

Service-oriented high-performance work systems and service role performance: Applying an integrated extended self and psychological ownership framework

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Considering the recognition of service excellence as a source of sustained competitive advantage, the question of how organizations can build an internal capability or processes to implement a service excellence strategy is of much theoretical and practical importance. Drawing on an integration of extended self and psychological ownership, this study proposes and examines a model of how perceived service-oriented HPWS can be used to develop a self-concept-based internal capability that can be deployed to implement a service excellence strategy.

FINDINGS

- ▶ Perceived service-oriented HPWS indirectly relates to job-based psychological ownership through employee customer orientation
- ▶ Supervisor customer orientation positively moderates the relationship between perceived service-oriented HPWS and employee customer orientation such that this relationship is stronger when supervisor customer orientation is high but not low
- ▶ Perceived service-oriented HPWS relates to service performance indirectly through the serial mediation of employee customer orientation and job-based psychological ownership
- ▶ These mediated relationships are conditional upon supervisor customer orientation such that they are more positive as supervisor customer orientation increases

IMPLICATIONS

The findings highlight the importance of instilling customer-centric values in employees as a way to disseminate a customer-oriented strategy leading to enhanced levels of service performance. Specifically, the findings suggest employees' experience of service-oriented HPWS as an HR strategy for building the human resource capability of customer orientation. Additionally, the findings suggest that supervisors who model customer-oriented values and attitudes will complement the message communicated by the service-oriented HPWS to promote a consistent message regarding the importance of customer-centric values and attitudes. However, customer orientation influences service performance because employees incorporate their customer service role into their self-concept thereby providing the motivational thrust that promotes enhanced service performance. Taken together, the findings highlight the infrastructure (service-oriented HPWS and supervisor customer orientation) needed to instil customer-centric values in employees and the transformation of their self-concept (psychological ownership of the customer service role), and ultimately enhanced service performance.



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