

Business &amp; Management 工商管理

# Customer participation elicits enjoyment and satisfaction

## 顧客參與能引發樂趣和滿足感



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A recent study has revealed that customer participation can create an enjoyable experience for both customers and service employees and positive synergies.

近期一項研究指出，顧客參與能夠為顧客和提供服務的僱員帶來愉快的經驗，以及良好的協同效應。

Dr Kimmy Chan, Assistant Professor in the Department of Management and Marketing, has co-authored a research paper entitled “Do Customers and Employees Enjoy Service Participation? Synergistic Effects of Self- and Other-Efficacy” with Profs. Bennett Yim Chi-kin and Simon S. K. Lam of The University of Hong Kong. The paper has been accepted for publication by the *Journal of Marketing*.

The authors examine how customers and employees derive enjoyment from customer participation (CP), conditional on their perception of their own efficacy (self-efficacy [SEI]) and that of their partners (other-efficacy [OEI]) in the financial services. Empirical results from 223 client-financial adviser dyads confirm that CP elicits enjoyment, which ultimately enhances satisfaction evaluations. This positive relation is particularly salient when the dyad participants have a high degree of perceived SE. Interestingly, both SE and OE were found to have significant synergistic effects on participation enjoyment, although the effects differed for clients and financial advisers.

These findings have several managerial implications. First, they suggest that firms should adopt a holistic view of value co-creation by exploring opportunities to create experiential or hedonic values that contribute to both customer and employee satisfaction as a result of participation in the service process. Second, customers need education about their new roles and responsibilities if their participation is to constitute an enjoyable experience. The recruitment of employees with an “attitude to serve” and training to equip employees with the skills needed to handle customers’ participation should be implemented in parallel. Third, strategies that help customers to recognize the success of their participation and allow novice customers to learn from experienced investors how to gradually take on a value co-creator role could help to bolster customers’ SE. Similarly, providing clear communication and accurate task descriptions, offering praise and positive reinforcement, and emphasizing selection, training and on-the-job coaching can contribute to building an efficacious workforce. Fourth, the findings suggest the importance of enhancing the customer-perceived efficacy of service providers by conveying positive, realistic efficacy-related messages about employees to customers or by encouraging employees to demonstrate genuine motivation and readiness to coproduce with customers. Finally, firms could facilitate ongoing collaboration between customers and employees by matching SE and OE or at least by assigning only employees with high levels of SE to serve actively participating customers.

管理及市場學系助理教授陳華博士與香港大學嚴志堅教授和林誠光教授合著題為「顧客和僱員是否享受服務參與：自我效能與他人效能的協同效應」的論文，並獲 *Journal of Marketing* 承諾刊載。

研究人員透過探討金融服務客戶和僱員怎樣基於對本身效能的感覺(自我效能)和對合作者效能的感覺(他人效能)，享受顧客參與的樂趣。二百二十三個顧客/財務顧問組合的實證研究顯示，顧客參與能夠帶來樂趣，最終提高參與者的滿足感。這種積極的關係在參與者具有良好自我效能的情況下尤為明顯。值得注意的是，自我效能和他人效能對參與的樂趣發揮重要的協同作用，這種作用因應不同的顧客和顧問組合而有所不同。

研究的成果在管理學上有幾方面的意義。第一，企業應該在合作創造價值方面採取全面的觀點，探討各種機會，讓顧客和僱員在參與服務的過程中感到滿足，從而創造經驗價值或快樂價值。第二，顧客要從參與中獲得愉快的經驗，必須就相關的角色和責任接受訓練和教育。同時，企業招聘員工時應挑選那些有服務誠意的，並且提高他們處理顧客參與服務的技巧。第三，企業可採用不同的策略讓顧客肯定自己參與成功，同時讓新手顧客向經驗豐富的投資者學習，逐步擔當合作創造者的角色，以增強顧客的自我效能。同樣地，清晰的資訊、清楚界定的任務、讚賞和肯定、嚴格的甄選、培訓、在職指導都有助建立高效能的人員。第四，通過向客戶傳達正面而真實的僱員效能相關資訊，強化客戶對服務提供者的效能感，或者任用那些隨時準備與顧客共同創造價值的僱員。最後，企業可因應不同的自我效能與他人效能，將顧客與僱員加以配對，讓他們互相合作，或者安排自我效能偏高的僱員為積極參與的顧客提供服務。