

**Two Essays on the Behavioural Aspect of Operations Management:  
Employee Attributes and Customer Participations**

By

**Ms Yujuan GUO**  
**PhD Candidate**  
**Department of Logistics and Maritime Studies**  
**The Hong Kong Polytechnic University**

**Date: 29 March 2018 (Thursday)**  
**Time: 10:30am-11:30am**  
**Venue: R506, Shirley Chan Building**  
**The Hong Kong Polytechnic University**

**(Conducted in English)**

**Abstract:**

Rather than the traditional technical systems approach, this thesis takes behavioral perspective to examine two issues related to human factors in operations management. It includes a cross-sectional study with survey data and a longitudinal study with secondary data in different research contexts.

In the first study, we examined the impact of employee relationships on quality of services in a labour intensive service setting. By utilising triadic survey data drawn from 225 service shops in Hong Kong, we examined the relative impacts of leader-member exchange and job satisfaction on service quality while recognising the moderating effects of employee-customer contact time in labour intensive, high contact services contexts. Using structural equation modeling, we found that job satisfaction does not have significant impact on service quality when LMX is included in the model. The impact of LMX on service quality is found to remain essentially stable under both high and low service contact times. The findings suggest that cultivating high-quality relationships between managers and their customer-contact employees is an effective means of enhancing service quality in high-contact service operations.

In the second study, we investigated whether customer participations in the social media environment do help improve customer satisfaction. Based on an event study analysis with secondary data collected from Factiva, COMPUSTAT, and American Customer Satisfaction Index over the period 2007–2015, we empirically tested the relationship between customer participation and customer satisfaction. The results show that customer participations through social media could have a negative impact on customer satisfaction. They further show that customer participations through social media could have a more negative effect on larger firms, which are likely to draw higher public attention. Overall, our results indicate that companies need to be aware of the potential risk arising from customer participations in social media; especially for the large firms, where customer expectations and disappointments are likely to be more widespread, intensified, and difficult to manage.

**Bio:**

Guo Yujuan is a Ph.D. candidate in the Department of Logistics and Maritime Studies, The Hong Kong Polytechnic University. Her research interest is empirical research in the area of service management and quality management, currently using panel data conducting event studies. She obtained her Master degree (2011) from the Chinese University of Hong Kong and Bachelor degree (2010) from Jinan University, Guangzhou, China.

Please email to [winnie.wy.tang@polyu.edu.hk](mailto:winnie.wy.tang@polyu.edu.hk) for enquiries.

**All are welcome!**