

הפרט בעולם השירות

הקורס מיועד לפתח ידע ומיומנויות בניהול והובלת שינוי באירגוני שירות. היכולת להבין באופן מעמיק לקוחות ועובדים וליישם את ההבנה לפעולות ניהול היא גורם מרכזי בהצלחה של אירגוני שירות. במהלך הקורס נדון ביחסים בין השותפים בשירות- הלקוחות, העובדים והנהלת האירגון, ונעסוק במאפיינים שהופכים אירגון שירות למצליח.

נושאים

לקוחות

- מוטיבציה, צרכים, ציפיות
- התנהגות במפגש השירות
- שביעות רצון ונאמנות לאירגון

עובדים

- עבודה ריגשית
- מעורבות ושחיקה
- ביצוע התפקיד

אינטרקציה עובד-לקוח

- יחסי חליפין
- השפעה הדדית
- איכות הקשר

אירגונים

- בניית אקלים שירות
- העצמת ופיתוח עובדים
- איסוף מידע והובלת שינוי

הרכב ציון

- השתתפות פעילה : 10%
- ניתוח ארוע שירות : 30%
- מבחן : 60%

ביבליוגרפיה רלוונטית

לקוחות

- Boyd, H. C. & Helms, J. E. (2005). [Consumer entitlement theory and measurement](#). *Psychology & Marketing*, 22, 271-286.
- Dong, Y., Liao, H., Chuang, A., Zhou, J., & Campbell, E. M. (2015). Fostering employee service creativity: Joint effects of customer empowering behaviors and supervisory empowering leadership. *Journal of Applied Psychology*, 100, 1364-1380.
- Inyang, A. E. (2015). [The buffering effects of salesperson service behaviors on customer loyalty after service failure and recovery](#). *Journal of Managerial Issues* 27, 102-119.
- Joireman, J., Grégoire, Y., Devezer, B. & Tripp, T. M. (2013). [When do customers offer firms a "second chance" following a double deviation? The impact of inferred firm motives on customer revenge and reconciliation](#). *Journal of Retailing*, 89, 315-337.
- Pick, D., Thomas, J. S, Tillmanns, S. & Krafft, M. (2016). Customer [win-back: the role of attributions and perceptions in customers' willingness to return](#). *Academy of Marketing Science*, 44, 218-240.
- Tombs, A. G. & McColl-Kennedy, J. R. (2013). [Third party customers infecting other customers for better or for worse](#). *Psychology & Marketing*, 30, 277-292.
- Wilder, K. M., Collier, J. E. & Barnes, D. C. (2014). [Tailoring to customers' needs: Understanding how to promote an adaptive service experience with frontline employees](#). *Journal of Service Research*, 17, 446-459.
- Zablah, A. R., Carlson, B. D., Donovan, D. T., Maxham, J. G., & Brown, T. J. (2016). A cross-lagged test of the association between customer satisfaction and employee job satisfaction in a relational context. *The Journal of applied psychology*, 18.

לחץ, שחיקה ומעורבות

Han, S. J., Bonn, M. A., & Cho, M. (2016). The relationship between customer incivility, restaurant frontline service employee burnout and turnover intention. *International Journal of Hospitality Management*, 52, 97-106.

Luria, G., Yagil, D. & Gal, I. (2014). Quality and Productivity: role conflict in the service context. *The Service Industries Journal*. 34, 955-973

Suh, T., Houston, M. B., Barney, S. M. & Kwon, I. W. G. (2011). [The impact of mission fulfillment on the internal audience: Psychological job outcomes in a services setting.](#) *Journal of Service Research*, 14, 76-92.

Yagil, D. (2012). [The mediating role of engagement and burnout in the relationship between employees' emotion regulation strategies and customer outcomes.](#) *European Journal of Work and Organizational Psychology*, 21, 150-168.

Zeynep Y, ; van Rossenberg, Y, Kinnie, N & Swart, J. (2015). [Engaged and committed? The relationship between work engagement and commitment in professional service firms.](#) *The International Journal of Human Resource Management*, 26, 1602-1621.

ביצוע התפקיד

García-Buades, E., Martínez-Tur, V., Ortiz-Bonnín, S., & Peiró, J. M. (2016). Engaged teams deliver better service performance in innovation climates. *European Journal of Work and Organizational Psychology*, 597-612.

Jiang, K., Hu, J., Hong, Y., Liao, H., & Liu, S. Do It Well and Do It Right: The Impact of Service Climate and Ethical Climate on Business Performance and the Boundary Conditions. In Press, *Journal of Applied Psychology*.

Malhotra, N., Mavondo, F., Mukherjee, A. & Hooley, G. (2013). Service quality of frontline employees: A profile deviation analysis. *Journal of Business Research*, 66, 1338-1344.

- Luria, G., Gal, I. & Yagil, D. (2015). Spending more time with the customer: Service-providers' behavioral discretion and call-center operations. *Service Business*, 9, 427-443.
- Raub, S. & Liao, H. (2012). Doing the right thing without being told: Joint effects of initiative climate and general self-efficacy on employee proactive customer service performance. *Journal of Applied Psychology*, 97, 651-667.

עבודה ריגשית ואותנטיות

- Hadley, C. N. (2014). Emotional roulette? Symmetrical and asymmetrical emotion regulation outcomes from coworker interactions about positive and negative work events. *Human Relations*, 67, 1073-1094.
- Nguyen, H., Groth, M., & Johnson, A. (2013). When the Going Gets Tough, the Tough Keep Working Impact of Emotional Labor on Absenteeism. *Journal of Management*, 0149206313490026.
- Yagil, D. (2015). Display rules for kindness: Outcomes of suppressing benevolent emotions. *Motivation and Emotion*. 39, 156-166.
- Yagil, D. & Medler-Liraz H. (2013). Moments of truth: Examining transient authenticity and identity in service encounters. *Academy of Management Journal*, 56, 473-497.

יחסי חליפין

- Bal, P. M., Chiaburu, D. S. & Jansen, P. G. W. (2010). Psychological contract breach and work performance: Is social exchange a buffer or an intensifier? *Journal of Managerial Psychology*, 25, 252-273.
- Montoya, D. Y. & Briggs, E. (2013). Shared ethnicity effects on service encounters: A study across three U. S. subcultures. *Journal of Business Research*, 66, 314-320.
- Schaufeli, W. B. (2006). The balance of give and take: Toward a social exchange model of burnout. *The International Review of Social Psychology*, 19, 87-131.
- Shao, R. & Skarlicki, D. P. (2014). Service employees' reactions to mistreatment by customers: A comparison between North America and East Asia. *Personnel Psychology*, 67, 23-59.

איכות הקשר

Giebelhausen, M., Robinson, S. G., Sirianni, N. J. & Brady, M. K. (2014). [Touch versus tech: When technology functions as a barrier or a benefit to service encounters.](#) *Journal of Marketing*, 78, 113-124.

Gremler, D. D. & Gwinner, K. P. (2008). [Rapport-building behaviors used by retail employees.](#) *Journal of Retailing*, 84, 308-324.

העצמת עובדים

Auh, S., Menguc, B. & Jung, Y. S. (2014). [Unpacking the relationship between empowering leadership and service-oriented citizenship behaviors: A multilevel approach.](#) *Journal of the Academy of Marketing Science*, 42, 558-579.

Chan, K. W & Lam, W. (2011). [The trade-off of servicing empowerment on employees' service performance: Examining the underlying motivation and workload mechanisms.](#) *Journal of the Academy of Marketing Science*, 39, 609-628.

Frazier, M. L.; & Fainshmidt, S. (2012). [Voice climate, work outcomes, and the mediating role of psychological empowerment: A multilevel examination.](#) *Group & Organization Management*, 37, 691-715.

Rodrigues, L., Alencar, C., Coelho, F. & Sousa, C M. P. (2015). Control [mechanisms and goal orientations: Evidence from frontline service employees.](#) *European Journal of Marketing*, 49, 350-371

אקלים שירות

Auh, S., Bowen, D. E., Aysuna, C., & Menguc, B. (2016). A Search for Missing Links Specifying the Relationship Between Leader-Member Exchange Differentiation and Service Climate. *Journal of Service Research*, 1094670516648385

Bowen, D. E. & Schneider, B. (2014). [A service climate synthesis and future research agenda.](#) *Journal of Service Research*, 17, 5-22.

Ehrhart, K. H., Witt, L. A., Schneider, B. & Perry, S. J. (2010). [Service employees give as they get: Internal service as a moderator of the service climate-service outcomes link.](#) *Journal of Applied Psychology*, 1-10.

- Hong, Y., Liao, H., Hu, J. & Jiang, K. (2013). [Missing link in the service profit chain: A meta-analytic review of the antecedents, consequences, and moderators of service climate.](#) *Journal of Applied Psychology*, 98, 237-267.
- Jiang, Kaifeng, J., Chih-Hsun, C. & Yu-Ching, C. (2015). [Developing collective customer knowledge and service climate: The interaction between service-oriented high-performance work systems and service leadership.](#) *Journal of Applied Psychology*, 100, 1089-1106.
- Yagil, D. (2008). *The Service Providers*. Basingstoke, UK: Palgrave Macmillan (Chapter 7).
- Yagil, D. (2014) Service quality. In B. Schneider & K. M. Barbera (Eds.) *Oxford Handbook of Climate and Culture* (pp 295-316). Oxford University Press.
- פיתוח עובדים**
- Berg, J. M., Wrzesniewski, A. & Dutton, J. E. (2010). [Perceiving and responding to challenges in job crafting at different ranks: When proactivity requires adaptivity.](#) *Journal of Organizational Behavior*, 31, 158-186.
- Chen, Z., Zhu, J. & Zhou, M. (2014). [How does a servant leader fuel the service fire? A multilevel model of servant leadership, individual self identity, group competition climate, and customer service performance.](#) *Journal of Applied Psychology*.
doi: <http://dx.doi.org/10.1037/a0038036>.
- Orvis, K. A. & Leffler, G. P. (2011). [Individual and contextual factors: An interactionist approach to understanding employee self-development.](#) *Personality and Individual Differences*, 51, 172-177.
- Tse, H. H. M.; Chiu, W. C. K. (2014). [Transformational leadership and job performance: A social identity perspective.](#) *Journal of Business Research*, 67, 2827-2835.
- Wallace, E., de Chernatony, L. & Buil, I. (2013). [Building bank brands: How leadership behavior influences employee commitment.](#) *Journal of Business Research*, 66, 165-171.