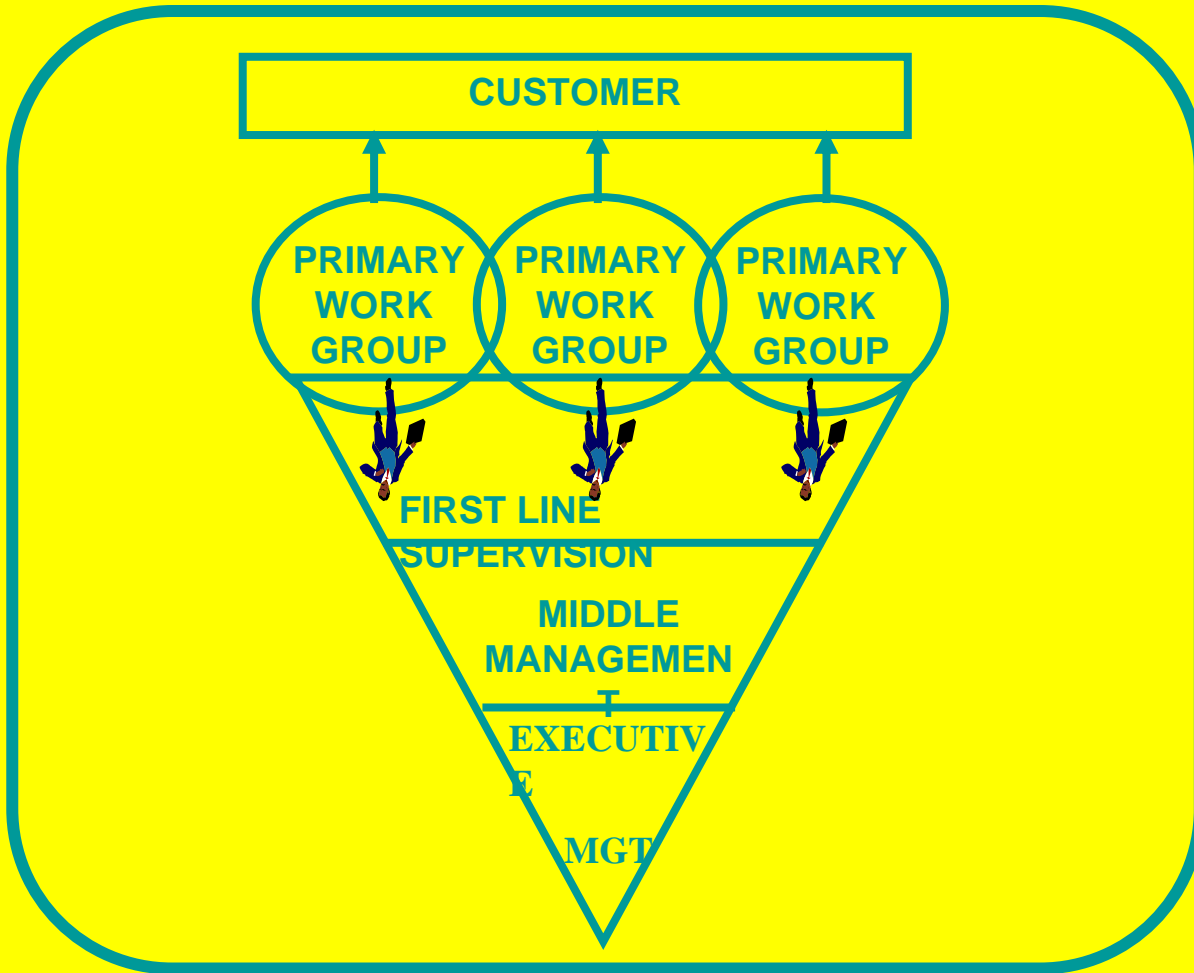
**Coordination Tier  
(Management)**

**Boundary Tier  
(Service providers/support workers)**

**Customer Tier  
(Customer)**

(Schneider & Bowen, 1995)





The whole organisation should be built to support the supervisor and the primary work group

# Recruitment & Selection

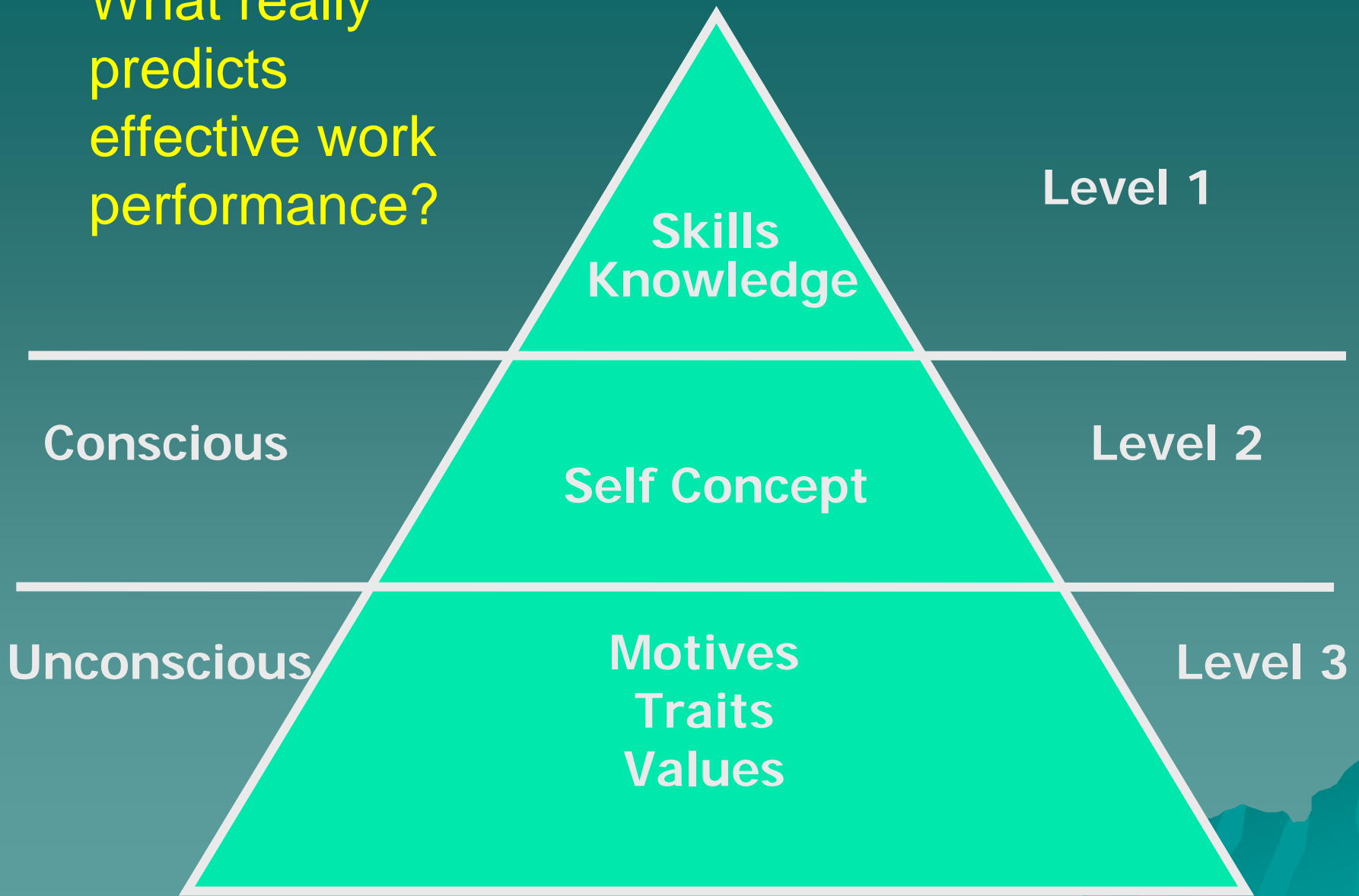
## ◆ Recruitment

- important to increase depth of applicant pool
- use innovative ways to get to likely potential employees

## ◆ Selection

- focus on congruence of attitude, personal orientation and requirements of job
- ‘Hire for attitude and train for skills’
- “Service orientation” (Hogan, Hogan & Bush, 1984)
- Matching of life themes & life stages

What really predicts effective work performance?



Levels of Competencies

# Emotional intelligence

- ◆ Roots in the concept of “social intelligence” (Thorndike, 1920) – “to act wisely in human relations”
- ◆ “the ability to manage one’s own and others’ feelings and emotions” (Salovey & Mayer, 1990: 189)
- ◆ **Intrapersonal intelligence** – one’s intelligence in dealing with oneself
- ◆ **Interpersonal intelligence** – one’s intelligence in dealing with others

## Self - Awareness

- self confidence
- self assessment

## Self Management

- self control
- trustworthiness
- flexible to change
- open to new ideas

## Self Motivation

- achievement drive
- optimism
- organisational commitment

## Social competence

- empathy
- developing others
- managing diversity
- political awareness

## Social Skills

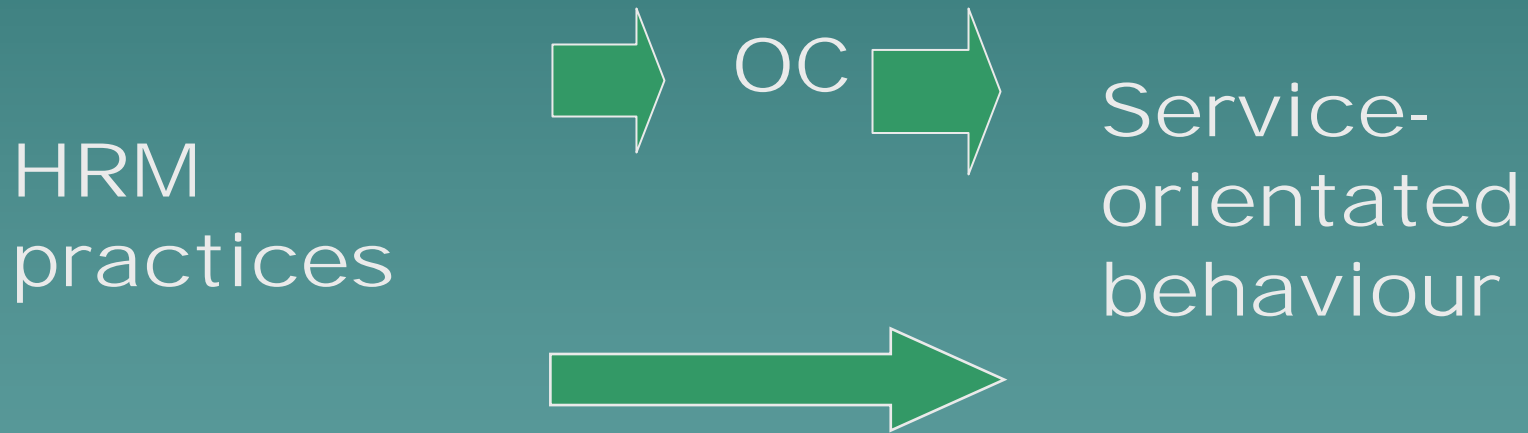
- leading change
- influence
- team leadership
- building bonds

# Training




- ◆ Customer satisfaction is based on the competence of the support worker to deliver the service & support staff to back them up
- ◆ Social skills, team work, diversity & multi skilling
- ◆ Service quality improved in nursing homes that used innovative practices (Eaton, 2000)
  - teamwork,
  - cross training
  - high level of employee empowerment & collaboration with clients and community

# The relationship between HRM practices and service-orientated behaviour



# Results

- ◆ HRM practices – a significant impact on service behaviour.
  - ◆ HRM practices - influences level of organisational commitment - impacts on their service behaviour.
  - ◆ Specific HRM practices have more influence on service behaviour than others.
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# Key HRM practices

- ◆ Selection
- ◆ Training
- ◆ Performance Appraisal
- ◆ Management support
- ◆ Fairness
- ◆ Building competence
- ◆ Listening, praising & providing feedback
- ◆ Team morale and relationships

# Where did all the money go?

- ◆ Financial compensation has a limited influence service orientated behaviour
- ◆ Why?
  - Pay rates too low to be valued
  - Does not directly reward the service behaviour of the employee.
  - Criteria for pay decisions not clear



# How can pay and rewards influence service behaviour?

- ◆ Needs to be of value
- ◆ Flexibility
- ◆ Performance contingent
- ◆ Transparent
- ◆ Timely
- ◆ Durable
- ◆ Non financial rewards – recognition & feedback, job itself & management support



# Why do HRM influence service behavior?

## ◆ Fairness

- an important antecedent of pro social – discretionary behaviour – “go that extra mile”

## ◆ Transparency

- criteria for rewards

## ◆ Being valued & feeling competent

- training & development, recognition

- ◆ We need to know we make a difference & that life is purposeful and has meaning (Wheatley, 2005)

# A climate of support

- ◆ We need to treat people as special if we want them to treat our clients as special
- ◆ Supports employees to provide quality service
- ◆ “Boundary spanning role”
- ◆ “Spill over” (Schneider & Bowen, 1995)
- ◆ HRM practices and management behaviour need to create and support a climate of service to both the customer and to the support workers on the frontline.

**“I SEE YOU THEREFORE  
YOU ARE”**

