Customer participation elicits enjoyment and satisfaction

顧客參與能引發樂趣和滿足感

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 Chekin and Simon K. S. 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 (SE)) and that of their partners (other-efficacy (OE)) 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. Firstly, 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, customer needs to educate 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 participants how to gradually take on a value co-creator role could help to bolster customer 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 to employees by increasing employee empowerment. Lastly, 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.

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。