



1403605297



SWP 5/97 ALIGNING HRM WITH SERVICE DELIVERY

CLAIRE VINEY and PROFESSOR SHAUN TYSON

Human Resource Research Centre

Cranfield School of Management

Cranfield University

Cranfield

Bedfordshire MK43 0AL

Tel: +44 (0)1234 751122

Fax: +44 (0)1234 751806

The Cranfield School of Management Working Papers Series has been running since 1987, with approximately 430 papers so far from the nine academic groups of the School: Economics; Enterprise; Finance and Accounting; Human Resources; Information Systems; Logistics and Transportation; Marketing; Operations Management; and Strategic Management. Since 1992, papers have been reviewed by senior members of faculty before acceptance into the Series. A list since 1992 is included at the back of this paper.

For copies of papers (up to three free, then £2 per copy, cheques to be made payable to the Cranfield University), please contact Wayne Bulbrook, Research Administrator, at the address on the back of this booklet.

Copyright: Viney & Tyson, 1997

ISBN 1 85905 099 9



Aligning HRM with Service Delivery

Claire Viney and Shaun Tyson

Cranfield School of Management
Cranfield University
Bedford
MK43 0AL
Tel : 01234 751122

Introduction

Our paper is concerned with retail type customer service relationships, where 'front line' employees, such as shop assistants interact directly with customers who are members of the public in a sales setting.

In the UK more and more people are working in the service industries than ever before, the latest Employment Department figures show that over two thirds of the working population are employed in the service sector (Thomas and Smith 1995). Moreover, the development and growth of service industries are predicted to increase as traditional industries continue to decline and new technological ones challenge to take their place. As market competition increases there is less differentiation between products therefore service quality and customer orientation will increasingly be used as a differential amongst competing organisations (Parasuraman, Zeithaml and Berry, 1988, Denburg and Kleiner 1994). As a result of these competitive pressures the area of service quality has become of increasing interest both to practitioners and academics alike (Parasuraman, Zeithaml and Berry 1994).

Service quality is an important issue for organisational survival, as customer satisfaction has been linked to business performance and profitability (Heskett, Jones, Loveman, Sasser and Schlesinger 1994, Tompkins 1992, Street 1994). Customer satisfaction is also an important determinant of customer retention which in turn has a strong effect on profitability. Dissatisfied customers will consider taking their custom elsewhere, and it is widely accepted that it is five times more costly to attract new customers than it is to retain existing customers (Reichheld and Sasser 1990, Hart, Heskett and Sasser 1990).

Service organisations differ from those of manufacturing in that unlike goods, services are characterised by their intangibility and the quality of the service is therefore more difficult for the customer to evaluate (Czepiel, Solomon and Surprenant 1985, Parasuraman, Zeithaml and Berry 1991). Customer evaluations of service quality are

also have an impact on customer perceptions. There are many case study examples in the practitioner literature where organisations such as British Airways and Xerox have used HR policies and practices such as selection and training to enhance successful service delivery systems and to increase customer satisfaction (Street 1994, Macaulay and Cook 1994, Tompkins 1992, Treacy and Wiersema 1993).

There is also evidence in the literature that HRM policies and practices are intended to play a crucial role in the way services are delivered, and in order to be successful, policies are needed which have to fit the type of service climate that the organisation wants to achieve and that the customer expects. For example, from studies of front-line employees in a bank it was argued that HRM policies were crucial for creating a positive service climate (Schneider et al 1985 and 1993). More specifically four main HR themes (hiring procedures, performance feedback, internal equity of compensation and training) were identified as correlating highly with a 'service passion' (Schneider Wheeler and Cox 1992). Also pay, recruitment and training have been found to correlate with specific dimensions of the service delivery encounter (speed, courtesy and convenience), leading to the conclusion that HRM policies and practices are not only crucial for a service climate but should be designed to match the type of service to be delivered (Schneider et al 1993).

HRM policies and practices are therefore likely to have an impact on the quality of service as the use of a coherent HR strategy will enable the selection, recruitment, training, development and reward of the most appropriate human resources (Frombrun, Tichy and Devanna 1984). It is also argued that the HR practices that are used to implement an organisation's business strategy impact on both the psychological contracts it has with its employees and with its customers (Rousseau and Wade-Benzoni 1994).

The literature is bedevilled with rhetoric about what constitutes best practice in HR e.g. Pfeffer (1994) Lawler(1986), however, such examples and definitions of best practice are too generic and do not take into account other factors that impact on HR policies and practices. We argue that there will not be just one system of HRM that

will exemplify best practice, but that the enabling HR climate will differ between and within organisations depending on the service delivery systems. Given that customers probably have different expectations about how different services are delivered (Davidow and Uttal 1989) and that organisations need employees who deliver the services in a way that meets those expectations (Rafaeli and Sutton 1990) then these organisations need to implement different HR policies and practices to ensure that expectations are met. However, the academic literature on best practice in HRM will provide a useful starting point for identifying the significant elements of HRM that constitute the enabling HR climate (Schuler, 1987, Huselid 1995, Tyson 1995).

The proposed research aims to address this gap by modelling the different ‘enabling HRM climates’ employed to meet different ‘service delivery expectations’. The model is built on the premise that an organisation’s HR policies and practices are designed to match the organisation’s service delivery process and such policies and practices will therefore differ from organisation to organisation depending on the service which is offered (Schneider 1994).

The Model

Within the model two typologies are proposed: ‘service delivery expectations’ and the ‘enabling HR climate’ and it is suggested that it is possible to position service companies within the model (as shown in figure 1.).

The service delivery expectations will vary depending on the characteristics that distinguish the service in terms of the market niche in which the service is being delivered. In the marketing literature there various examples of ways in which service delivery systems can be classified. For example Kelly (1989) proposes a Technological versus Humanistic classification system based on whether the service is directed at things or people, is intangible or tangible and the level of judgement and extent of customerisation in the delivery process. Roesen and Karwan (1994) also

classify services on customerisation but include degrees of interaction and degrees of labour intensity. Within this model the service delivery dimension will be classified according to the schemes proposed by Lovelock (1983), as they provide a comprehensive typology of services. Lovelock argues that services in different industries share common characteristics and it is possible to classify them according to these characteristics, and the benefit of grouping of services in this way is that it provides a structure for the cross-fertilisation of concepts and strategies. These classification schemes offer five different ways of grouping services, depending on: 1) the nature of the service act, 2) the type of relationship the service organisation has with its customers, 3) the amount of room for customerisation and judgement on the part of the service provider, 4) the nature of demand and supply for the service and 5) how the service is delivered.

The 'enabling HR climate' is defined as the specific HR policies and practices, (e.g. selection, training, development, performance management, rewards), a company has for facilitating the creation of a climate of employment relationships which permit and encourage the delivery of particular service delivery expectations. The concept of 'organisational' climate is drawn from the very extensive literature on climate, which has been described as an "umbrella" term, a catchall for the various "perceptual concepts which relate objective organisational properties to organisational behaviour" (Conrad and Sydow 1988 p.16, Field and Abelson 1982). The enabling organisational climate is one where HRM policies and practices help to create shared meanings and very specific behaviours, which are deemed appropriate. The policy linkages are made therefore between the desired behaviours and the HRM policy approach, thus forming the association back into the HR strategy. Within the model the enabling HR climate will range from very simple standardised HR systems to more complex and innovative HR systems applied to front-line employees so that they can meet the service delivery expectations that are not standardised and require more customer intimacy and flexibility in responding to customer needs.

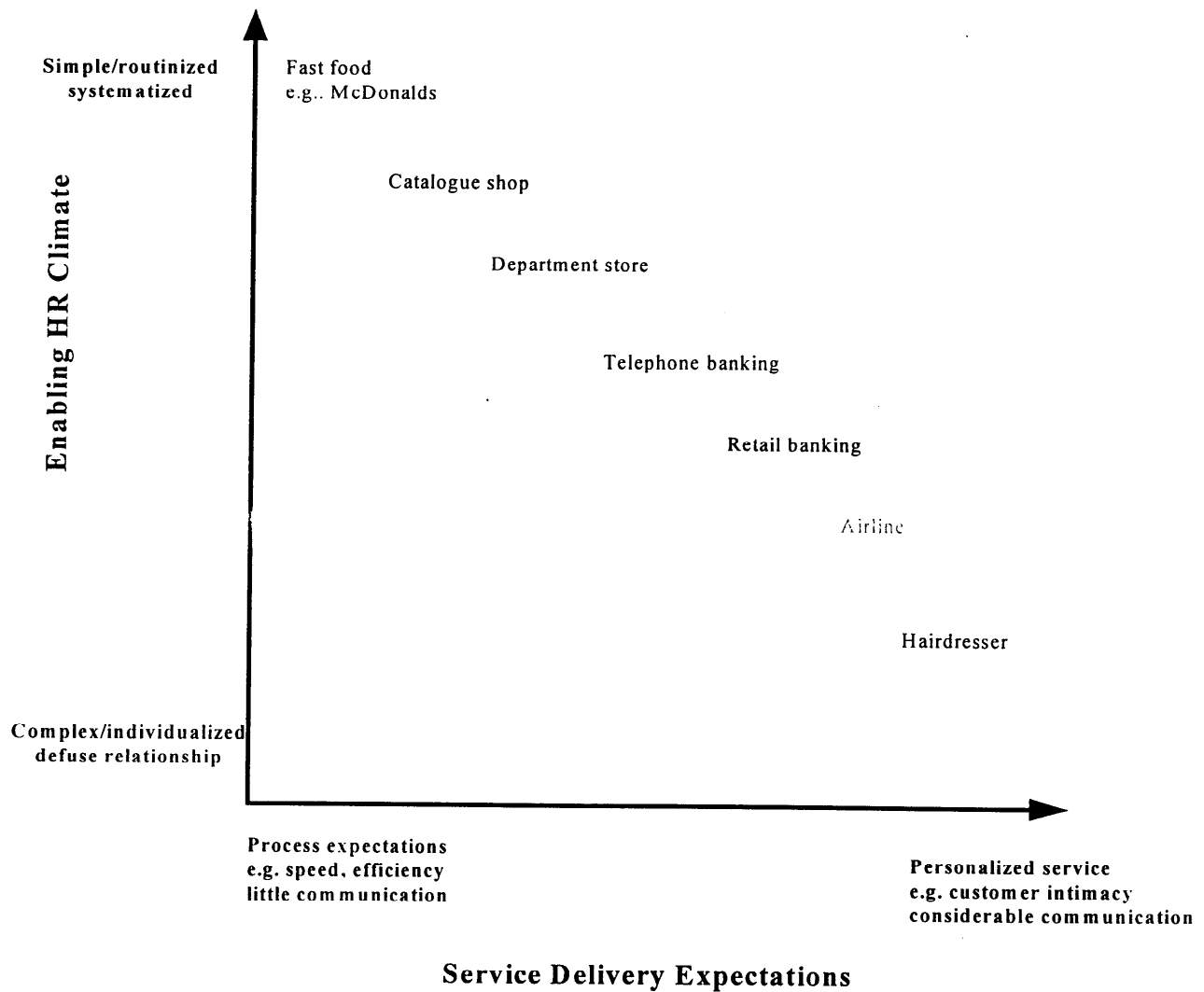


Figure 1: Proposed model of 'Enabling HR Climate' and Service Delivery Expectations, showing examples

Figure 1 above shows the proposed model with company examples. For example within the model, the service delivery expectations in McDonalds are based on speed, efficiency and standardisation and the HR policies and practices employed will be standardised and routinized to ensure that front-line employees deliver these expectations. To keep within the examples of our model, with an Airline, product

information, the identification of customer needs and a high degree of communication between the front-line employees and customers characterise the service delivery expectations and the corresponding HR policies and practices will reflect this by being more complex, individualised and flexible.

The model will have a number of benefits for both practitioners and academics.

1. It will add to the debate on the contribution of HRM to organisational performance.
2. It will provide a customer focused benchmark for the Human Resource function.
3. It will provide a useful tool for improving service delivery or implementing a new service delivery system.

It is suggested that the model could be used by organisations that want to introduce or to change new types of service delivery or improve existing service delivery systems by first identifying the service characteristics of that service delivery system and then identifying the HR policies and practices needed to meet those service expectations.

Before building the proposed model we needed to test its viability by exploring the HR policies and practices service organisations use to help deliver their services. We therefore conducted a pilot study, the main aim of which was to investigate whether or not organisations with different service delivery systems have different HR policies and practices for their front-line employees. The study also aimed to explore the two typologies within the model of 'service delivery expectations' and 'enabling HR climate' in order that a classification system could be developed for further research.

The Sample

Since this was a pilot study it was felt that three organisations would provide sufficient data to explore the relationship between HRM and the service delivery system.

For the purpose of the model we were defining the customer as a member of the public therefore we chose to research into well known organisations with retail branches in most major towns throughout the UK and with a large public customer base. The organisations were also chosen as they all had a distinct brand image with service delivery systems which were designed to be consistent across branches. Therefore for the purposes of this pilot it was sufficient to investigate one high street branch per organisation.

The three organisations were:

Organisation A: High street bookseller selling a range of high and low value publishing and stationary goods.

Organisation B: High street catalogue shop selling an extensive range of household and personal goods

Organisation C: High street fast food hamburger restaurant.

Methodology

As this was exploratory research, a qualitative case study approach was taken in the form of semi-structured interviews. The interview schedules were designed to elicit information on both the service delivery system and on the HR policies and practices that impact on those front line staff who deliver the service in each organisation. As we were interested in the service delivery system it was decided that we would only look at those employees in the organisation who actually interact with the customer and deliver the service.

Interviews were conducted with HR/Personnel managers at the regional HQ of the branch to be investigated, who were responsible for the HR policies and practices that impacted on front line employees. Supporting documentation such as written HR policies and appraisal forms etc. were also collected wherever possible. Interviews

were also conducted at the store/branch investigated with the branch manager and those directly responsible for front-line staff.

The Service Delivery System

From analysing the interview data and visiting the branches it became apparent that the service delivery system in all three organisations differed on various dimensions (see figure 2.).

In *organisation A* products were on display throughout the store and customers were encouraged to wander around the store browsing products and trying them out. Sales staff were equipped with specialised product knowledge to answer any customer queries. Customers collected the product they wanted to purchase from the shelves and then took it to a cashier to pay. There was flexibility in the process, even though there was a standard element the sales process was adapted according to individual customer needs. The sales staff had some discretion over aspects of their job and were expected to show initiative. There were problem solving elements to the job in that sales staff would listen and respond to individual customer needs on occasions. Sales staff were expected to show initiative and deal with a variety of customer complaints and requests without having to go to higher levels of management.

In *organisation B* only a limited product range was on display, all products were exhibited in a catalogue positioned in various points throughout the store. Customers were not encouraged to try out products. Customers sought product information from the catalogue or other retail stores before entering the branch. Customers selected the product from the catalogue, writing down the product number on a form, took the form to a cashier where they paid for the product and then were directed to a collection point to collect the product. There was very little flexibility in the service delivery process, it was very standardised and routinized and there was a set role for the customer and the front line service delivery personnel. The sales staff had very little

autonomy or discretion: the accent was on the process and they were solely order takers.

In *organisation C* products were displayed through a menu of pictures and prices posted at the entrance to the restaurant and above the service counter. Customers could not try out products, and product information was sought from the menu display. Customers ordered the product at the service counter, paid for the product, which was then delivered to them at the counter. The whole service delivery system was completely routinized and standardised; every operation was designed to be identical for all customer interactions and was completed very quickly. Front line staff had to adhere to a set procedure to the letter. The accent was on speed, processing orders and timing, it was a very regimented sales delivery system.

Service Delivery System	Organisation A	Organisation B	Organisation C
Customers role/script	Flexible, not routinized	Little flexibility, very routinized/standardised	Completely routinized and standardised.
Technology	Medium	High fully automated system	Automated system
Product information	Staff have specialised product knowledge	Information from catalogue /other stores	Information from illuminated menu
Testing of products	Encouraged to try out products	Not encouraged to try out products	NONE
Payment Process	collect product then pay	Pay then collect product	Pay then receive product
Staff behaviour Autonomy/discretion	Medium/high	Low	NONE
Emphasis/focus	Accent on customer service	Accent on process	Accent on speed, process order and timing
Initiative	Medium/high	Low	Very low
Communication /interaction	Some problem solving elements	Mainly order taker	Complete order taker

Figure 2: The organisations' service delivery system.

The HR systems within each of the organisations are illustrated in figure 3. For all the organisations, staffing levels were based on sales and set by HQ. Organisation A had much higher staffing levels than B or C (almost 50% higher). However turnover in organisation A was much lower. In all the stores, front line staff were selected by interviews carried out by the branch manager. Only in organisation A was the branch manager given selection guidelines from HQ that went beyond those just relating to legal requirements. In organisation C the recruitment interview was supplemented by a test administered after induction. Even though the pass mark for the test was 80%, it was a very simple multiple choice test focusing on the very routinized and regiment sales system. Only in organisation A were sales staff on a salary scale and received any profit related incentive or performance related pay. Front line staff in the other organisations were just paid on a fixed hourly rate.

HR Systems	Organisation A	Organisation B	Organisation C
<i>Manpower</i>			
Staffing levels	Set by HQ monitored by branch manager	Set by HQ monitored by branch manager	Set by HQ monitored by branch manager
Ratio	10% of sales	5.2% of sales	1 staff /£350 sales
Turnover	10%	?	20%
Shifts	Yes	Yes	Yes
<i>Hiring</i>			
Selection	By branch manager	By branch manager	By branch manager
Application form	Yes	Yes	Yes
Interview	Yes	Yes	Yes
Selection criteria	Guidelines from HQ incl. job description, sample questions, personal profile etc.	Minimal guidelines from HQ (just legal requirement), no job description/profile.	Minimal guidelines from HQ, job description, no previous experience required
Research into selection criteria	No	No	No
Tests, assessment centres etc.	No	No	Written multiple choice test on process. Test after induction training have to get 80% pass rate
<i>Pay & conditions</i>			
Full/part time staff	Both	Part-time	Both
Salary	Scales	Fixed hourly rate	Fixed hourly rate
Profit related incentive	Yes shared equally	No	No
Performance pay	Yes up to 5% non-consolidated	No	No

Figure 3: The 'enabling HR climate' of the service organisations

HR Systems	Organisation A	Organisation B	Organisation C
Training			
Induction	On job & open learning package	Just on job	On the job & video followed by test
Qualifications	NVQ II level	No	No
Other	Product, systems & customer training	Mainly systems focused	Very procedural focused completely regimented
Appraisal			
	Annual all staff, filled out by staff and manager	Annual regular staff, filled out by manager appraisee comments	Quarterly, filled out by manager appraisee comments
Ratings	Completed by staff & manager, (1-4 scale)	Completed by manager only (1-6 scale)	Completed by manager only (A to D) scale
Job knowl/competency	Yes	Yes	Yes
Processes/systems	Yes	Yes	Yes (lots elements)
Product knowledge	Yes	No	No
Customer service/care	Yes	Yes	Yes (customer focus)
Quality of work	Yes	Some	No
Working relations	Yes	Yes	Yes (team work)
Timing / attendance	Yes	Yes	Yes
Appearance	Yes	Yes	Yes
Adaptability	Yes	No	No
Health and safety	Yes	No	Yes
Motivation/ commit.	Yes	Yes	No
Compliance with rules	No	No	Yes
Used to identify:	Yes	Yes	Yes
Training needs			
Development opportunities.	Yes	No	No
Performance pay	Yes	NA	NA

Figure 3 continued.

Front line recruits in all the organisations received some form of induction training. In all the three organisations this was carried out on the job by a supervisor, focusing on systems and procedures. In organisation C the induction training was supplemented by video training focusing on the regimented sales system, and in organisation A more comprehensive training focusing on customers was covered by an open learning package. All three organisations appraised their front line staff at least annually and used the appraisal system as a means of identifying training needs. All the appraisal systems involved rating the employees on various items. Even

though all the organisations included a customer care/service item, this item meant different things in each organisation:

Organisation A: *Always answers customer enquires, clearly and fully in a friendly manner shows tact and patience when dealing with difficult customers.*

Organisation B: No definition

Organisation C: *Responds to customer requirements with speed and courtesy recognising and meeting individual needs.*

Only in organisation A were front-line staff assessed on their product knowledge and adaptability. The appraisal in companies B and C focused very much on the actual sales systems and processes. Organisation C even assessed front line staffs compliance with rules, but not their motivation or commitment.

The Enabling HR Climate

The assumption that in these organisations the management seeks to create an enabling climate of staff rules and relationships which will produce the level of service and the specific types of interaction with the customer required by the service delivery system is borne out by these results. This was expected given the literature, as exemplified by high involvement management (Lawler 1986), corporate attempts to manage customer relationships (Hochschild 1983) and from the stated management intentions found in the literature on HRM (Guest 1987, Storey 1992).

What we are examining here are the variances between service delivery systems and the HR climates. Here the connections show for example that the degree of automation in the system produces a differential emphasis on service, and the consequences for selection and payment systems for example shows the move from the 'soft' to the hard contract (Tyson 1995). The limitation on skill needs produces different kinds of discretion in the hiring process. Paradoxically, highly automated sales delivery systems produce fewer guidelines on job descriptions/and interview

process, because the jobs are standardised under automated systems, and the discretion in recruitment is in the choice of candidate, not in matching jobs to candidates (which requires discretion over the tasks to be performed). The simple, routinized, systemic approach to the work, which removes discretion requires a concentration on outputs and efficiency, hence the 'hard contract'. The more complex and personalised the service, the greater the need for a 'soft' contract which seeks to establish a 'clan' culture (Ouchi 1980).

Discussion

There is already evidence from the work of Schuler and Jackson (1987) and Ackermann (1986) that HR strategies, philosophies and policies vary according to organisational strategies. These studies failed, however, to reveal any predictable relationship, with the exception of the significance of HR strategies which encourage innovation. This was because the complexities of the variables at the organisation level, and the uncertain nature of business strategies (whether 'emergent' or 'realised' etc. (Bowman 1992) make precision impossible to achieve. This paper has taken a different perspective, that is to start from the position of the system the organisation uses to sell to its customers as a basis for understanding the extent to which the HR climate is designed into the sales process. In this paper we are closer therefore to Schuler's 'menu of HR policy choices' (Schuler 1987) and have begun to show how those choices are made according to the sales system used. This has shown that the important variables of customer/role script, technology in the sales process, the degree of product information, and the way customers relate through the product knowledge needed, and the payment process constitute the service delivery system in retail. The HR policies areas listed are those one would find in any industry (e.g. appraisal, hiring, reward etc.) but these are all conditioned by the management expectations concerning staff behaviour to produce a particular set of behavioural outcomes. This we have designated the HR enabling climate.

We have shown from the pilot study variation along the lines of our framework according to the service delivery explored. Further investigation is needed beyond the three cases so far researched, before we can draw any further conclusions on this relationship between the two sets of variables.

There are two further important steps which need to be taken therefore. These are (1) to research the other types of service delivery systems listed (e.g. airlines, fashion shops, retail banking, telephone banking etc.) and (2) to look behind the official policies and rules to the practices of these organisations, that is to understand the variation from the official rules in those organisations where there is low discretion, and to discover how and what discretion is used where this is a permitted part of the service delivery system.

From these results we anticipate being able to plot the relationship more clearly between HR strategy, policy and practice, and to show how this is integrated into the core activity of selling in retail type business.

References

- Ackermann, K-F., (1986), "A Contingency Model of HRM Strategy. Empirical Research Findings Reconsidered", *Management Forum*, Band 6, pp. 65-83.
- Binter, M.J., Booms, B. H. and Mohr, L., (1994), "Critical Service Encounters: The Employee's Viewpoint", *Journal of Marketing*, Vol.58, October 1994, pp.95-106.
- Bowman, C., (1992), "Interpreting Competitive Strategy", in Faulkner, D. and Johnson, G. (Eds) *The Challenge of Strategic Management*, Kogan Page, London.
- Conrad, P. and Sydow, J., (1988), "Towards a More Theory Based Measurement of Organisational Climate", in Tyson, S., Ackermann, K-F., Domsch, M. and Joynt, P. (Eds), *Appraising and Exploring Organisations*, Croom Helm: London.
- Czepiel, J.A., Solomon, M.R. and Surprenant, C.F., (1985), *The Service Encounter*, Lexington, Mass: Lexington Books.
- Davidow, W.H. and Uttal, B., (1989), "Service Companies: Focus or Falter", *Harvard Business Review*, Vol.67 No.4, pp77-85.
- Denburg, M.D. and Kleiner, B.H., (1994), "How to Provide Excellent Company Customer Service", *Leadership and Organisational Development Journal*, Vol. 15 No.1, pp I-IV.
- Field, R.H.G., and Abelson, M.A. (1982) "Climate: A Reconceptualization and Proposed Model", *Human Relations*, Vol.35, No.3, pp.181-201.
- Frombrun, C.J., Tichy, N.M. and Devanna, M.A., (1984), *Strategic Human Resource Management*, Wiley & Sons.
- Guest, D., (1987), "Human Resource Management and Industrial Relations", *Journal of Management Studies*, Vol. 24 No. 5, pp.503-521.
- Hart, C.W.L., Heskett, J.L. and Sasser, W.E., (1990), "The Profitable Art of Service Recovery", *Harvard Business Review*, Vol. 68 No. 4, pp.148-156.
- Heskett, J.A., Jones, T.O., Loveman, G.W., Sasser, W.E. And Schlesinger, L.A., (1994) "Putting the Service-Profit Chain to Work" *Harvard Business Review*, March April 1994, pp.164-174.
- Hochschild, A.R., (1983) *The Managed Heart*, University of California Press
- Huselid, M. A. (1995) "The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance", *Academy of Management Journal*, Vol. 38 No.3, pp635-672.

- Kelly, S.W. (1989) "Efficiency in Service Delivery: Technological or Humanistic Approaches?" *The Journal of Services Marketing*, Vol. 3 No.3, pp.43-50.
- Lawler, E.E., (1986) *High Involvement Management*. San Francisco; Jossey-Bass.
- Lovelock, C.H. (1983) "Classifying Services to Gain Strategic Marketing Insights", *Journal of Marketing*, Vol. 47, Summer, pp.9-20.
- Macaulay, S. and Cook, S., (1994) "Problems and Pitfalls of Customer Service Initiatives" *Managing Service Quality*, Vol. 4. No. 4, pp.32-35
- Ouchi, W. G., (1980) "Markets, Bureaucracies and Clans" *Administrative Science Quarterly*, Vol. 25 No.1, pp129-41.
- Parasuraman, A. , Zeithaml, V.A. and Berry, L L., (1988) "SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality" *Journal of Retailing*, Vol. 64 No.1, pp.12-40.
- Parasuraman, A., Berry, L.L. and Zeithaml, V.A., (1991) "Understanding Customer Expectations of Service" , *Sloan Management Review*, Vol. 39 Spring. ,pp39-48
- Parasuraman, A. , Zeithaml, V.A. and Berry, L.L., (1994) "Alternative Scales for Measuring Service Quality: A Comparative Assessment Based on Psychometric and Diagnostic Criteria." *Journal of Retailing*, Vol.70 No.3, pp201-230
- Pfeffer, J. (1994) *Competitive Advantage Through People*, Harvard Business School Press, Boston.
- Rafaeli, A. and Sutton, R.I., (1990) "Busy Stores and Demanding Customers: How Do They Affect the Display of Positive Emotion?" *Academy of Management Journal*, Vol. 33 No.3, pp623-637.
- Reichheld, F.F. and Sasser, W.E., (1990) "Zero Defections: Quality Comes to Services" *Harvard Business Review*, Vol. 68 No. 5, pp105-111.
- Rosen, L.D. and Karwan, K.R. (1994) "Prioritizing the dimensions of service quality: An empirical investigation and strategic assessment" *International Journal of Service Industry Management*, Vol.: 5 No: 4, pp: 39-52.
- Rousseau, D.M. and Wade-Benzoni, K.A., (1994) "Linking Strategy and Human Resource Practices: How Employee and Customer Contracts Are Created." *Human Resource Management*, Vol. 33 No.3, pp 463-489.
- Schmit, M and Allscheid, S.P.,(1995) "Employee Attitudes and Customer Satisfaction: Making Theoretical and Empirical Connections" *Personnel Psychology*, Vol. 48 No.3, pp521 536

Schneider, B. (1994), "HRM- A Service Perspective: Towards a Customer-Focused HRM" *International Journal of Service Industry Management*, Vol.5 No.1, pp64-76.

Schneider, B. and Bowen, D., (1985) "Employee and Customer perceptions of Service in Banks: Replication and Extension" *Journal of Applied Psychology*, Vol.70, No. 3, pp423-433.

Schneider, B. and Bowen, D.E., (1993) "The Service Organisation: Human Resources Management is Crucial" *Organisational Dynamics*, Vol.: 21 No: 4 , pp39-52

Schneider, B., Parkington, J.J. and Buxton, V.M., (1980) "Employee and Customer Perception of Service in Banks" *Administrative Science Quarterly*, Vol. 25 No.2 , pp252-267

Schneider, B., Wheeler, J. and Cox, J., (1992) "A Passion for Service: Using Content Analysis to Explicate Service Climate Themes" *Journal of Applied Psychology*, Vol. 77 No. 5, pp705-716.

Schuler, R. S. (1987) "Personnel and Human Resource Management Choices and Organizational Strategy", *Human Resource Planning*, Vol. 10, pp1-17.

Schuler, R.S. and Jackson, S., (1987) "Organisational Strategy and Organisational level as determinants of HRM practice" *Human Resource Planning*, Vol.10 No. 3, pp 125-141.

Storey, D., (1992) *Developments in the Management of Human Resources*, Oxford Blackwell.

Street, M., (1994) "Training People to Deliver Service Excellence in British Airways" *Managing Service Quality*, Vol.4 No.4, pp13-16.

Thomas, P. and Smith, K., (1995) "Results of the 1993 Census of Employment" *Employment Gazette*, Vol.103 No.10, pp369-377.

Tompkins, N. C., (1992) "Employee Satisfaction Leads to Customer Service" *HRMagazine*, November 1992, pp93-95

Treacy, M. and Wiersema, F., (1993) "Customer Intimacy and Other Value Disciplines" *Harvard Business Review*, Vol. 71 No.1, pp84-93.

Tyson, S., (1995) *Human Resource Strategy*, London, Pitman.