



Summary: How are service climates created?

Conclusion: Managers with certain personality traits were able to create a positive service climate through their service attitudes and behaviors.

Reference: **Manager personality, manager service quality orientation, and service climate: Test of a model** by Salvaggio, Schneider, Nishii, Mayer, Ramesh, and Lyon; Journal of Applied Psychology, November 2007.
Email Kevin Impelman at kimpelman@batrushollweg.com for a copy.

Why this Article is Important: Creating a service climate that values and supports the customer can be a clear competitive differentiator for any company in the service industry. One of the main ways to create that environment is through the manager's influence on his/her work group. The article revealed a test of an empirical model in which a manager's personality lead to service related attitudes and behaviors, which in turn led to a productive service climate. The model was supported with data from close to 300 departments from 173 stores of a supermarket chain. This evidence provides support for evaluating a manager's personality and promoting service behaviors to create a positive service climate.

Major Findings: Data were gathered on manager's personality, service quality orientation behaviors, and overall evaluations of the service climate from a supermarket chain. A manager's "core self-evaluations" represent a compound personality trait that is a fundamental appraisal of one's worthiness, effectiveness, and capability as a person. Service quality orientation represents behaviors related to service quality, and service climate is an overall evaluation of the department's effectiveness in reaching customer's needs. The following results were found:

- Managers with positive core self-evaluations are more likely to exhibit service quality orientation
- Managers with high service quality orientation create a positive service climate
- A manager's personality is related to overall service climate through the manager's service behaviors and attitudes

What does it mean to you?

- a. Select and promote managers with appropriate personality traits that lead to service quality (such as core self evaluations).
- b. Actively encourage and entice managers to exhibit positive service quality behaviors and attitudes.
- c. Understand the linkage through which service climates are created (i.e., manager's personality → service quality orientation → service climate).