

Abstract of thesis entitled

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Two studies were conducted to test a model of how multiple-goal difficulty, cognitive flexibility, and multiple-goal efficacy impacted task strategy utilization. The first study was a field survey conducted to establish an initial model. Participants were 356 frontline staffs who faced multiple performance dimensions in daily customer service, namely safety, empathy and efficiency. Task strategy utilization was operationalized as adaptive customer service behaviors and measured by self report. Results were then validated by performance data collected in a laboratory experiment. 131 university undergraduates were assigned a quantity and a quality goal in a class scheduling task. Path analyses were conducted in both studies to test the predictive power of the variables. Results generally suggested that multiple-goal difficulty interacted with cognitive flexibility and multiple-goal efficacy to increase the number of task strategies reported and used, which in turn contributed to multiple-goal achievement.

Abstract

研究人員進行了兩項實驗去測試多目標難度，認知靈活度，和多目標自我效能如何影響工作策略的運用。實驗一是一項企業問卷調查，用以建立初步模型。參加者為三百五十六位前線客戶服務員。他們均需在日常工作中面對多項工作目標，包括安全、同理心和效率。策略運用被量化為對適性化客戶服務的自我評分。在實驗二，一百一十三位大學生參與一項實驗室電腦任務，並需要在限時之內達到預設的數量和品質目標。分析反映當參加者擁有高的認知靈活度和多目標自我效能，設訂多項困難的目標，比起設訂多項中庸的目標，更能激勵參加者想出有效的工作策略，從而增加兼顧多項目標的機會。

Appendix A
Questionnaire of Study 1

Task strategy utilization

1. I am adaptive with different customers and service situations

Perceived difficulty of safety goal

1. I think this goal (safety goal) is difficult to achieve

Perceived difficulty of empathy goal

1. I think this goal (empathy goal) is difficult to achieve

Perceived difficulty of efficiency goal

1. I think this goal (efficiency goal) is difficult to achieve

Multiple-goal difficulty

1. I think this goal (simultaneously achieving safety, empathy, and efficiency goals) is difficult to achieve

Cognitive flexibility

1. I am able to adapt standard protocols to meet customer needs under normal circumstances
2. I can maintain an effective balance among safety, empathy, and efficiency in customer service, to satisfy all customers
3. I am able to adapt standard protocols to meet customer needs in new situations
4. Practicing empathic customer service does not necessarily require a lot of time

Multiple-goal efficacy

1. When I am confronted with a problem in achieving multiple goals, I can usually find several solutions
2. Whatever comes my way in achieving multiple goals, I can usually handle it
3. I can remain calm when facing difficulties in simultaneously achieving safety, empathy, and efficiency goals in my job because I can rely on my abilities
4. I feel prepared for most of the demands in achieving multiple goals
5. My past experiences in achieving multiple goals have prepared me well for my occupational future

Appendix B
Questionnaire of Study 2

Perceived difficulty of quantity goal

1. I think this goal (quantity goal) is difficult to achieve

Perceived difficulty of quality goal

1. I think this goal (quality goal) is difficult to achieve

Multiple-goal difficulty

1. I think this goal (simultaneously achieving quantity and quality goals) is difficult to achieve

Cognitive flexibility

1. I can communicate an idea in many different ways
2. I avoid new and unusual situations
3. I feel like I never get to make decisions
4. I can find workable solutions to seemingly unsolvable problems
5. I seldom have choices when deciding how to behave
6. I am willing to work at creative solutions to problems
7. In any given situations, I am able to act appropriately
8. My behavior is a result of conscious decisions that I make
9. I have many possible ways of behaving in any given situation
10. I have difficulty using my knowledge on a given topic in real life situations
11. I am willing to listen and consider alternatives for handling a problem
12. I have the self-confidence necessary to try different ways of behaving

Multiple-goal efficacy

1. When I am confronted with a problem in achieving multiple goals, I can usually find several solutions
2. Whatever comes my way in achieving multiple goals, I can usually handle it
3. I can remain calm when facing difficulties in simultaneously achieving safety, empathy, and efficiency goals in my job because I can rely on my abilities
4. I feel prepared for most of the demands in achieving multiple goals
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