

Conceptualising and Measuring Service Culture: Initial Results (Frequencies)

By Dr Robert Davis

drrobertdavis.com

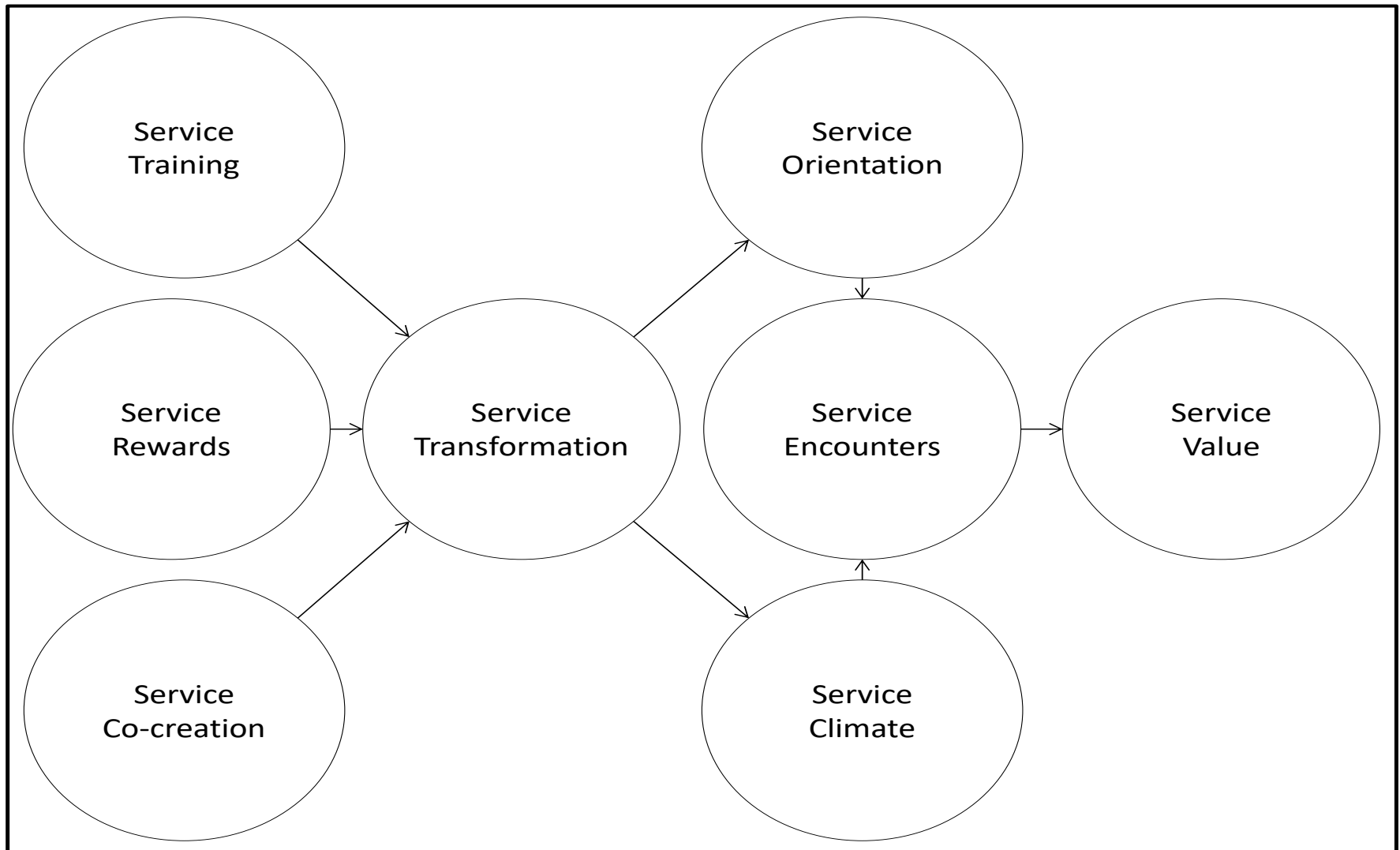
Massey University School of Management

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Methodology

- June/July 2017
- 198 usable responses.
- Data collected with questionnaire implemented online.
- Respondents targeted through LinkedIn.
- Questionnaire with 112 questions:
 - Part A Measuring Service Culture – 98 Questions for 8 Constructs
 - Part B – Participant Demographics
- Data internal consistency and scale reliability:
 - 0.958 Cronbach Alpha (very high level)

Conceptual Model



Construct Definitions (A)

Construct	Definitions	Findings
Service Training	Service training refers to incidences in which employees in an organization receive training in personal skills with the aim of enhancing their ability and willingness to deliver quality services to customers (Lytle & Timmerman, 2006).	Service training is an essential component of quality improvement in service-centered organizations. According to Dietz, Pugh and Wiley (2004, pp. 89), providing 'joint training sessions' to employees in departments and sub departments allows an organization create standardization in service delivery, especially when the service environment is determined by organization policies.
Service Rewards	Service rewards denote an avenue through which an organizations management provides incentives and rewards to their employees for their quality service delivery (Lytle & Timmerman, 2006).	Effective supervisors in a service-oriented organization encourage and influence the service outcomes and behaviour of the employees in an organization by setting the targets for frontline subordinates, empowering them, inspiring them, and most importantly rewarding outstanding service delivery (Hui et al 2007, p. 157).
Service Co-Creation	Harnessing customer and employee knowledge to co-create value and service innovation (Vargo & Lusch, 2008a; Ostrom et al, 2010).	Service co-creation consists of intimate relationships involving clients and service providers sharing their risks, resources and rewards. Co-creating value in service delivery involves clients and service providers being embedded in numerous networks of partners, suppliers and many other stakeholders (Ostrom et al 2010, p. 18).

Construct Definitions (B)

Construct	Definitions	Findings
Service Transformation	The handling of service encounters needs to be continually transformed to encourage new ways of serving customers. Service transformation denotes the process of sustaining high quality service delivery for and among all service employees in a way that perpetually fosters a positive service climate (Liao & Chuang, 2007).	Service transformation is geared at 'sustaining high-quality service delivery for and among all service employees in a way that fosters a perpetually 'positive service climate' (Liao and Chuang 2007, p. 1009).
Service Climate	The service climate of an organization is the shared perception of employees concerning policies, practices, procedures and behaviours, which get rewarded and supported with respect to customer service and service quality (Schneider, White & Paul, 1998).	Service climate focuses on service employee effort and competency on delivering a quality service (Schneider, White and Paul, 1998).
Service Orientation	Organisation wide embracement of a basic set of relatively enduring organizational policies, practices and procedures intended to support and reward service giving behaviours that create and deliver service excellence (Lytle, Hom & Mokwa, 1998).	Existing research tends to measure and examine the construct service orientation, without serious regard for its conceptualization and measurement as an element of organizational culture (Lytle and Timmerman, 2006).
Service Encounters	Managing all instances in which an employee interacts with customers in the provision of service (Lewis & Entwistle, 1990).	Service encounters have an impact on employee motivation, performance, job satisfaction, rewards, tenure and promotion, therefore service based organizations need to manage service encounters effectively for the benefit of customers and employees to achieve overall organizational goals (Lewis and Entwistle 1990, p. 43).
Service Value	Value for customers means that after they have been assisted by a self-service or full-service process they feel better off than before (Gronroos, 2006; Vargo & Lusch, 2008b)	The participation of customers in the process of creating value in service delivery, wherein the engrained service culture of an organization needs to stimulate innovative value creation in all service encounters to both the service recipients and service providers.

References (Construct Definitions A and B)

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Initial Results

- Initial results in this presentation are only frequencies.
- Aim is subjective assessment of the results and model.
- Conclusion is that there is strong support for the model.
- Acceptable participant and company sample.
- Possible consistent issues with reverse coded items:
 - Next stage will confirm/reject these issues.
- Next stage:
 - Confirmatory Factor Analysis to assess validity and discriminant reliability of overall conceptual model.
 - Structural Equation Modelling to assess the hypothesized relationships of overall conceptual model.

Participant and Company Characteristics

Result is presented as a count or in \$NZ.

The number of total response are 198.

However, for personal and company characteristics there were instances of question non-completion.

Age	0-19	0
	20-30	34
	31-40	33
	41-50	31
	51-65	52
	66 >	11
Gender	Female	114
	Male	82
Education	Degree	145
	Non-Degree	52
Ethnicity	NZ European	90
	Maori	7
	Pacific Islander	4
	Asian	38
	European	28
	Others	0

Employment Status	Student	13
	Full-time	119
	Self-employed	34
	Unemployed	6
	Homemaker	0
	Part-time	23
Personal Income Before Tax (\$NZ)	\$0-\$9999	20
	\$10000-\$49999	20
	\$50000-\$99999	53
	\$10000-\$149000	21
	>\$150000	26

Industry	Education	34
	Professional services	33
	Finance, Insurance and Legal Services	23
	Sales and Marketing	28
	Information Technology	13
	Manufacturing	16
	Healthcare	8
	Government	7
	Hospitality	6
	Transportation	6
	Social Services	5
	Engineering	3
	Start-up	1
Full Time Employees	0-10	47
	11-20	10
	21-39	8
	40-99	19
	100-500	34
	501+	46

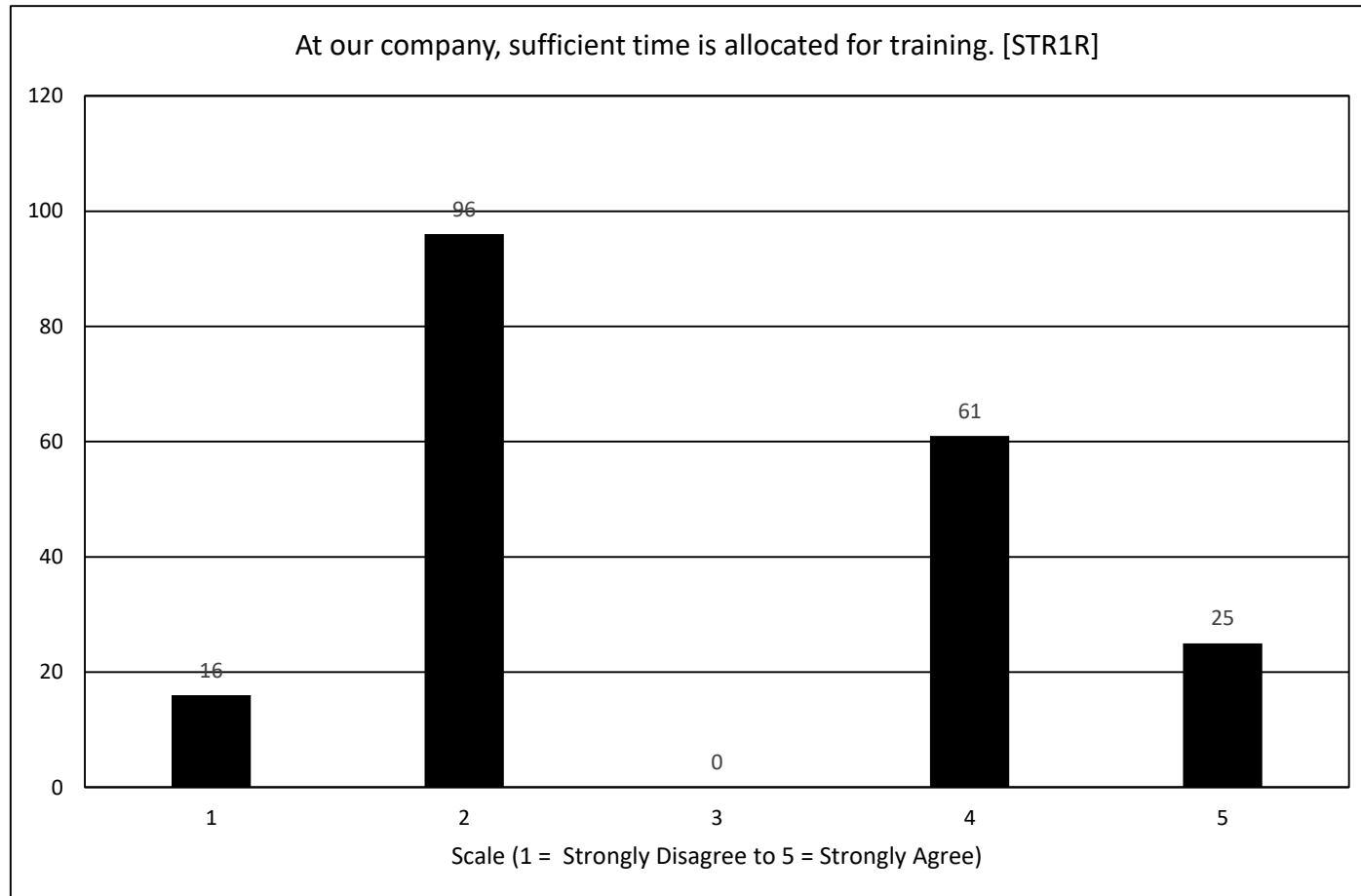
Job Title	Board member	5
	Executive	19
	Manager	28
	Owner	19
	Shareholder	6
	Employee	85
	Other (SPECIFY):	0

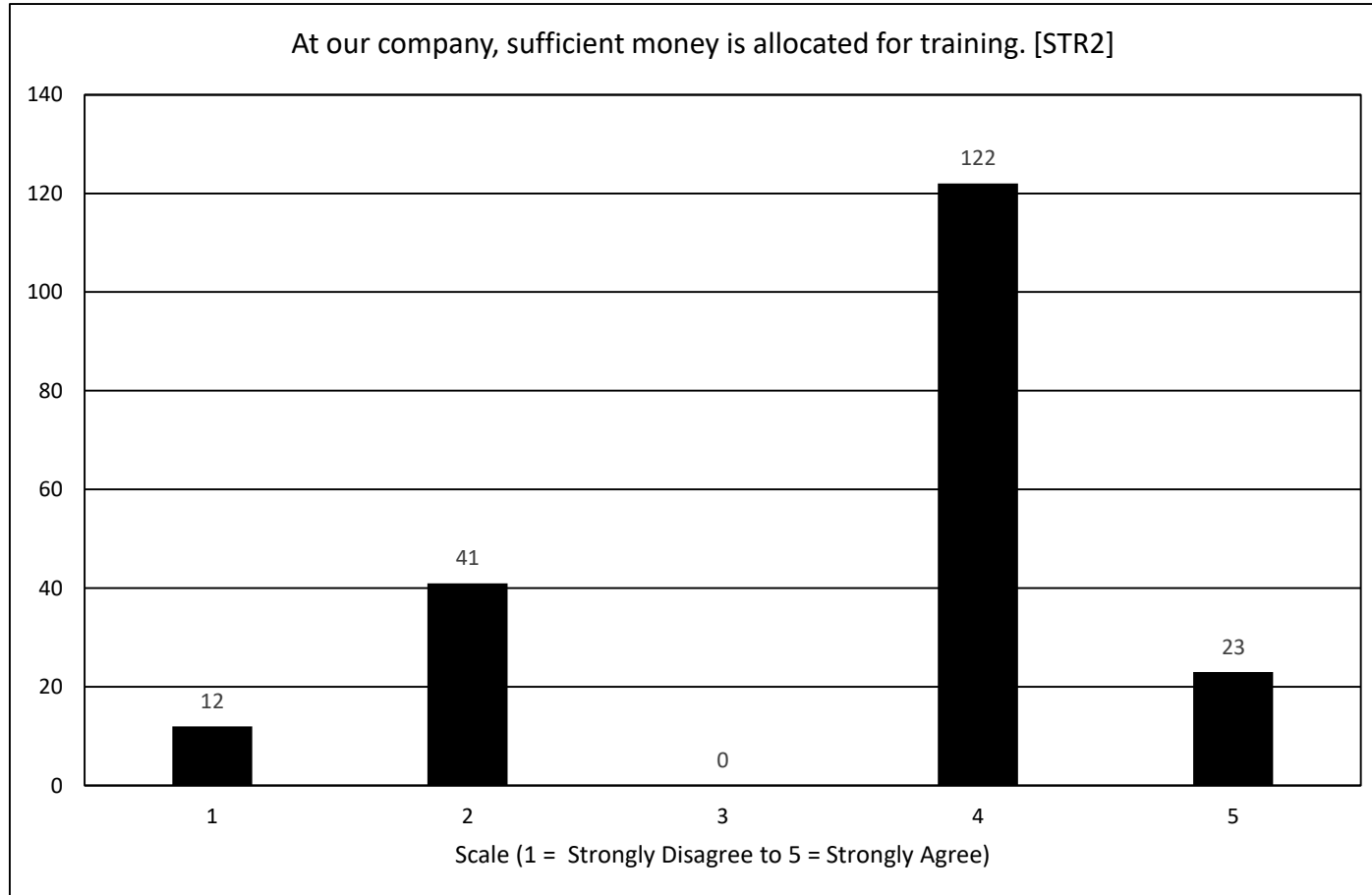
Ownership	Main Branch/Headquarters	119
	Branch	22
	Franchise	6
	Other (SPECIFY):	0
	Charitable Trust	1
	Company	2
	Co-operative	1
	Family owned	1
	Government	11
	Joint Ventures	1
	Not For Profit	1
	Retired	1
	Self employed	9
	University	1

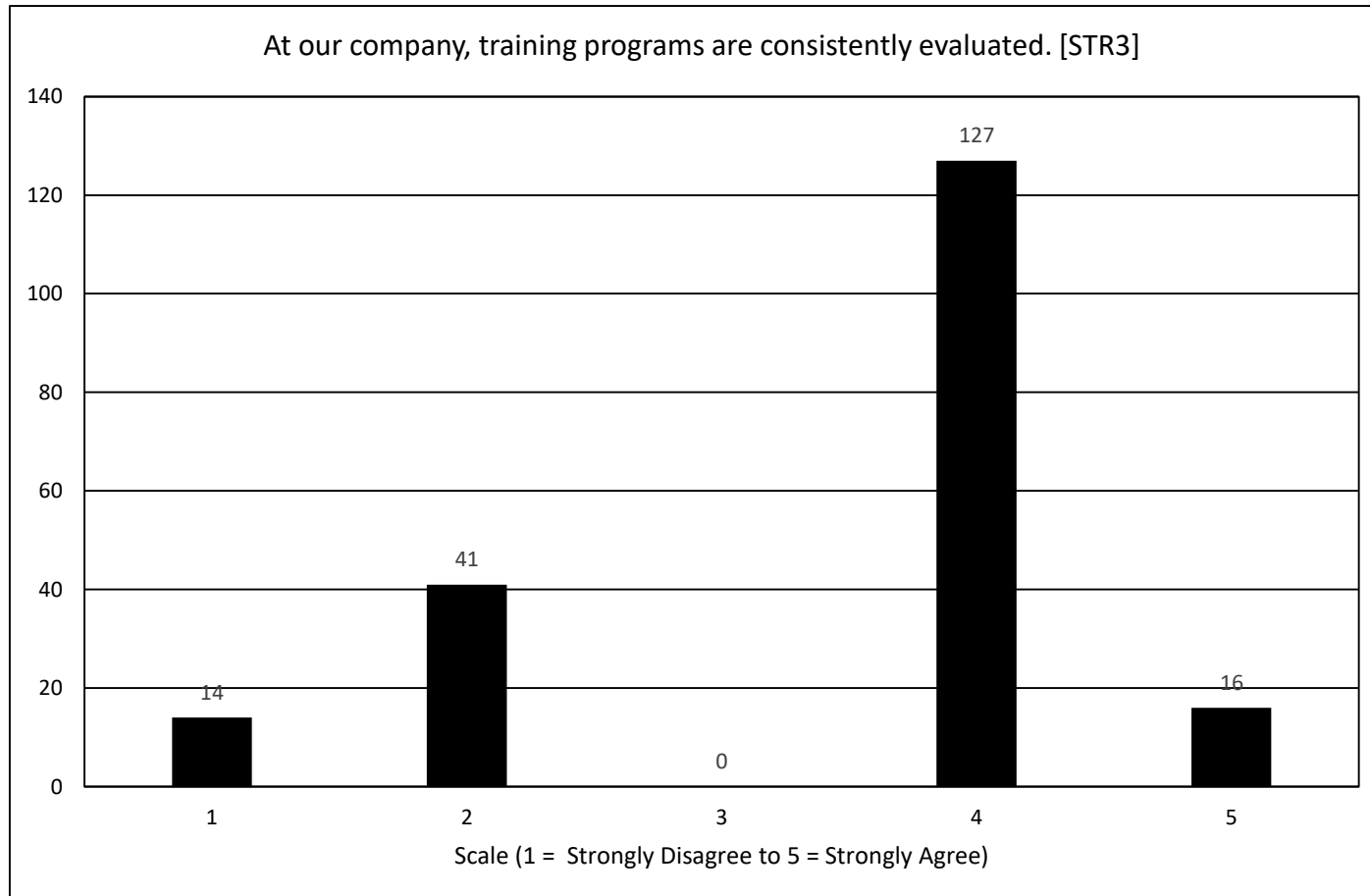
Company Income Source	Australia	2
	Brazil	1
	Canada	1
	Europe	2
	Global (Unspecified)	5
	United Arab Emirates	1
	USA	1
	India	1
	New Zealand	131
Company Production Location	Asia	1
	Australia	2
	Brazil	1
	Canada	2
	China	1
	Europe	2
	Global (Unspecified)	3
	India	1
	New Zealand	123
	Singapore	1
	Thailand	1
	USA	2

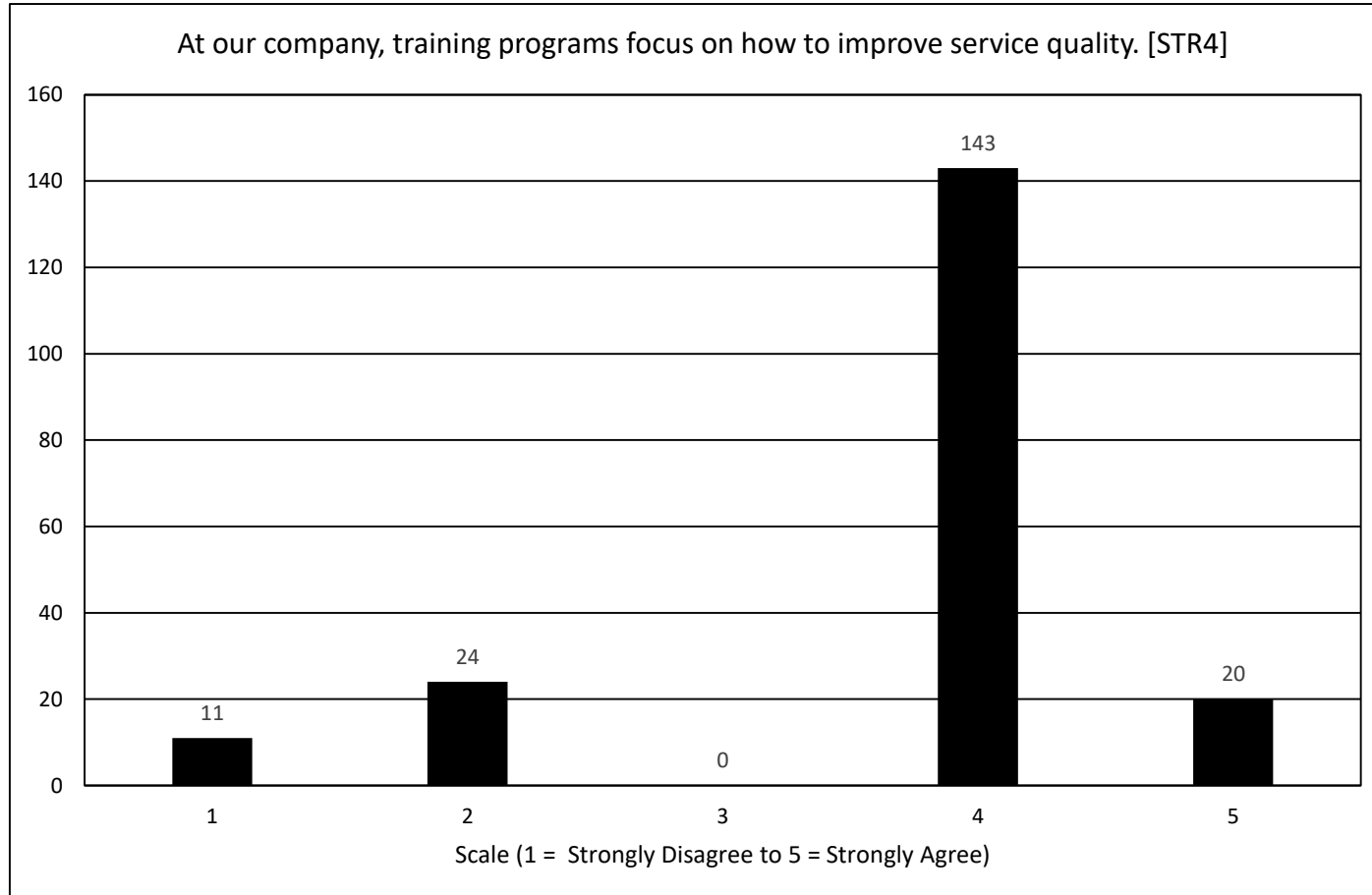
Company Total Sales (\$NZ)	Average	\$164,806,909
	\$0-\$1 Million	19
	>\$1 to \$5 Million	15
	>\$5-\$100 Million	19
	>\$100 - \$500 Million	7
	> \$500 Million	3
Company Total Profit (\$NZ)	Average	\$541,997,709
	\$0-\$1 Million	26
	>\$1 to \$5 Million	10
	>\$5-\$100 Million	9
	>\$100 - \$500 Million	4
	> \$500 Million	6

Service Training

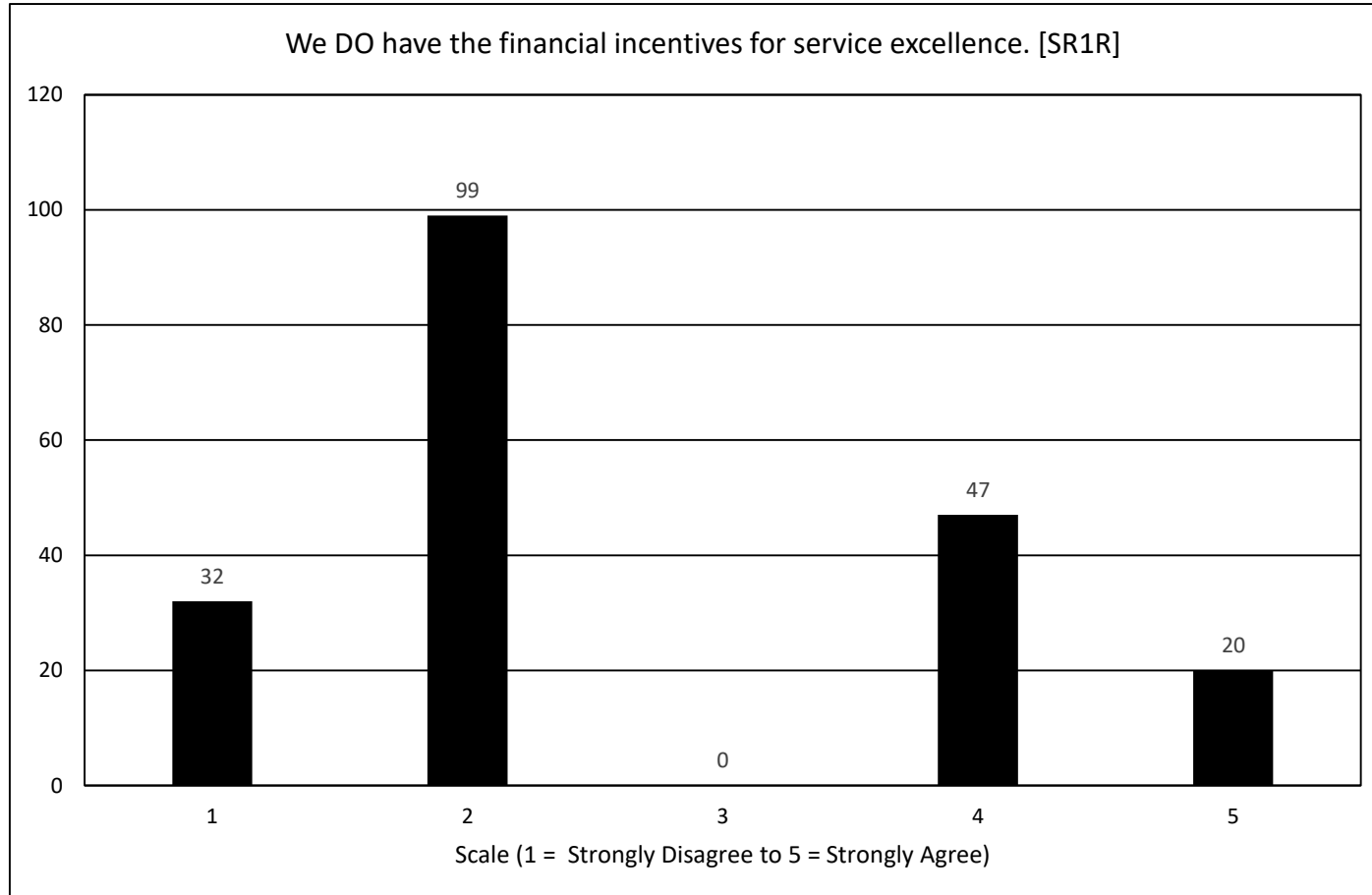


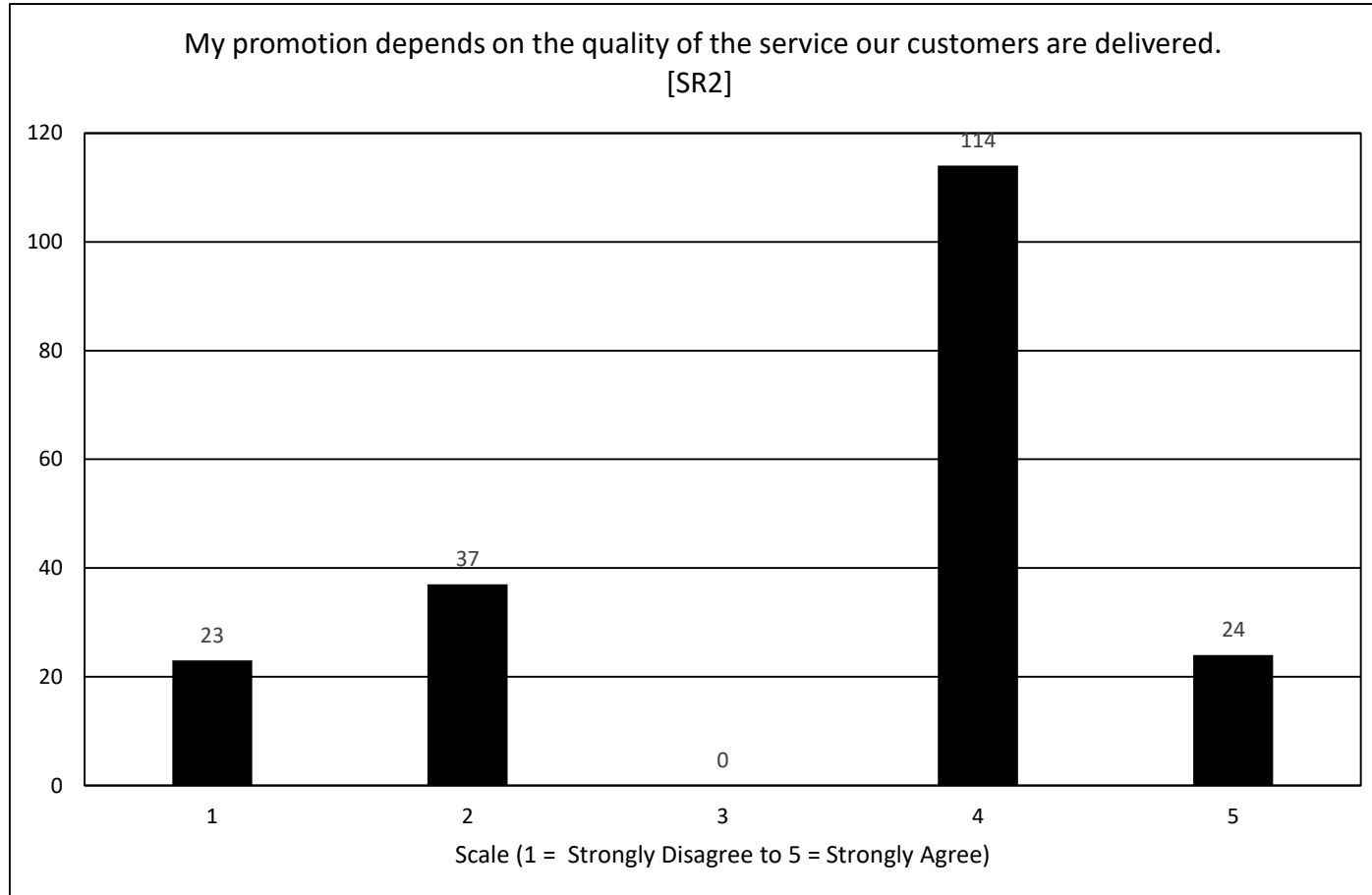


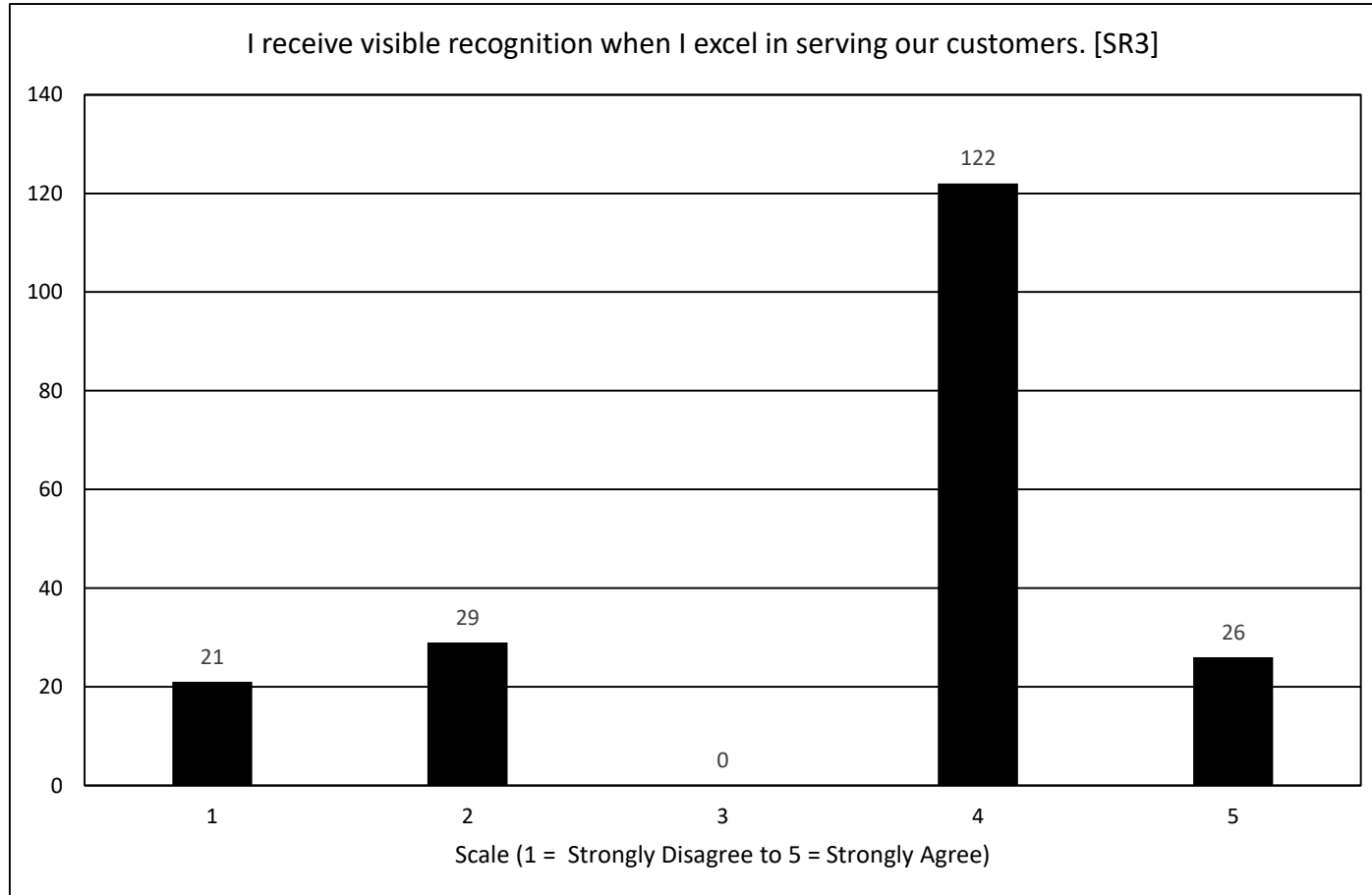




Service Rewards



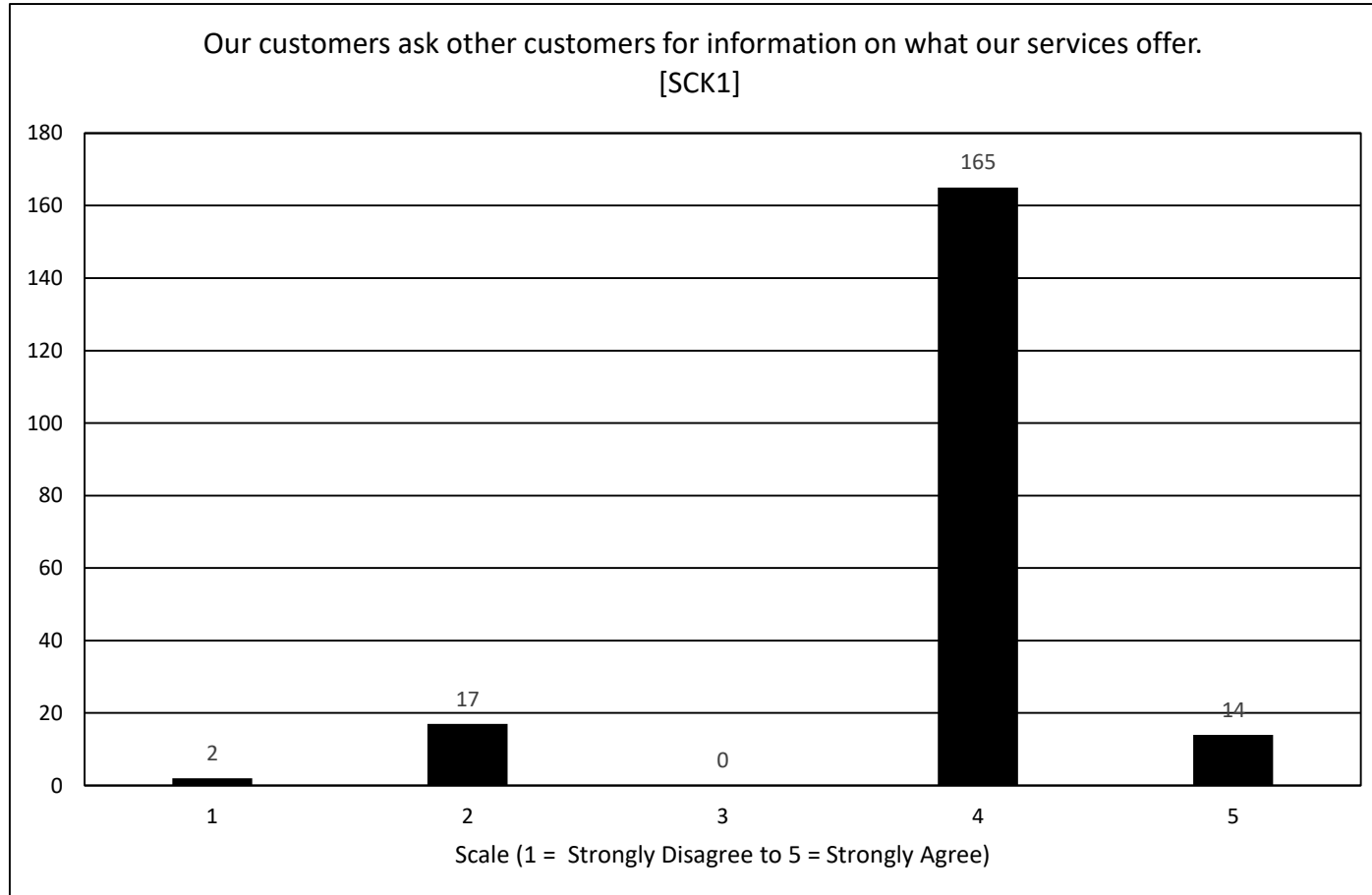


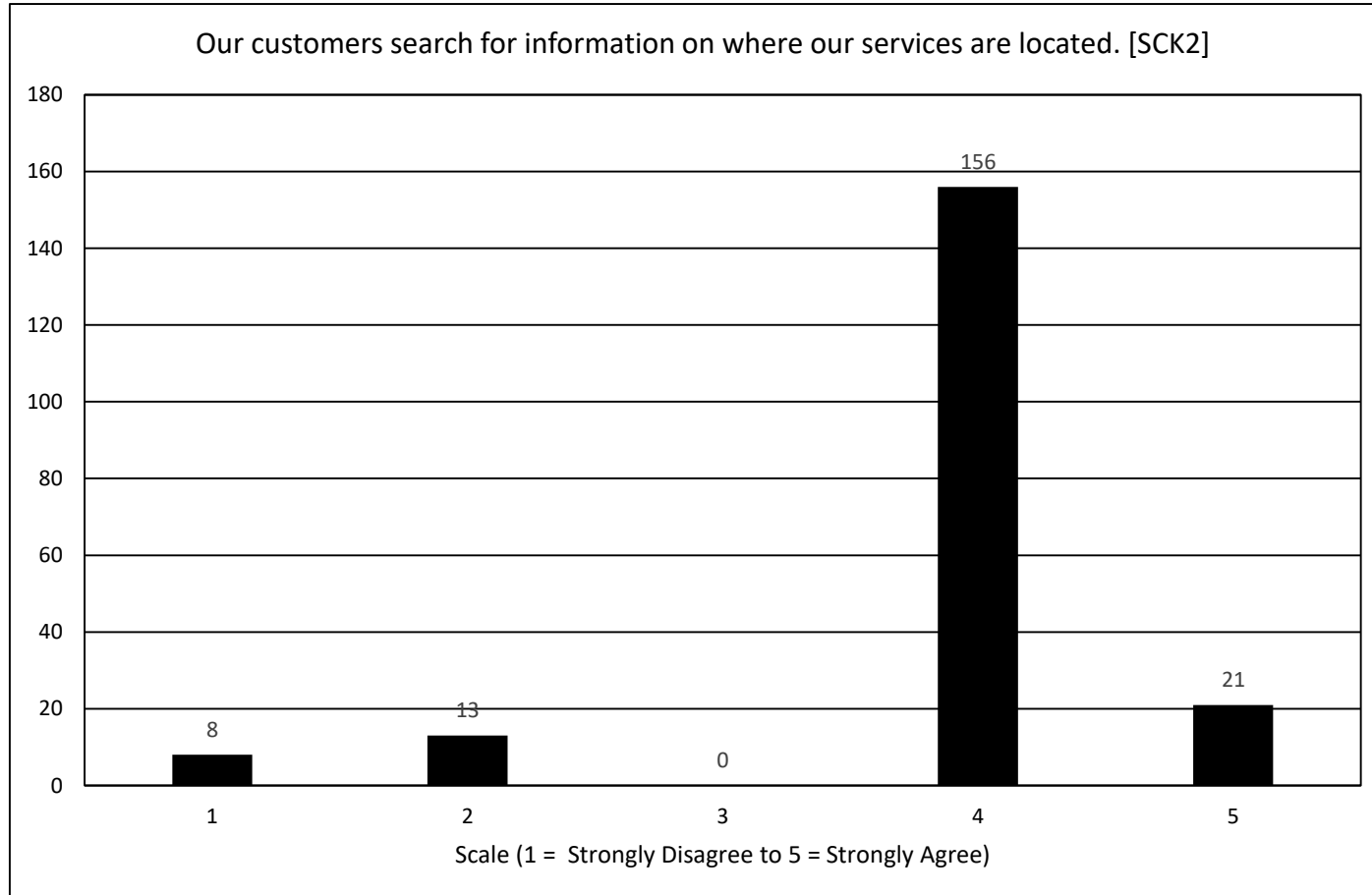


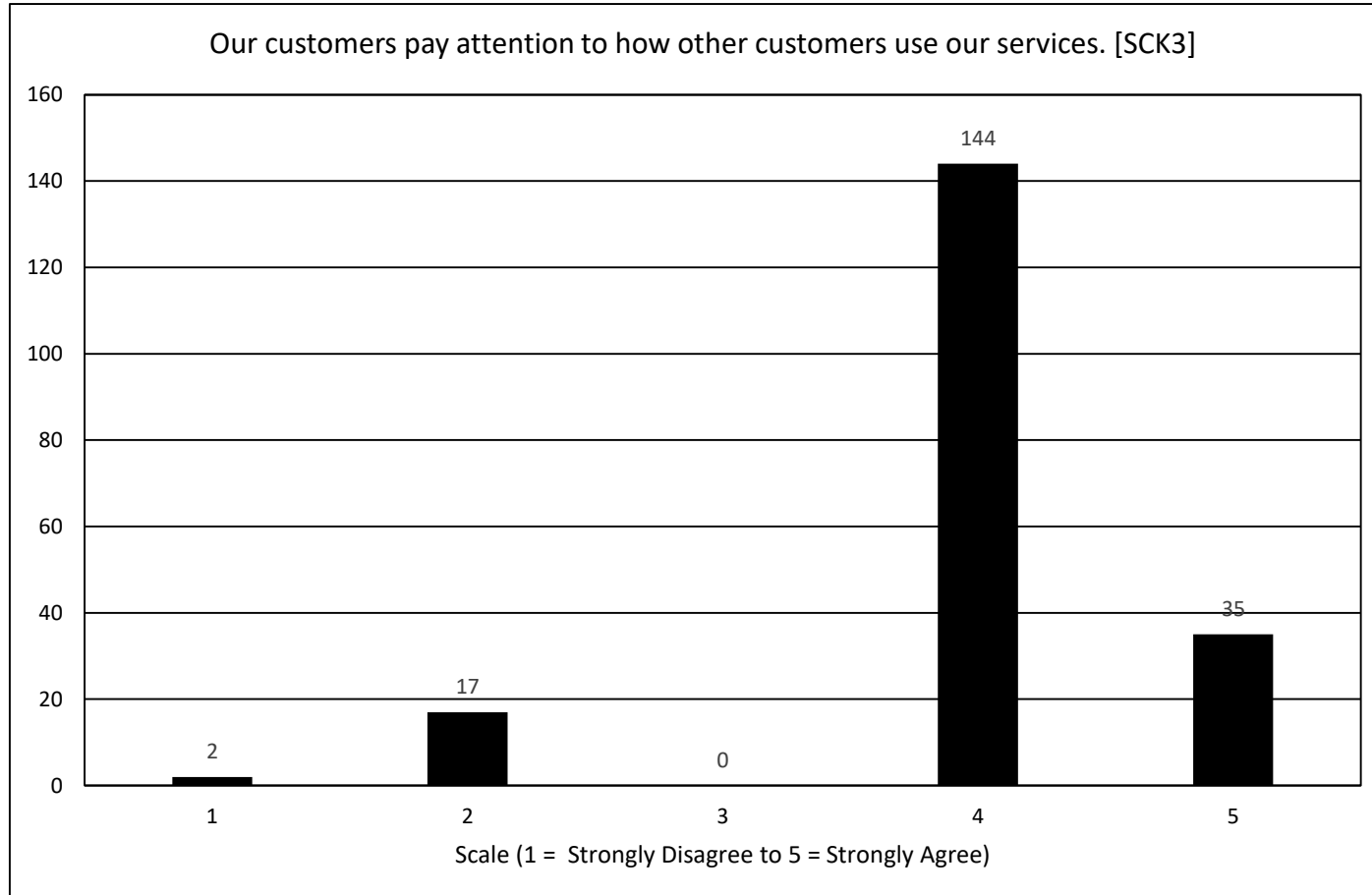
Service Co-creation

- Information Seeking
- Information Sharing
- Responsible Behaviour
- Personal Interaction
- Feedback
- Advocacy
- Helping
- Tolerance

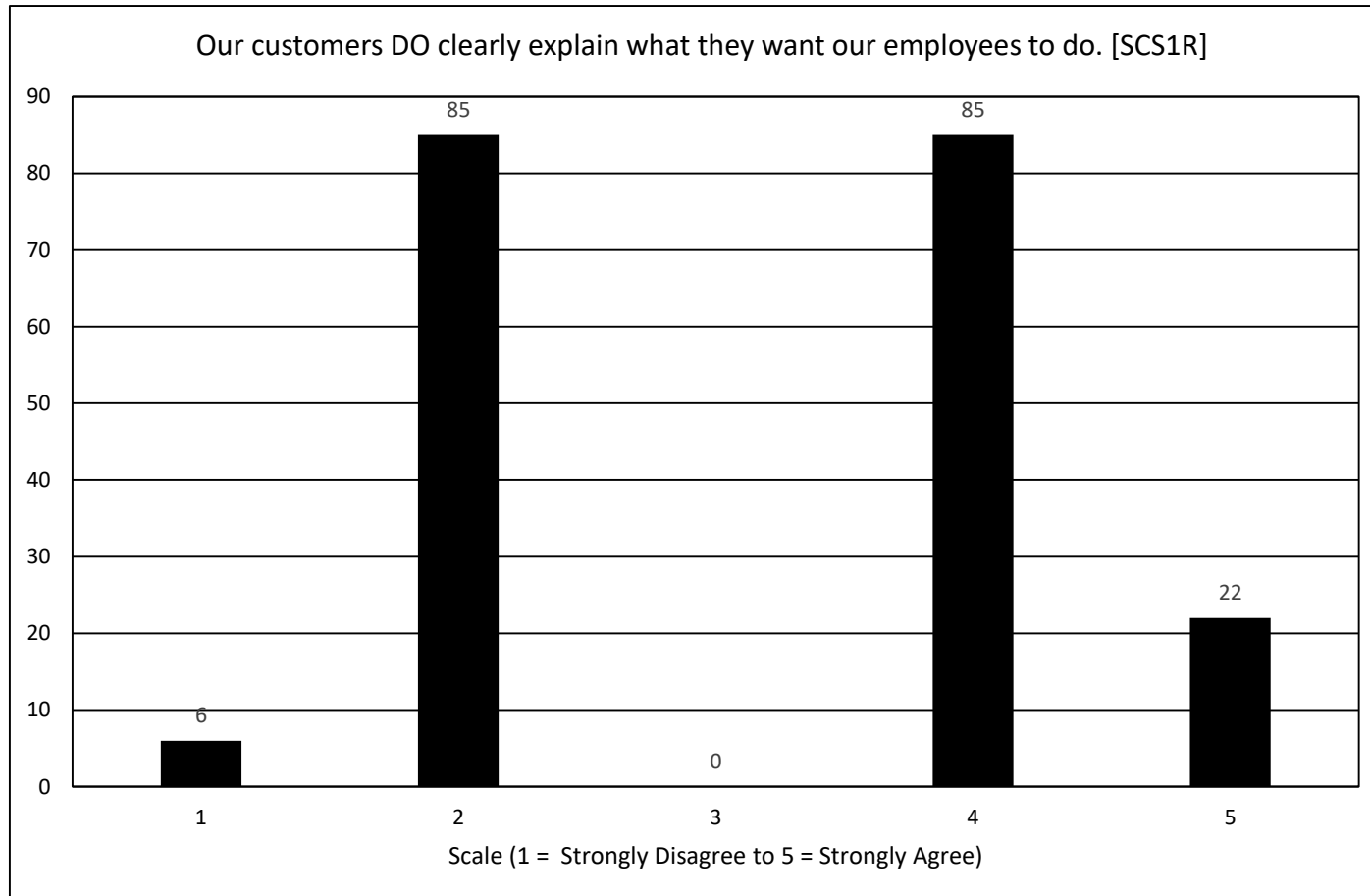
Information Seeking

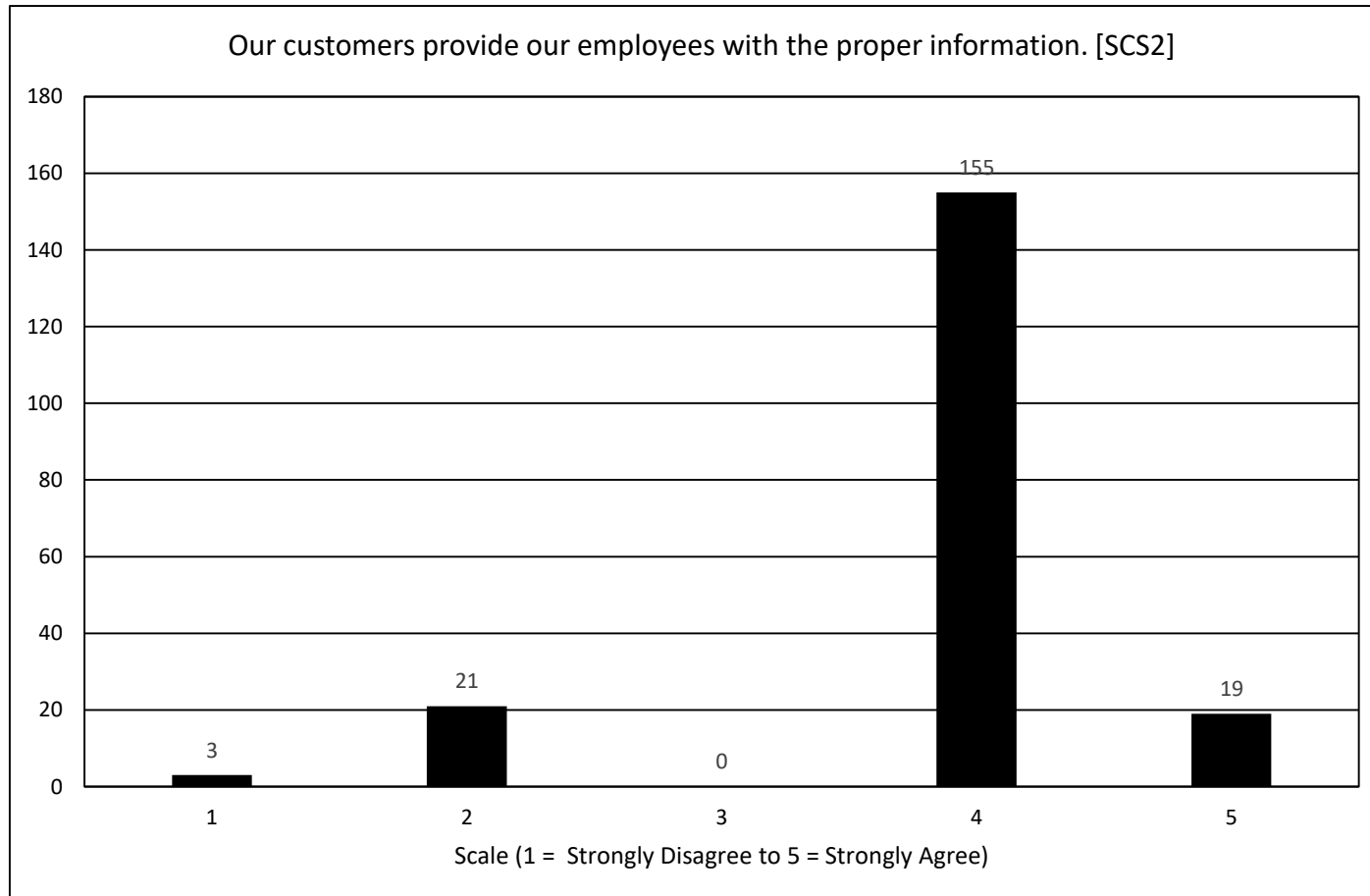


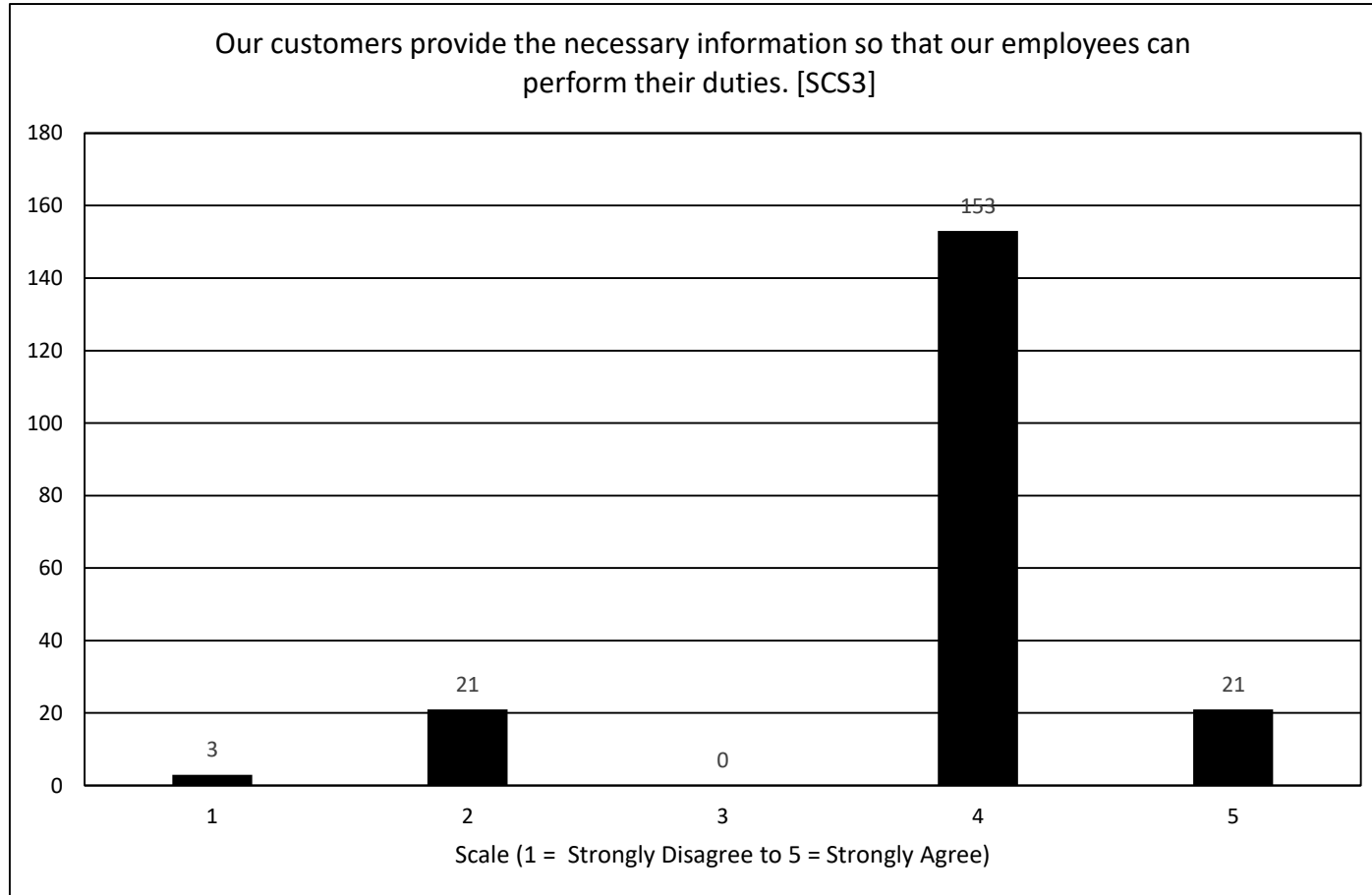


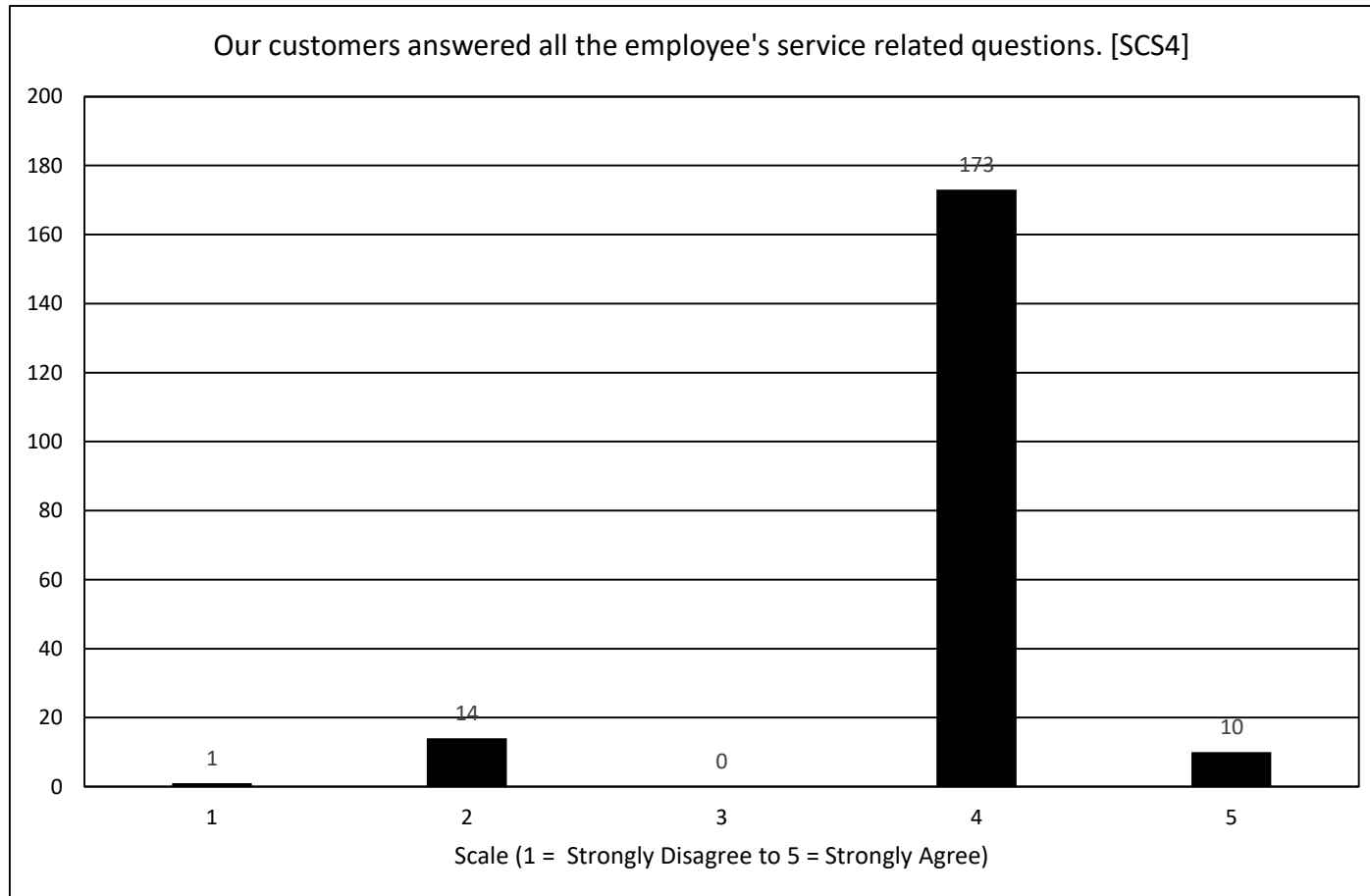


Information Sharing

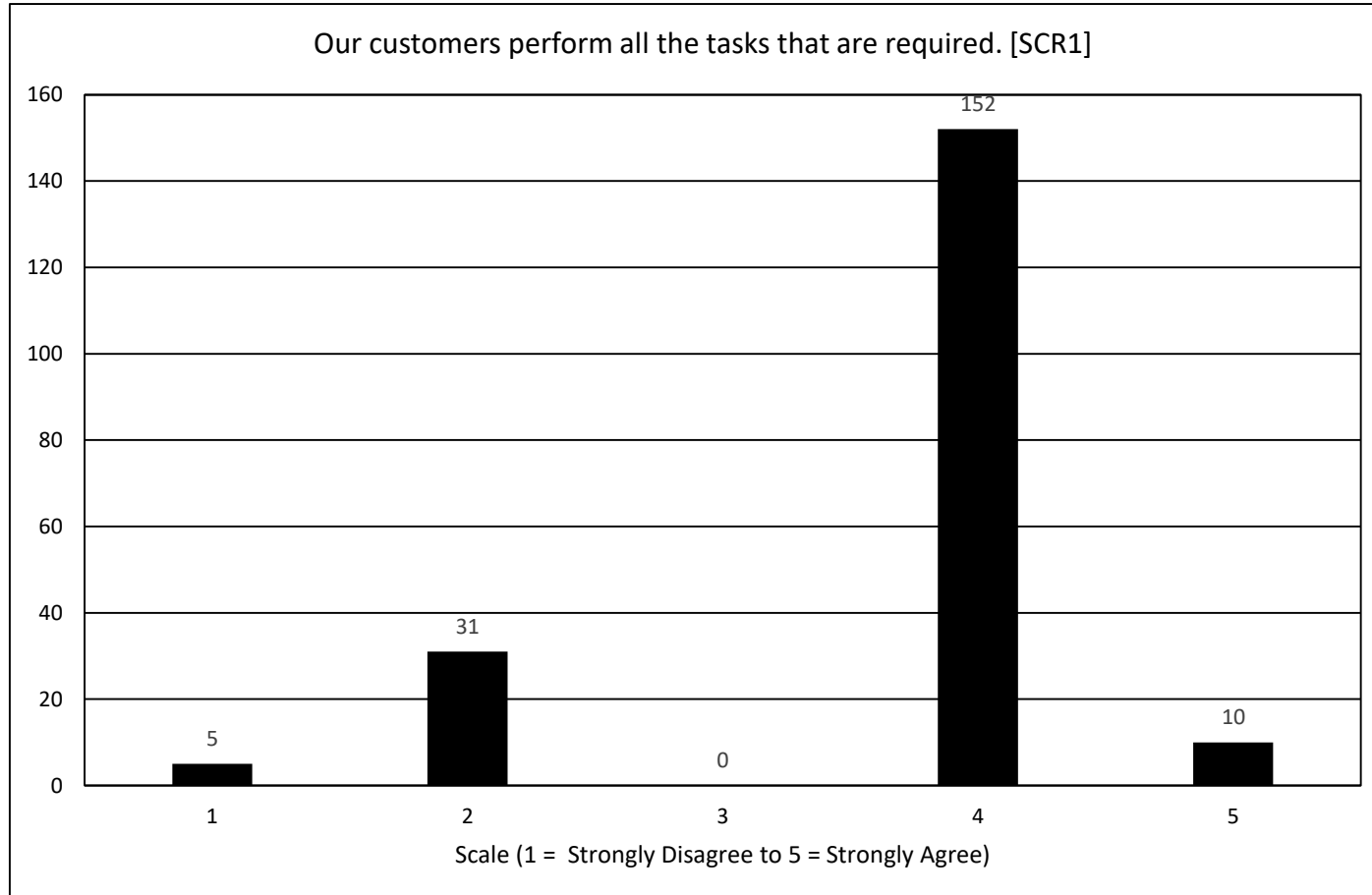


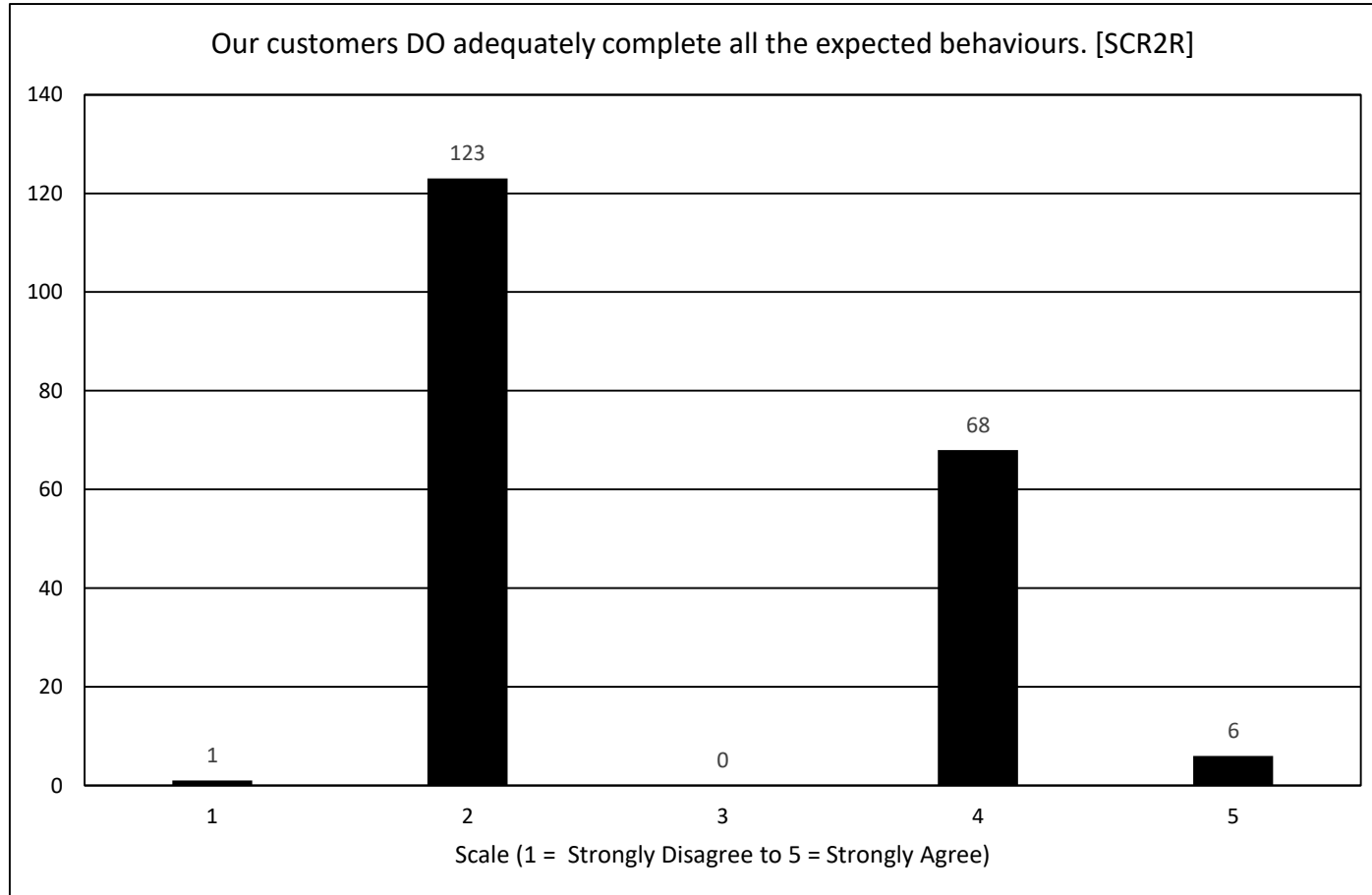


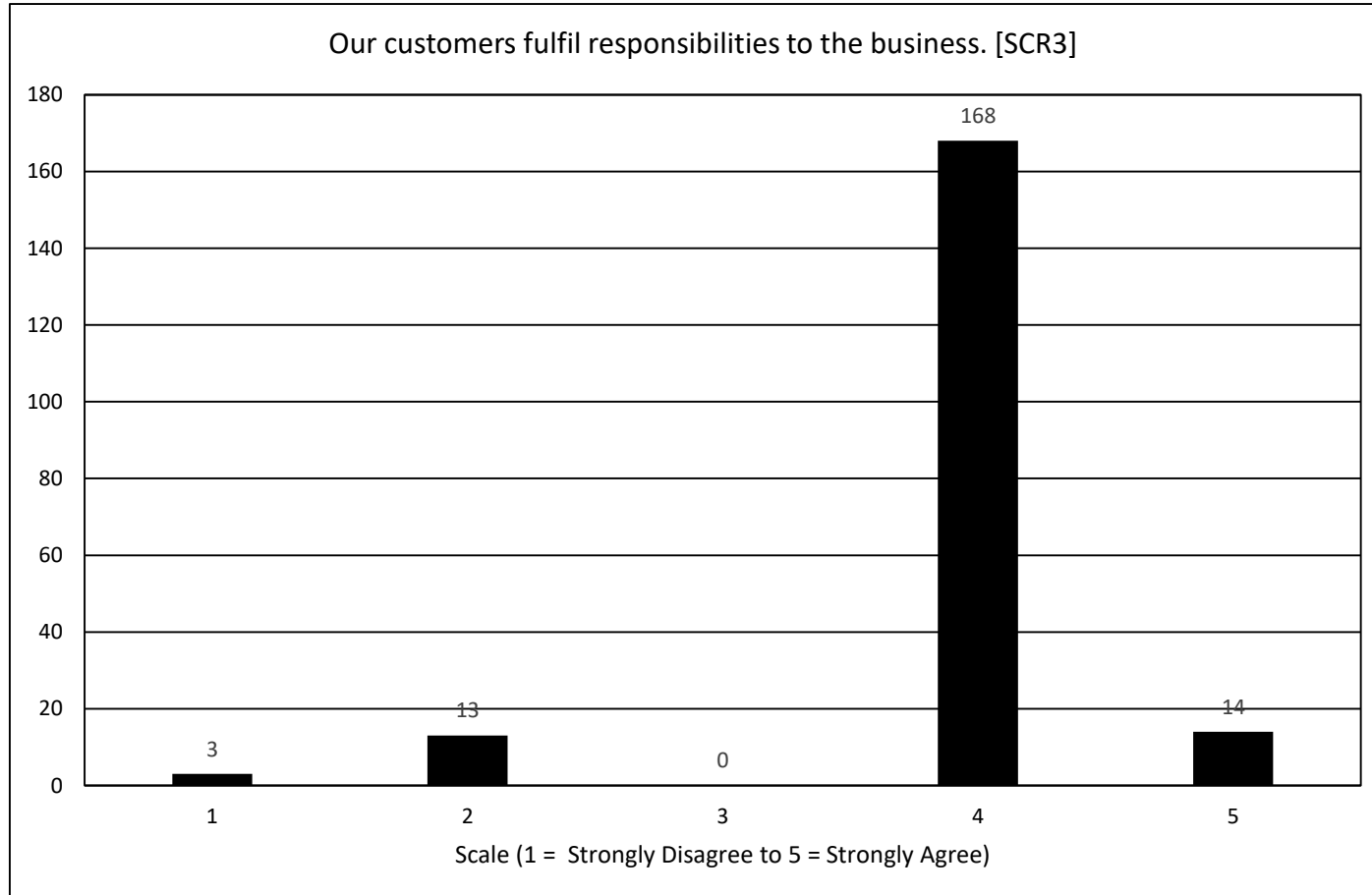




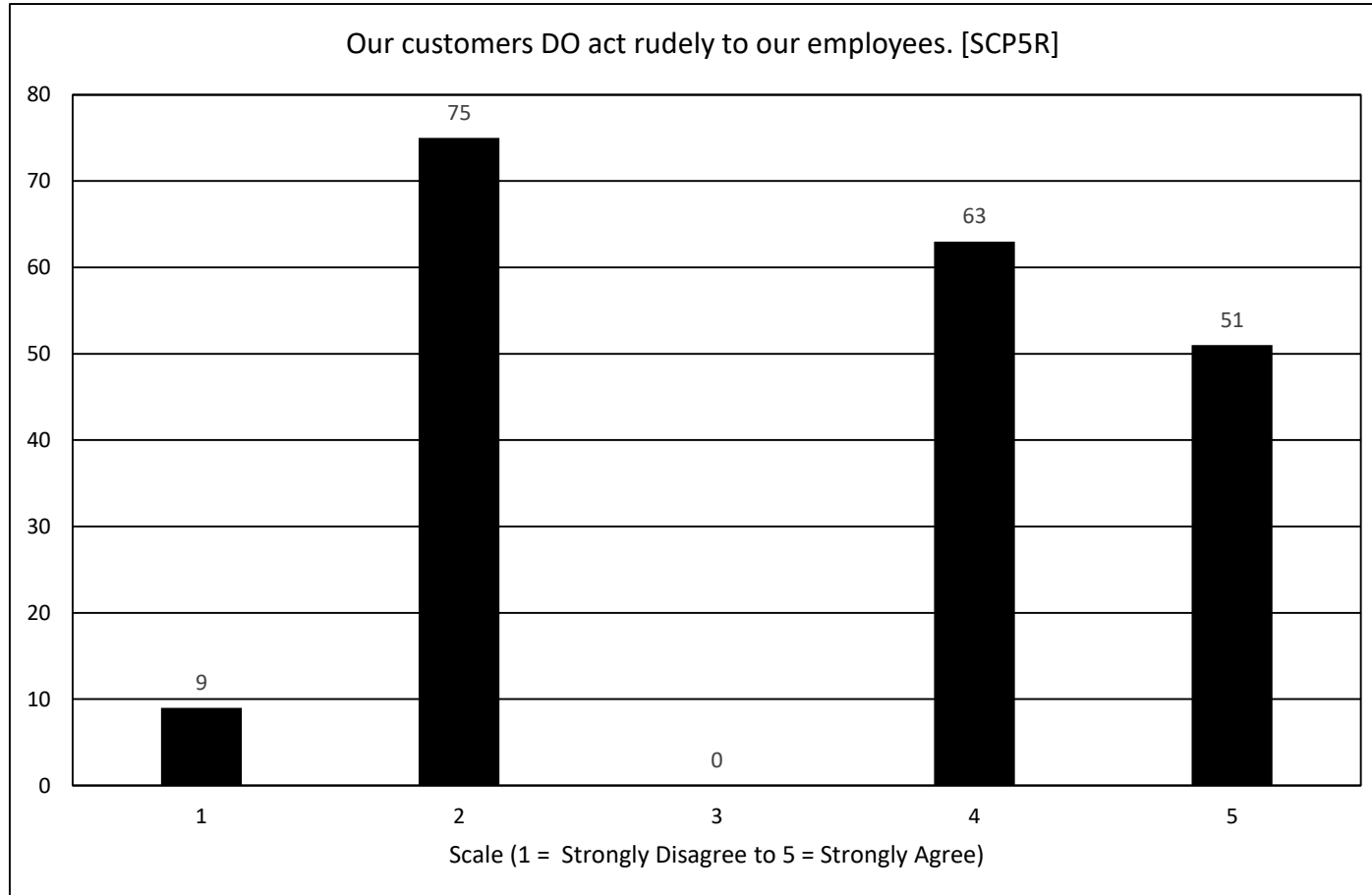
Responsible Behaviour



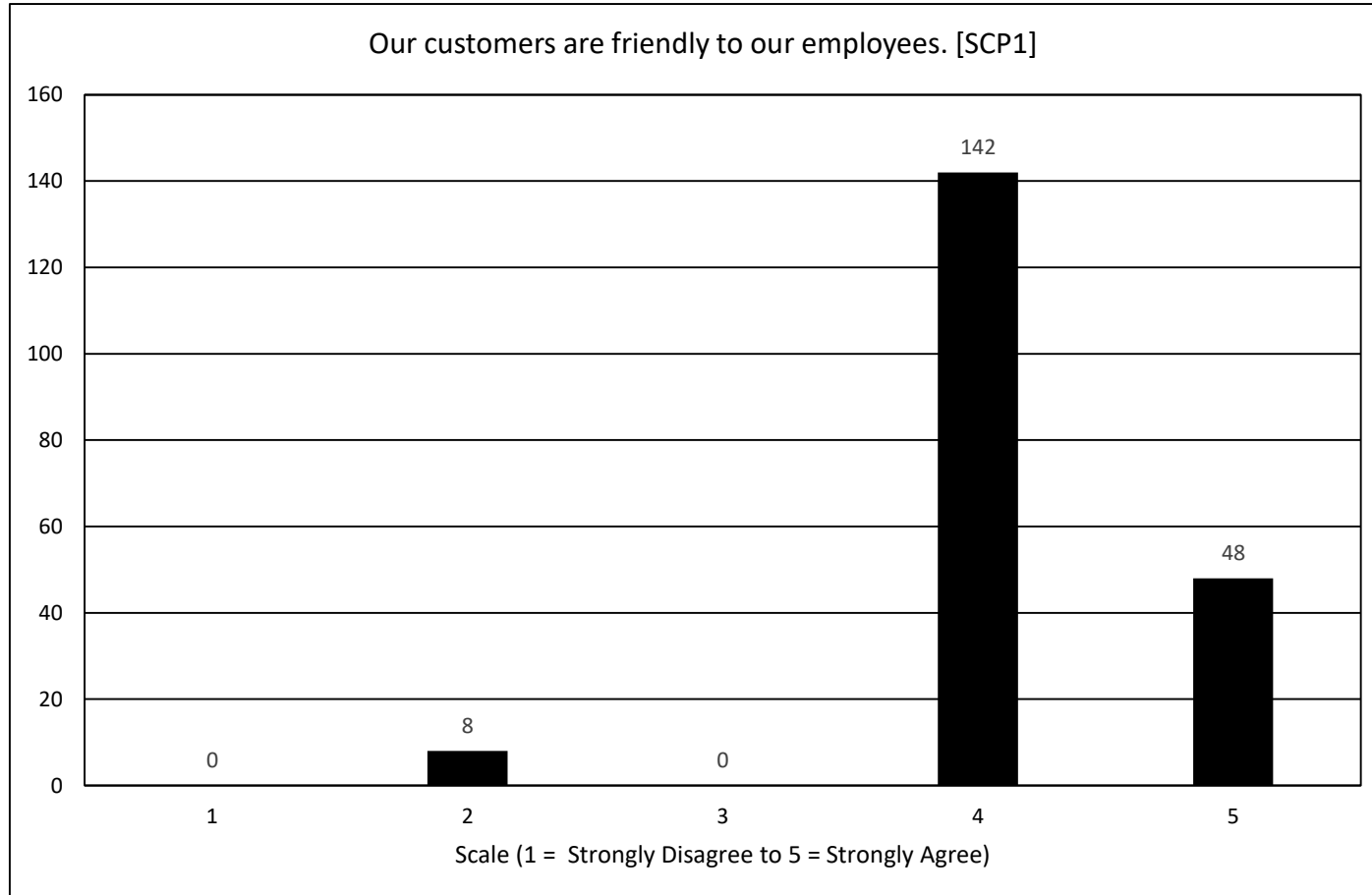


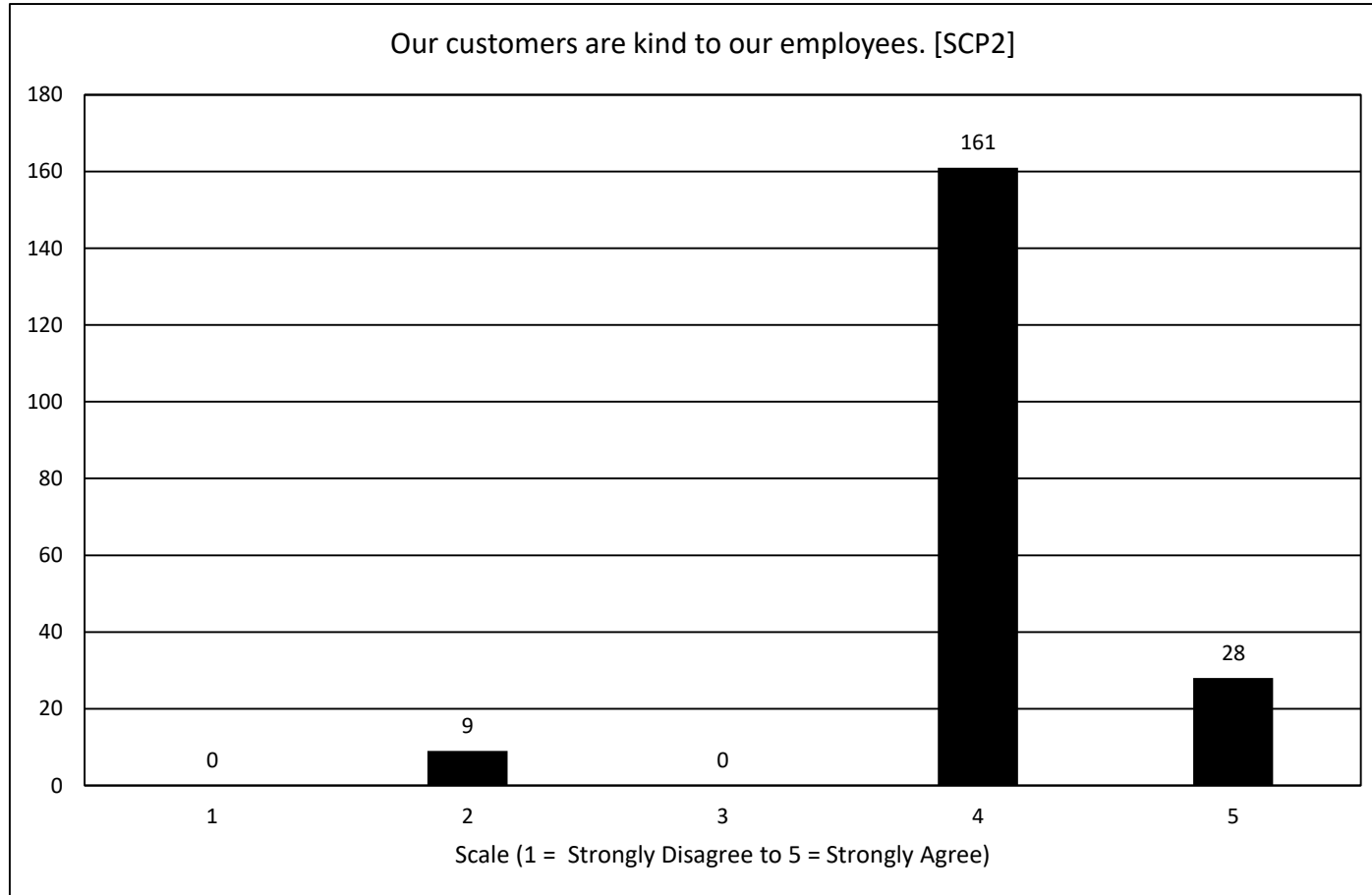


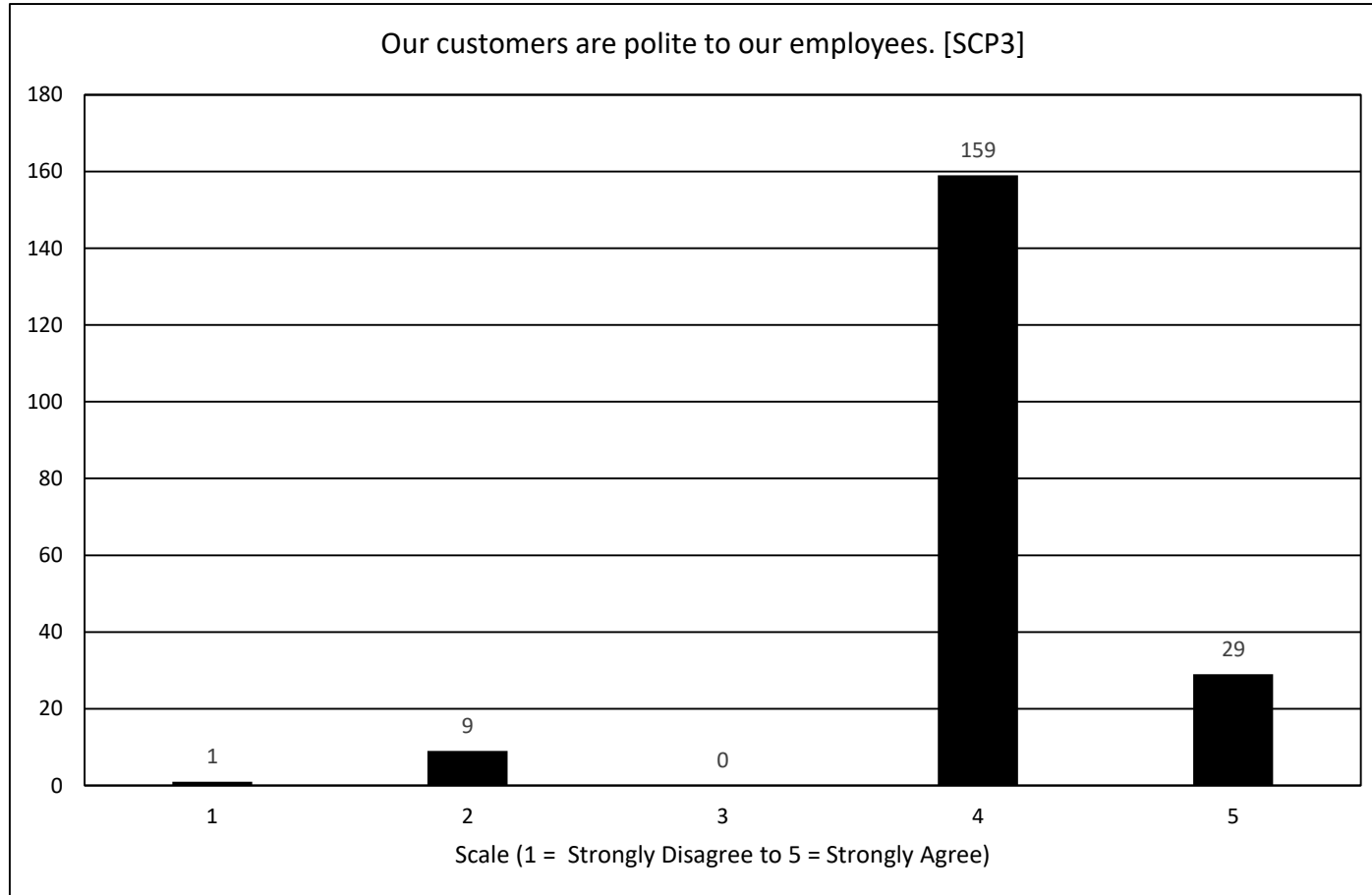


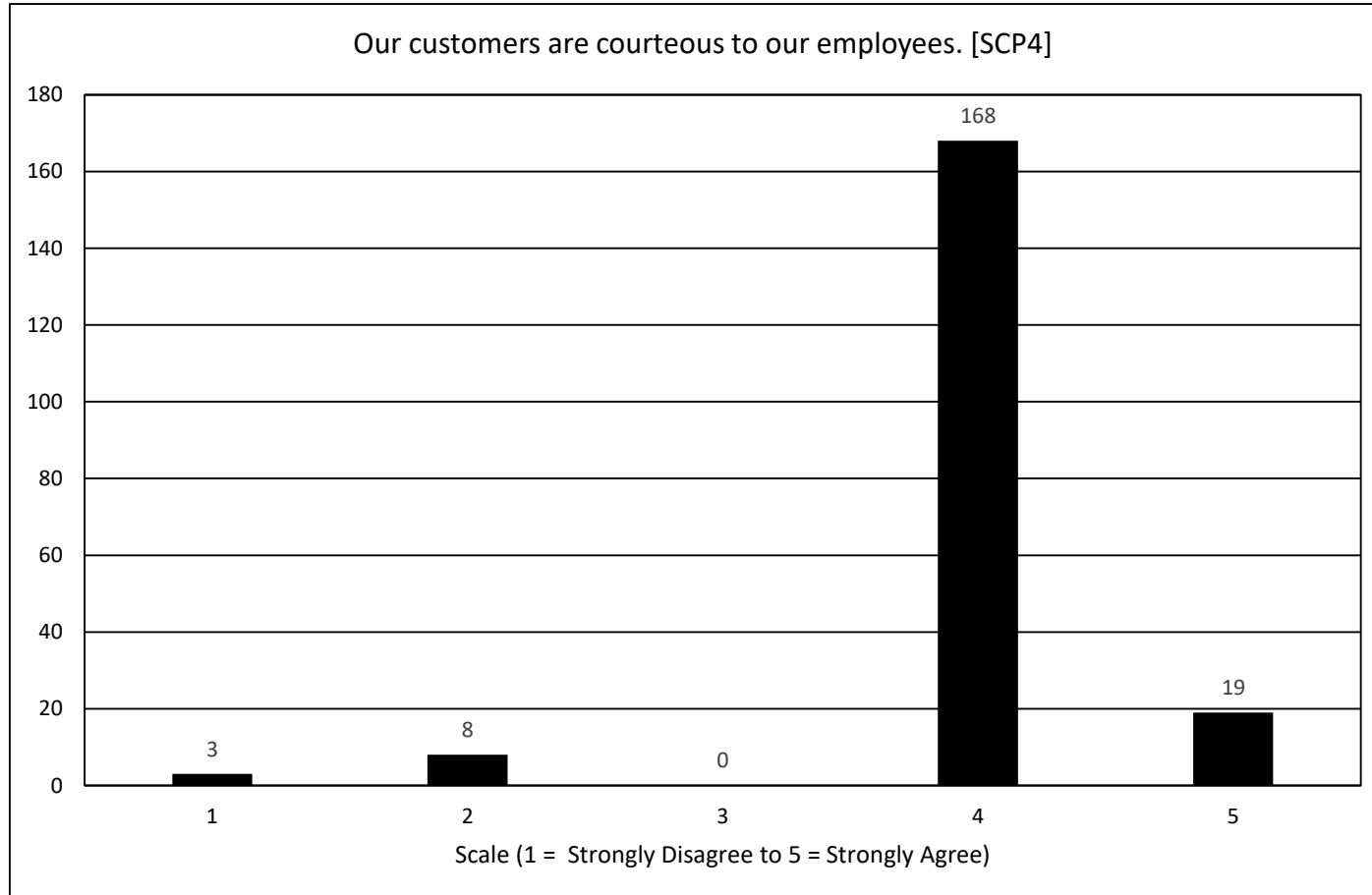


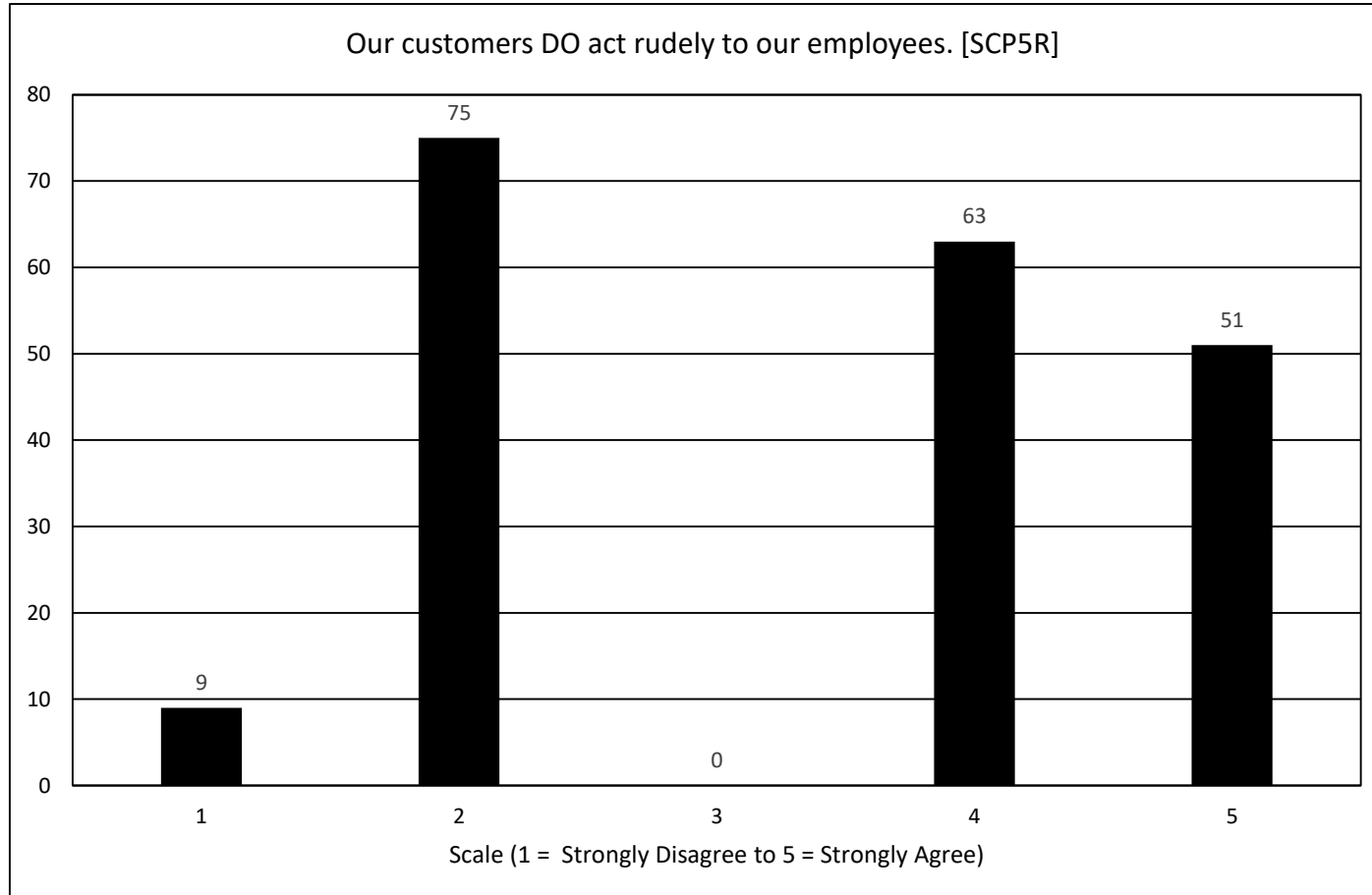
Personal Interaction



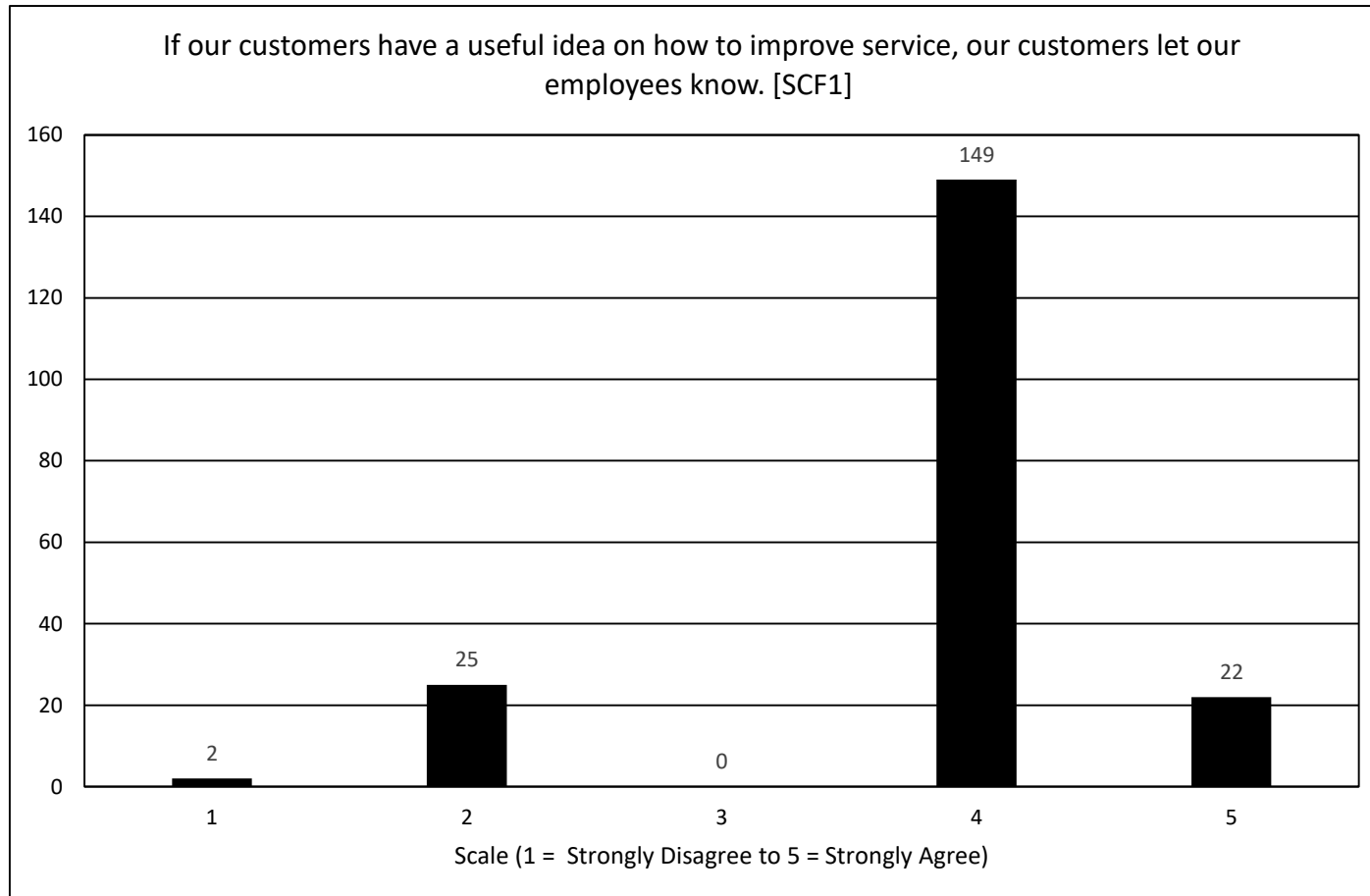


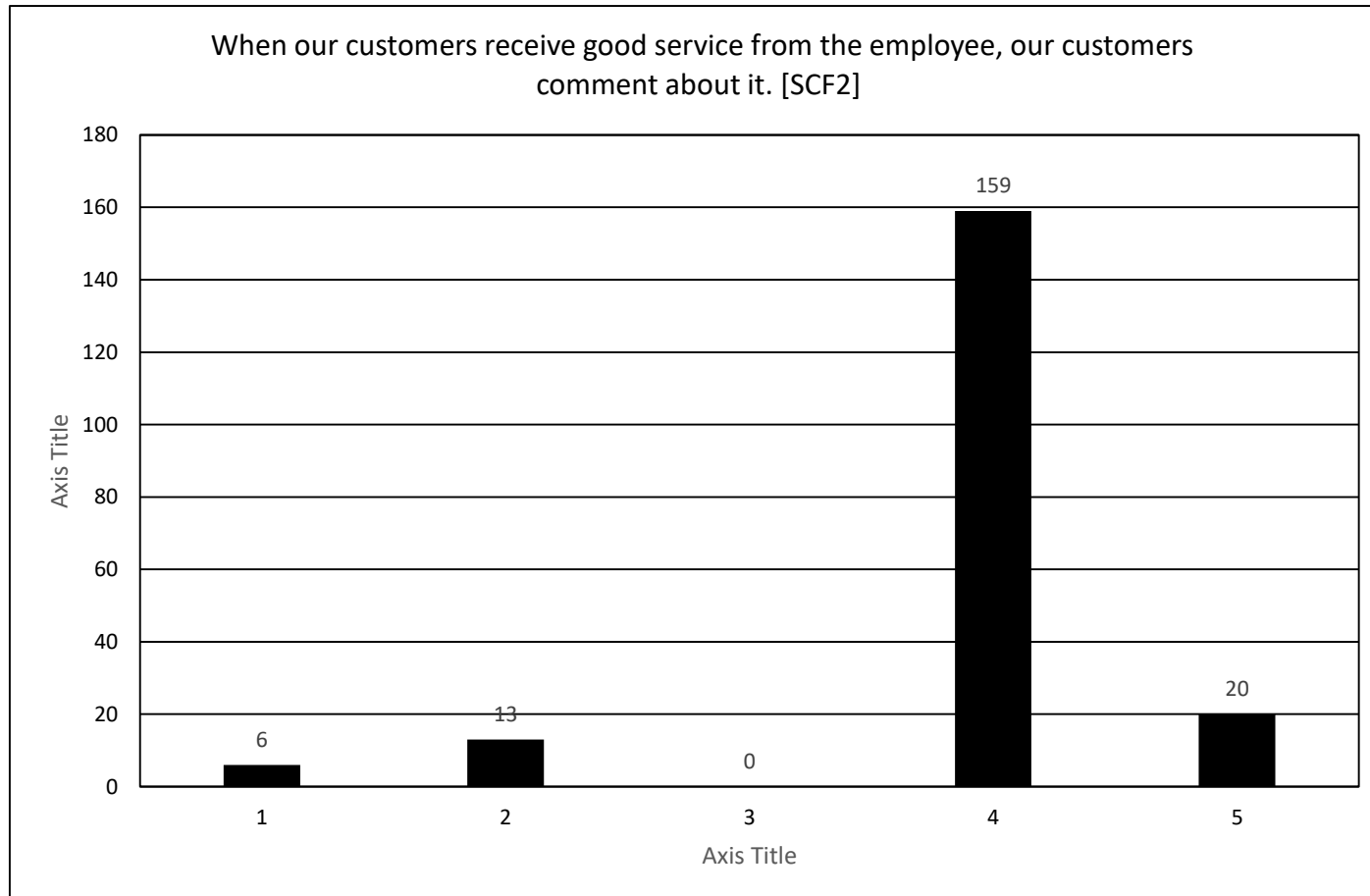


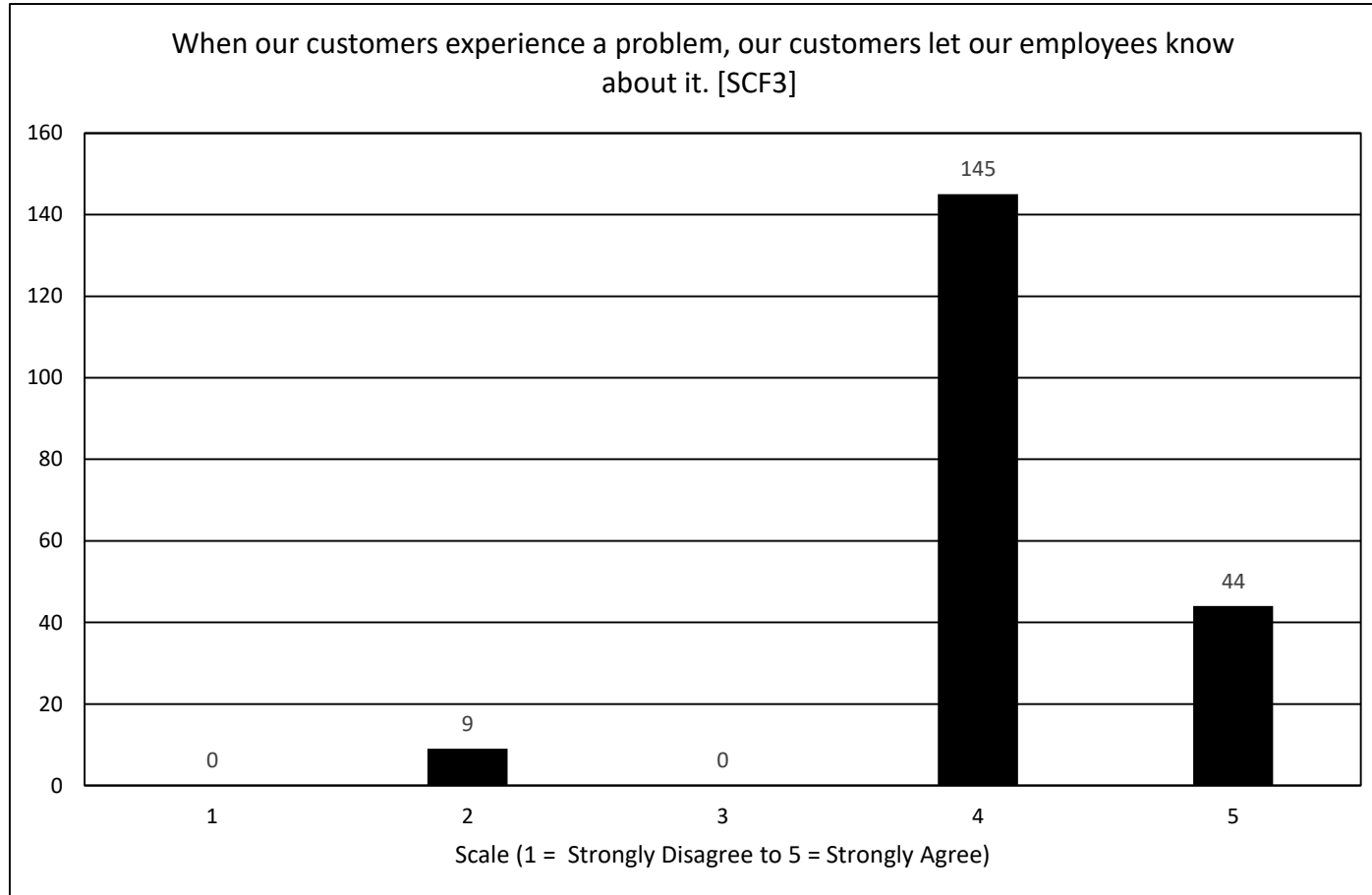




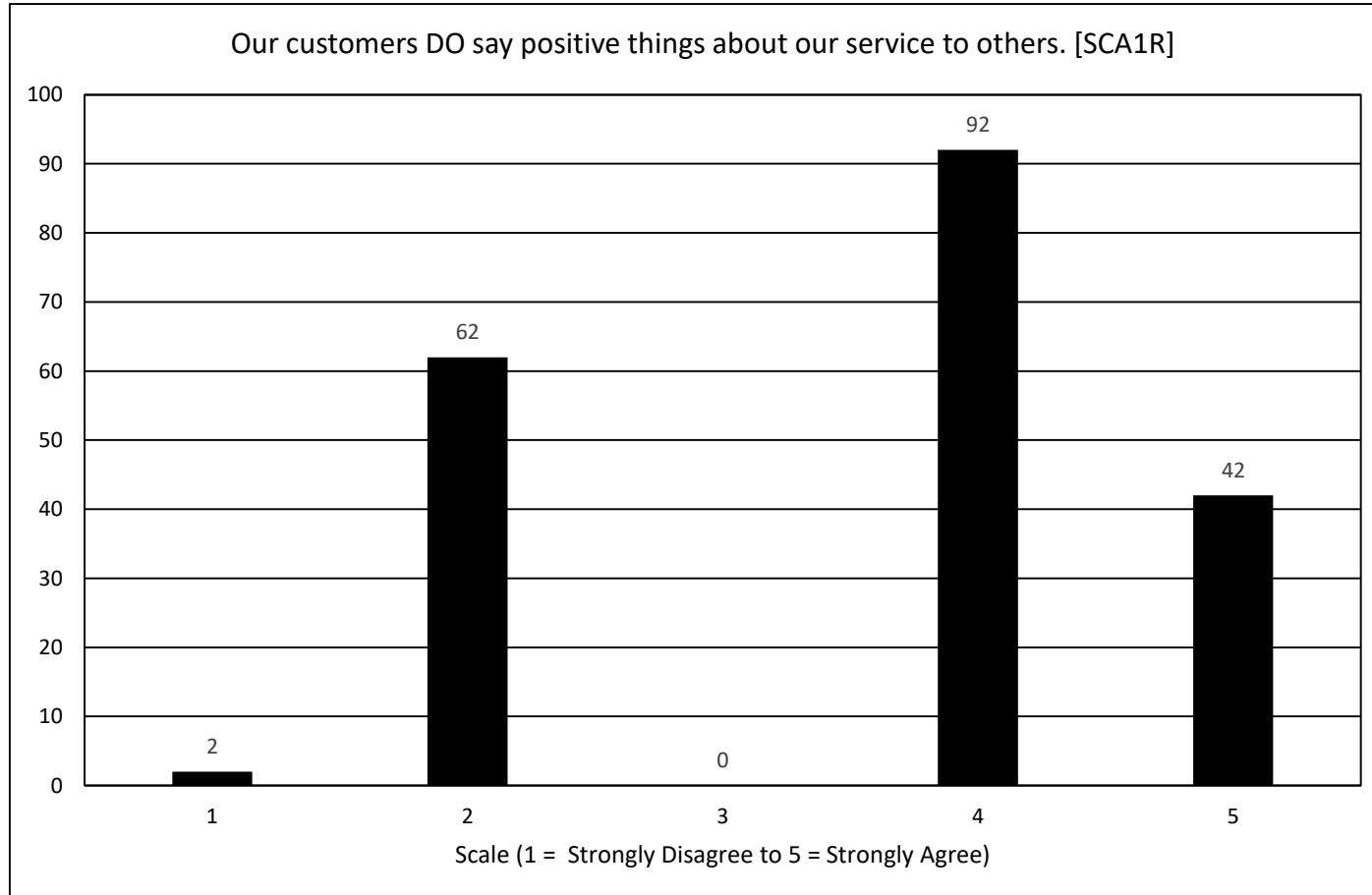
Feedback



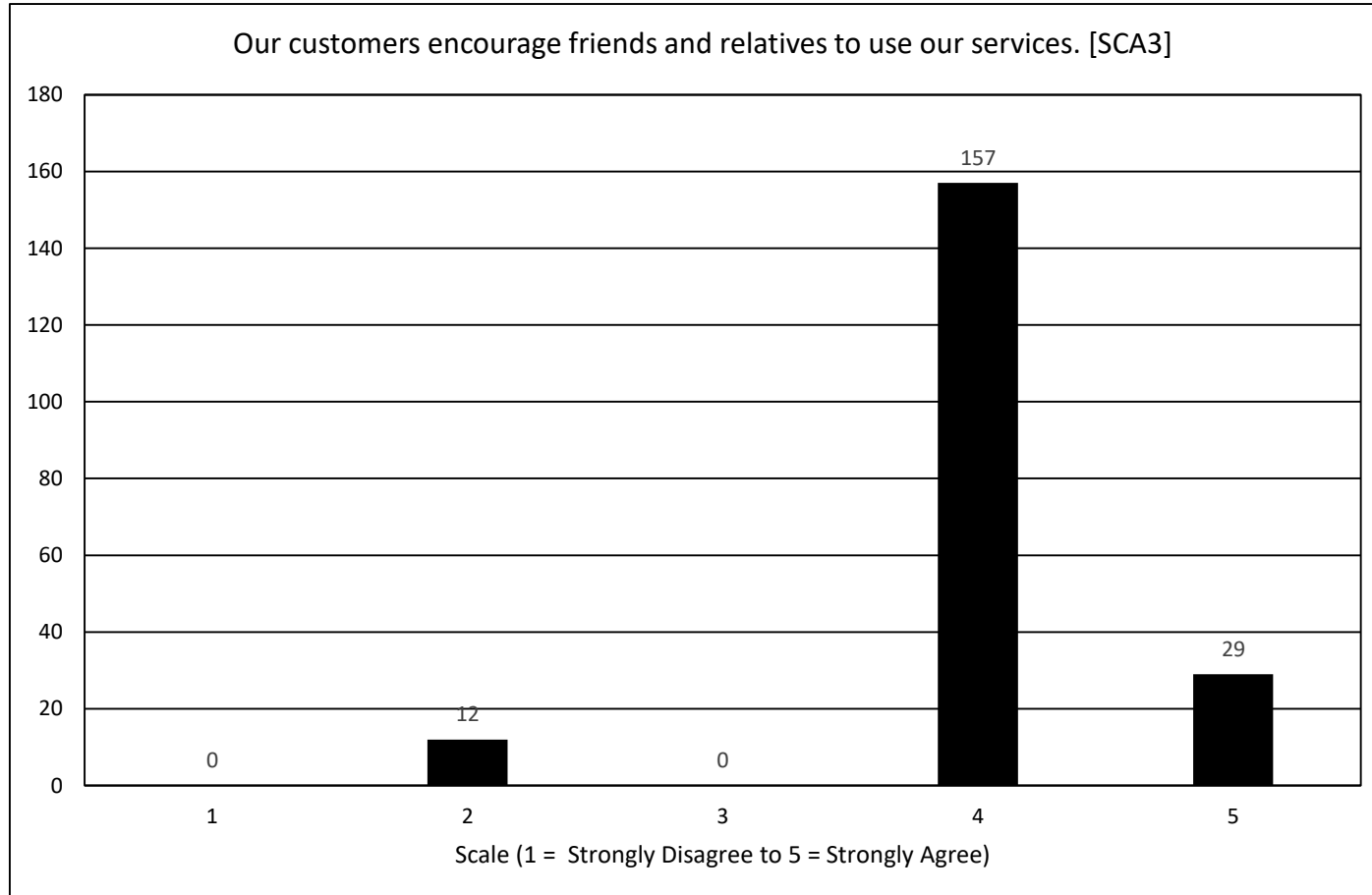




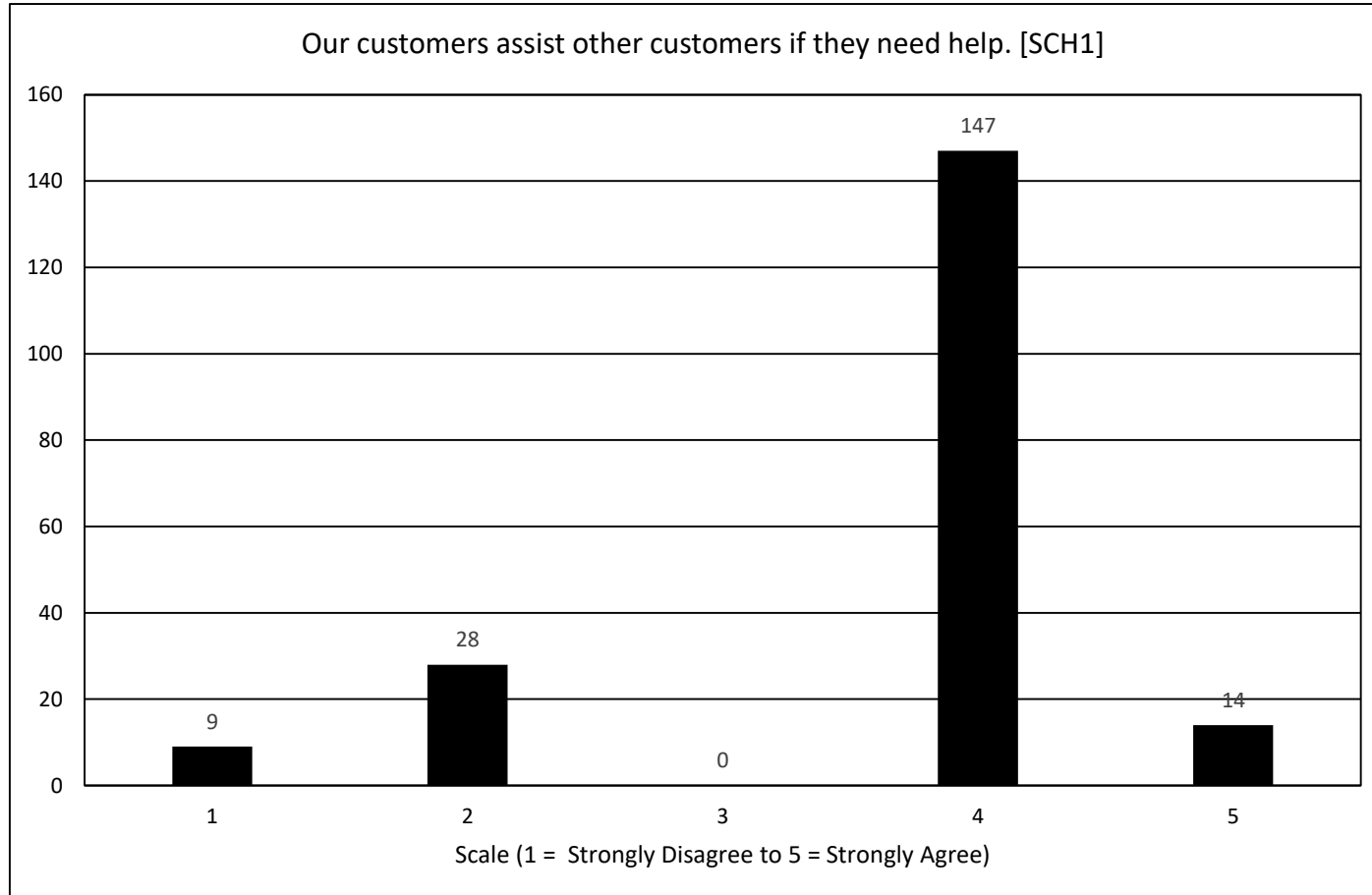
Advocacy

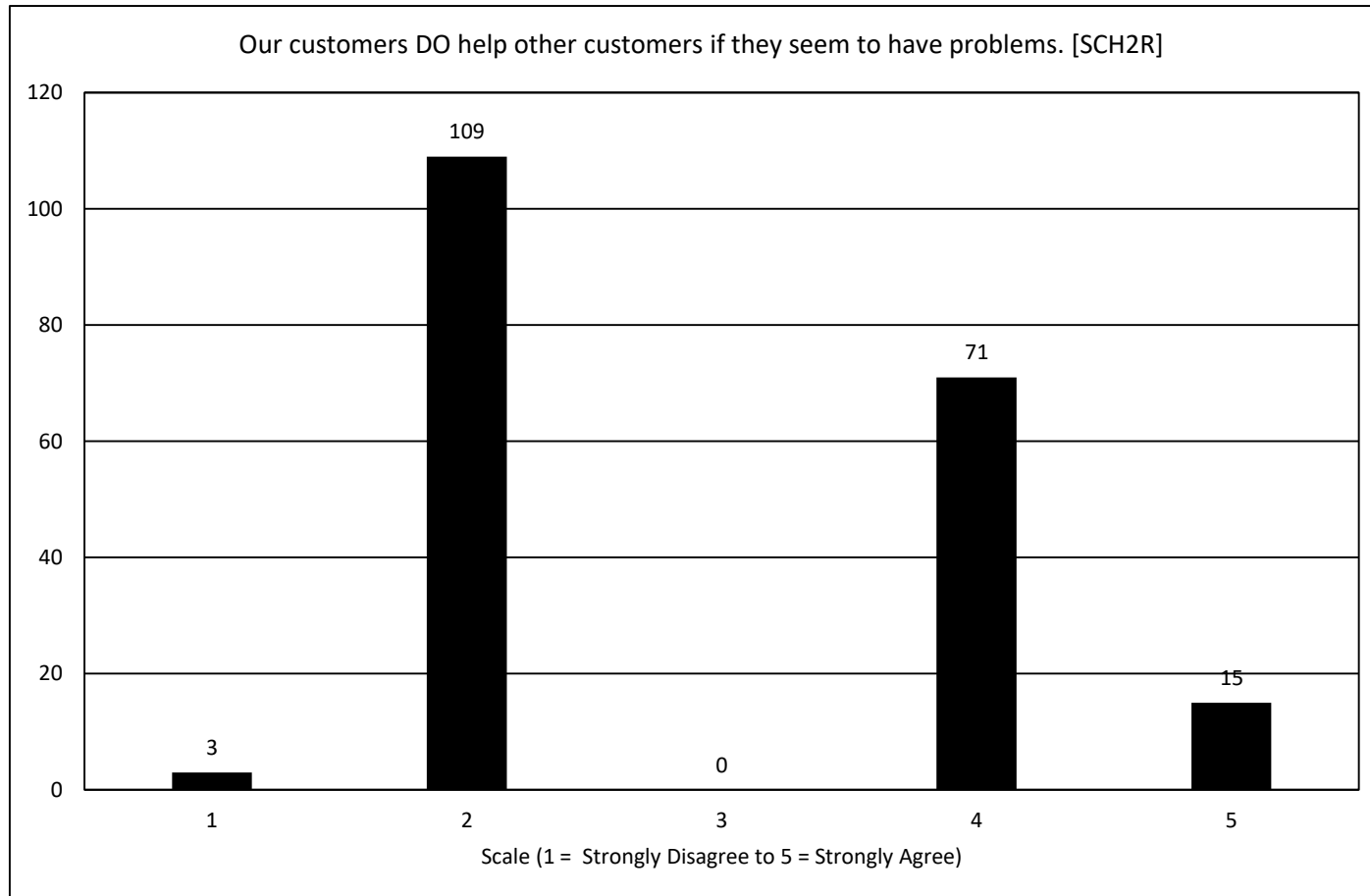


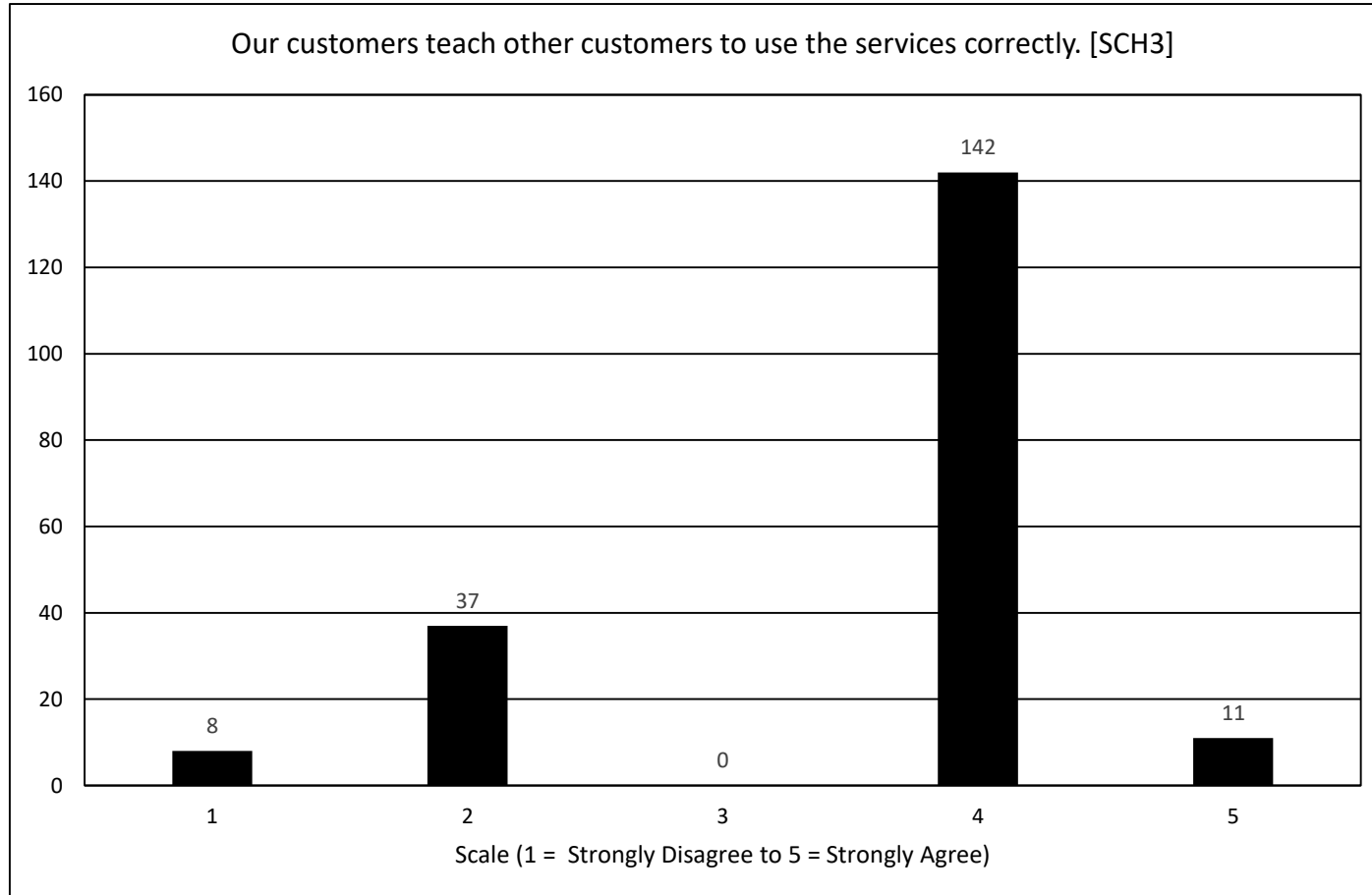


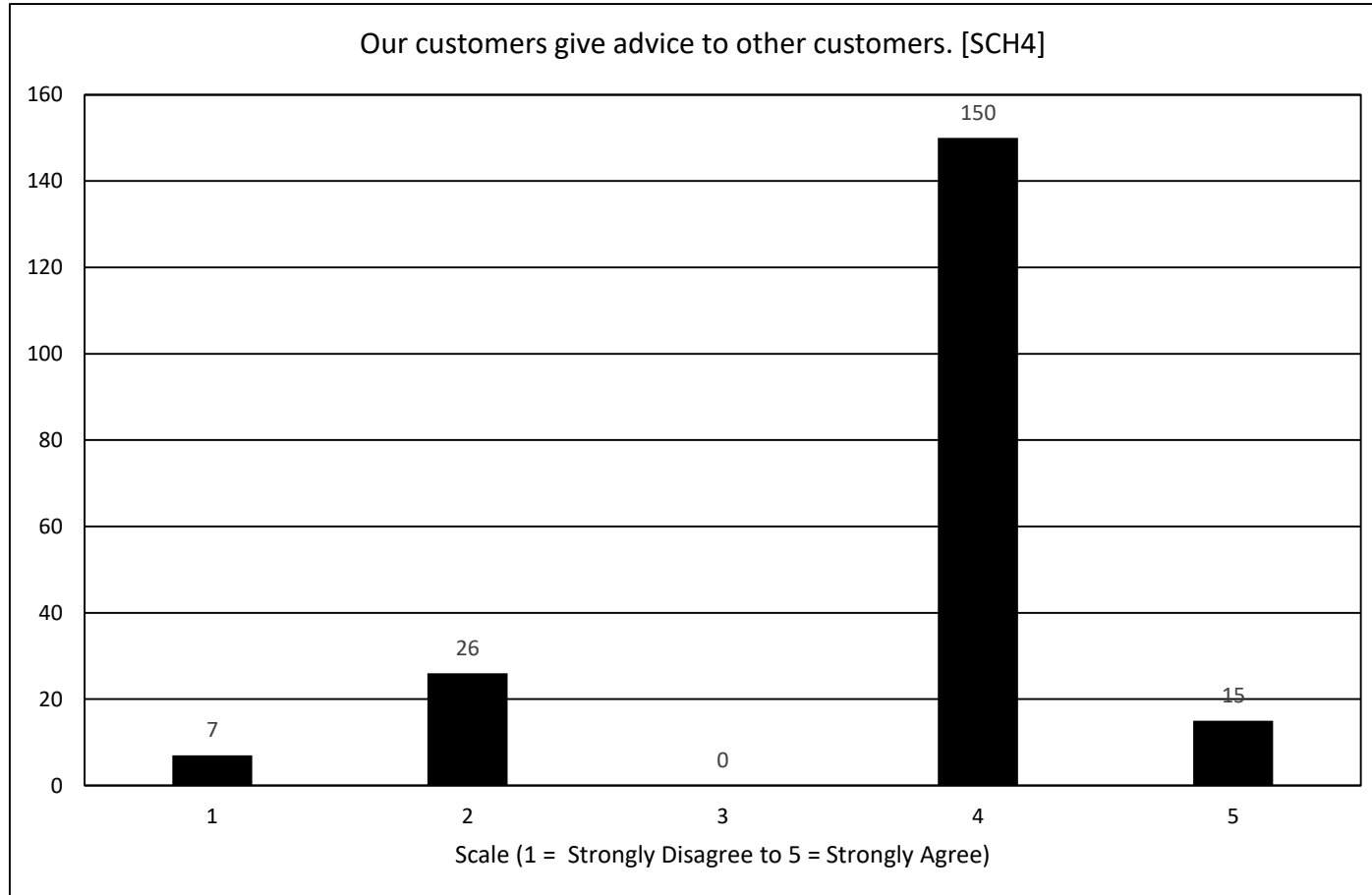


Helping

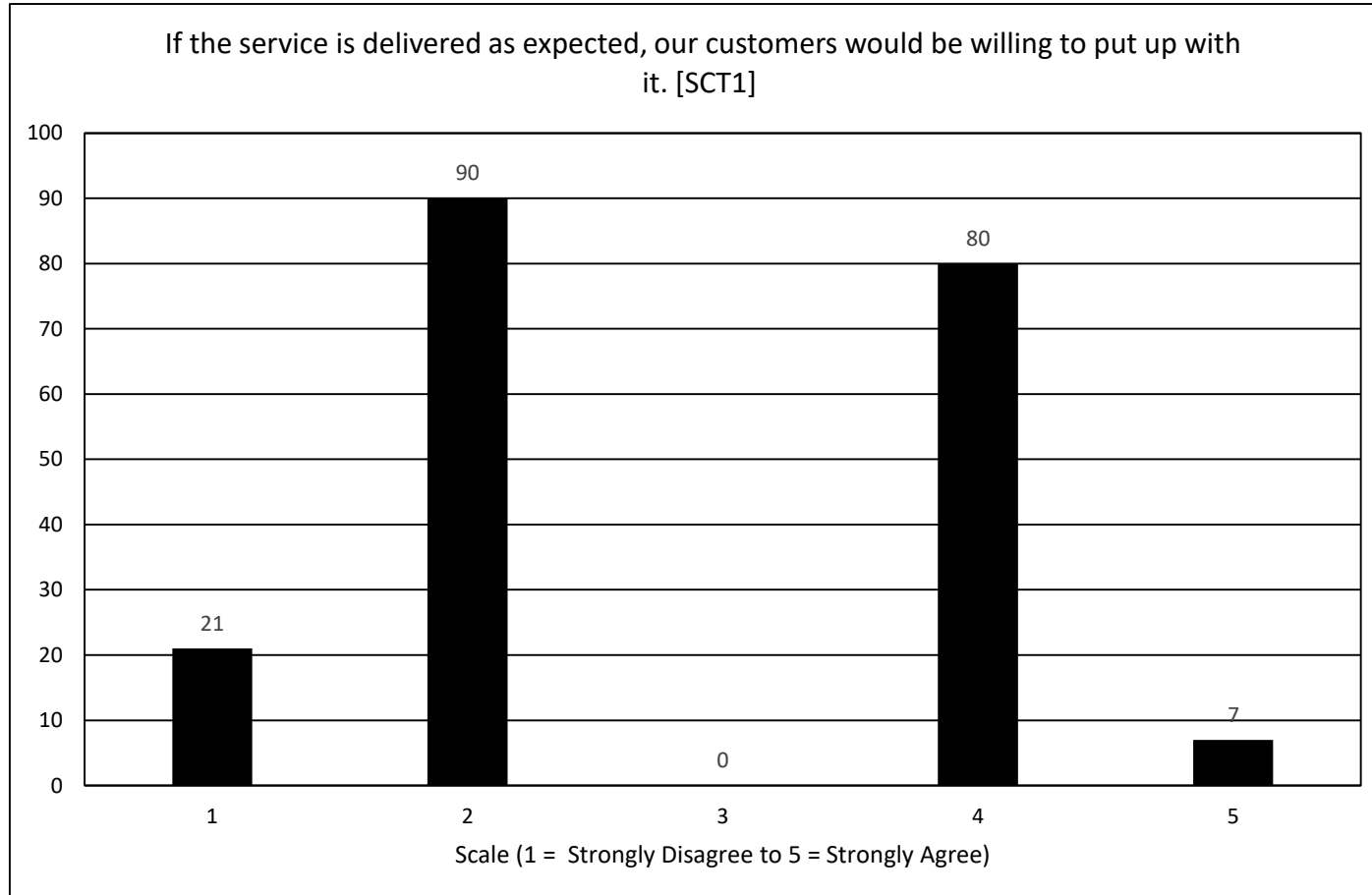


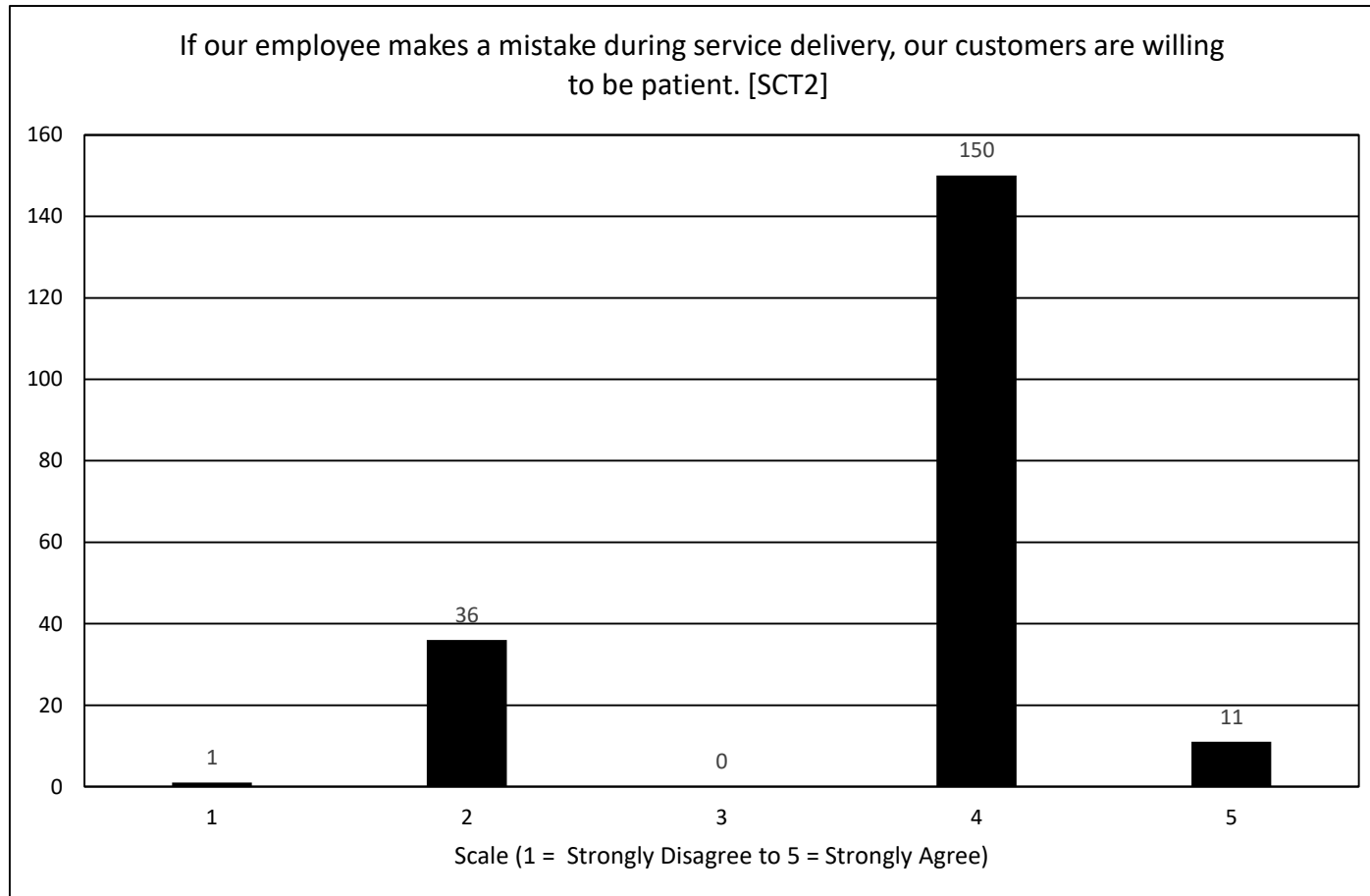


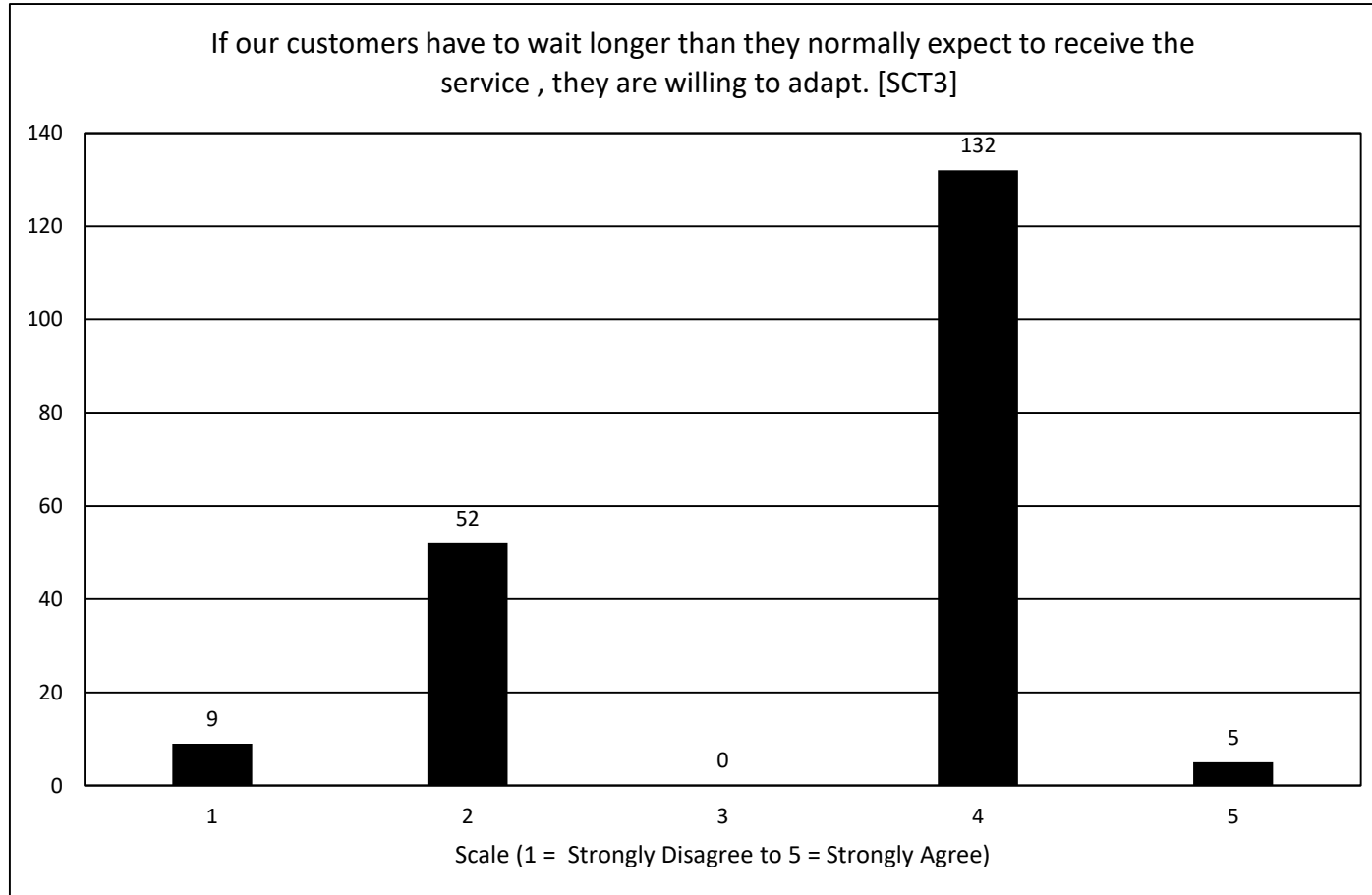




Tolerance



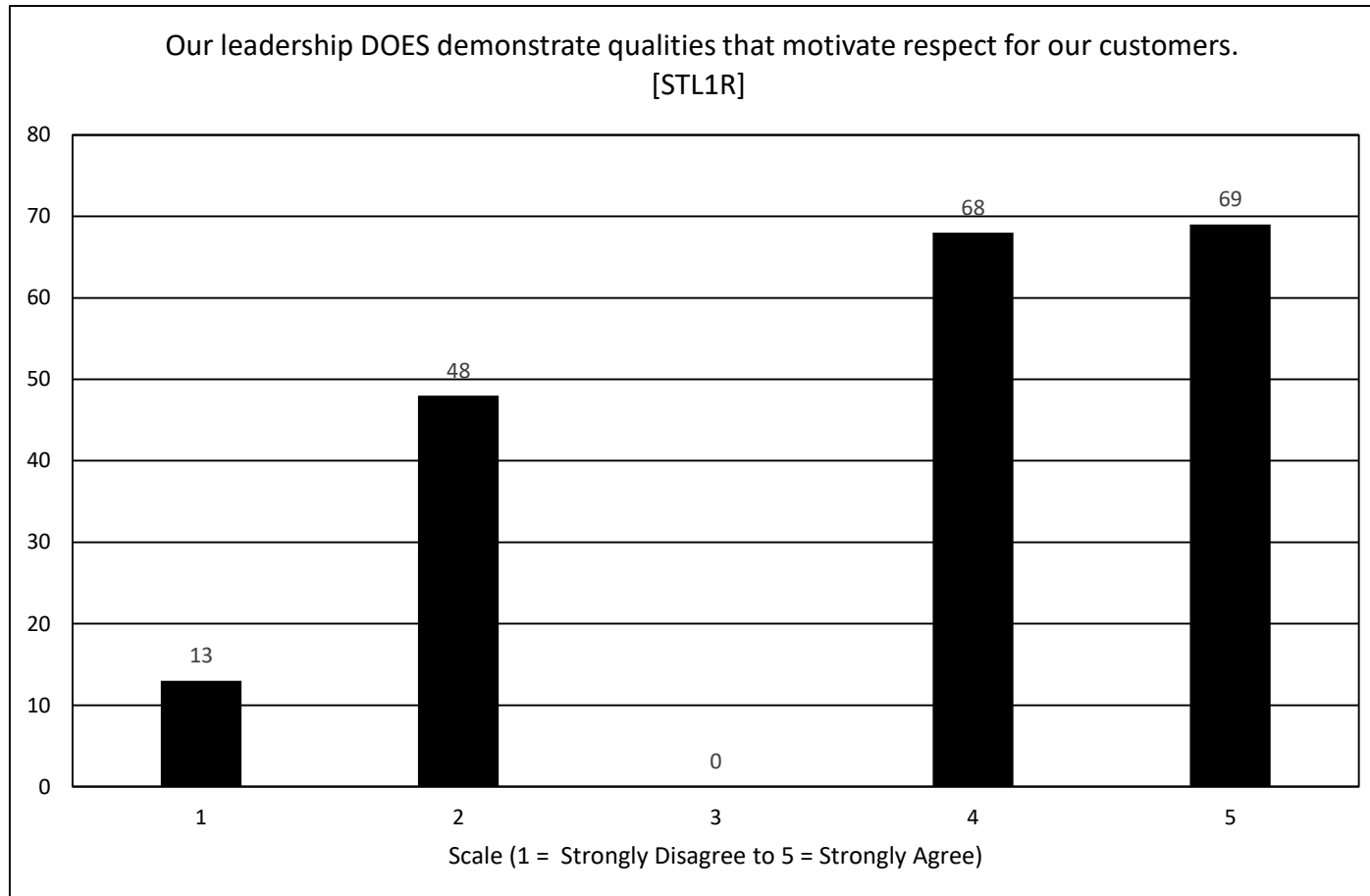


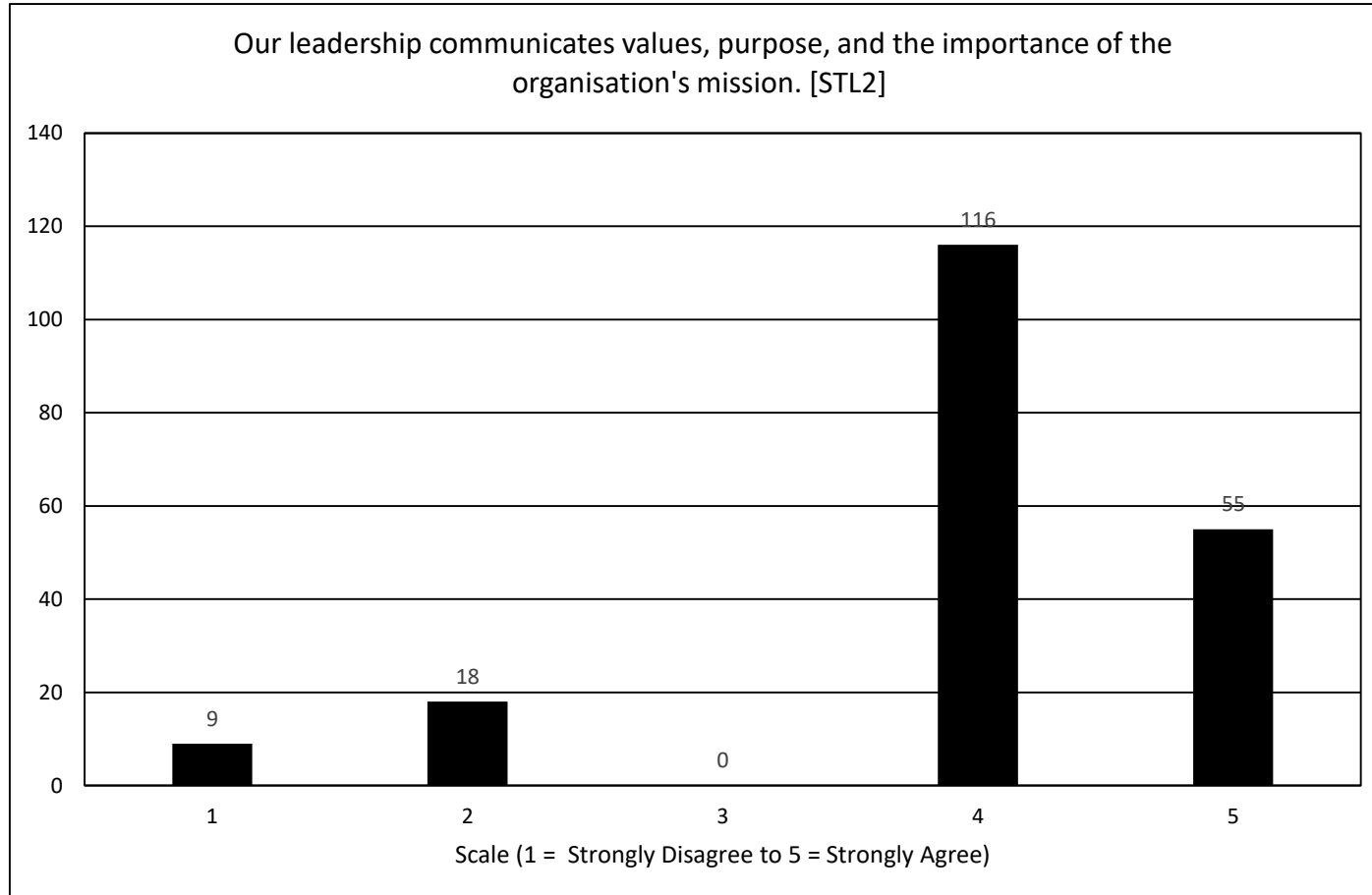


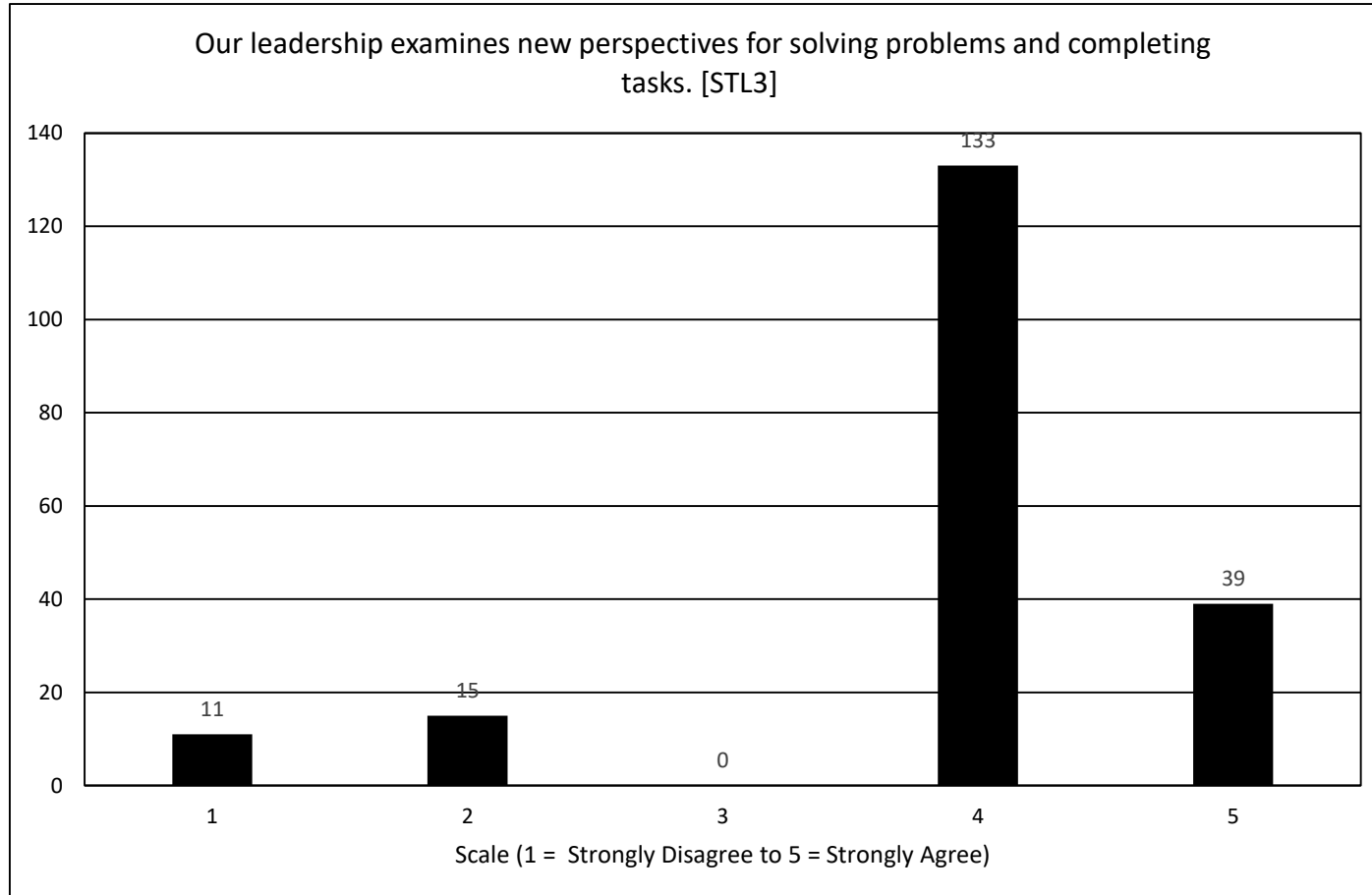
Service Transformation

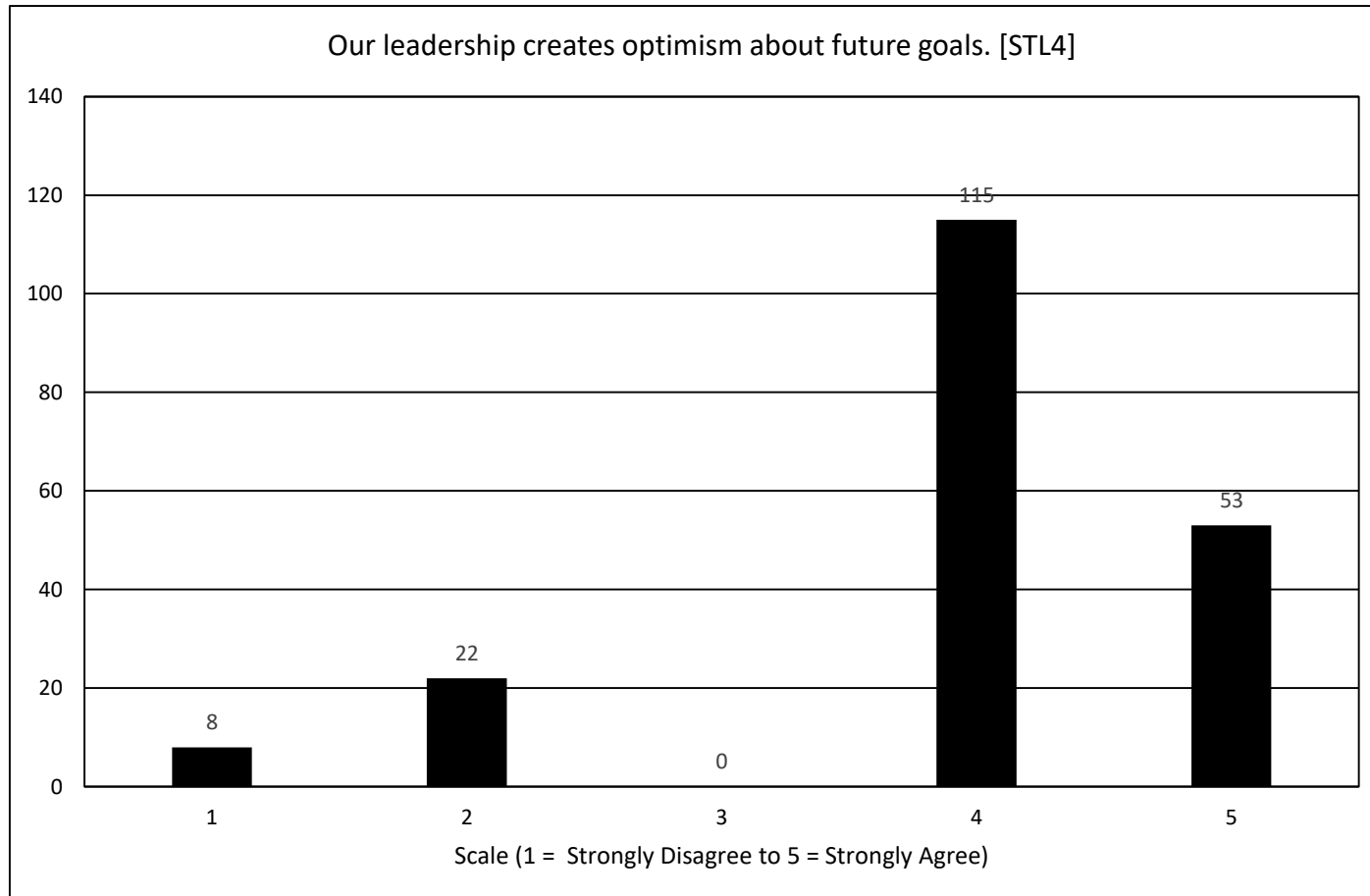
- Transformational Leadership Skill
- Service Innovation Capability

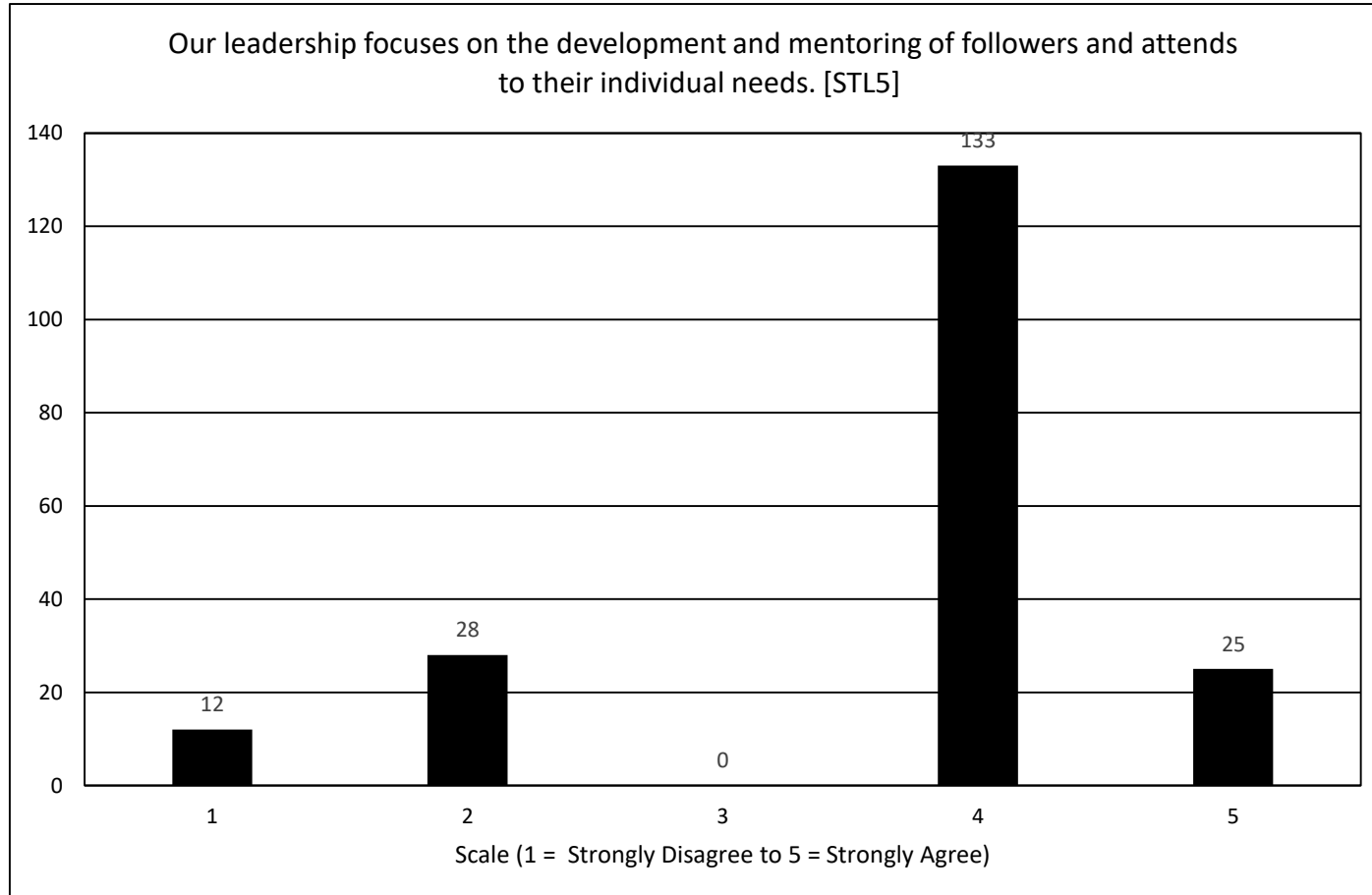
Transformational Leadership Skill



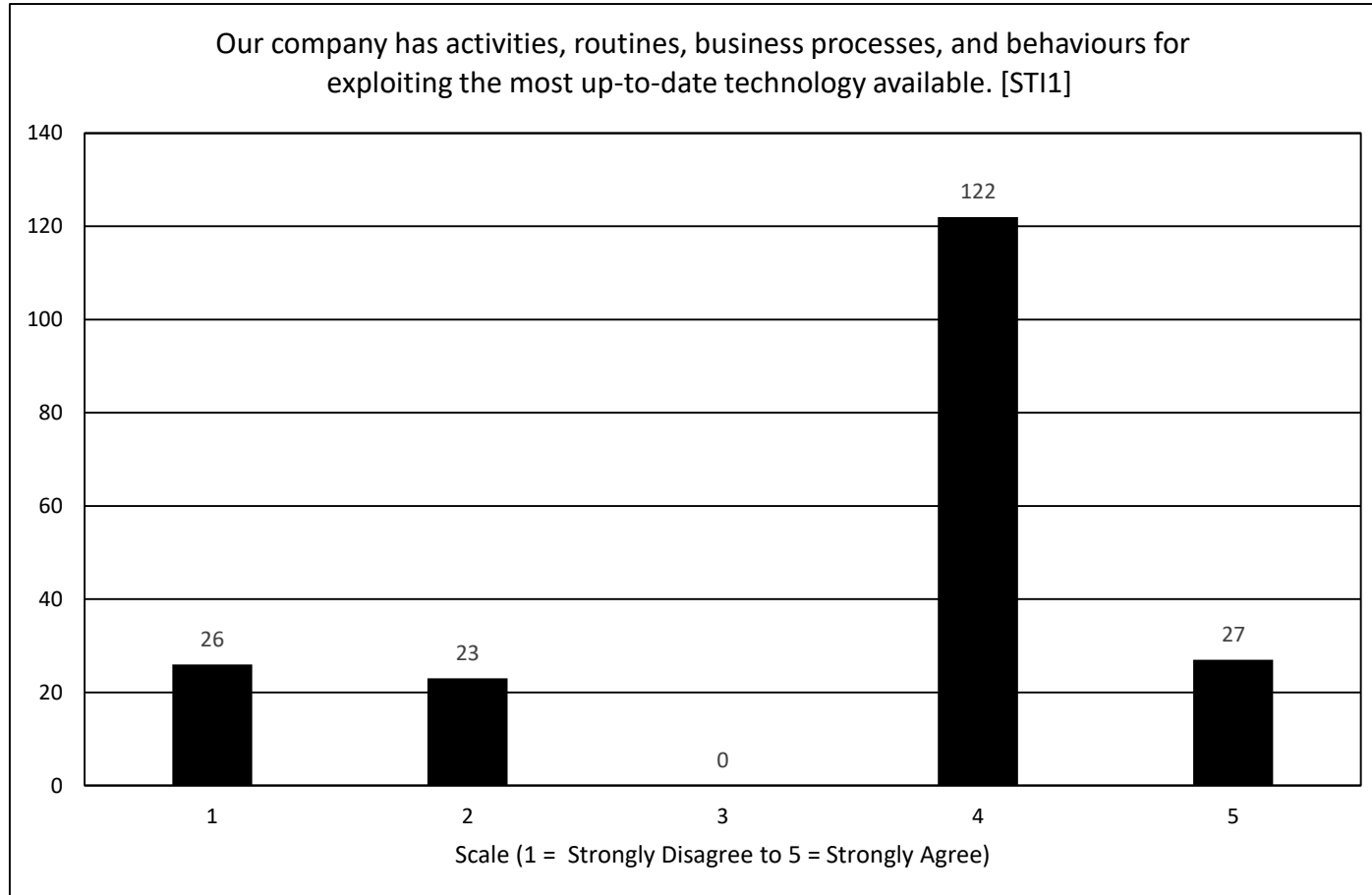


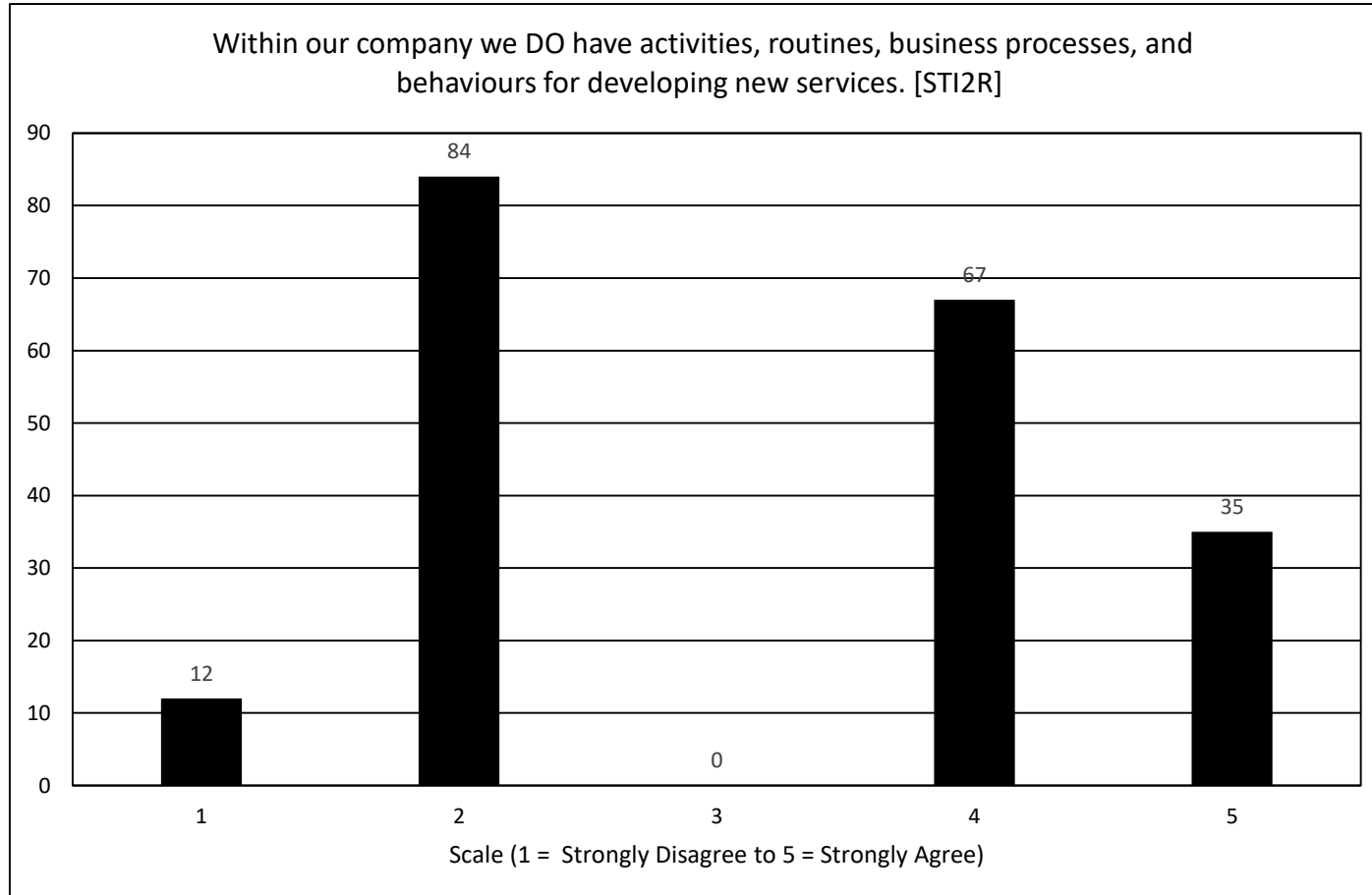


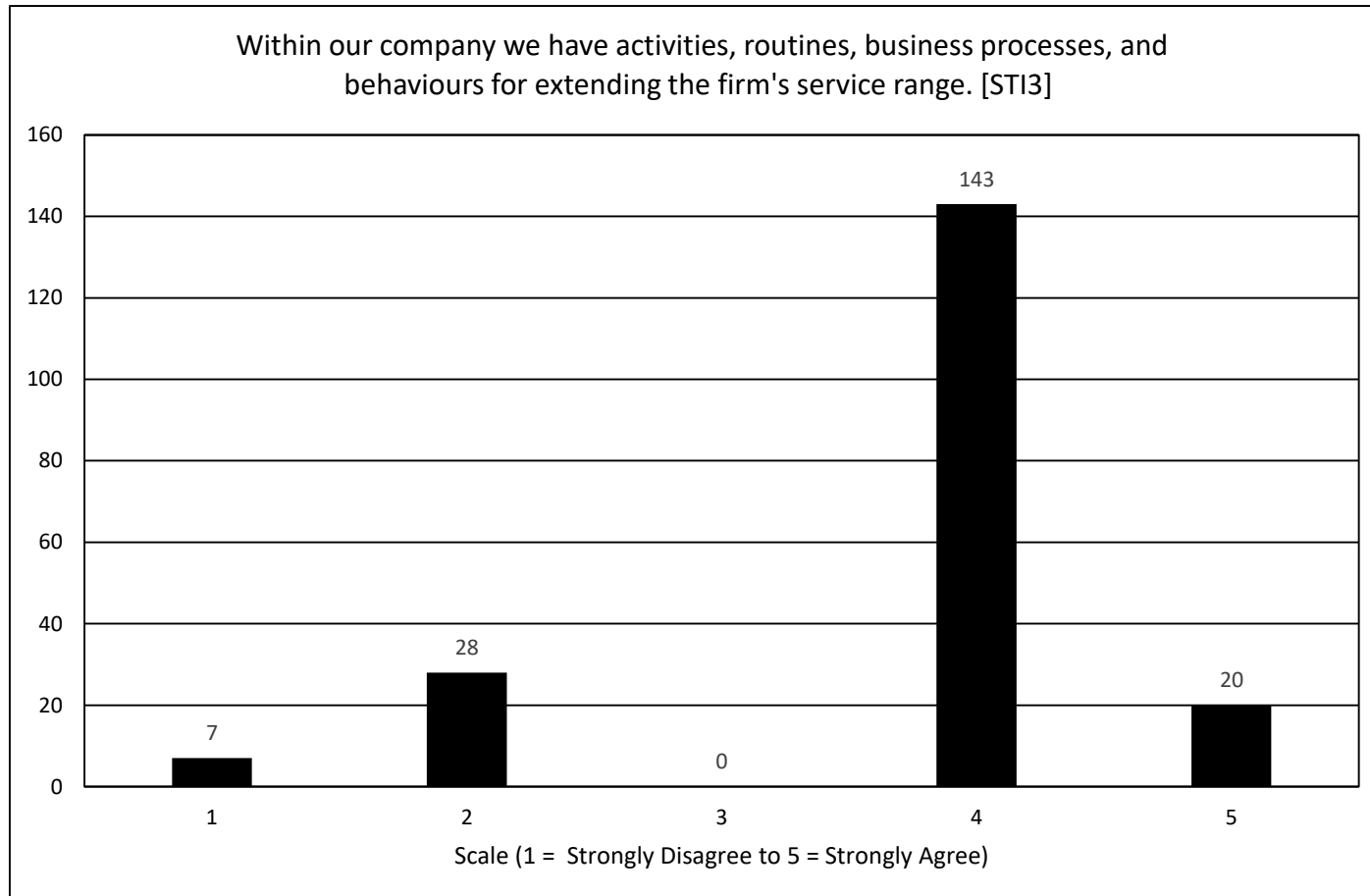


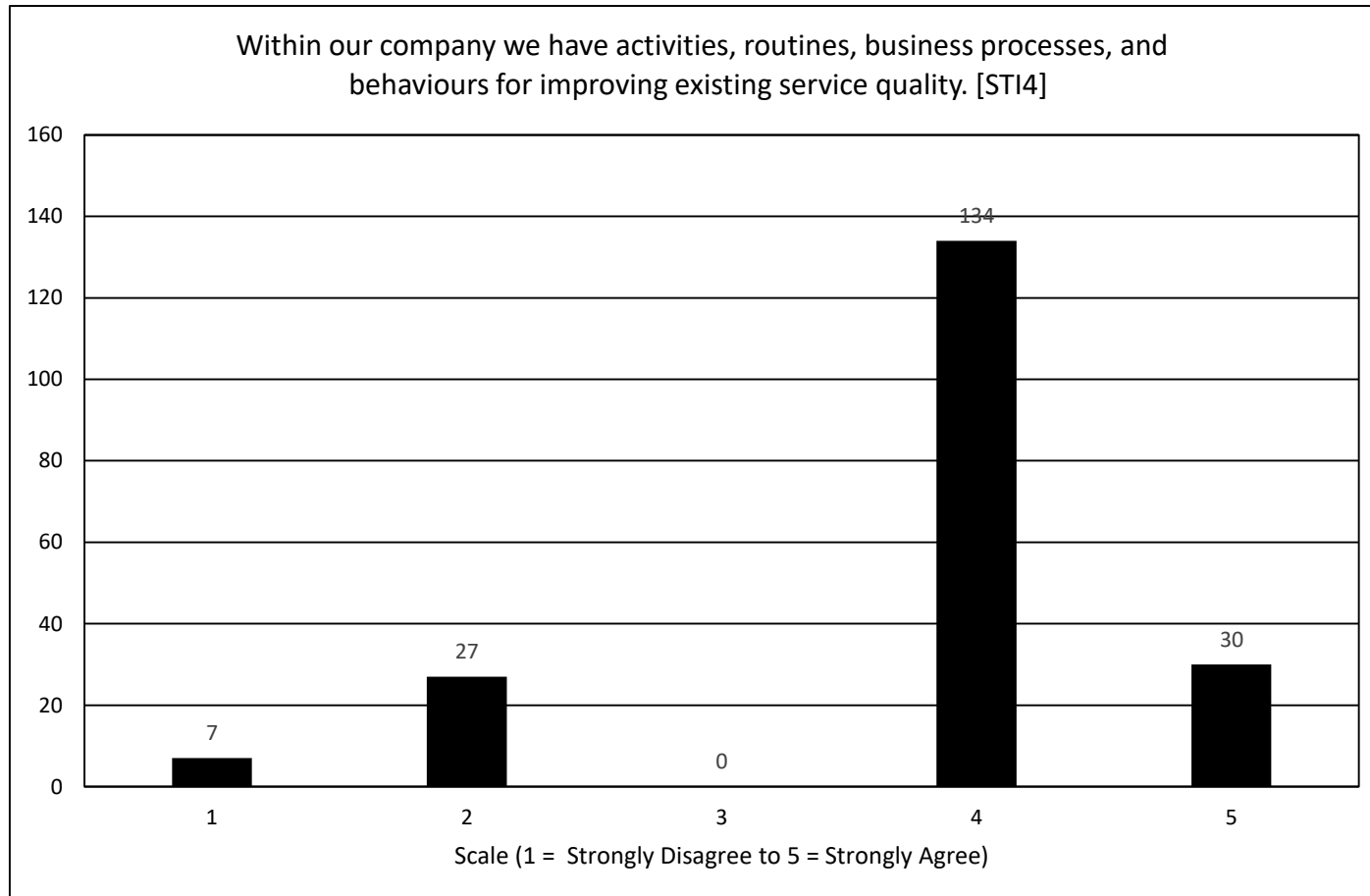


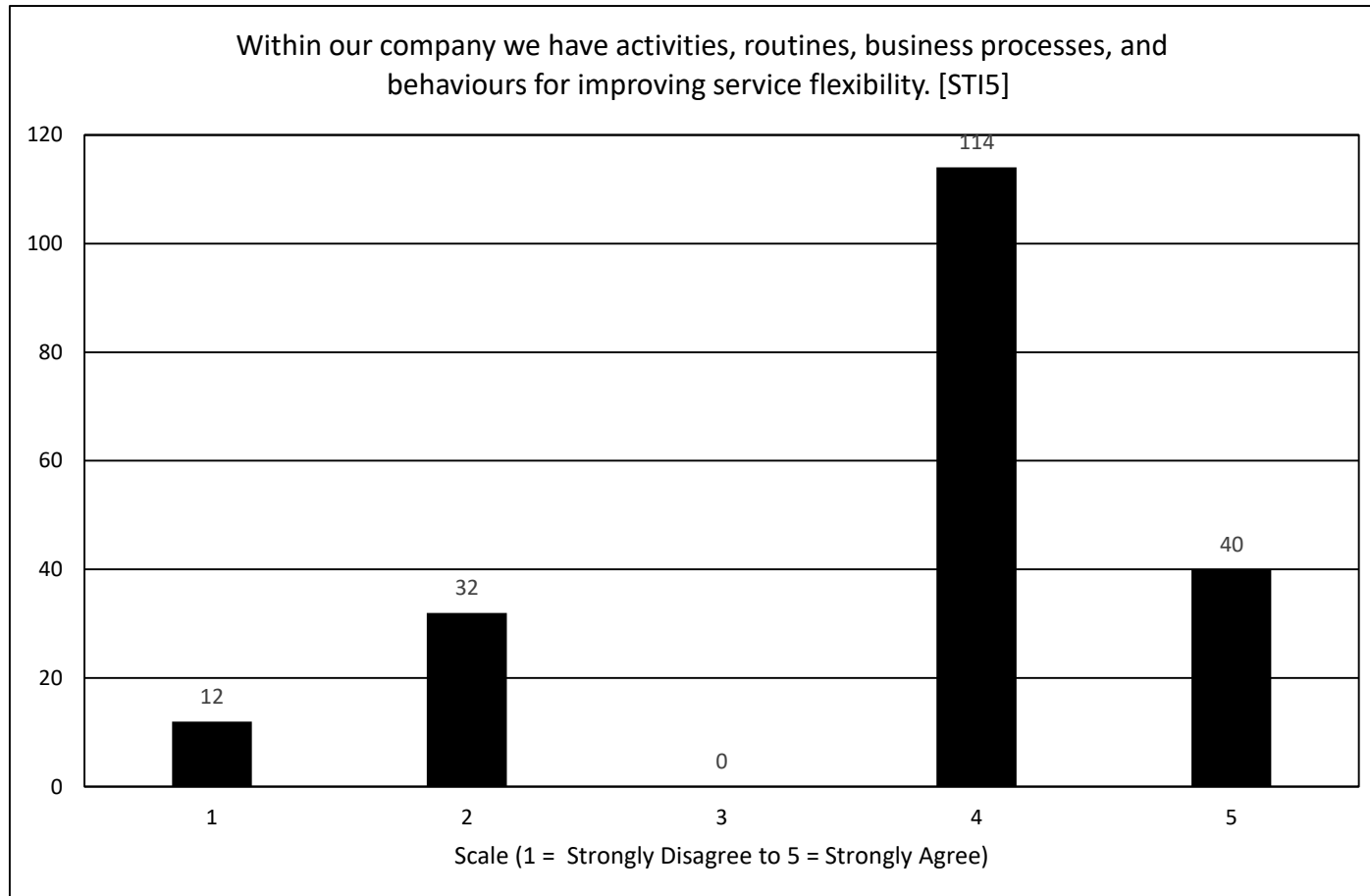
Service Innovation Capability



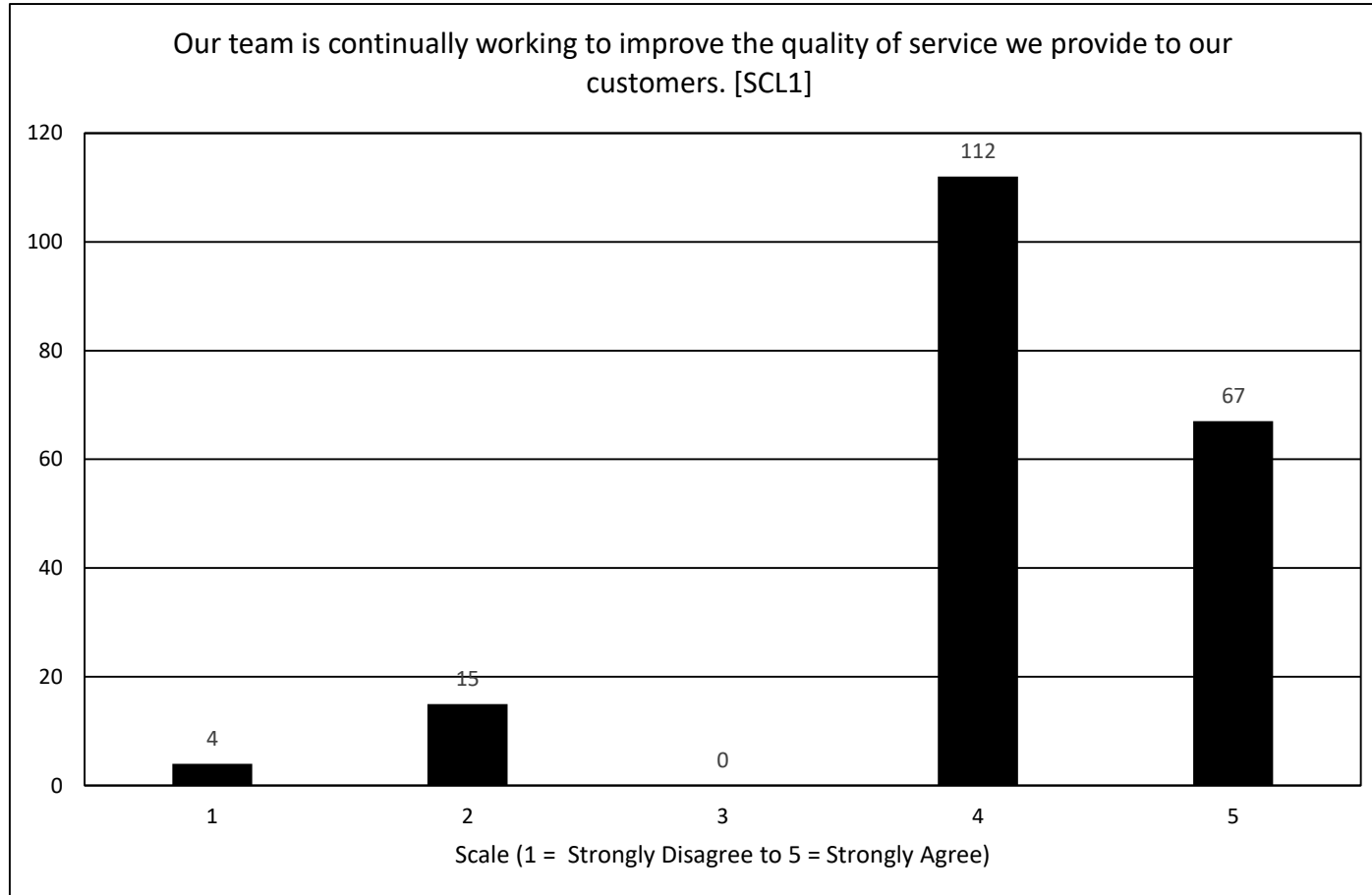


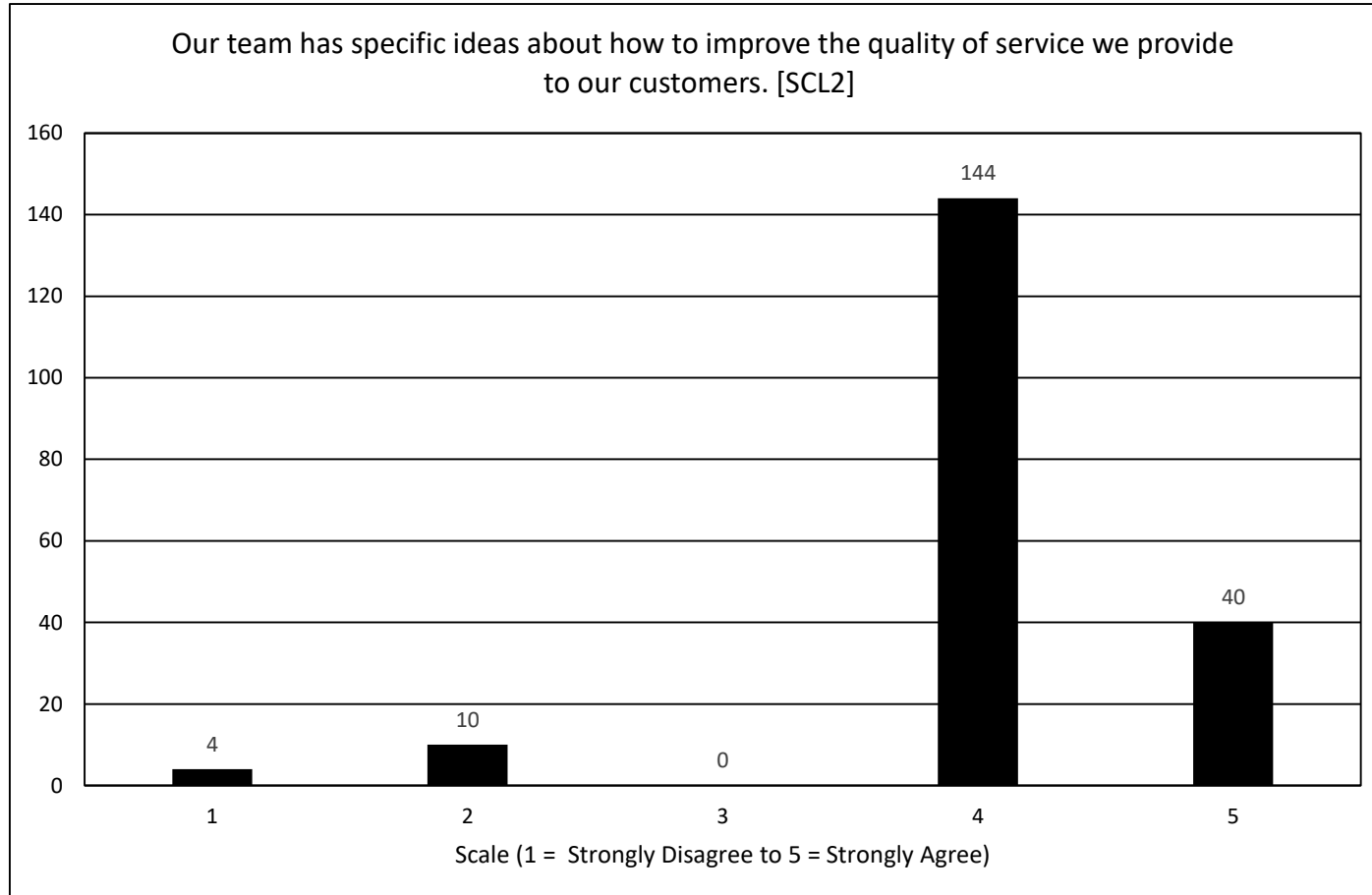


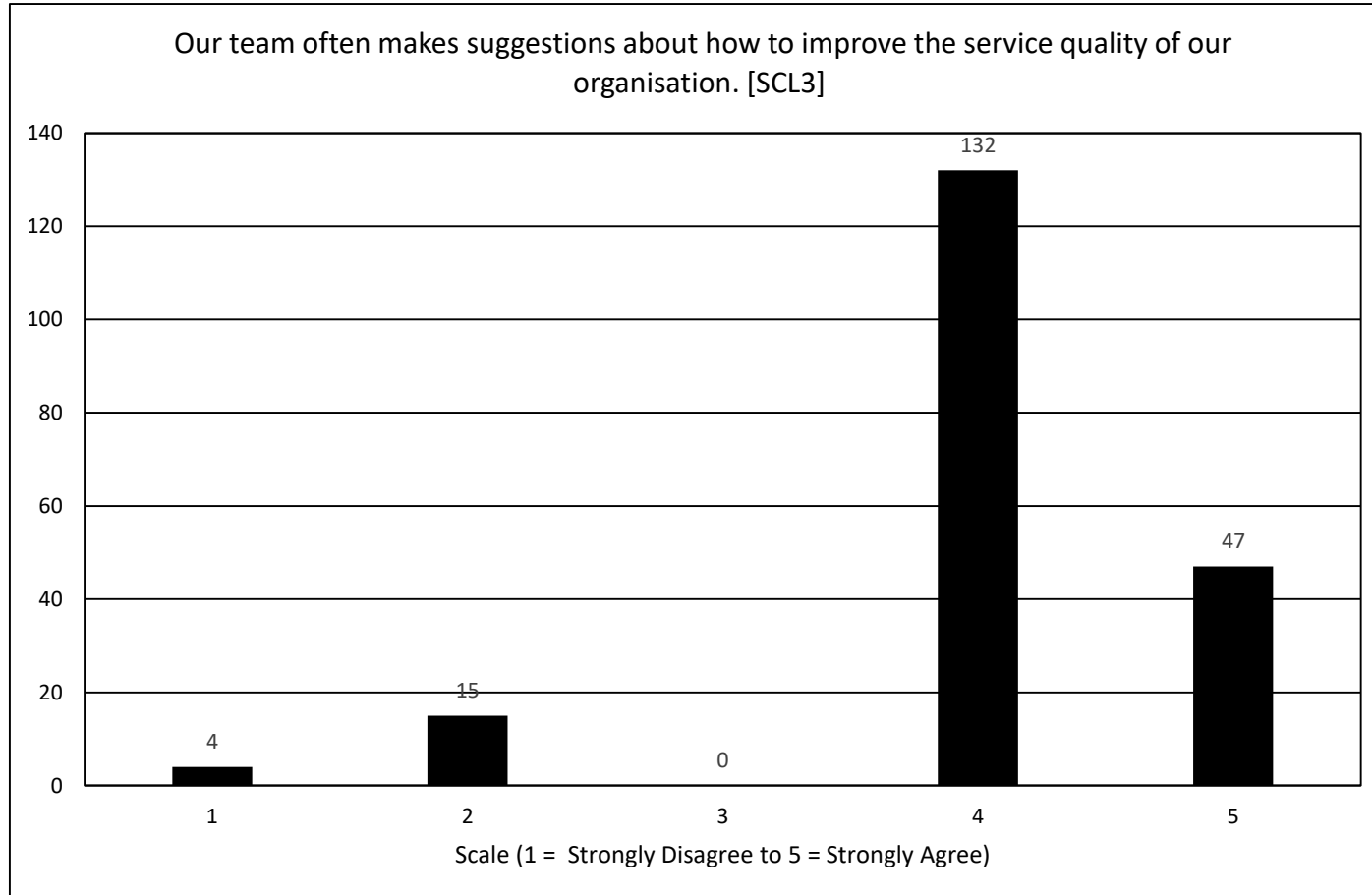


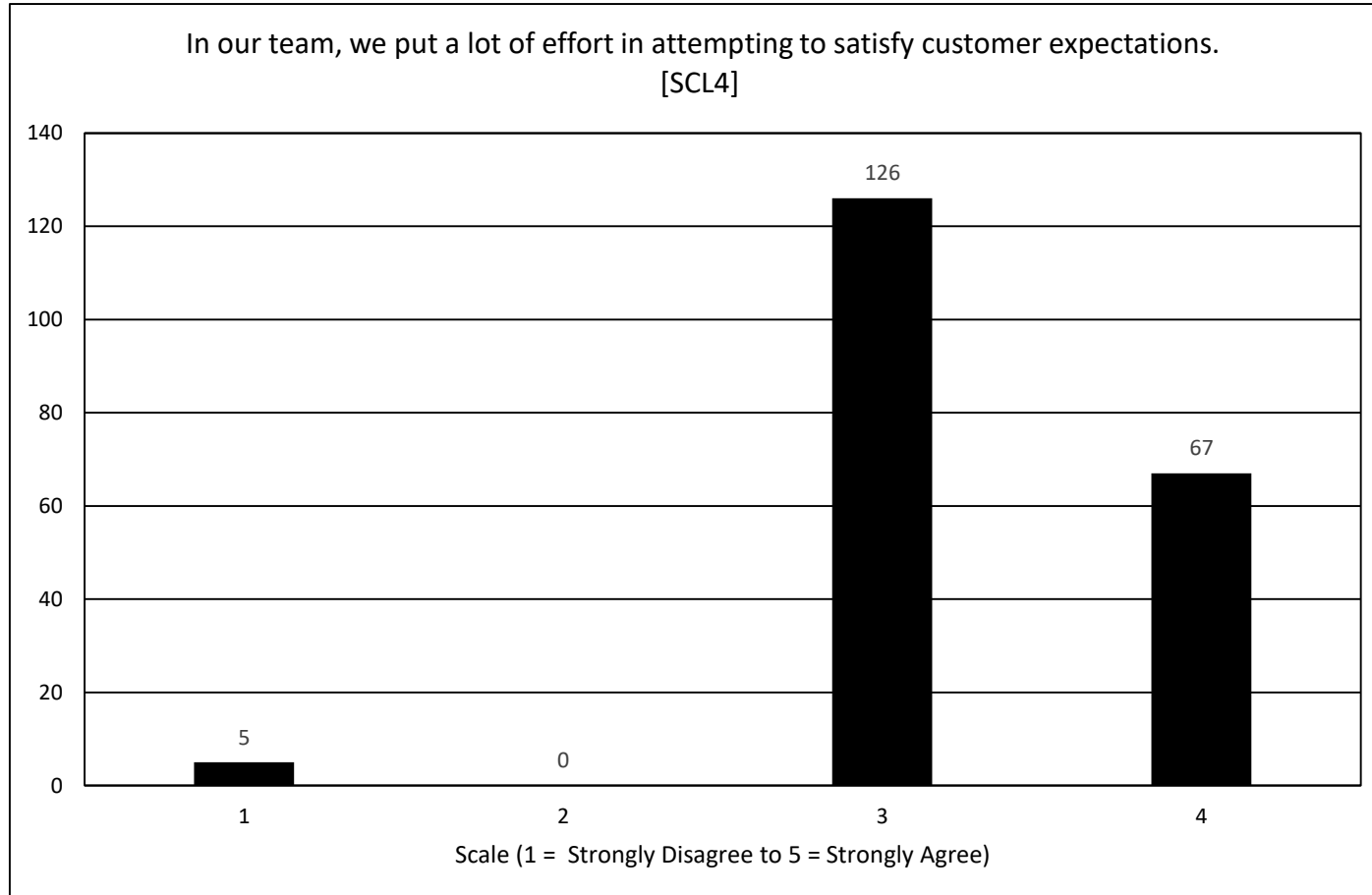


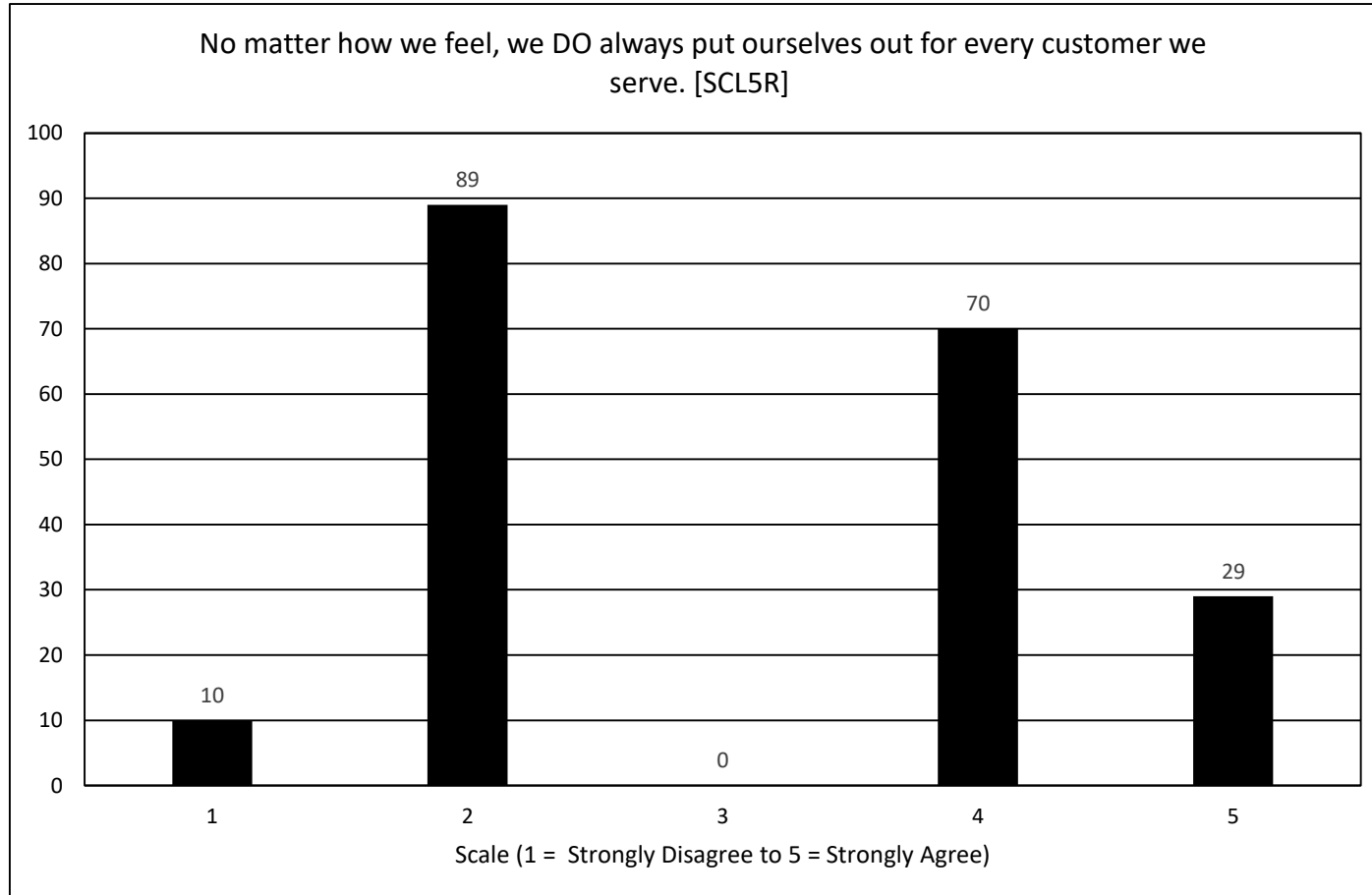
Service Climate

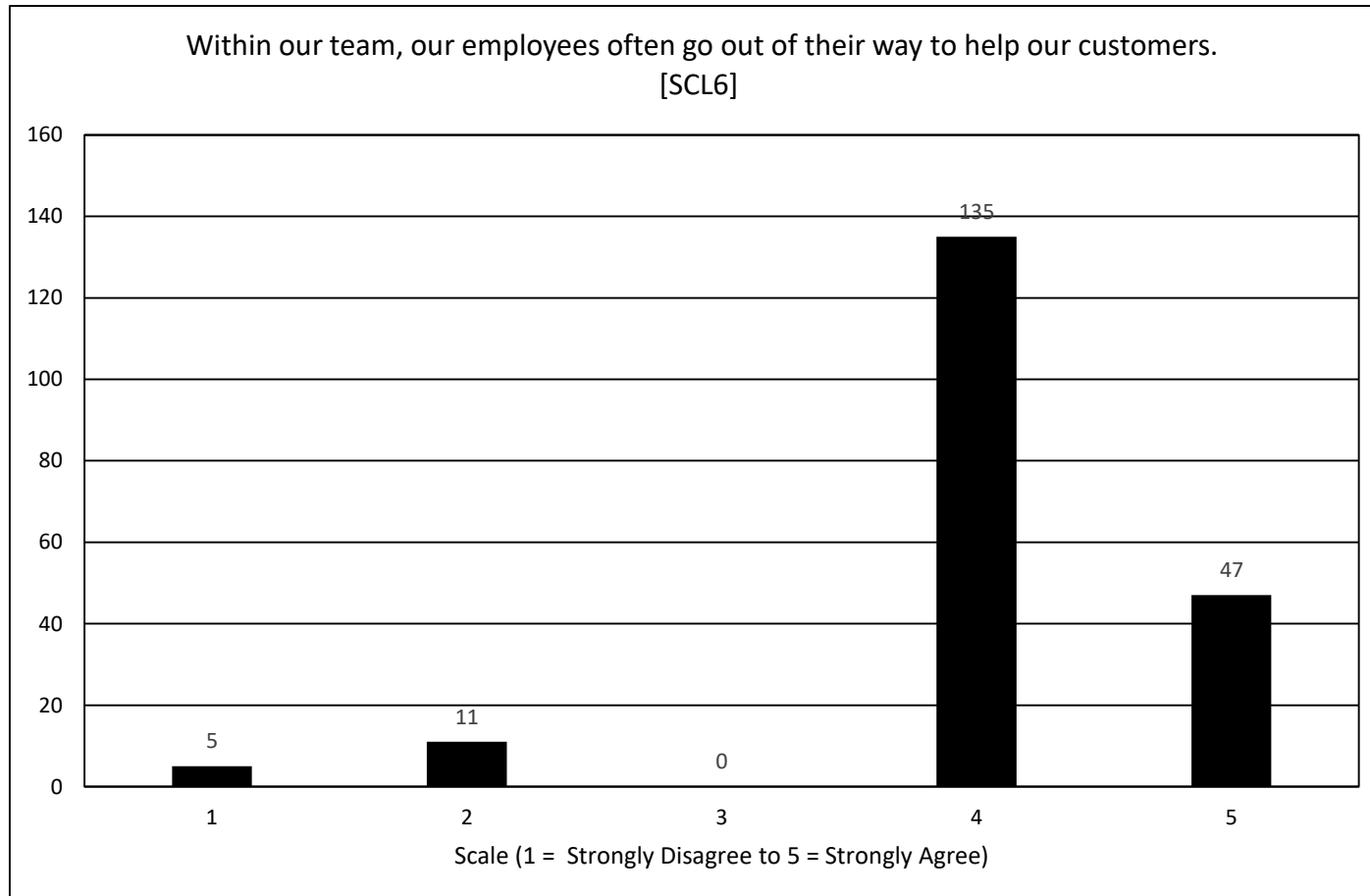








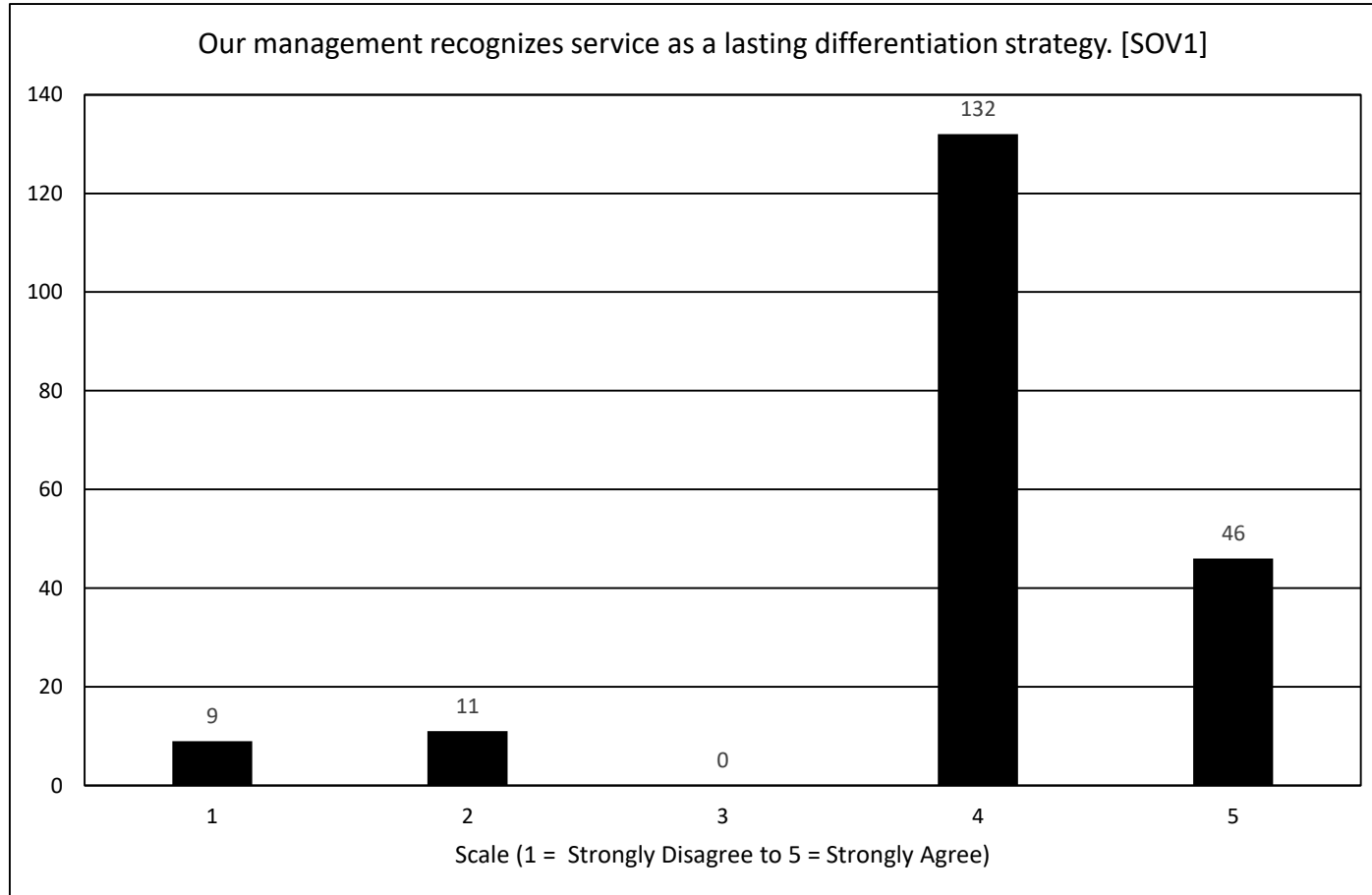


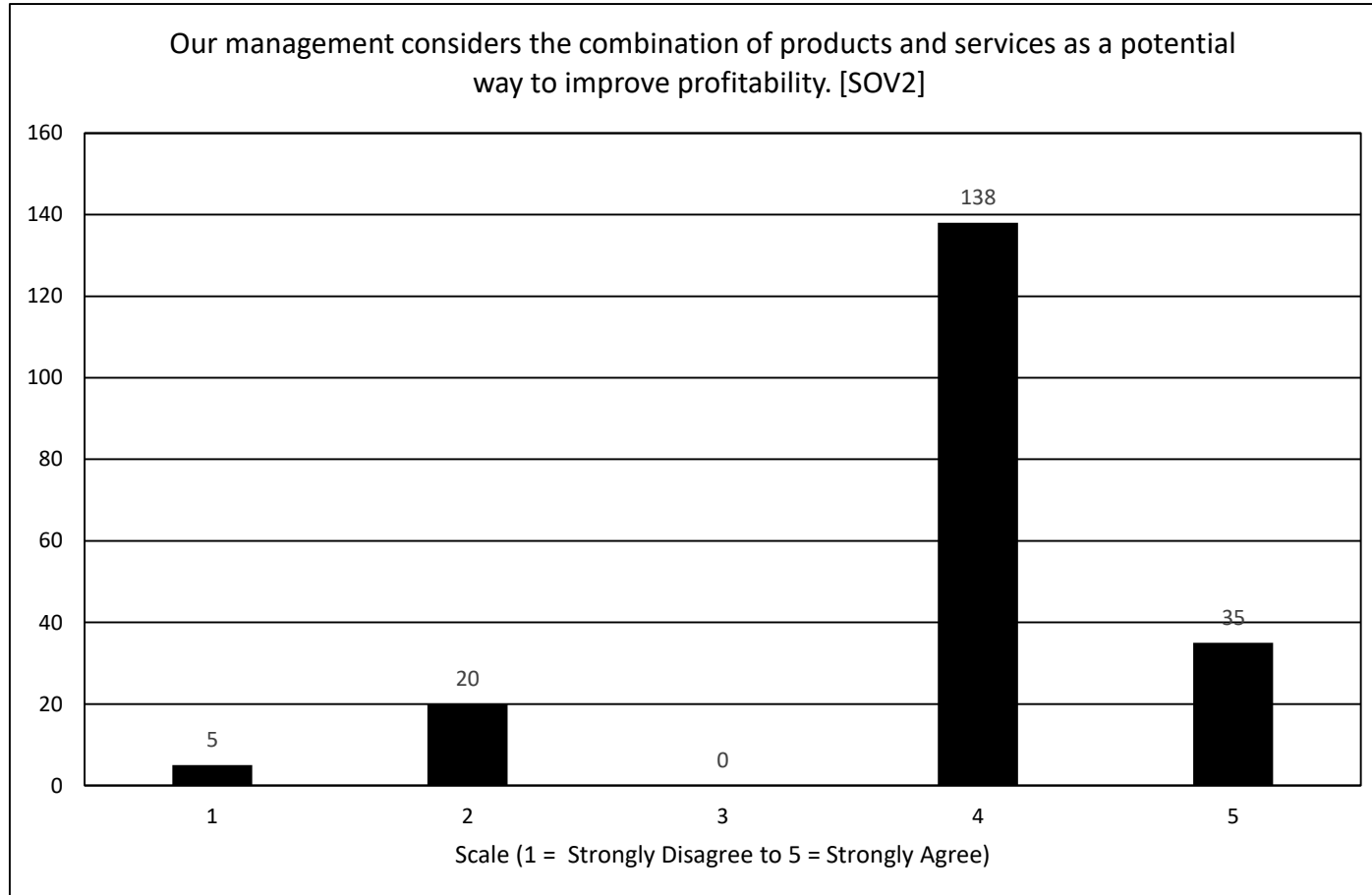


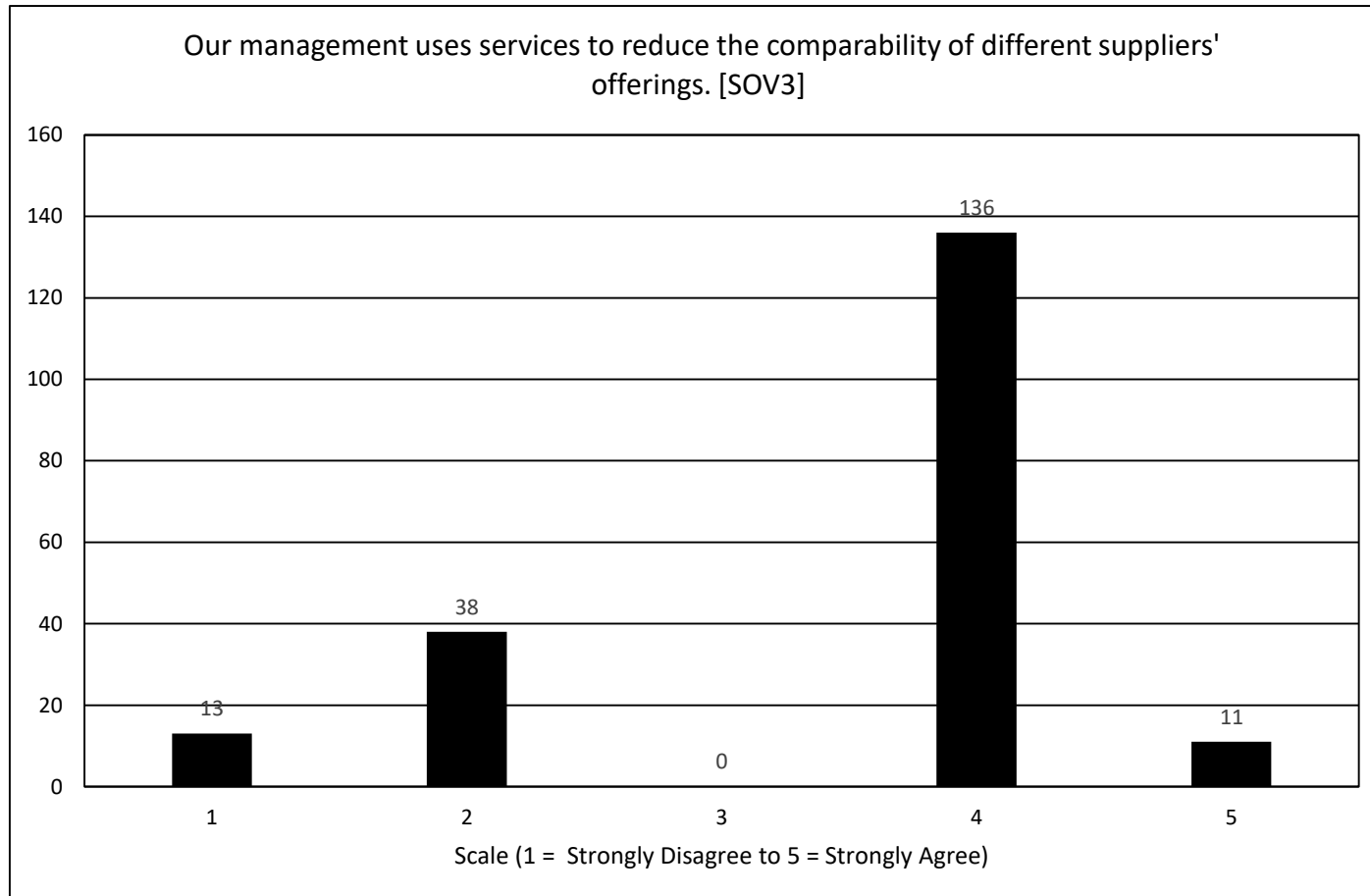
Service Orientation

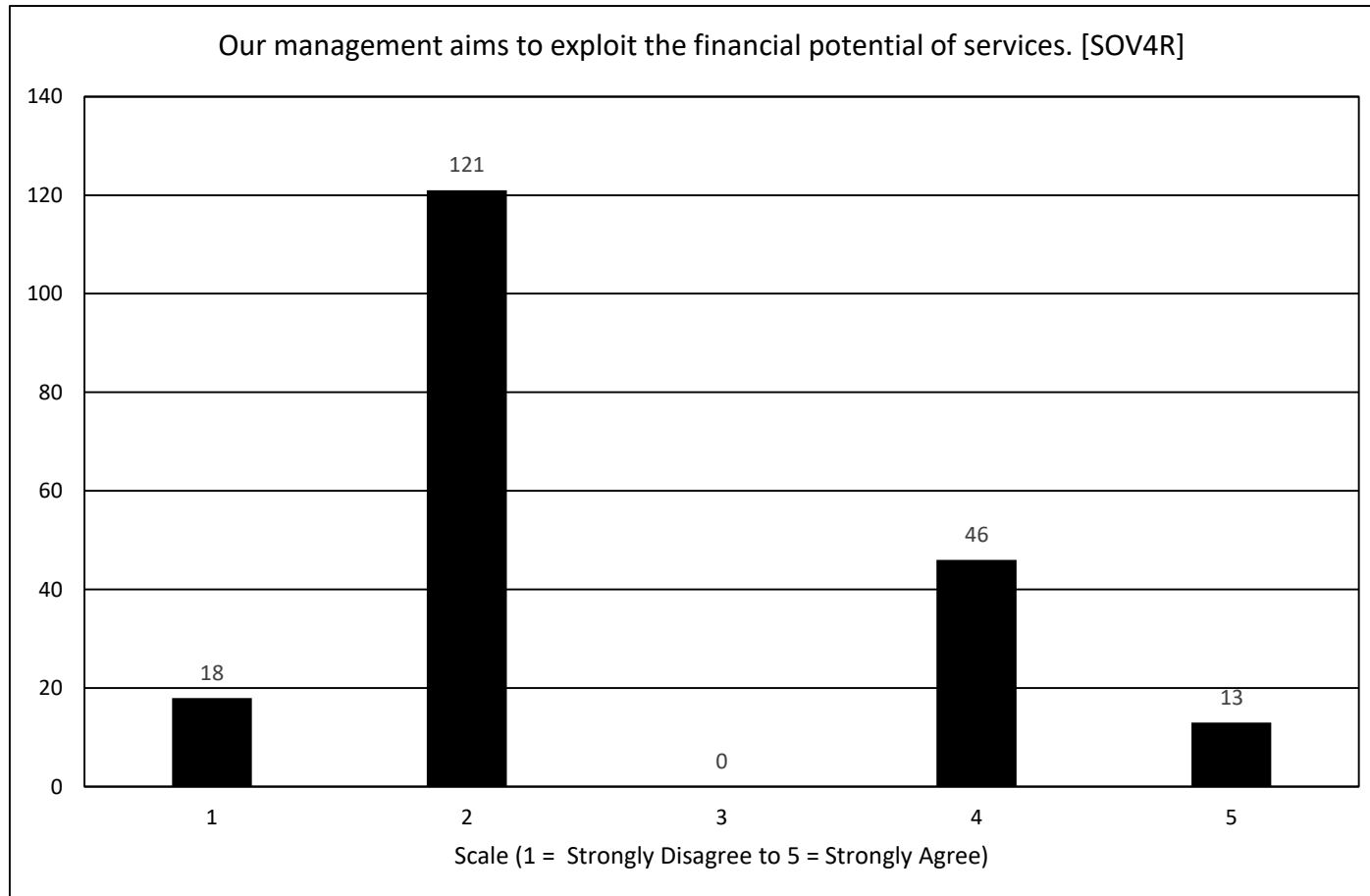
- Management Values
- Management Behaviour
- Employee Values
- Employee Behaviour

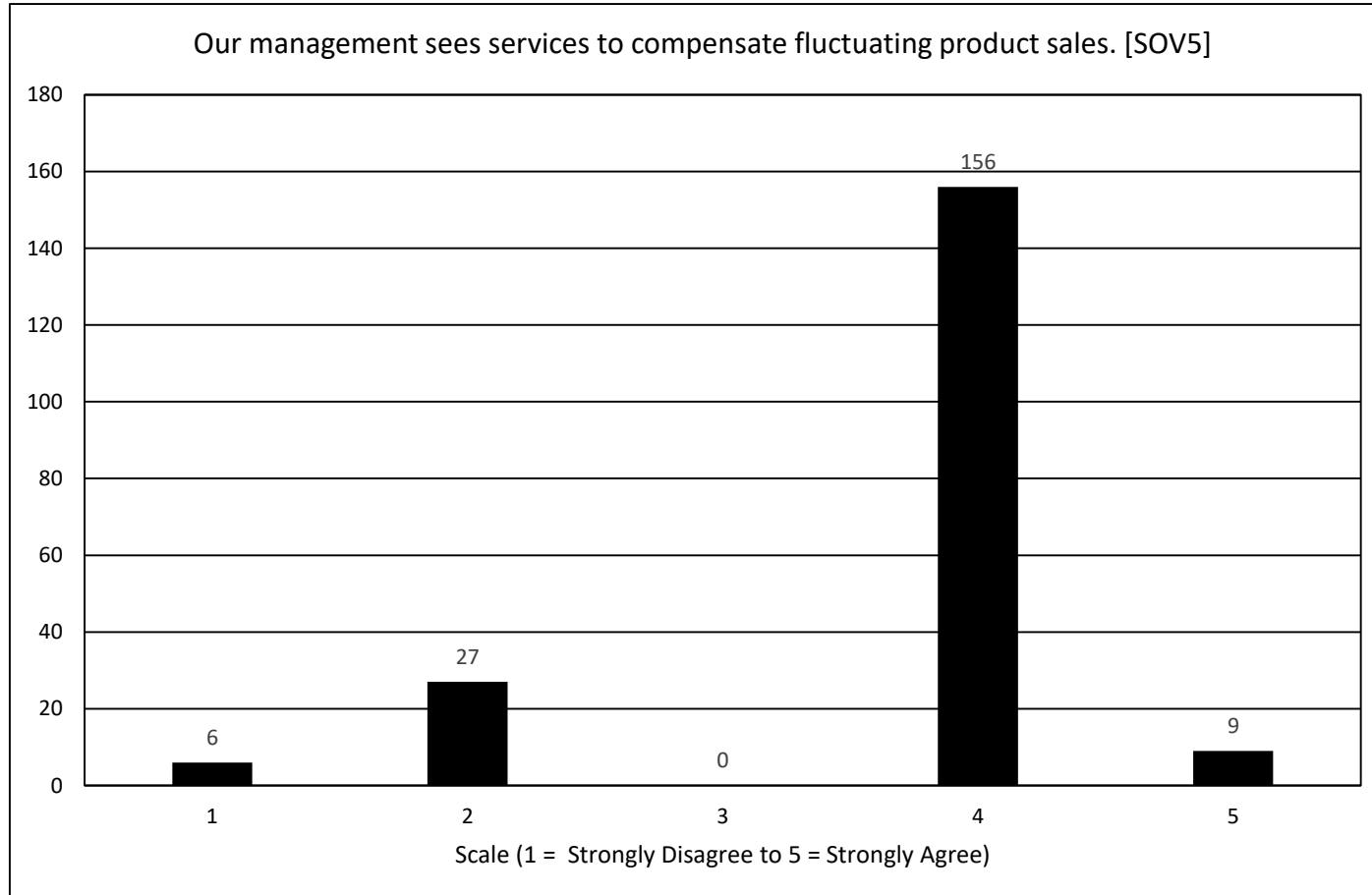
Management Values

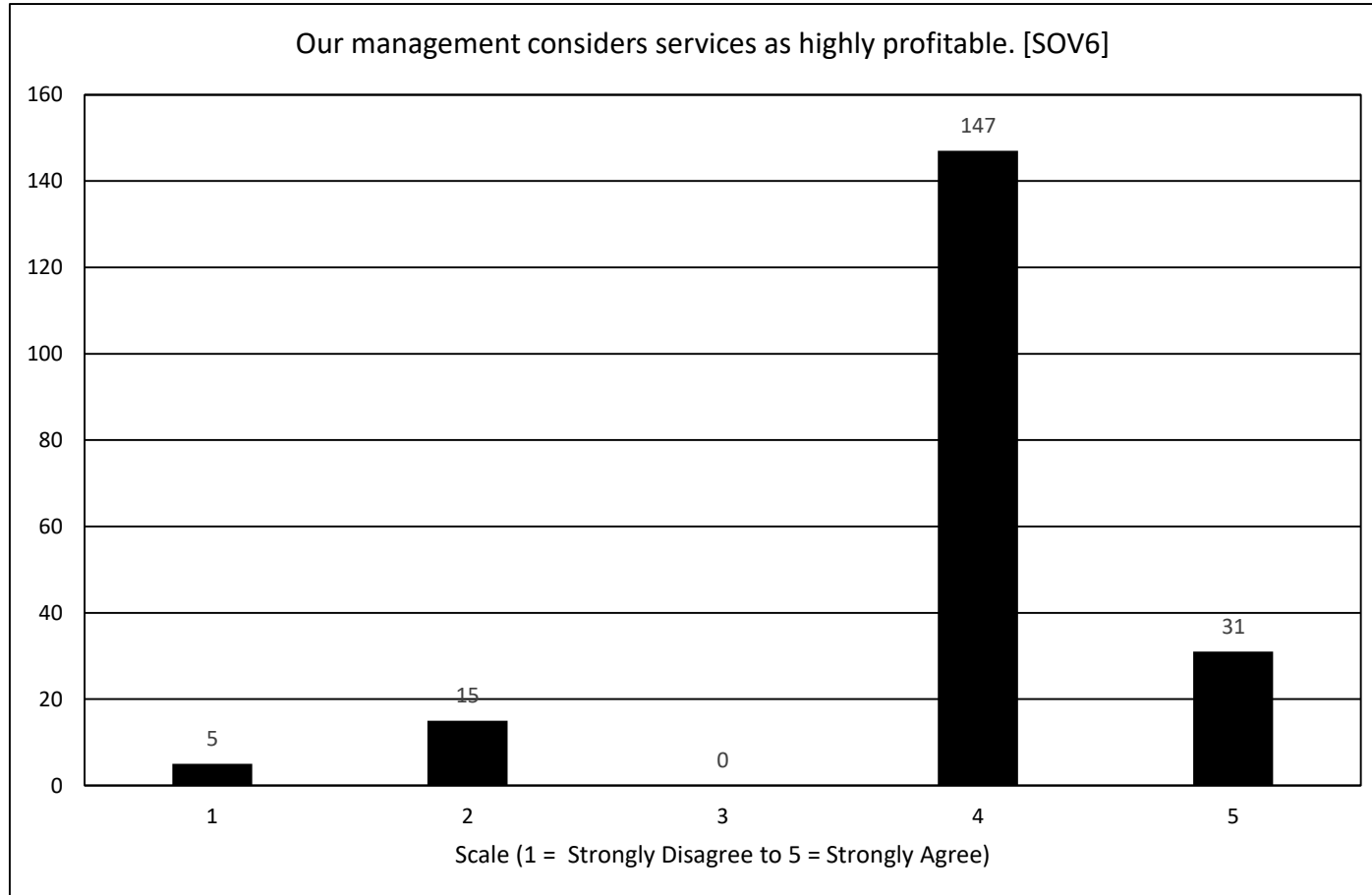




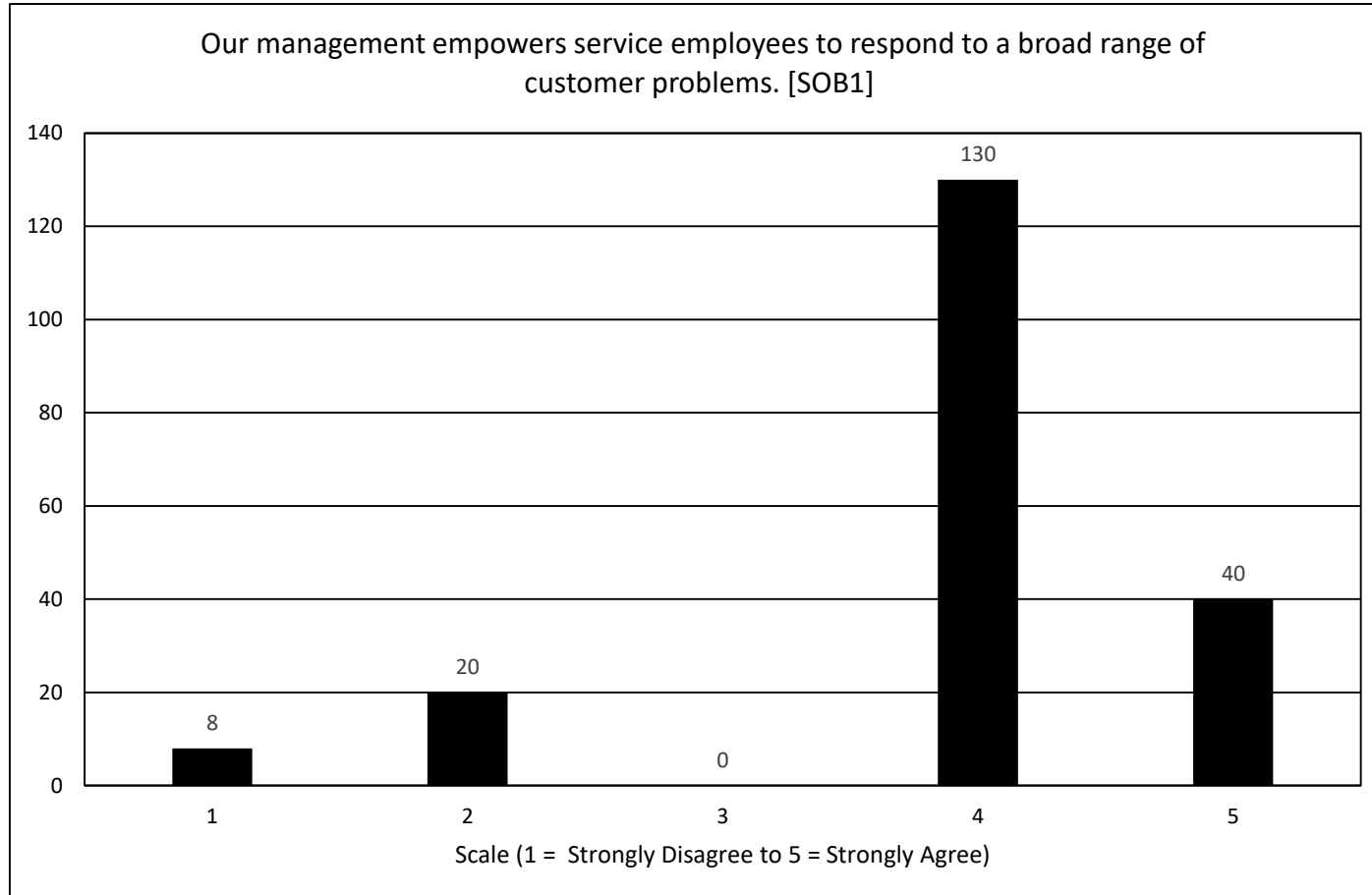


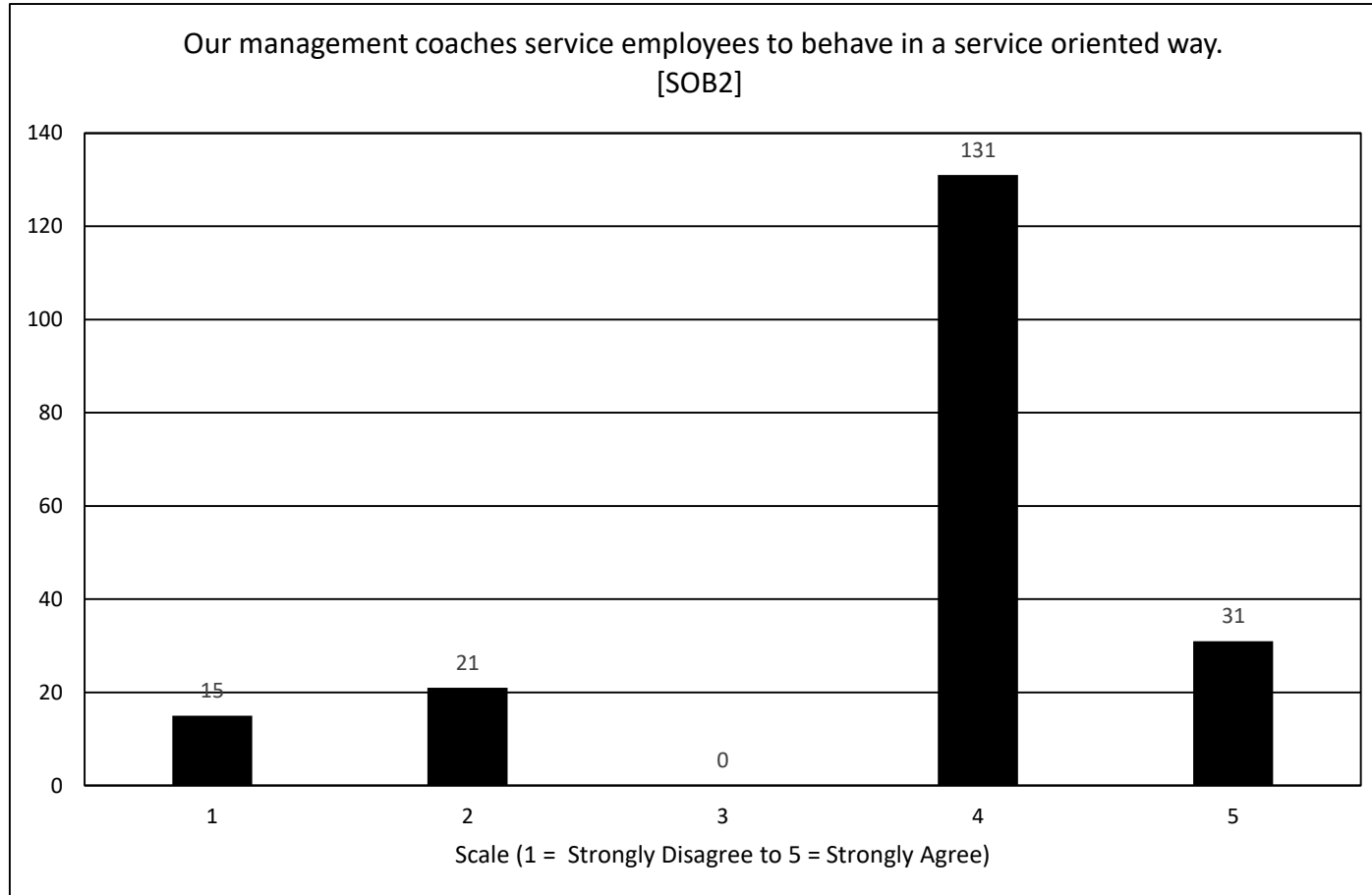


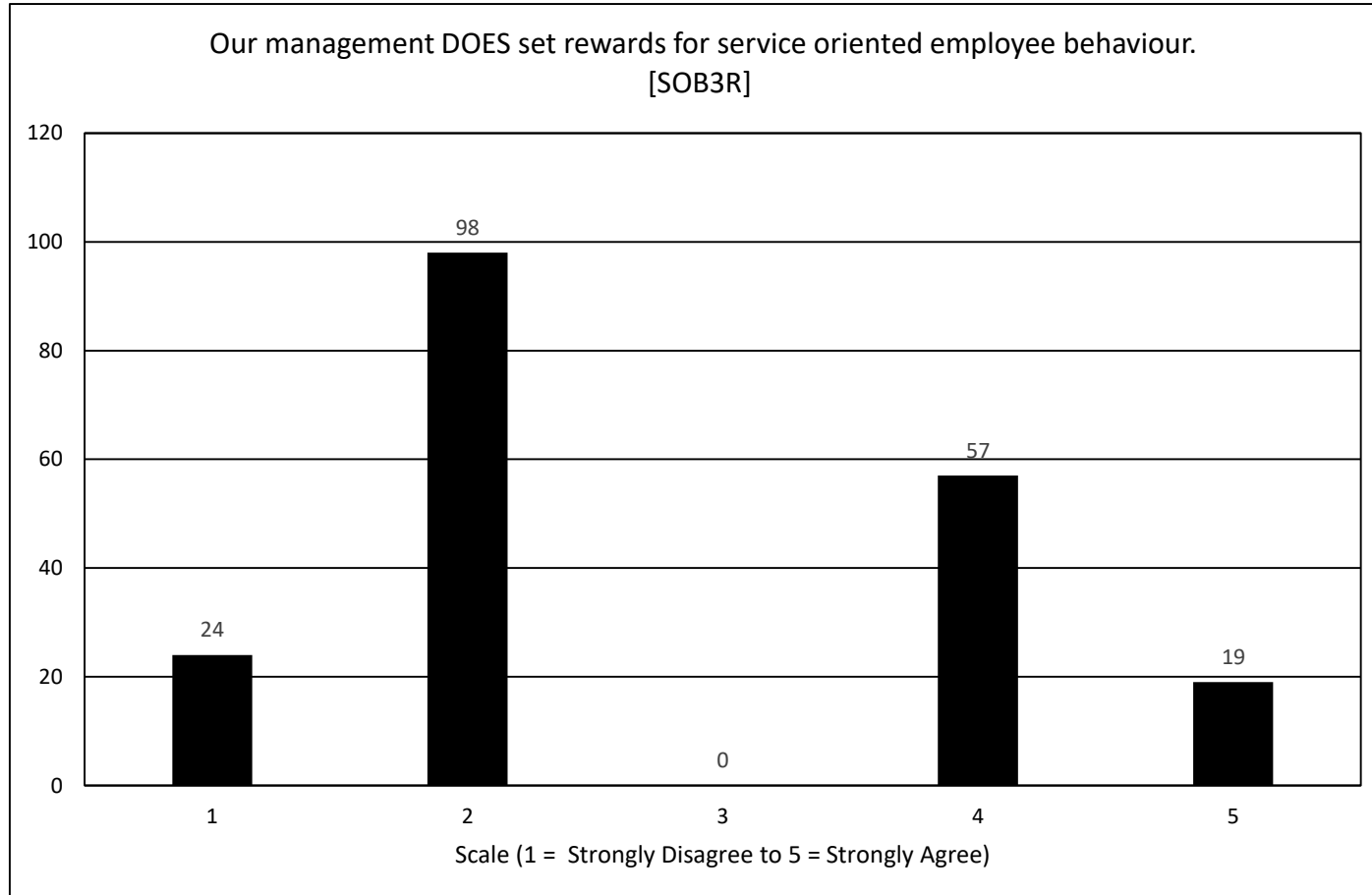


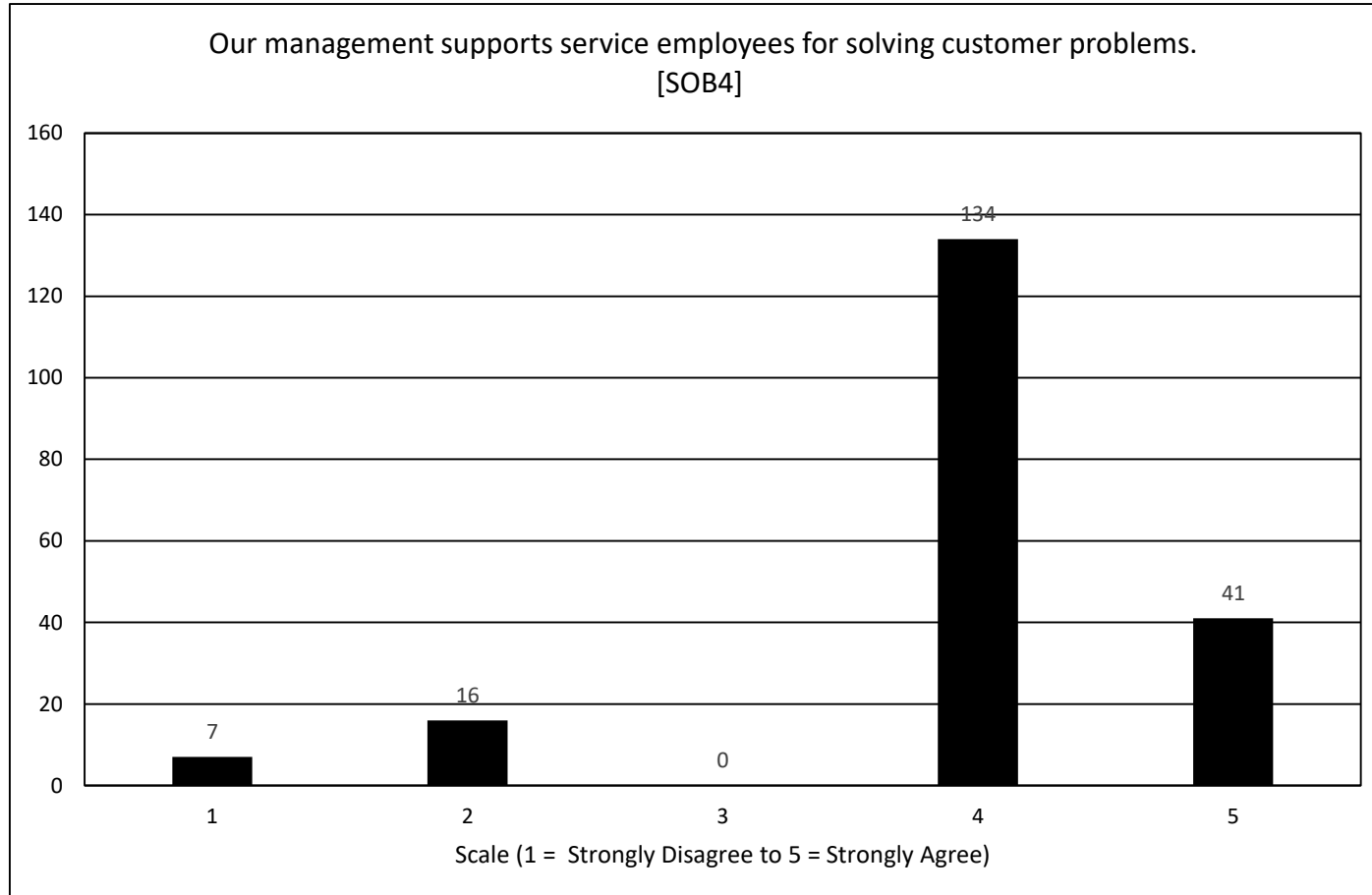


Management Behaviour

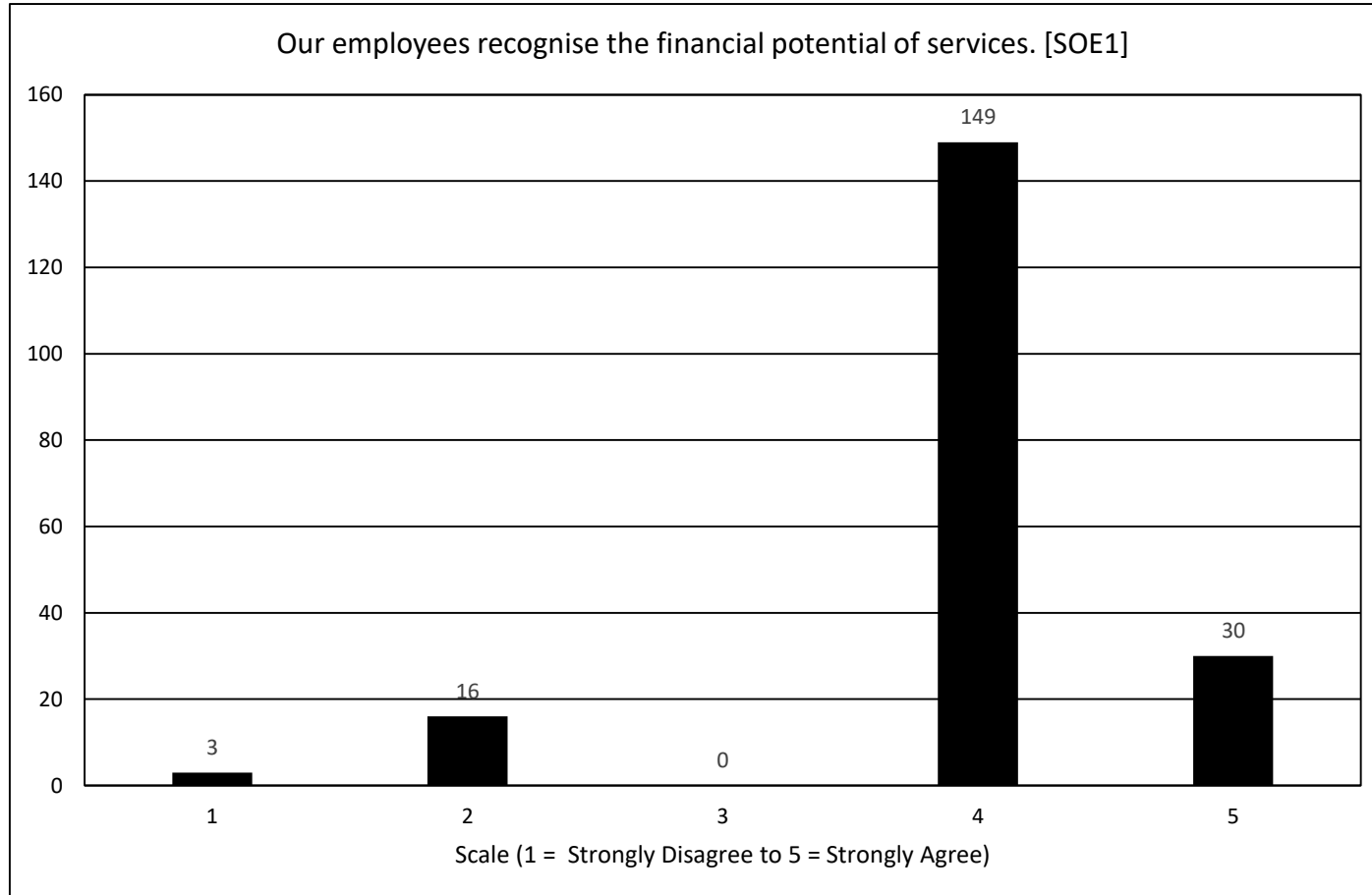


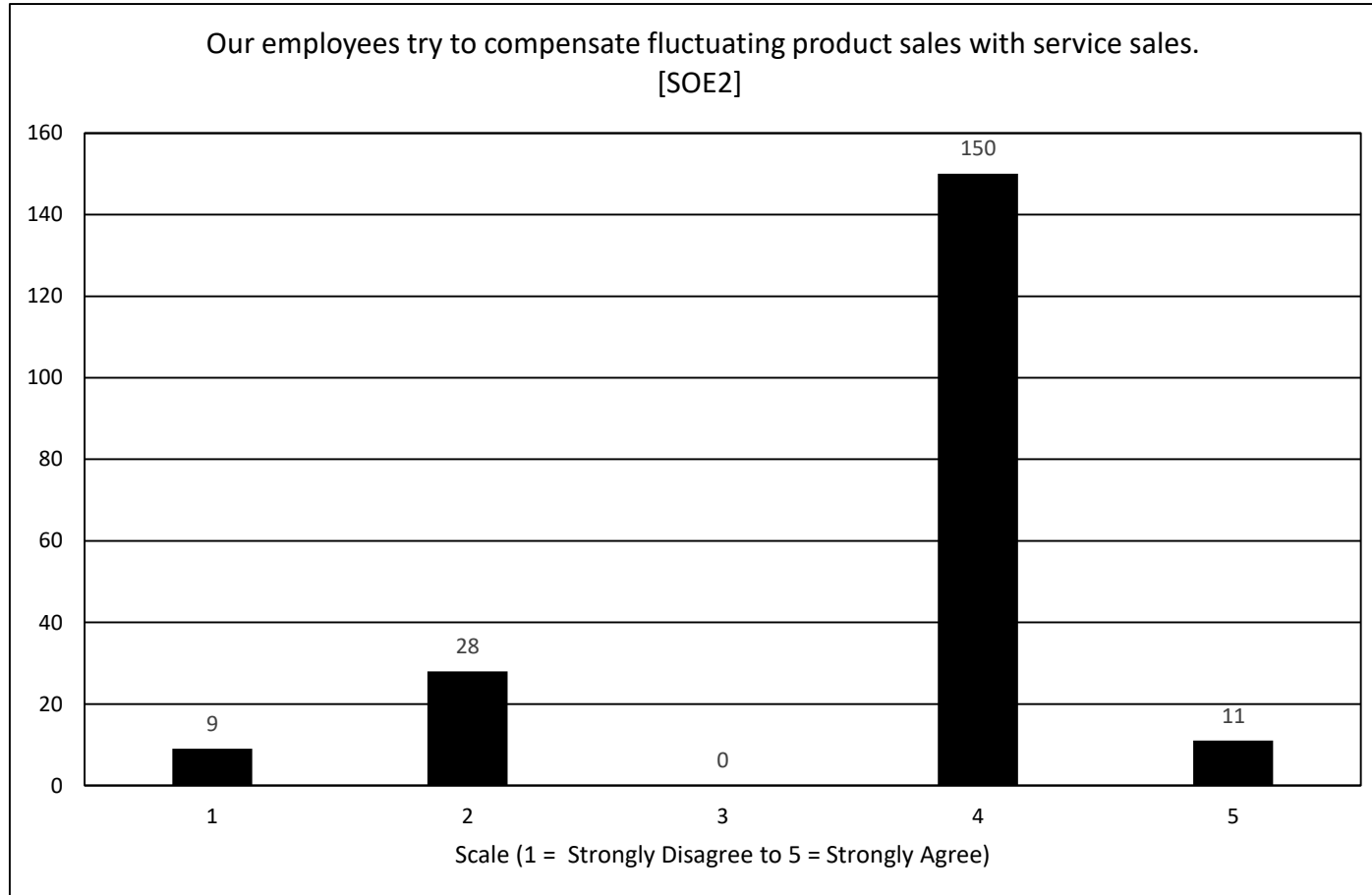


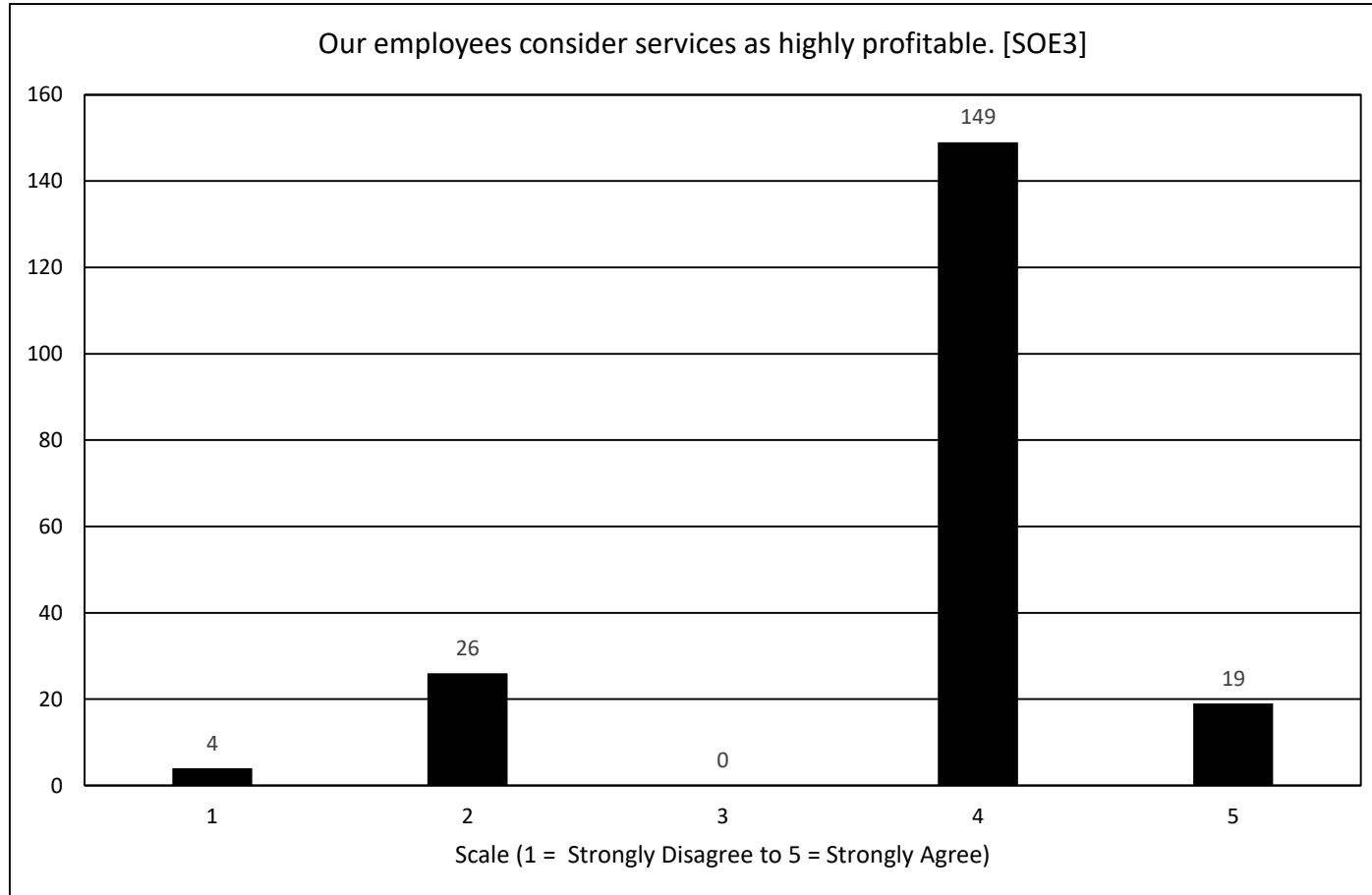


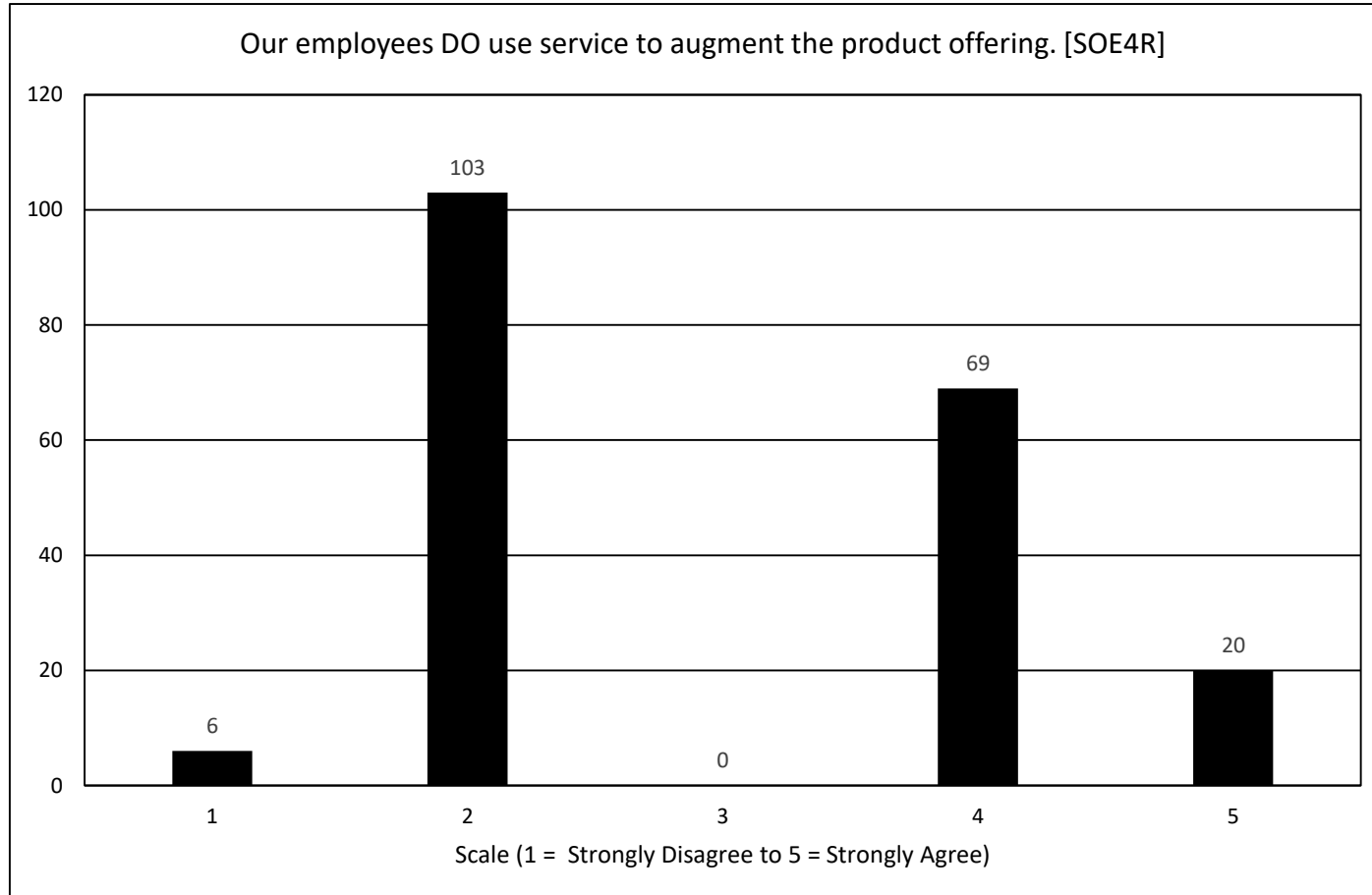


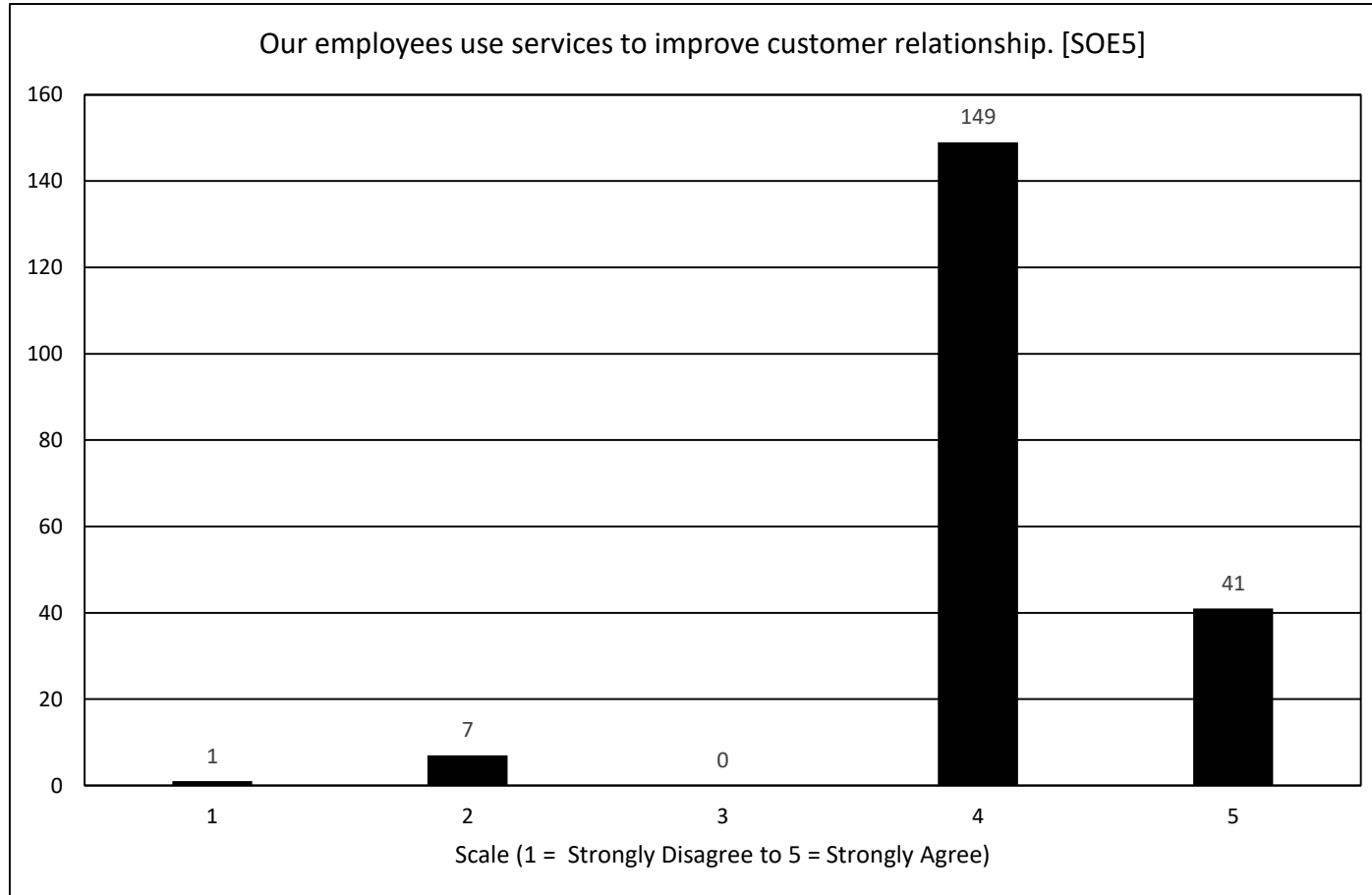
Employee Values

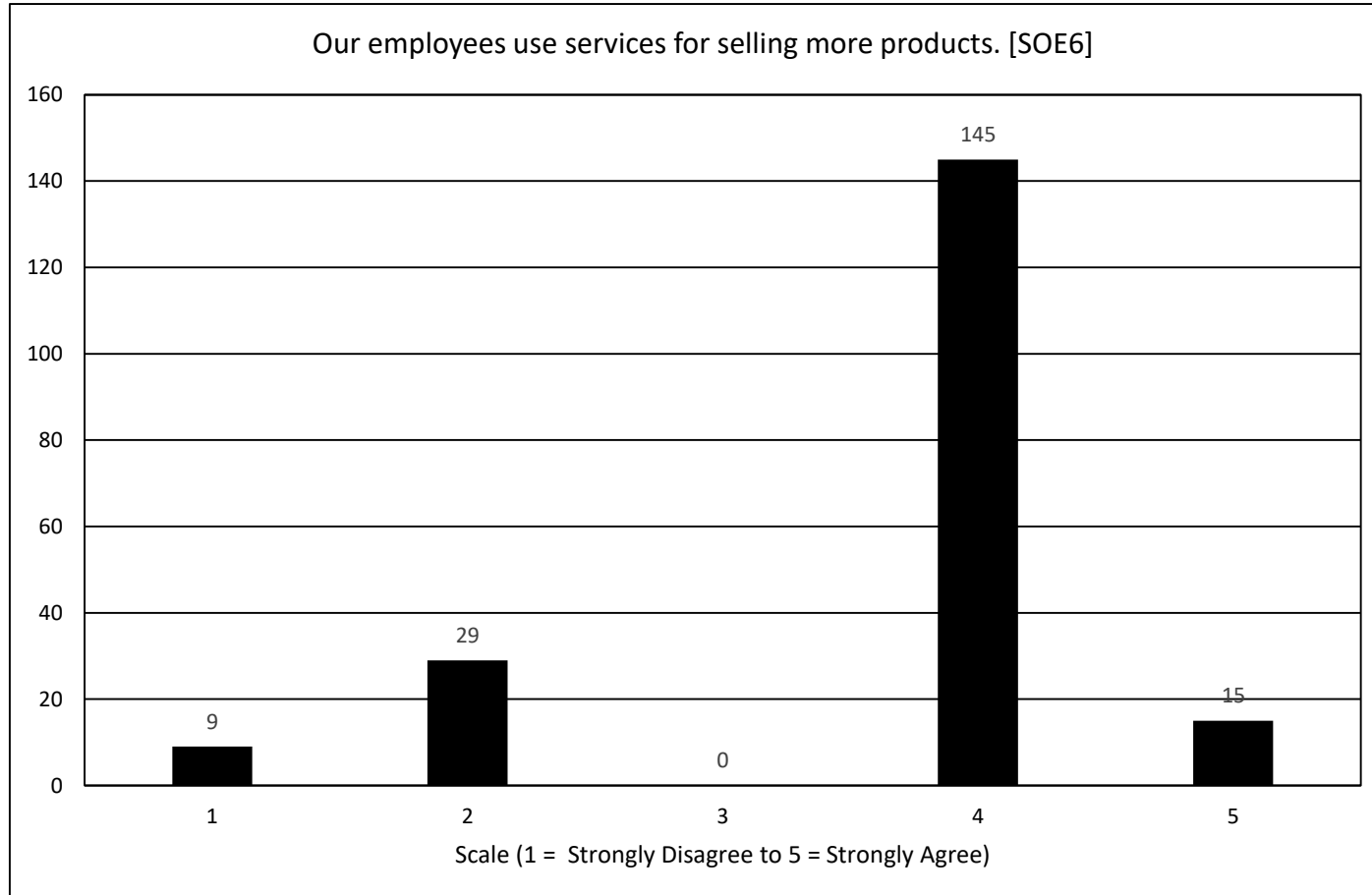




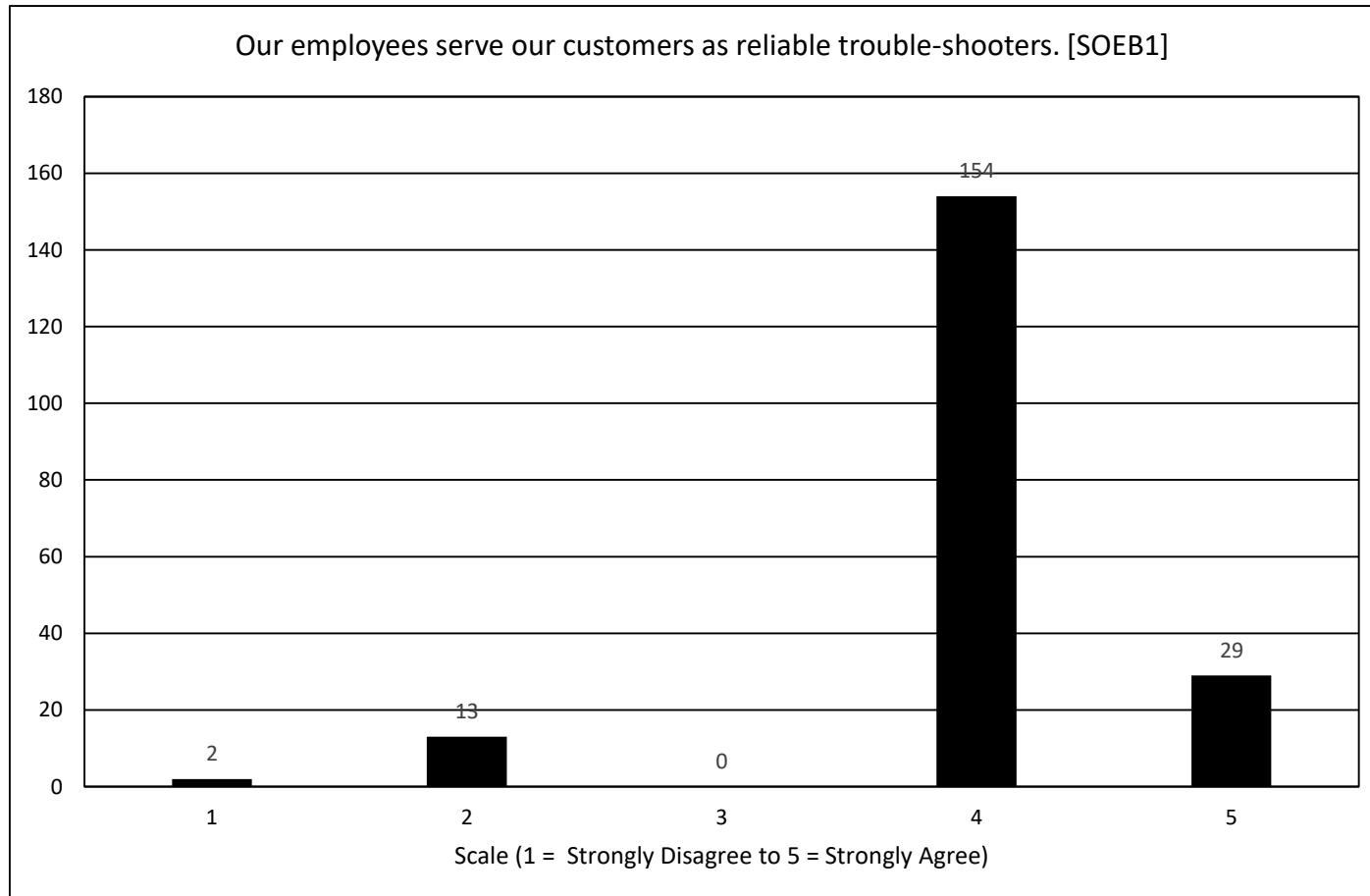


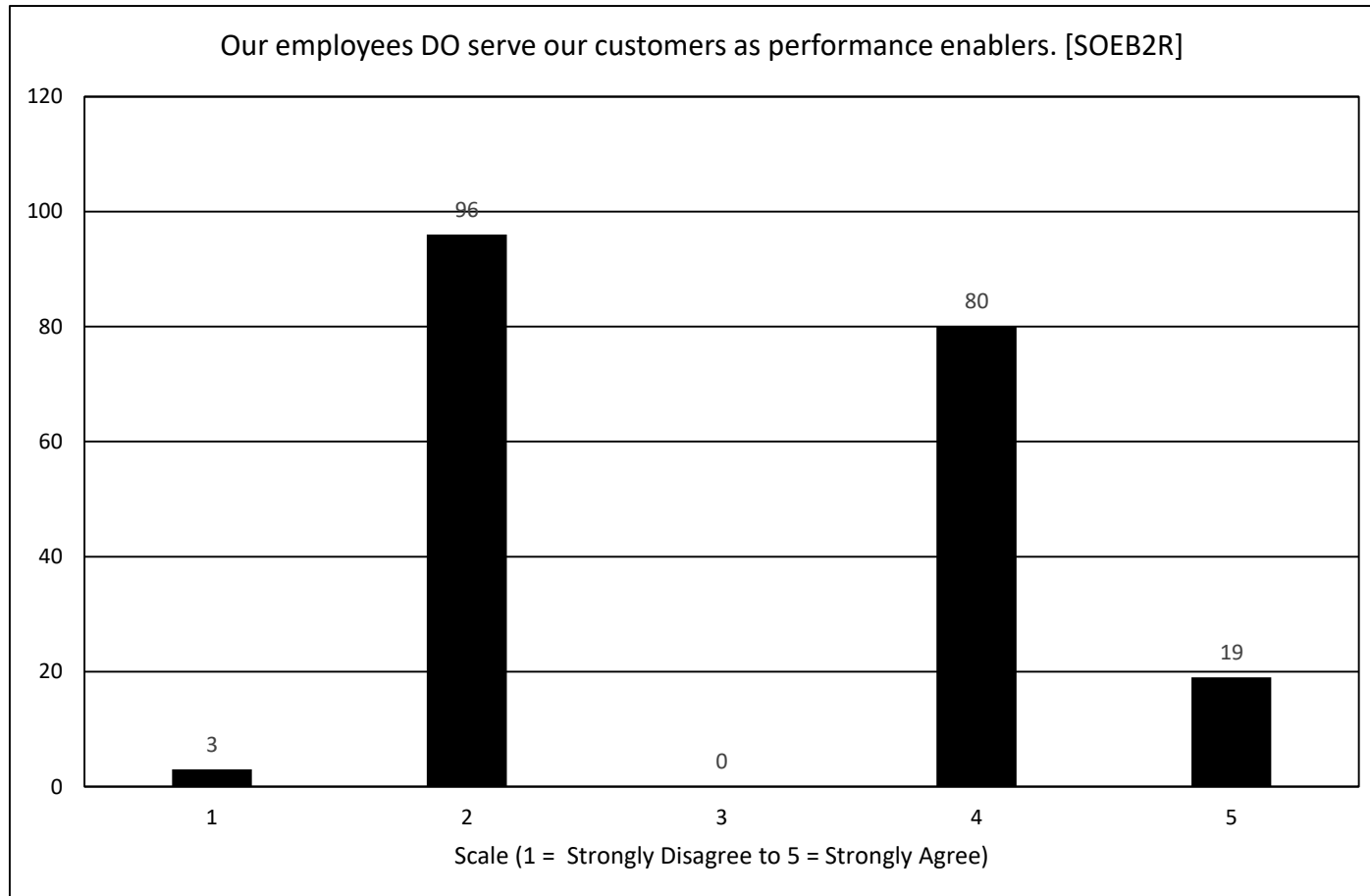


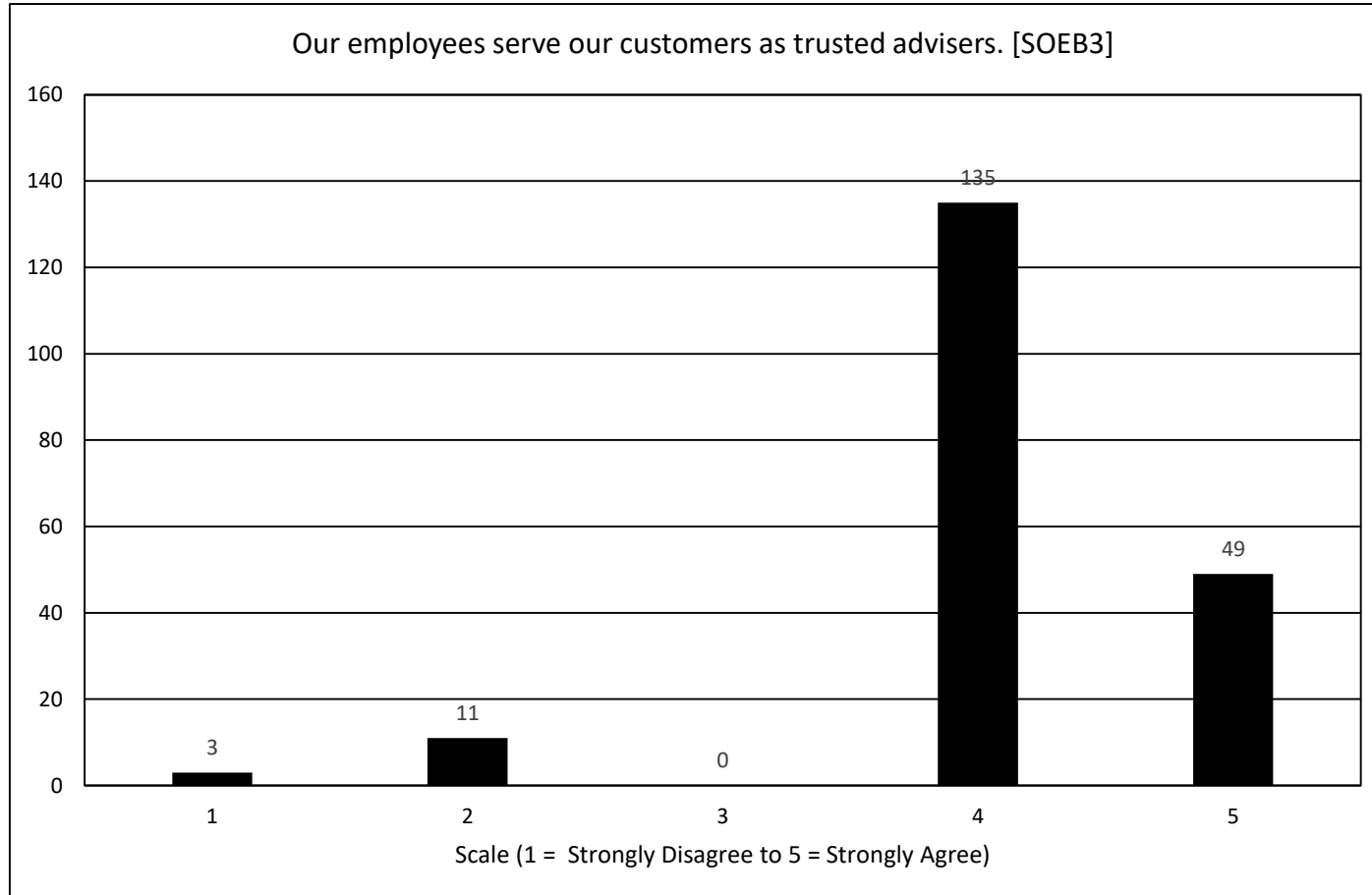


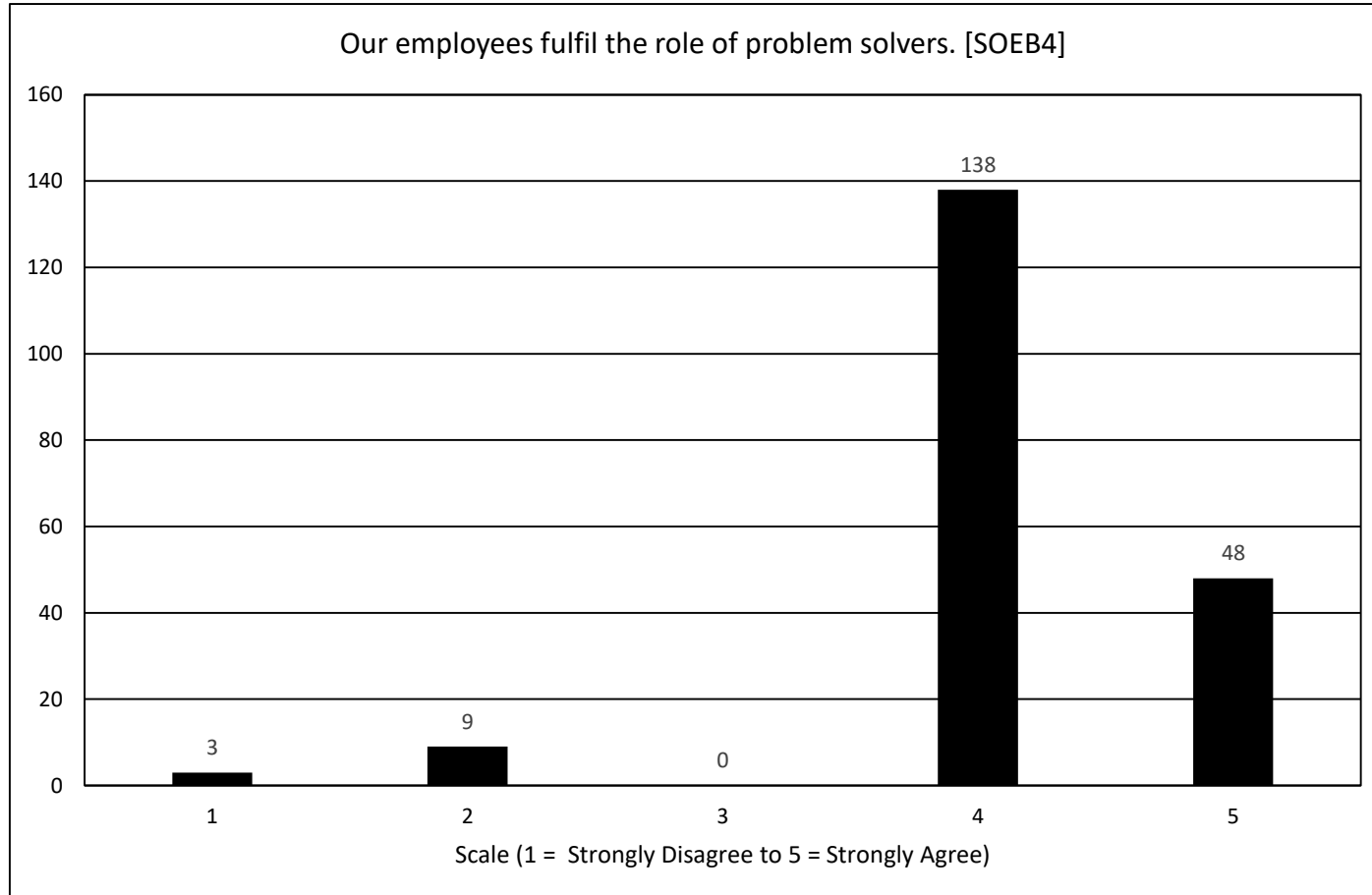


Employee Behaviour

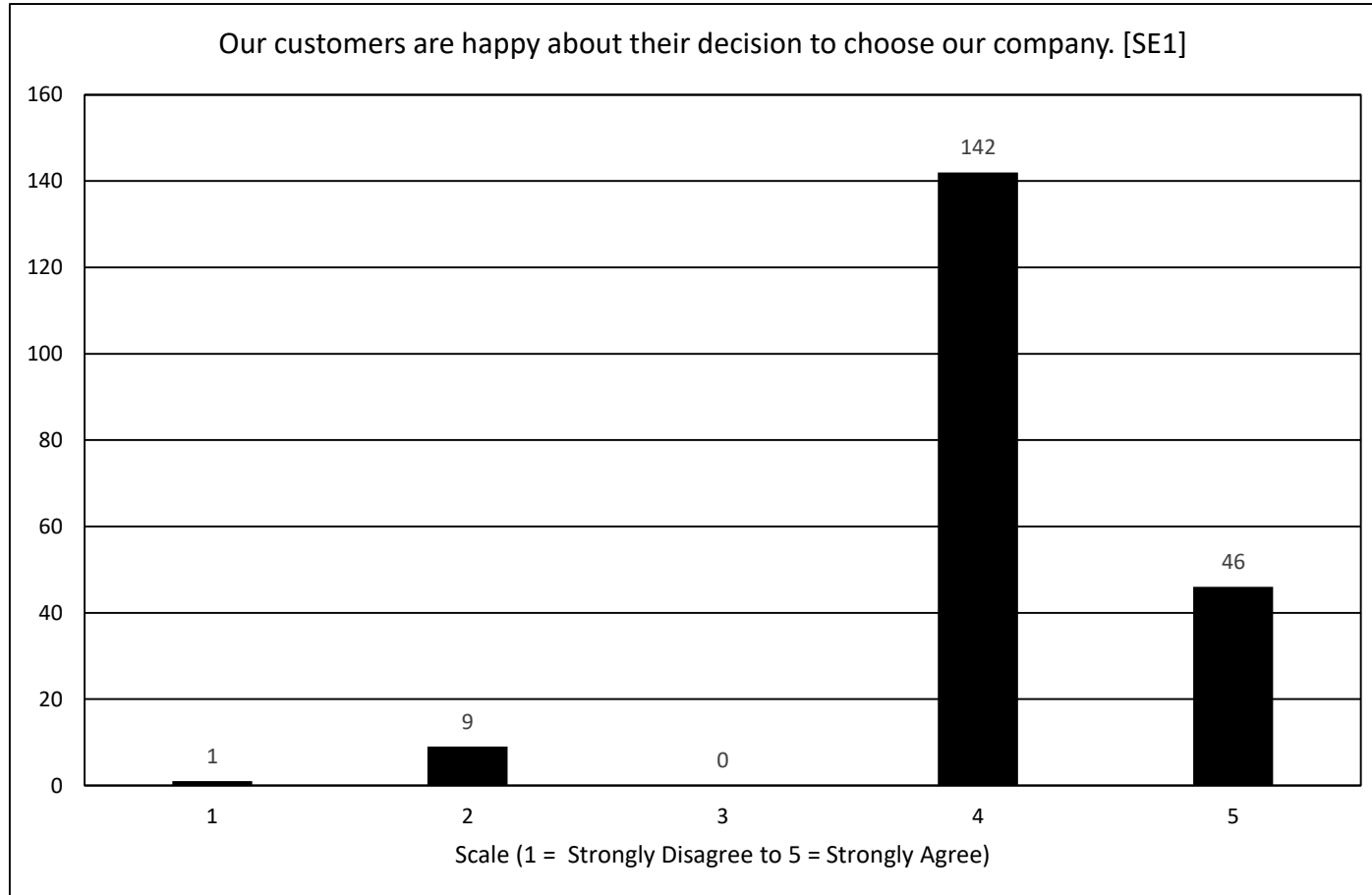


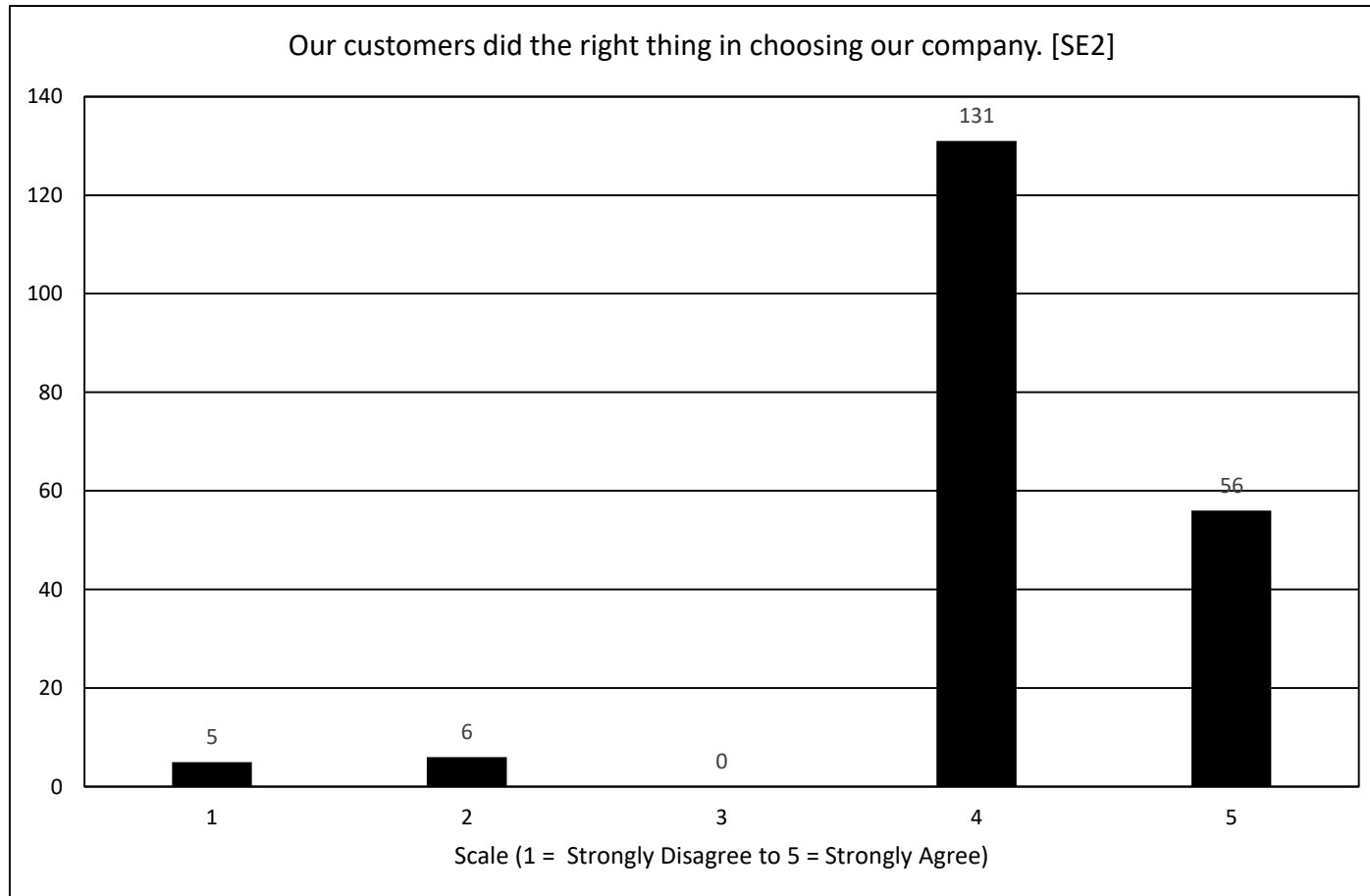


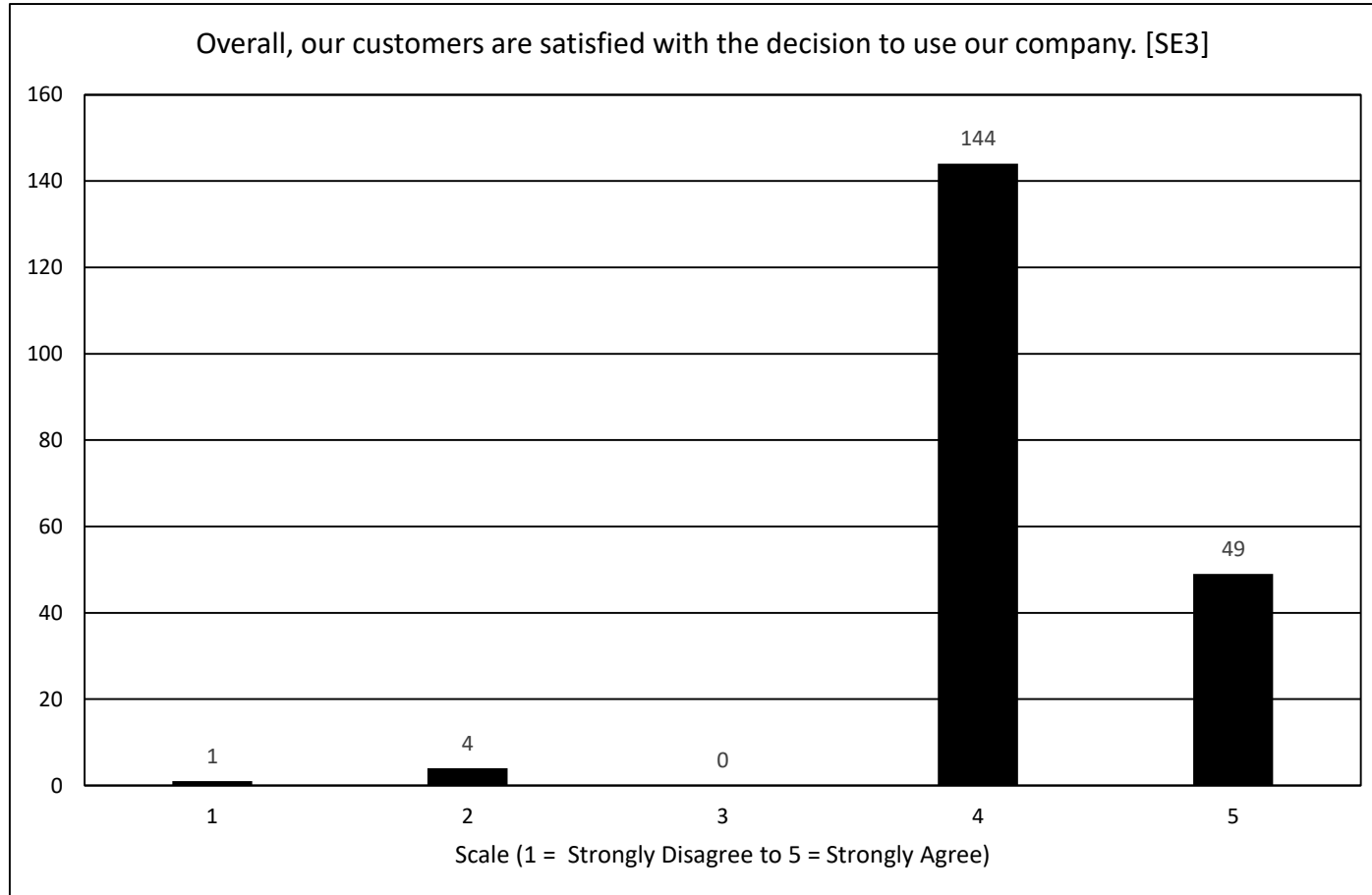




Service Encounter Satisfaction



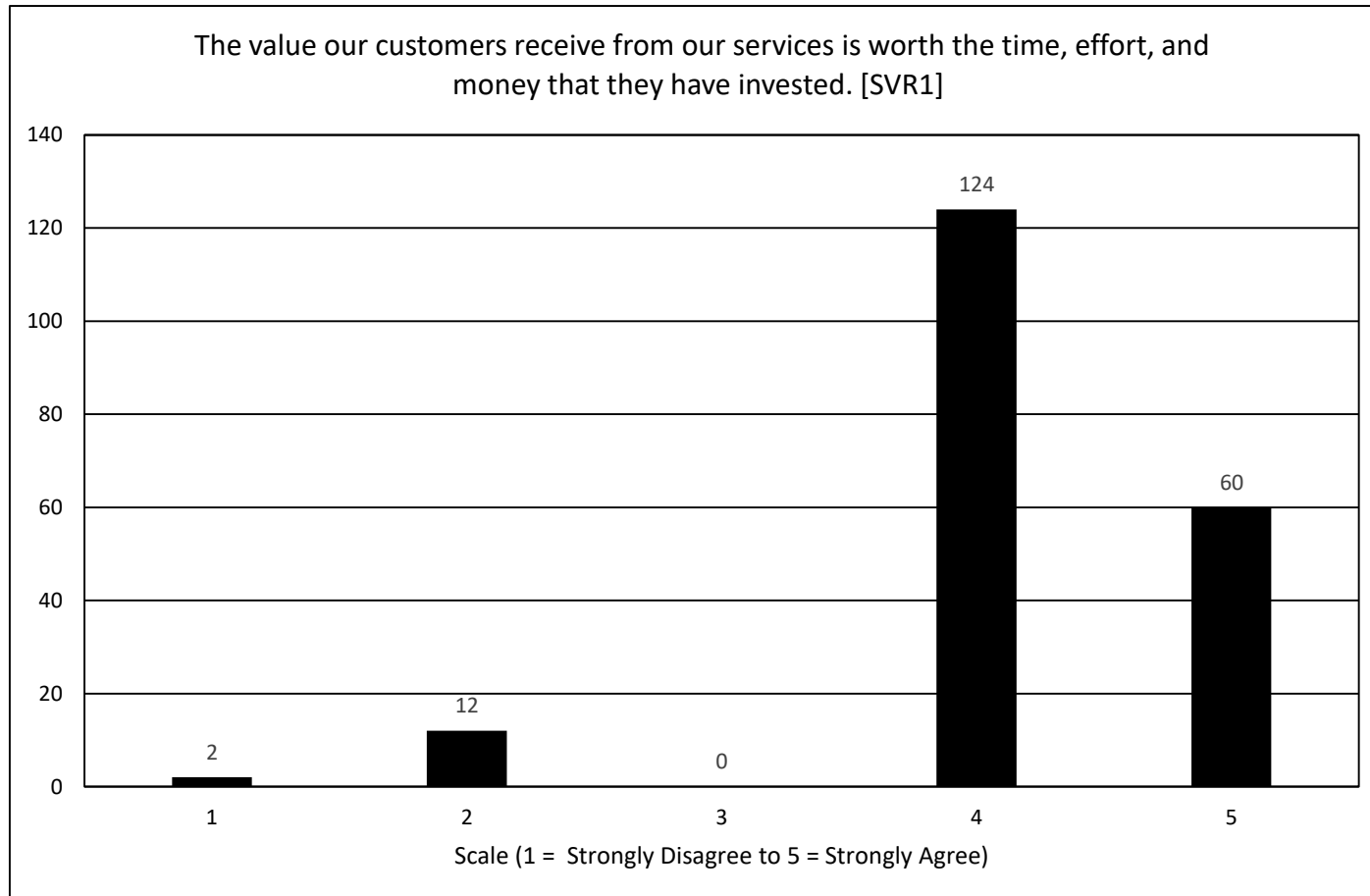


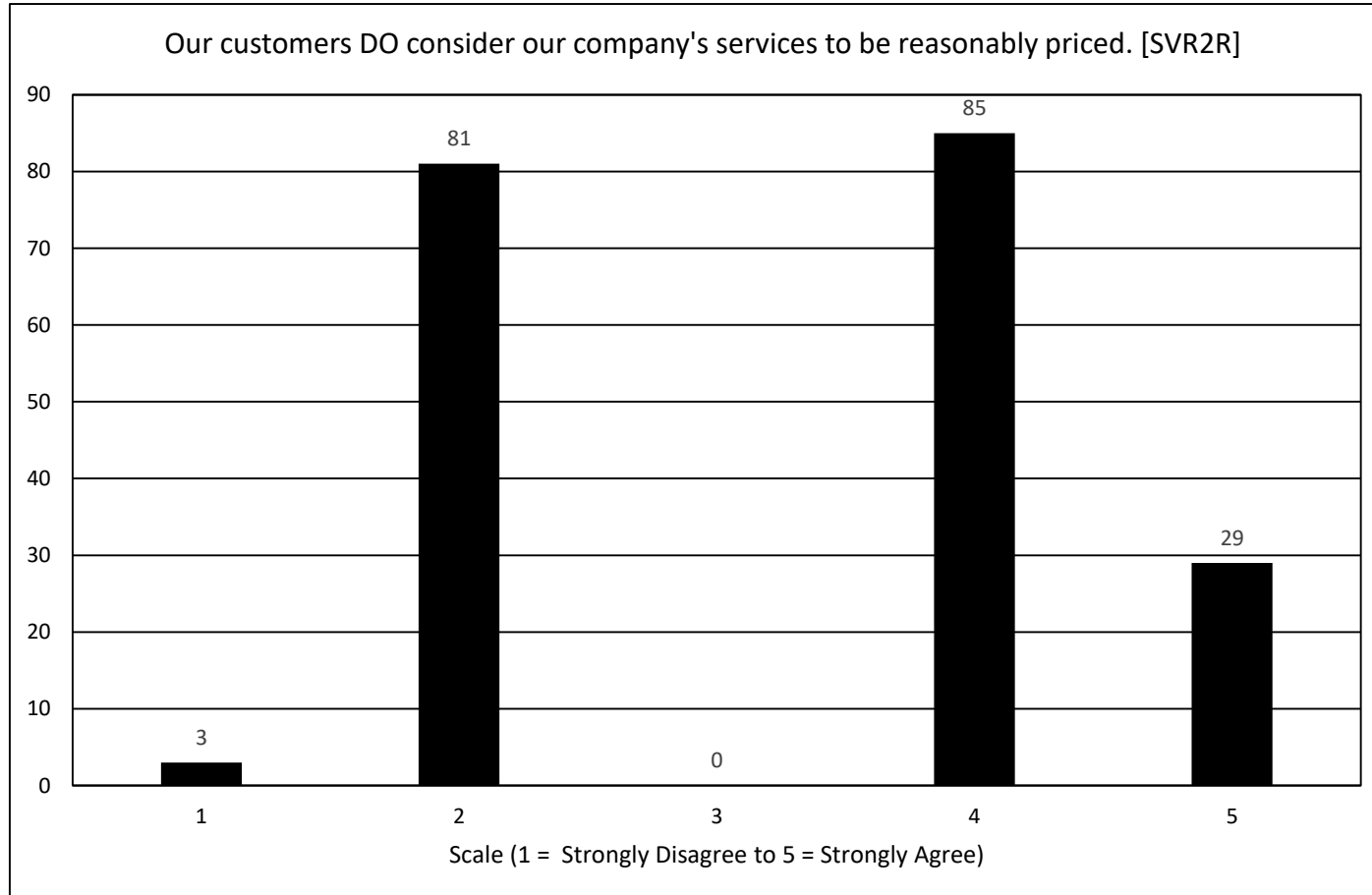


Service Value

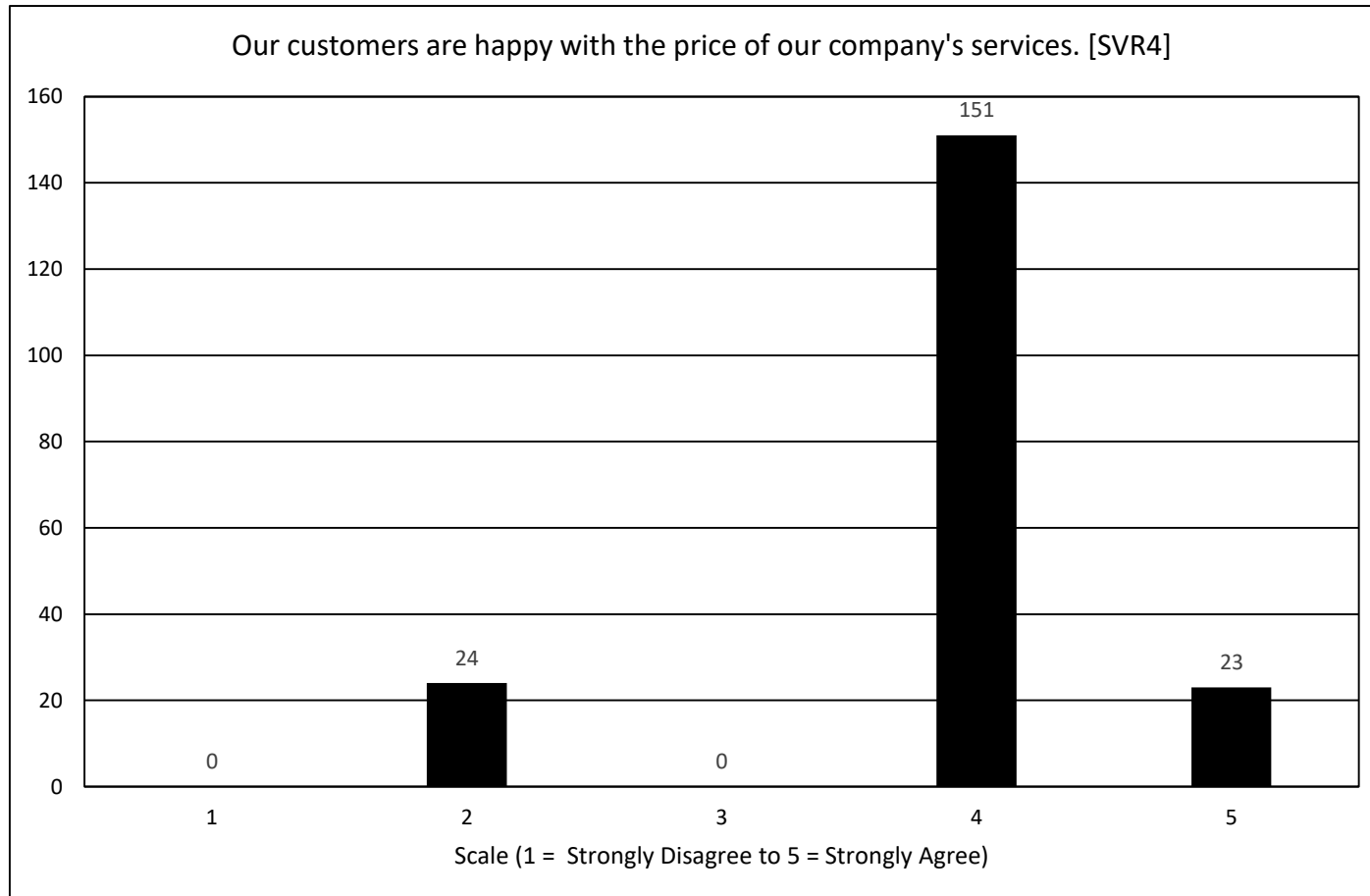
- Service Value
- Service Quality
- Service Equity
- Confidence Benefits
- Perceived Sacrifice

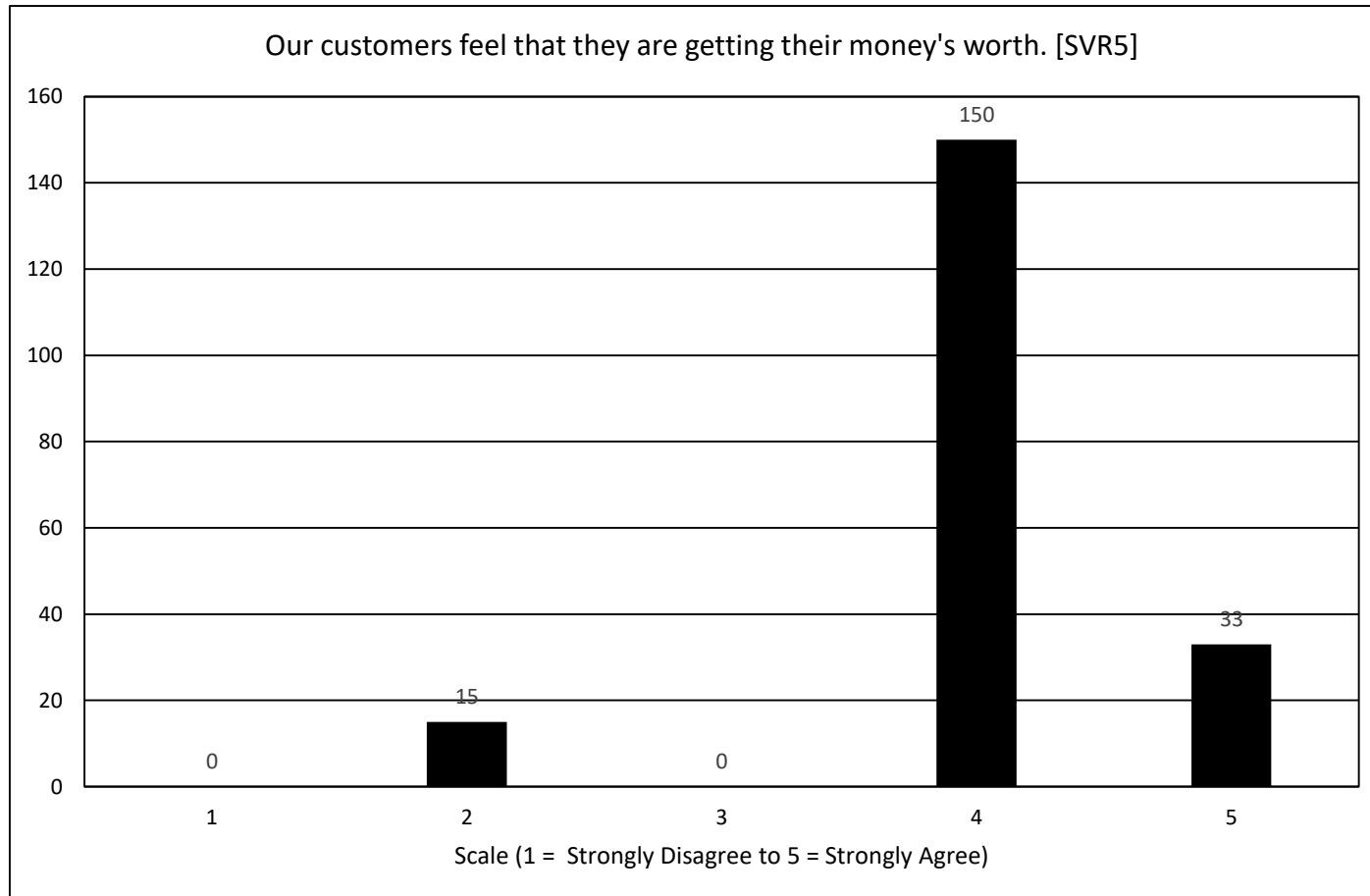
Service Value

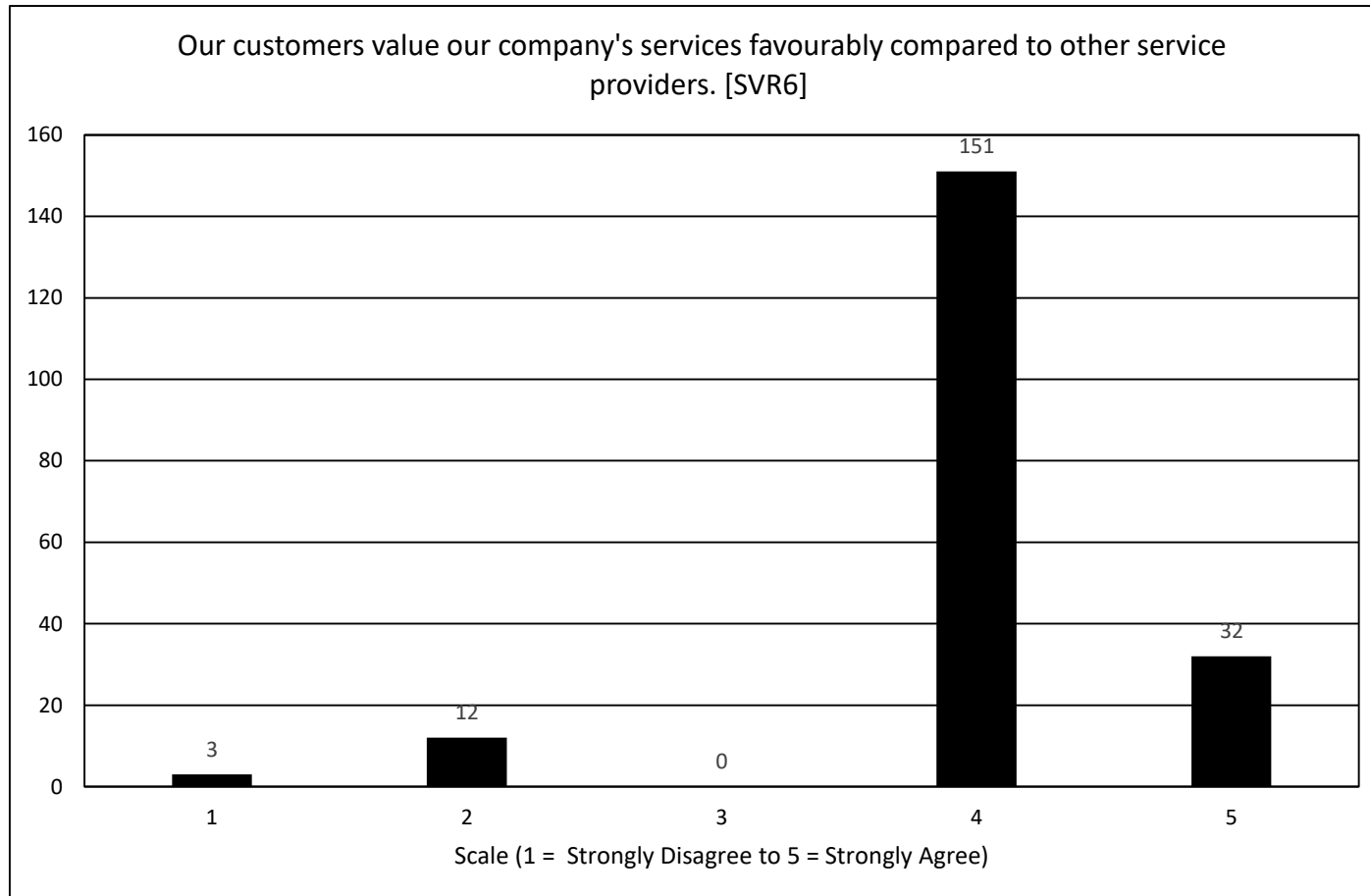


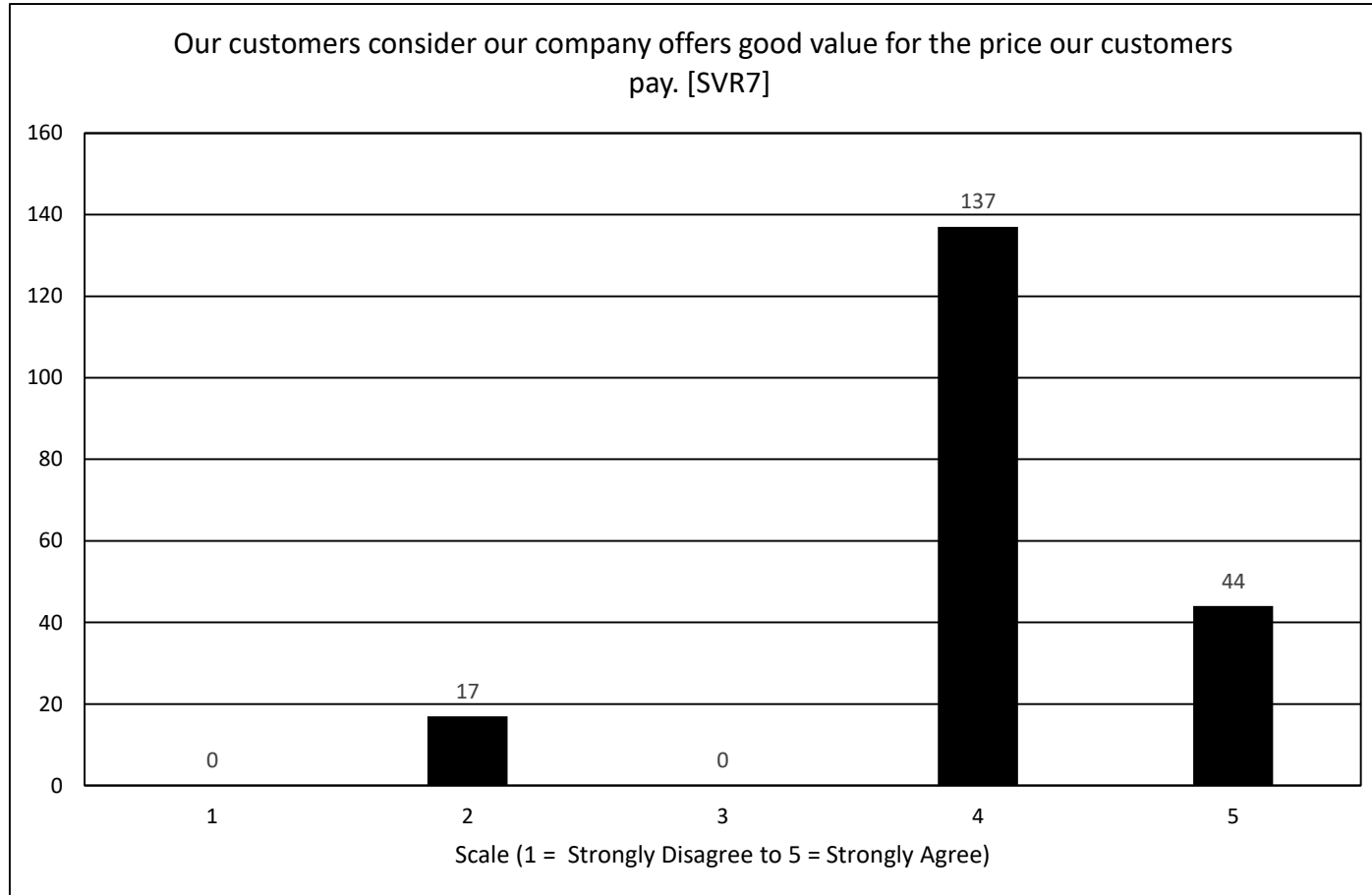




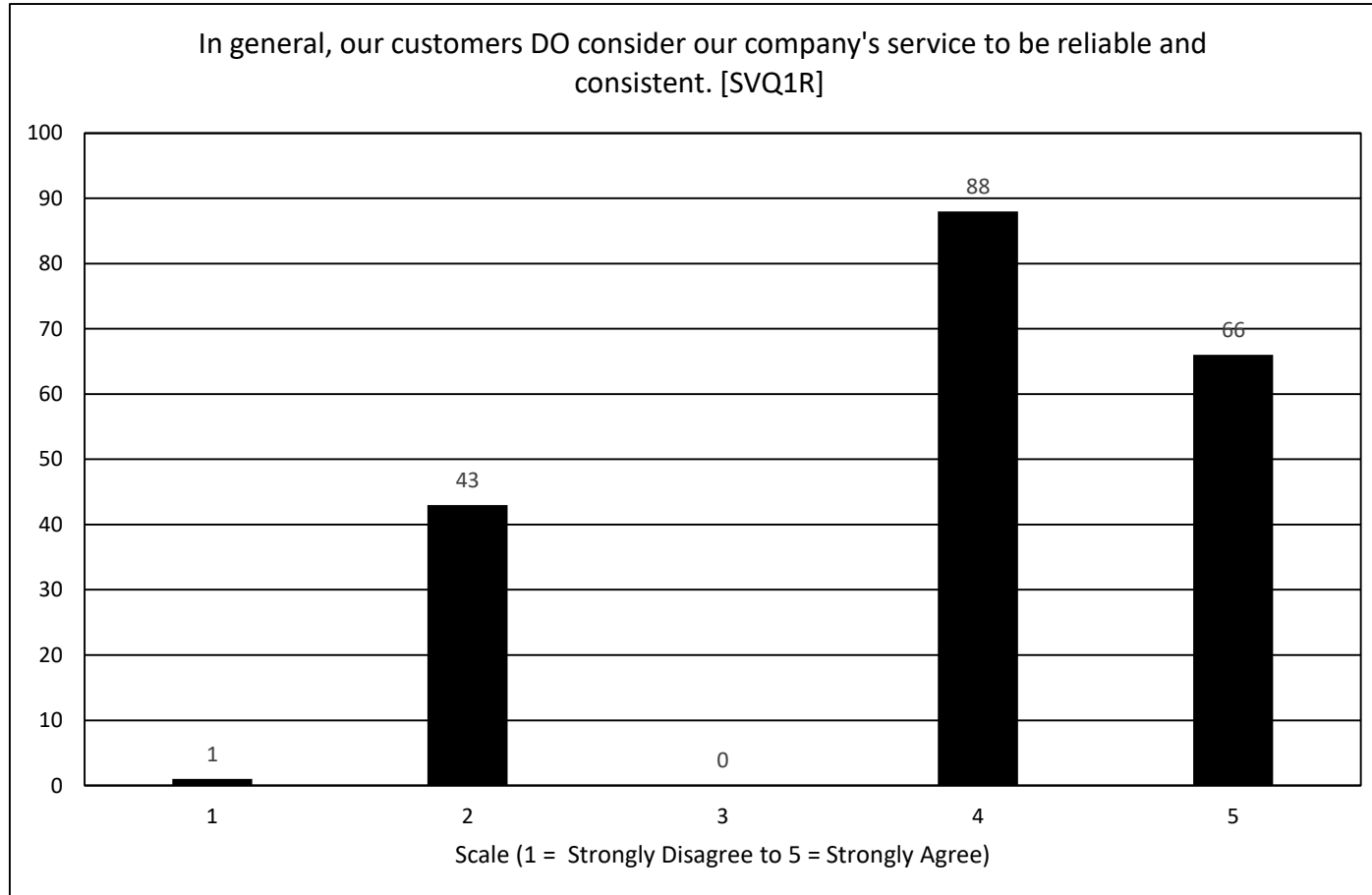


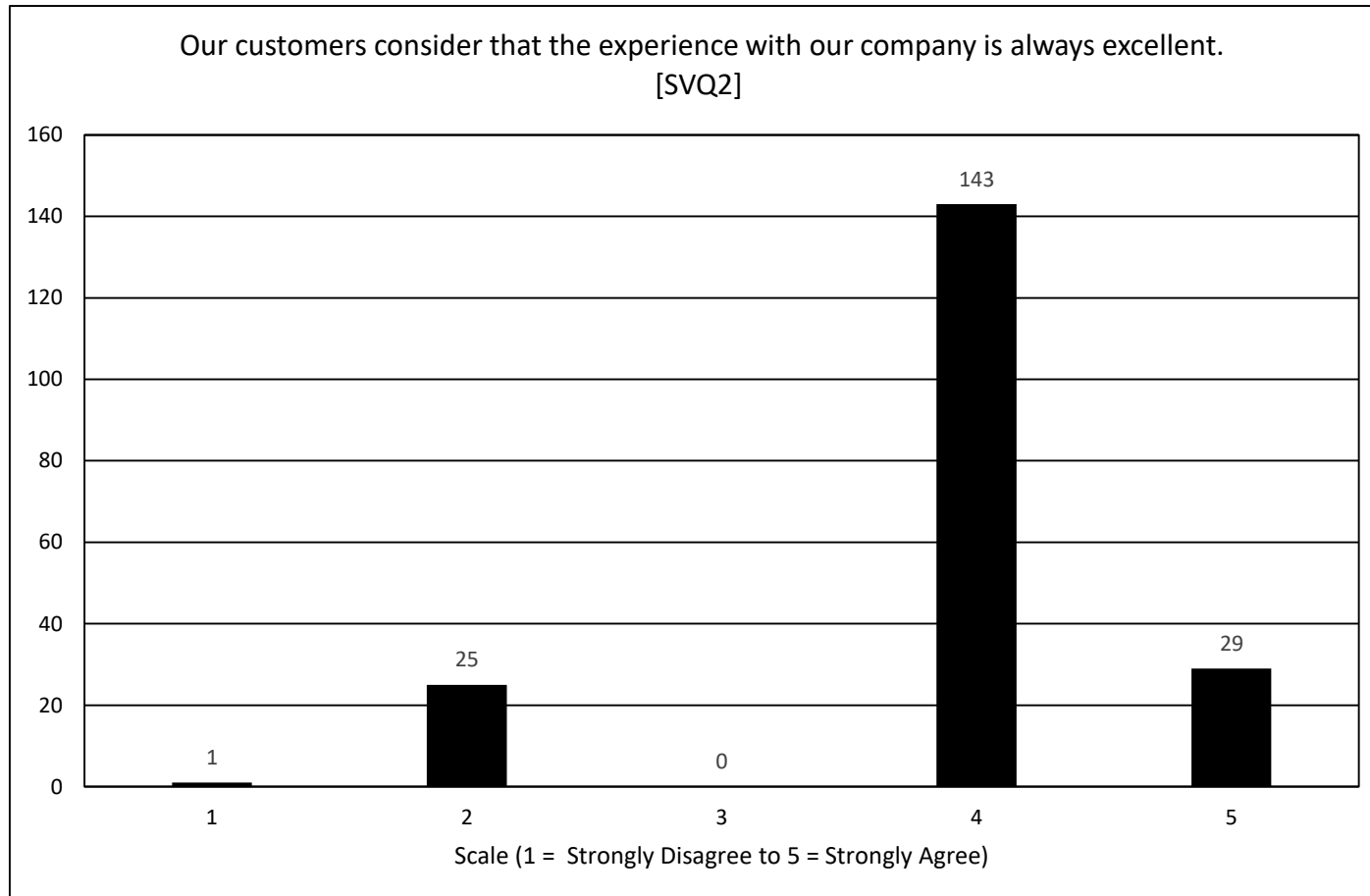


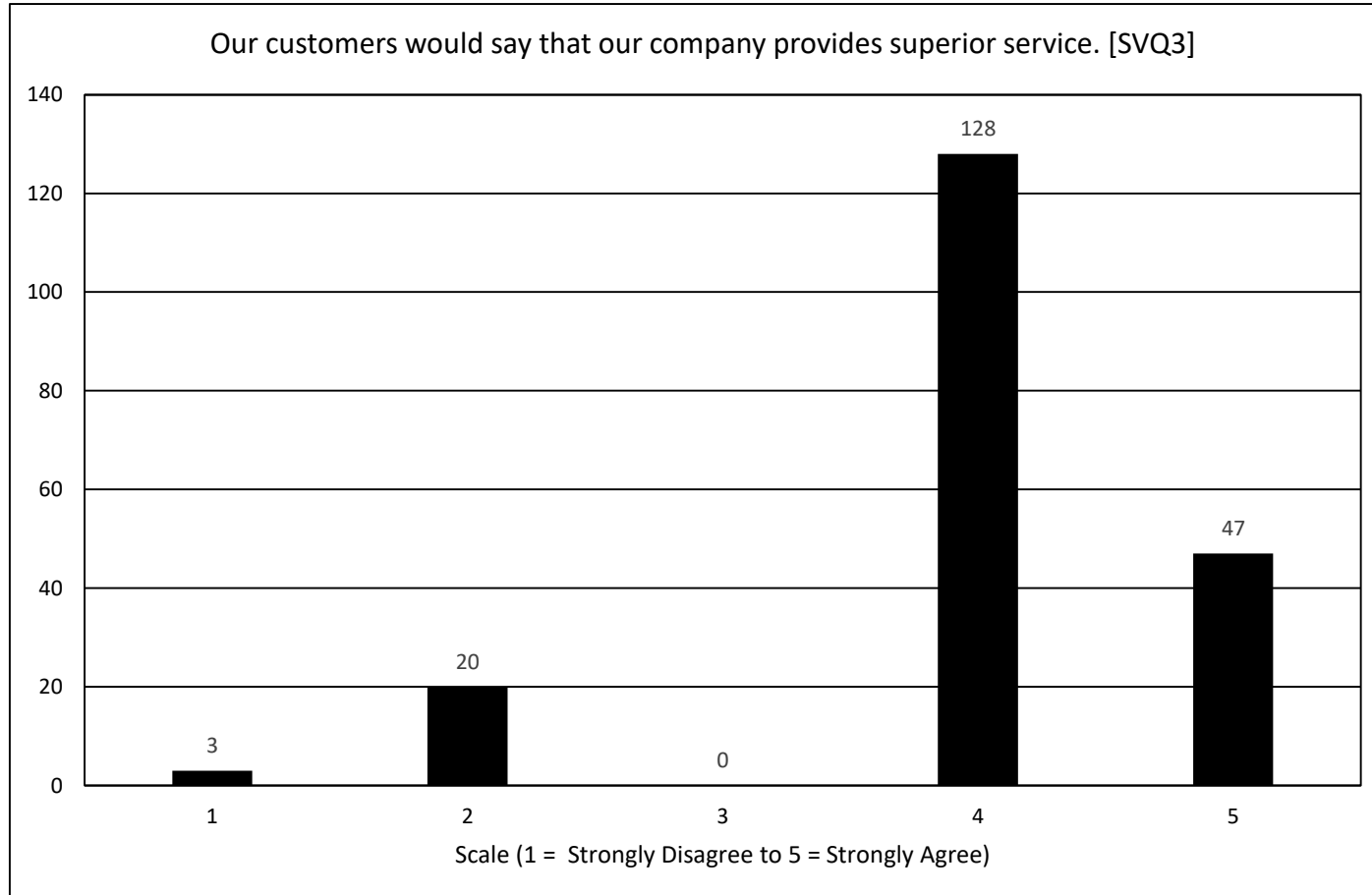


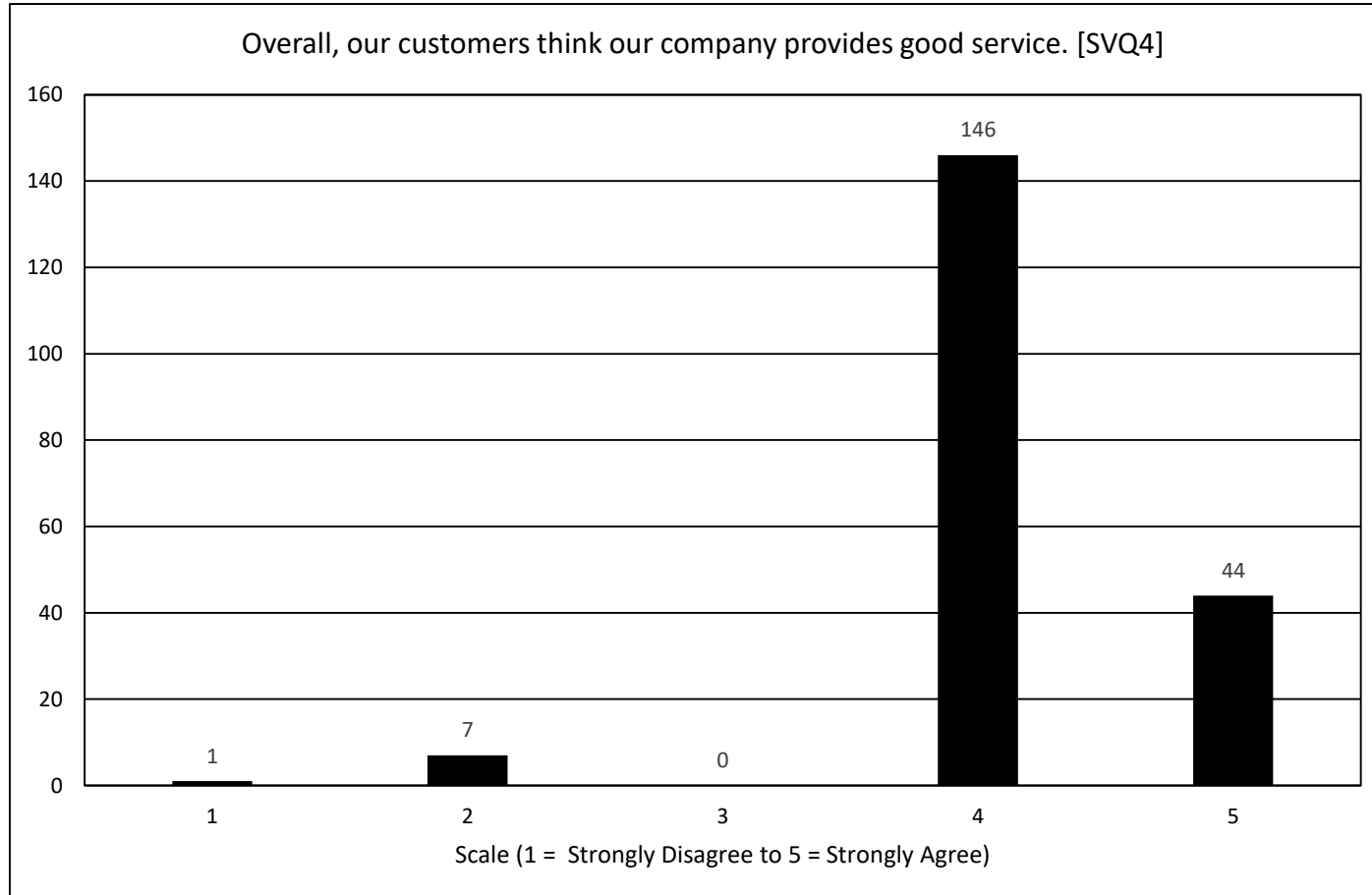


Service Quality

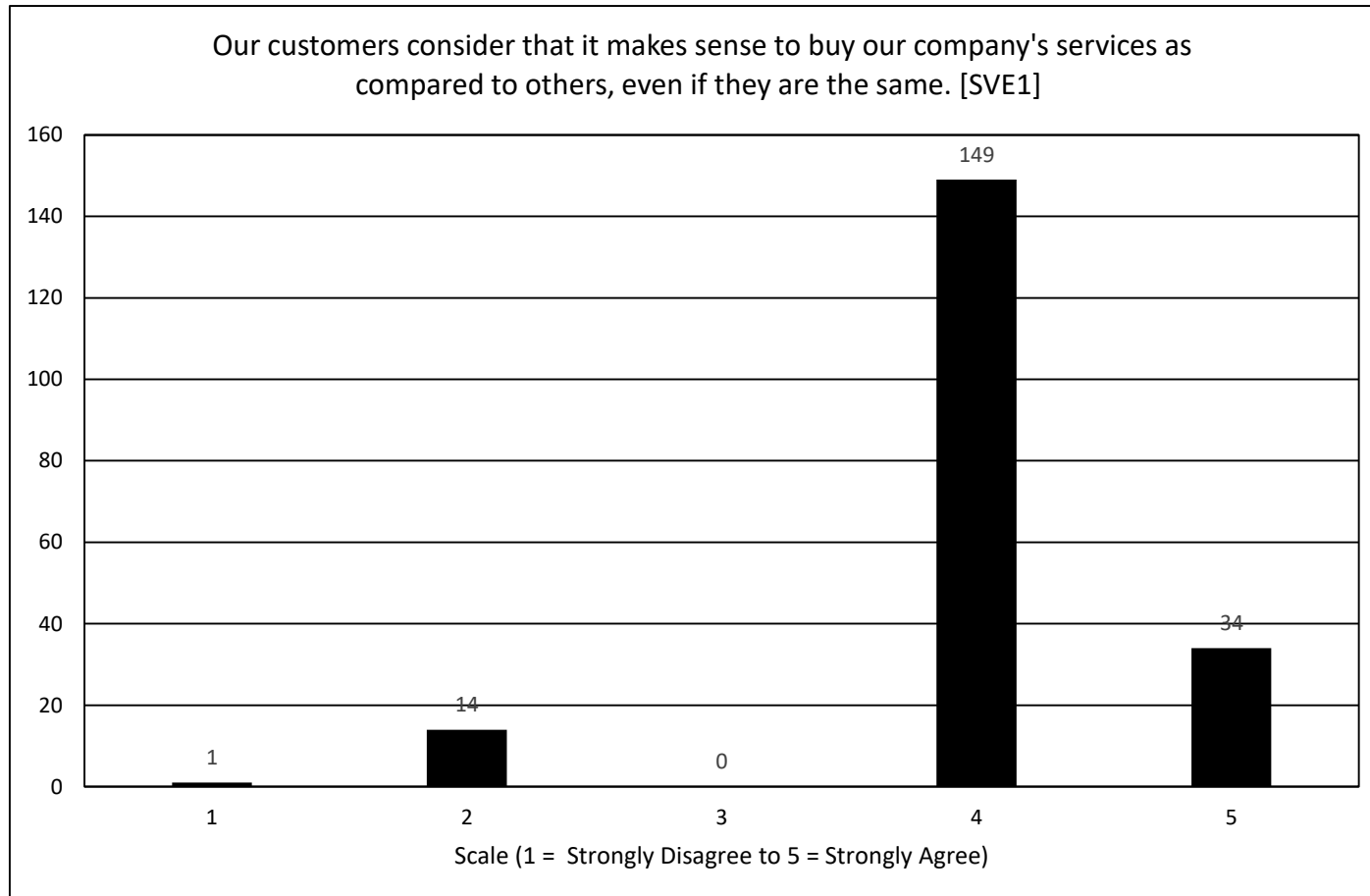


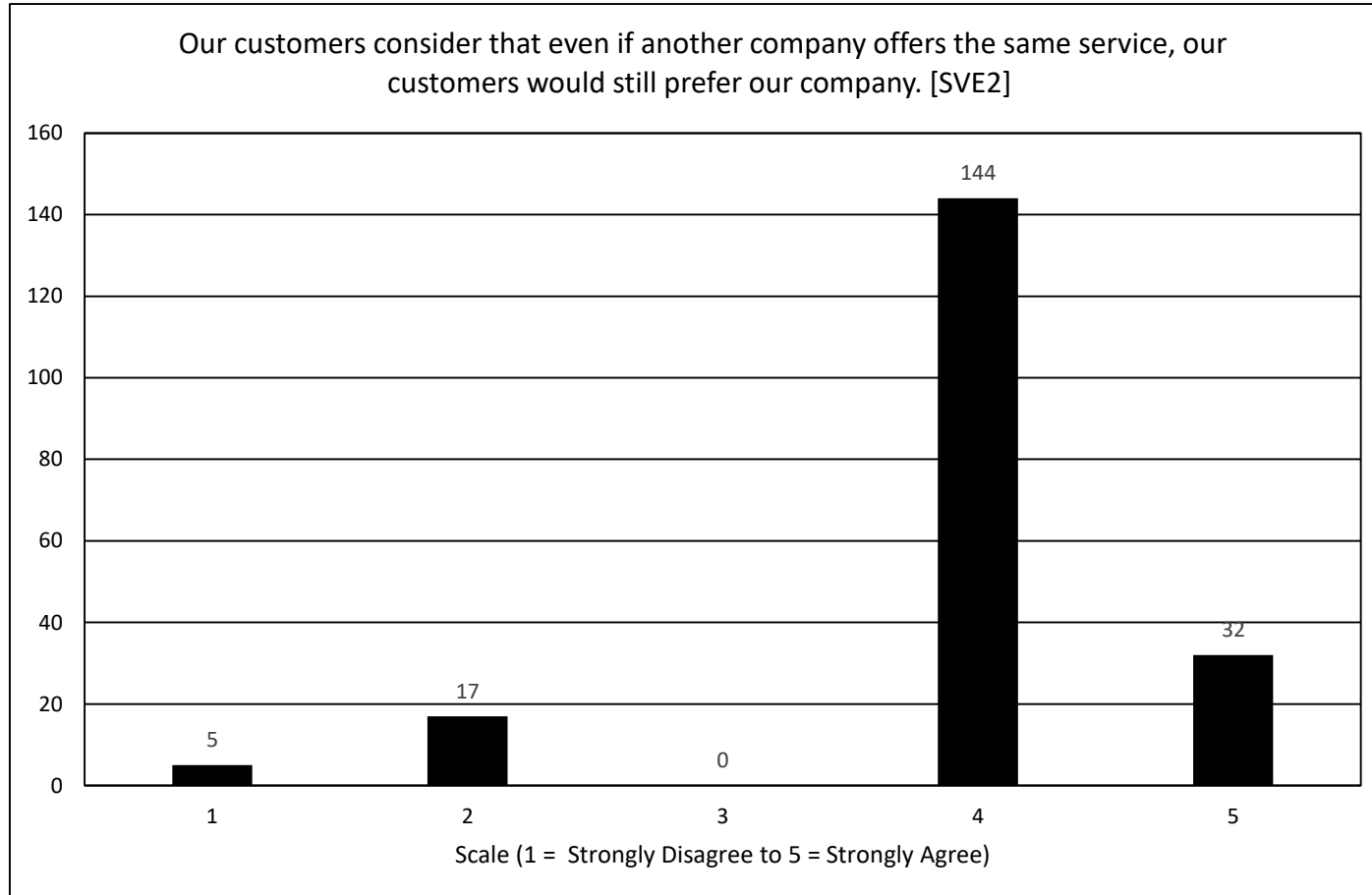


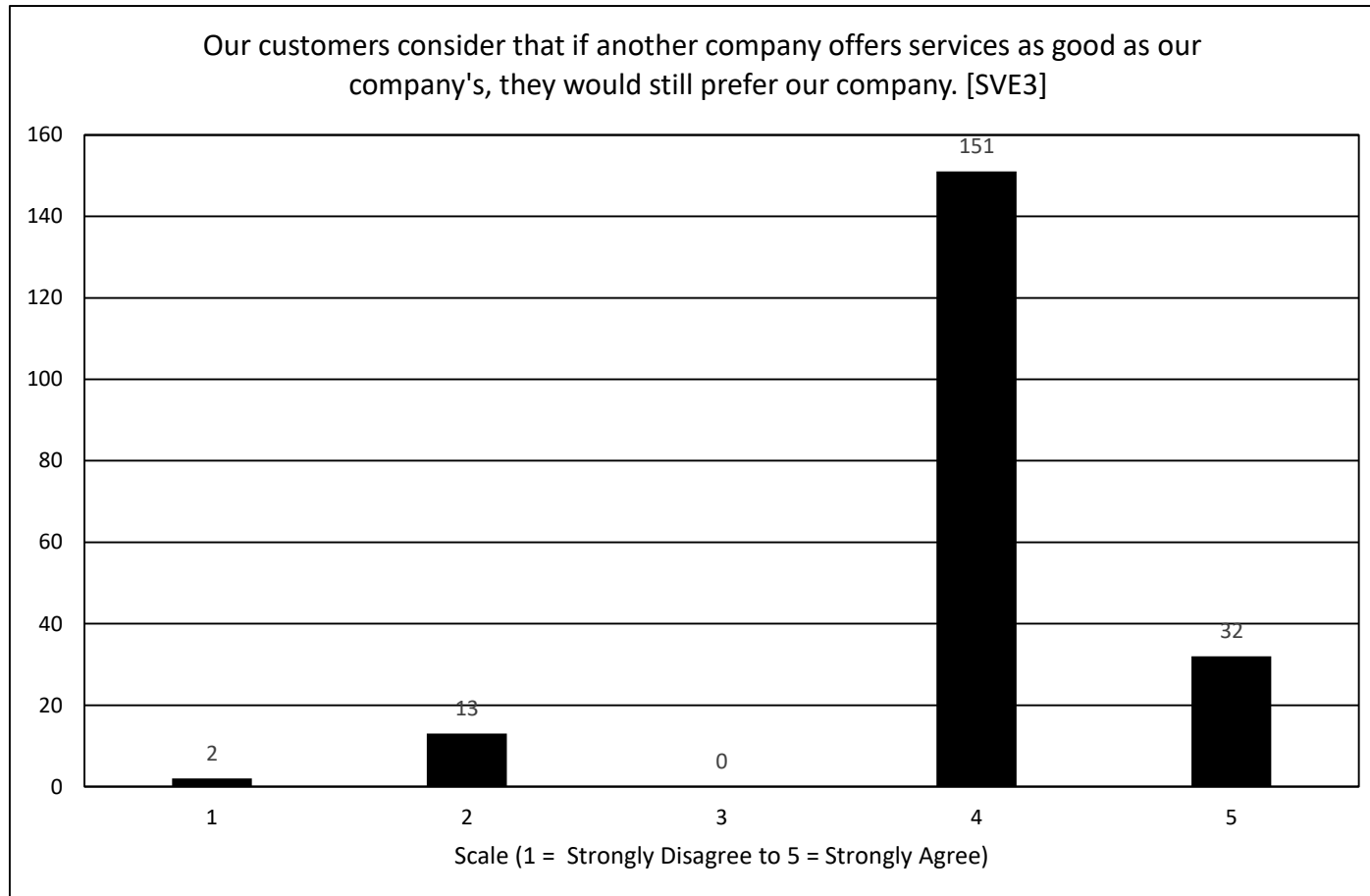


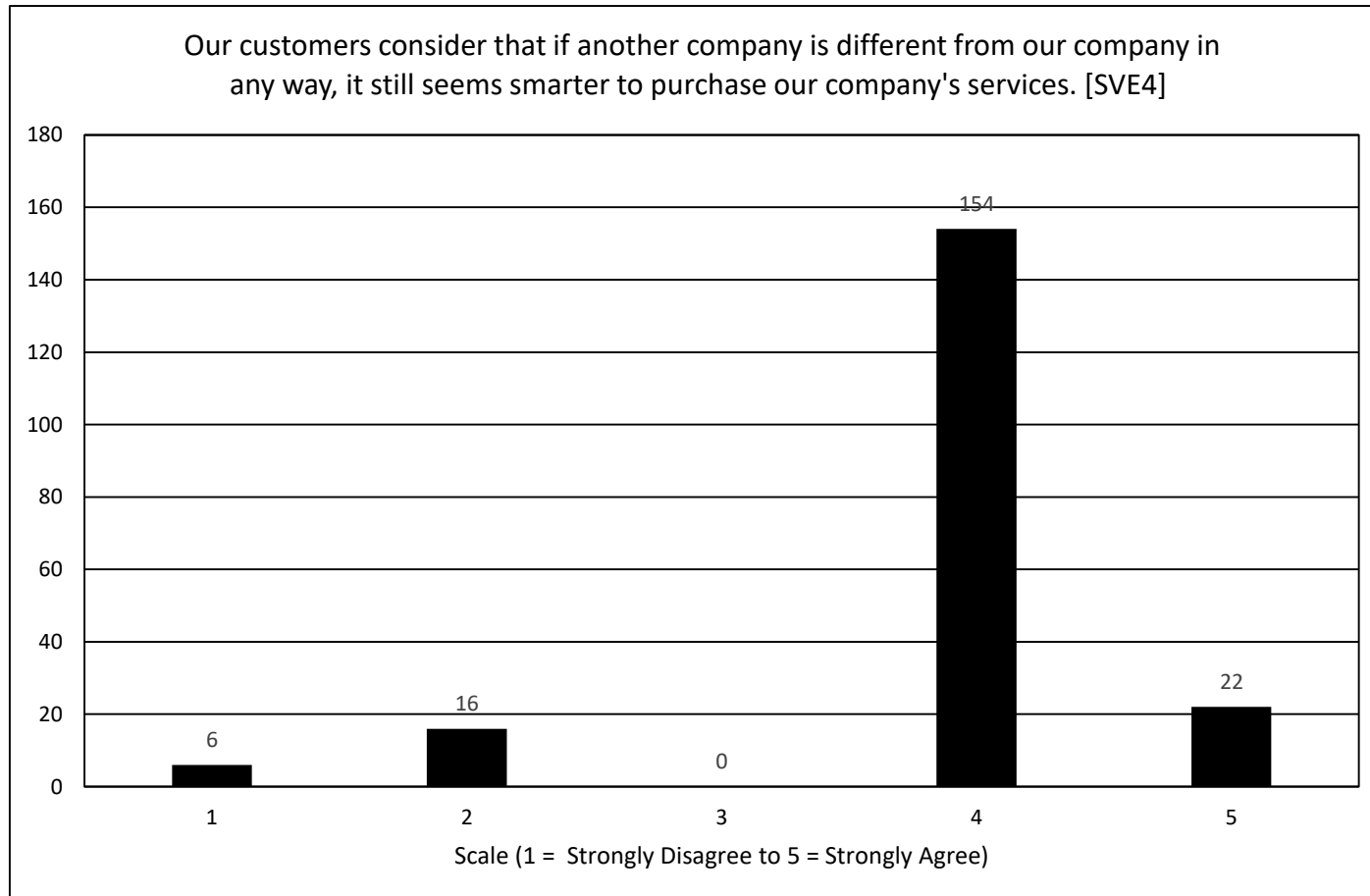


Service Equity

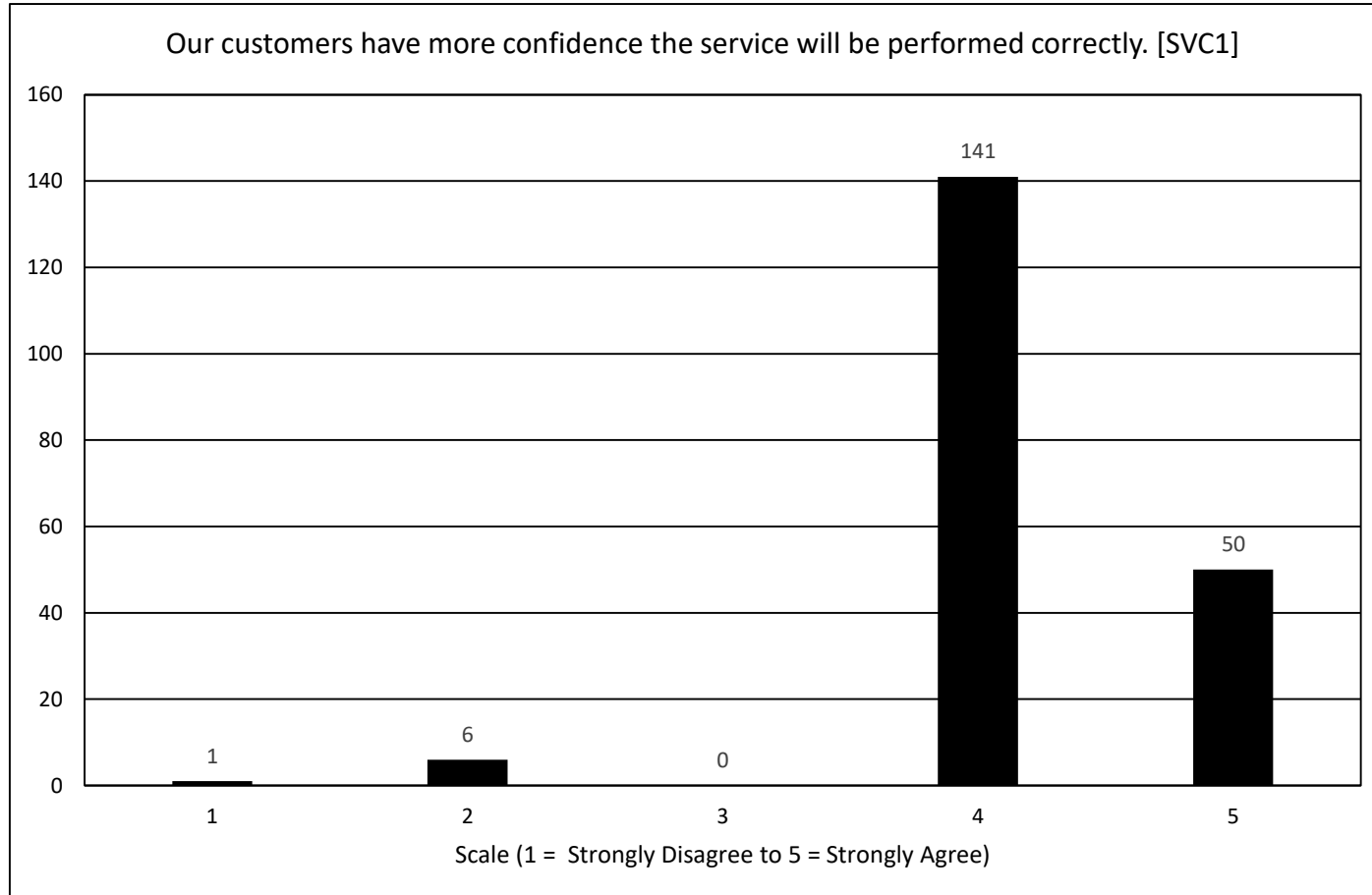


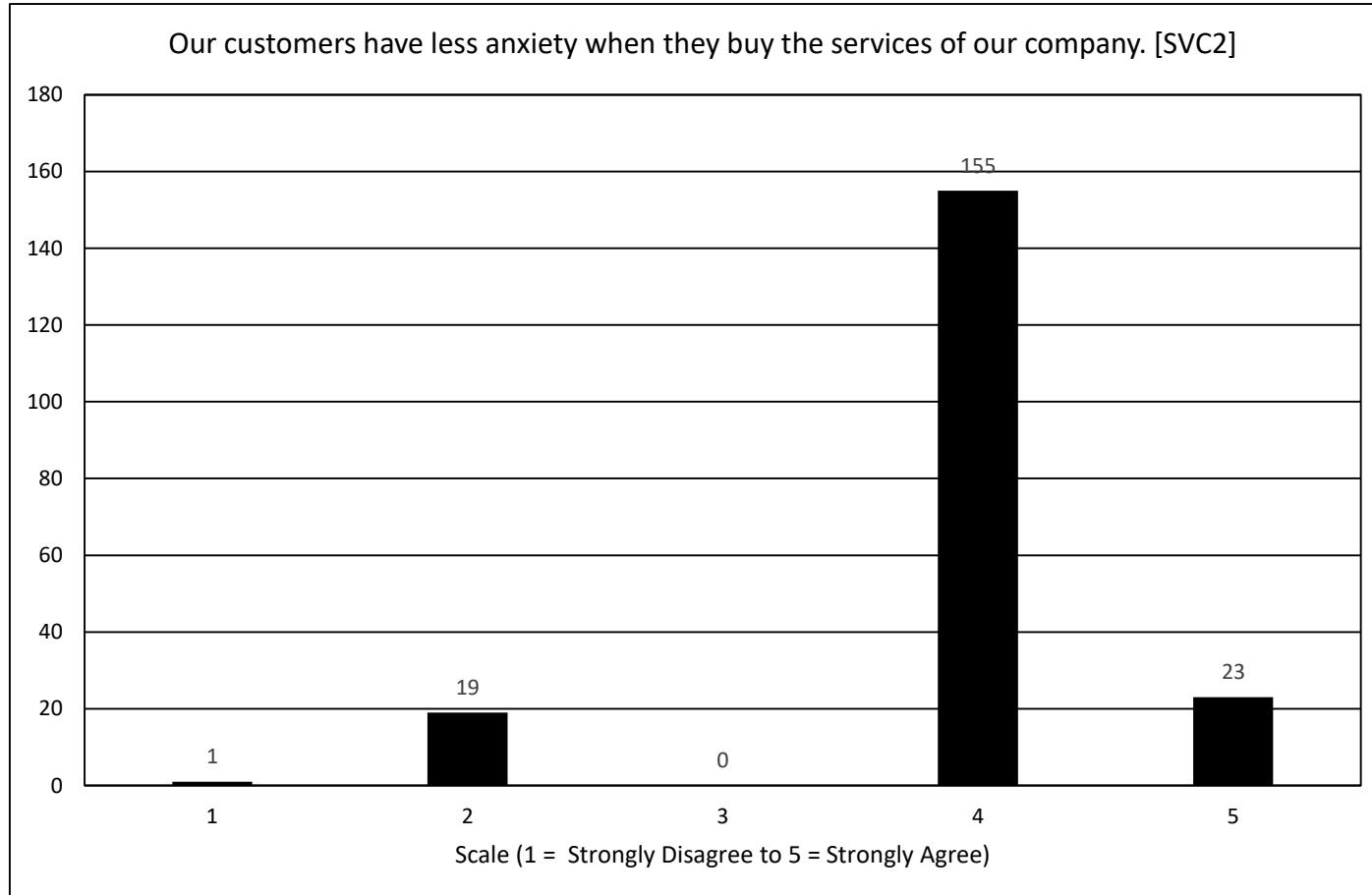


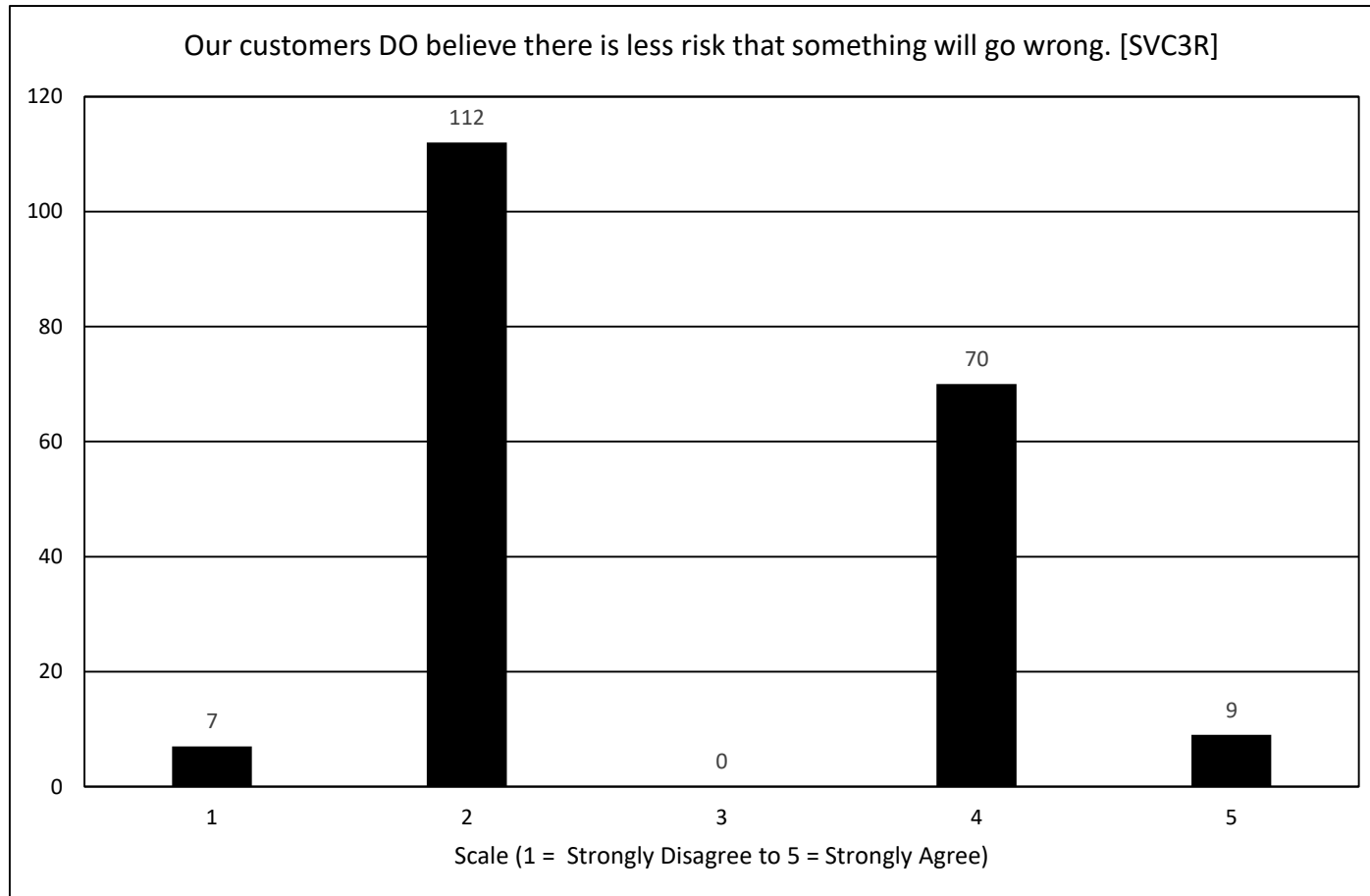


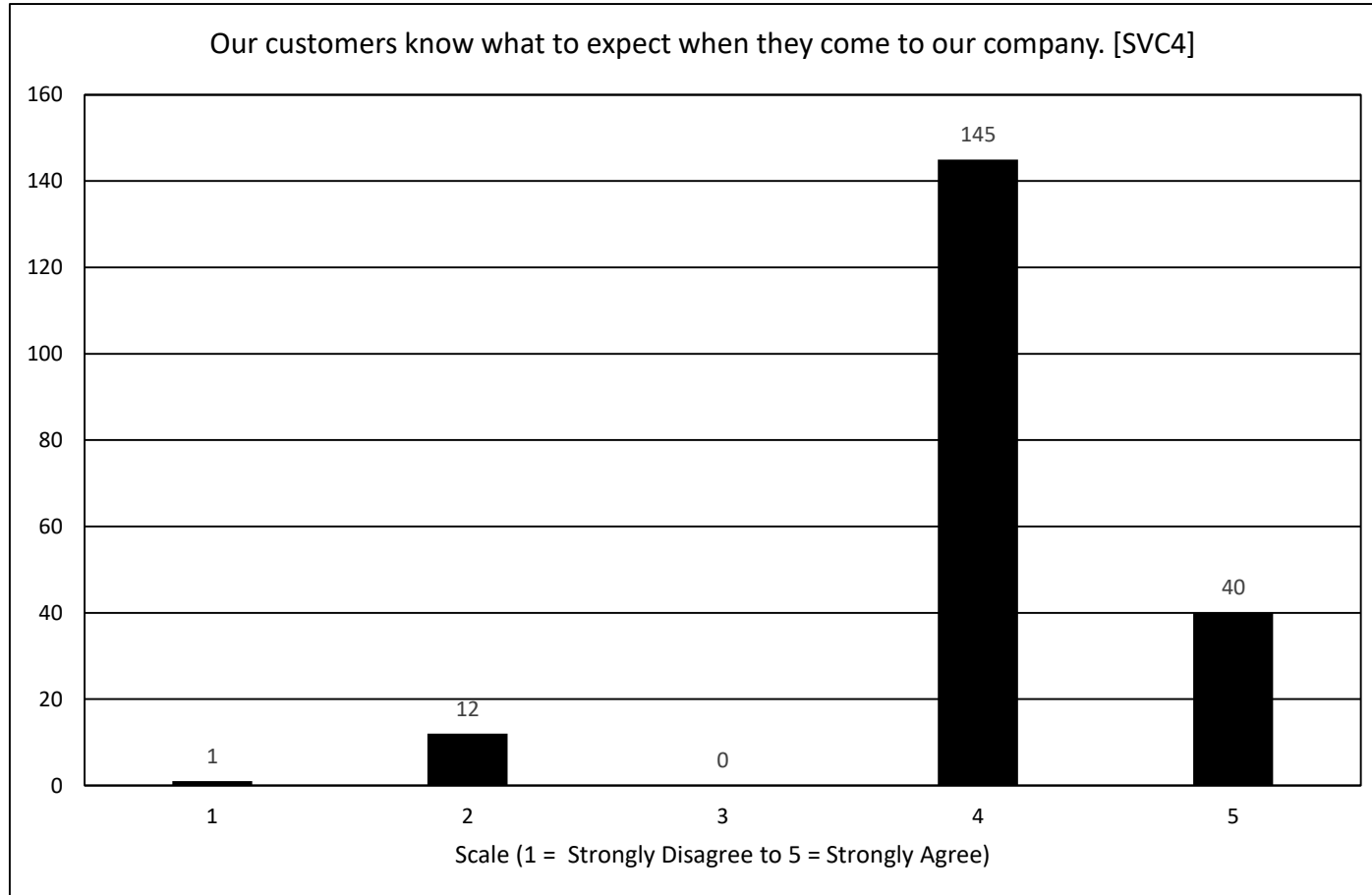


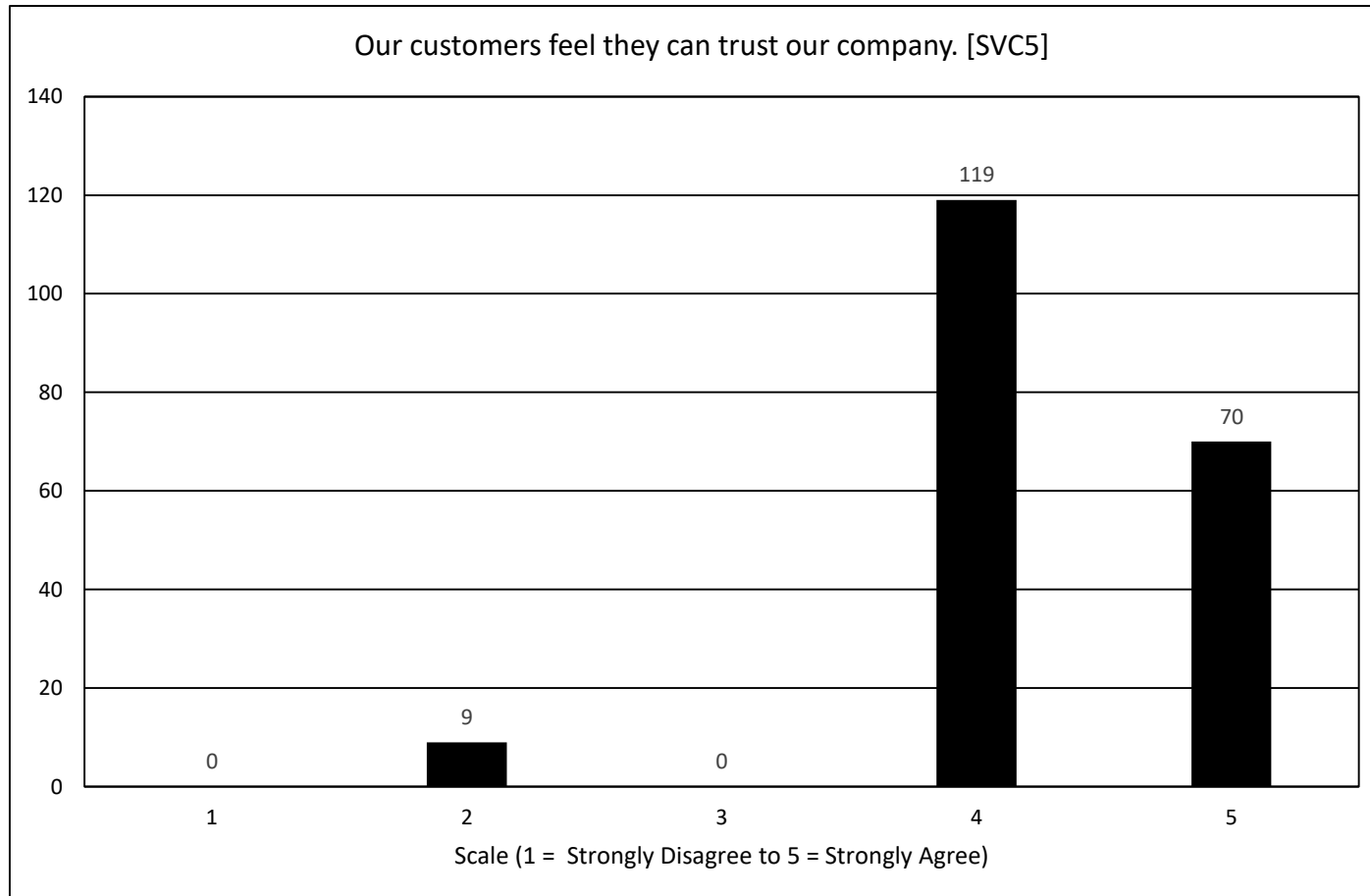
Confidence Benefits











Perceived Sacrifice

