

Can't get no satisfaction?

How Attachment Styles affect Customerand Employee-Firm Relationships

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Management Summary





Have you ever wondered why certain customers are never satisfied (whatever employees do)?

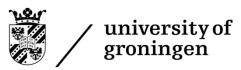






- Certain people check 'poor' quicker than others.
- Certain people write on tables.
- Certain people make a scene.

Could science explain why?





People differ, that's a fact...



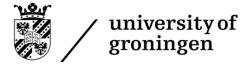


A. Some people have modest expectations and when these are fulfilled they rate their relationships positively... and tend to stay.



B. Other people seem to be never satisfied, regardless how well others try to serve them... and are switching relationships whenever they can.





Research from psychology explains differences based on these three main Attachment Styles

- Anxiety = being scared of being left alone.
- Avoidance = trying to avoid closeness.



■ Security = seeking for deep relationships (= opposite of both the above).

Attachment styles are usually shaped in our young years by caretakers who were (not) present, which provided humans with a loving or hating environment and established a basis for future decisions regarding relationships in general.

Our research shows that Attachment Styles explain differences in customer and employee relationships

- The Customer Insights Center of the University of Groningen (RUGCIC) and MetrixLab found among 798 customers that Attachment Styles explained Trust in and Satisfaction with firms, which in turn influenced NPS and Satisfaction*.
- Furthermore, our research reported among 841 employees that Attachment Styles explained Employee Engagement, which in turn influenced Ambassadorship of their employers**.
- These findings will be explained in more detail later in this report.

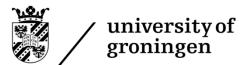
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Recommendations for (marketing) managers

- Include Attachment Style measurements to customer feedback questionnaires in order to understand why some are (not) easily satisfied*.
- 2. Target customer selections and marketing campaigns using Attachment Styles. Adjust the tone of voice in communication/customer interactions. Even though Secure customers are more easily satisfied, focus on all three Attachment Styles to minimize customer complaints handling costs and churn*.
- 3. Include Attachment Style measurements in the hiring process of employees to grasp and manage commitment, dissatisfaction and distrust issues and to improve their customer relationships**.
- 4. Improve the issues mentioned above via motivational drivers (e.g. trusting environment, team building activities, celebrations, compliments, etc.) **.
- Accept that NOT everyone can be fully satisfied after all*.



Introduction to Relationships and Attachment Styles