

Role of Service Leadership in Modeling Customer - Centric Organizational Culture that Promote Excellent Service

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Abstract: *The report will conduct a research study which will include the aims and objectives and provide background of the study. The study will be based on role of service leadership which puts the impact over the customer centric organizational culture and delivers the excellent services. The current report will use random sampling method where 20 employees of Marks and Spencer will be randomly selected by the researcher. The study will use a survey as the primary data collection method, in order to provide an up - to - date set of information and to produce the desired outcome. The statistical method will be used in this research study to produce accurate results based on data that is quantitative in nature. The report will also conduct a literature review and highlight the methodology as well. At last, results and discussion section will be performed to prove hypothesis.*

Keywords: service leadership, organizational culture, customer centric organization, customer service, competitive advantage

1. Introduction

The concept of service leadership emerged as a response to the changing economic environment around the world. In the 21st century, we are witnessing a significant shift from the industrial era into the service era. The key to success in the knowledge and service economy is service leadership. In the industrial era, leaders were those who controlled the means of production. In the knowledge economy, leaders are those who control the means of service. It emphasizes the importance of providing quality service to customers, and it stresses the importance of leadership and management skills in this area. While some definitions of service leadership focus on the ability to provide excellent customer service, others emphasize the ability to motivate and lead teams of service employees. Service leadership it is about creating an environment in which employees feel supported and able to do their best work harmoniously while identify and address customer needs (Wirtz, and Jerger, 2016). Other authors perceives service leadership as culture and mindset that enables an organization to set goals, design processes, and engage employees in a proactive pursuit for competitive advantage (Gronfeldt and Strother, 2006). Service leadership is the style which is used by the companies to provide a better culture and environment at the workplace from which they can efficiently achieve the set goals and targets (Luu et. al.2019). However, the current report is based on M&S who adopts the service leadership in cultivating their customer centric areas from where they can finely promote the efficient services to the consumers and can retain them accordingly. The research paper seeks to explore the role of service leadership in fostering customer - centric workplace culture at M&S, and to assess the impact of this leadership on the delivery of excellent services. It also suggests ways in which M&S can further enhance its service leadership in order to better adapt to the changing needs of consumers.

2. Literature Survey

According to Anaet. al. (2020), it has been stated that leadership plays an important role in growth and development of the particular firm from which they can finely obtain the successful outcomes. Service leadership is a practise and style which is adopted by the organization in order to achieve the set goals and targets and can satisfy their team members from which they can feel valued at the workplace. However, service leadership puts the great impact over the customer's centric organization culture where this leadership style helps the leaders to put their major focus on the workplace culture from which they can deliver the appropriate experience to the consumers and can get the profitable results. Moreover, Bolton, (2020) explained that by implementation of the different types of service leadership practise within the work station will enable the company to provide the excellent work culture and services as well so that customers can retain themselves within the firm and will become a regular and loyal customer which benefits the company in effective manner. By knowing and identifying the customer's desires and needs, service leadership allows the leaders to prioritize their customers wants so that it can be fulfilled in efficient way and can support them to improve the organizational environment.

Integrating leadership and customer service has emerged as a new culture for most organizations that want to achieve competitiveness. Kang (2020) cited that excellent service will mean that most customers' feedback is positive about the organization's products or services. In this scenario, leaders provide directions to their followers toward customer - centered activities. Meeting customers' needs drives employees' behavior and mindset toward their jobs (Mannion & Davies, 2018). Organizational leaders spearhead what they deem fit for satisfactory customer service as far as the operations are concerned. Leaders strive to teach a customer - centric culture among their followers in an organization by constantly addressing the need for quality products and services (Asif et al., 2019). Leaders succeed when all

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employees embrace a customer - first mindset in their daily operations. Even new employees get easily assimilated into the system when all existing employees portray a customer - centric mindset (Zheng et al., 2020). Generally, service leadership provides employees with the right direction towards developing customer - focused culture as their lifestyle.

Service leaders incorporate the bigger industry picture while deciding on the organization's future. The world is rapidly moving towards customer - centered production and services rather than the traditional desire for profitability (Grieger & Ludwig, 2019). Many organizations make all efforts to ensure that customer service becomes the top of their objectives. Unlike conventional systems, where most organizations focus on generating profits, today's organizations focus on enhancing customer relationships (Pathirana, Jayatilake, & Abeysekera, 2020). Therefore, service leadership is required to provide employees with the right direction on how the organization can achieve its customer service objectives. Leaders constantly race against time to retain their existing customers and attract potential customers in the market (Camilleri, 2020). Remarkably, the height of competition is the need to meet the changing customers' needs.

Customers constantly look for unique product quality, which defines their preference for a specific organization. Service leaders act as intermediaries between customers and their organizations in establishing emerging customers' needs (Alayoubi, Al Shobaki, & Abu - Naser, 2020). As a result, many leaders lead the initiative of continuous market research to establish the changing trends that affect customers' preferences. Since it will not be possible to meet all the customers' needs based on their changing nature, organizations must continuously research current market trends (Baran & Wozny, 2020). Service leaders are pivotal in encouraging employees to blend customers' needs into their products or services. Service leaders strive to improve every activity throughout the organizational value chain to ensure that everything is customer - centric (Mayende, Awuor, & Namande, 2021). Generally, service leaders must inspect each process to ensure that it will positively affect the subsequent process to result in better quality products or services.

Customer - oriented organizations play a central role in grooming service leadership for long - term benefits. Organizational top management will communicate to the managers the need for customer - centric services (Weinstein, 2020). As a result, leaders will pass the same message to their followers in different departments. Customer - focused communications aim at developing customer - centric culture among the employees (Moon, Van Dam, & Kitsos, 2019). Therefore, service leaders must lead by example about what they expect from their followers. They engage in product design for organizations that focus on production or critical decisions for service organizations (Al Khajeh, 2018). The ultimate goal of raising service leaders is to show the way to all other employees toward customer - centric services. Organizations that focus on customer - centric activities record sustainable performance in their operations, including profitability and sales volume

(Colleoni et al., 2021). When customers realize an organization's effort to meet their needs, they will shift all their loyalty there.

Conclusively, service leaders play an essential role in developing a customer - centric culture in an organization. They ensure that all employees adopt the new norms in their actions and communication. Customer - centric organizations will likely record rapid growth in their sales volume and profitability in the long run. According to De Smet, Lurie, & St George, (2018), customer - focused employees are self - motivated since increased profits will reflect their compensation. The need to catch up with the competition enhances the desire to establish a customer - centric organization (Pathirana et al., 2020). Generally, customer service is the center of any organization's existence. Customers are the overall employers of all employees in an organization, from the top leadership to the lower - level employees. Therefore, there is a need for further studies to establish service leaders' roles in developing an organization's customer - centric culture.

Problem Definition

Marks and Spencer is facing a problem in leading the customer centric organizational culture from where they can successfully able to deliver the appropriate services to their customer's from which they can grow and develop their firm at higher position.

Hypothesis

H₀ - There is no significant impact of service leadership in creating centralized work culture

H₁ - Service leadership have impact on development of central workplace environment.

3. Methodology

Research type is plan in which investigator collects the data and information in order to deliver the study in appropriate way. In this current research study, quantitative research type is going to use by the investigator because it will deliver the numerical form of data which helps to provide appropriate accuracy of information. Research approach is a set of procedure where researcher selects the data collection method and analyse it in definite way (Nengsihet. al.2021). The current study will use the deductive form of approach which is basically used in quantitative data and its results depends on existing theory. The deductive approach will be used because it will ensure the possibility of causal relationship between the concepts and variables. In this process, the data and information is gathered and analysed in appropriate way and deliver the successful results. In this research, positivism philosophy will be going to use as it will deliver the quantitative data value and patterns and ensure the hypothesis through test and deeply analyse and measure the results. The process of collection of information and data is known as data collection method. The primary data collection method will be used in the study where data will be collected through survey as it will provide the updated set of information and deliver the appropriate outcome (Xie et. al.2020). A systematic procedure of analysing the data collected in called as data analysis. The statistical method will be used in this current research study

because it will make the findings accurate as it focuses on quantitative data objectivity (Idriset. al.2022). The current report will use random sampling method where 20 employees of Marks and Spencer will be randomly selected by the researcher. Researcher will conduct the study in ethical manner where a list of references will be included at last of the report which will ensure that the content is not copied and plagiarized.

4. Results & Discussion

H_0 - There is no significant impact of service leadership in creating centralized work culture.

H_1 - Service leadership have impact on development of central workplace environment.

Table 1: Regression Test Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	1.000 ^a	1	1	0

a. Predictors: (Constant), concept of customer centric approach

Table 2: Significance Simple Resegresion Equation ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	2.550	1	2.550	.	b
	Residual	.000	18	.000		
	Total	2.550	19			

a. Dependent Variable: CCO promote excellent service

b. Predictors: (Constant), concept of customer centric approach

Through the regression test, it has been proven that there is a significant impact of the service leadership in cultivating the customer centric organization culture where the hypothesis has been proven alternative. Thus, model summary has stated that the value of R square is 1.0 whereas it's estimated significance value is.0 which means the alternative hypothesis has been proven. According to standard deviation, if the value comes below 0.05 then it is alternative hypothesis whereas if the value comes above p then the hypothesis is proven as null. Therefore, as per the above test the value has come.0 which is justifying that there is strong relationship between the service leadership and its impact over customer centric workplace culture.

5. Conclusion

From the above mentioned report, it has been concluded that service leadership plays a crucial role in growth and development of the firm and enables the customers to get retain themselves in definite order. The above report has concluded the research where aims and objectives and research questions has been mentioned. Along with this, literature review and methodology is also performed above. In the literature review, authors has argued and stated their views in regard with the service leadership and its impact as per their perceptions. Moreover, the research methodology section has been covered up which detailed about the method of data collection and analysis which helps to support the study to be in appropriate manner. Through the statistical method, the hypothesis has been created and proven which expressed that service leadership puts the

great impact over the customer centric organizational culture. At last, results and discussion section has been highlighted in order to prove the hypothesis.

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