

High Performance Work Practices and Service Performance: The Influence of Employee Engagement in Call Center Context

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Abstract

This study investigates the role of employee engagement in the social exchange theory. The study examines the effects of High performance work practices (HPWPs) on service performance, moderated by employee engagement. Little attention has been given to understand the employee engagement on service recovery performance; therefore, the study responded to the call for additional research to improve service behavior. In doing so, the current study contributes to literatures by investigating the role of employee engagement on their attitudes and service recovery performance. The data was obtained from 1,250 call center agents to test the moderating effect of employee engagement toward the relationship between HPWPs and service behavior. The findings confirm that employee engagement moderates the relationship between HPWPs and service recovery performance. As to the implications of the findings, this study delivers insights for service managers that employees' service behavior could be enhanced corresponding to the level of human resource management practices as well as their engagement level. Thus, the management should take into consideration by providing supportive people policies and resources so as to improve employee engagement and their service delivery.

Keywords: Employee Engagement, High Performance Work Practices, Service Recovery Performance, Social Exchange Theory, Call Center

Introduction

Since the appearance in the early 1990s, call centers have become one of the most important sources of contact that produced and delivered information to customers (Russell, 2008). Call centers play a significant role in building customer satisfaction as they are the main interface between service providers and customers (Malhotra & Mukherjee, 2004). Call center agents are required to complete a number of inquiries from the customers within a short period of time while most of the incoming calls they receive are customer complaints (Wallace, Eagleson, & Waldersee, 2000). Consequently, call centers play a critical role in handling complaining customers by recovering the service failure that happens to dissatisfy the customers.

Service recovery is strategically important to firms because correctly solving and addressing dissatisfied customer can lead to customer loyalty (Gelbrich & Roschk, 2011), word of mouth (Orsingher, Valentini, & de Angelis, A meta-analysis of satisfaction with complaint handling in services, 2010; Gelbrich & Roschk, 2011), and repurchase intention (Liao, Do It Right This Time: The Role of Employee Service Recovery Performance in Customer-Perceived Justice and Customer Loyalty After Service Failures, 2007). Unfortunately, the occurrence of service failures is unavoidable. Despite the efforts of service providers to prevent from any service failures, firms still lose their customers primarily because of poor service (Schultz, 2002; Elmadag, Ellinger, & Franke, 2008). Scholars argued that the quality of service depends on the performance of employees (Zeithaml, Berry, & Parasuraman, 1996); as such,

it is important to investigate the factors that influence employee's service performance (Malhotra & Mukherjee, 2004).

Management literatures support the impression that human resource management practices such as empowerment, trainings, and rewards, would help improve service performance among the employees (Ashill, Carruthers, & Krisjanous, 2005; Rod, Carruthers, & Ashill, 2006; Masoud & Hmeidan, 2013). Social exchange theory supports this view that there is an expectation of some future return when one does a favor to another party (Blau, , 1964). Therefore, it is expected that employees would return all the supportiveness from the organization with their improved performance. Saks (2006) anticipated that another way for employees to repay their organization is by engaging themselves to their job. Employee engagement is the degree in which employee is attentive and absorbed in the performance of their role that lead to organizational success and financial performance (Bates, 2004; Saks, 2006). Given that performance is often used as a basis for administrative decision and compensation, it is far more difficult for employees to diverge their level of job performance for an exchange of organizational support. This means that employees may choose to engage themselves to the job in the response to the resources in which they receive from their organization.

Social exchange theory is used as the theoretical framework in this study; the study proposes and tests a conceptual model that investigates the moderating role of employee engagement on the effect of high-performance work practices on employees' service recovery performance. By doing this, the current study contributes to the call from prior studies for more empirical researches testing the antecedents and consequences of employee engagement in service employees (Christian, Garza, & Slaughter, 2011; Karatepe, 2012, 2013).

Following the introduction, literature review and research hypothesis are discussed in the next section. Research methodology and model testing are presented in the subsequent section. The last section of the study explains discussion of findings, implications, limitations, and recommendations for future research.

Conceptual Framework and Hypotheses Development

The conceptual framework guiding this study is presented in Figure 1. The study begins by discussing the outcome variable, service recovery performance, antecedent of the service recovery performance which is High performance work practices (HPWPs), and employee engagement that acts as the moderator in this model.

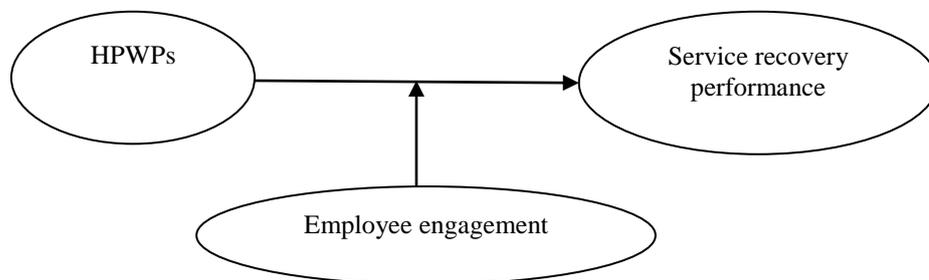


Figure 1 Conceptual model

Service recovery performance and HPWPs

Boshoff and Allen (2000) defined service recovery performance as the effectiveness of employees, customer satisfaction (Augusto de Matos, Henrique, & Rossi, 2007), purchase intention (Maxham, 2001), repurchase intention (Liao, 2007), positive word-of-mouth (Orsingher et al., 2010), and customer loyalty (Ruyter & Wetzels, 2000). Bendall-Lyon and

Powers (2001) emphasized the importance of frontline employees and their performance as a critical component in service recovery and an organization's reputation. As contact employees such as call center are the first port for a dissatisfied customer, these agents are supposed to immediately deliver the most effective service recovery.

To successfully achieve service recovery, service managers invested in a number of human resource practices in order to enhance employees' knowledge, skills, and abilities to recover service failure (Karatepe, Baradarani, Olya, Ilkhanizadeh, & Raoofi, 2014). Employees who experience human resource practices can generate ideas for solutions and improvement to deal with customer complaints. Human resource practices are a set of policies designed to maximize organizational integration, employee commitment, and quality of work (Guest, 1987). The practices of human resources management are concerned with all aspects of how people are employed and managed in an organization (Conway, 2004). Particularly, human resource activities that help enhance performance are best known as High-performance work practices (HPWPs) (Huselid, 1995). HPWPs is considered as a crucial mechanism that develops and sustains competitive advantage for firms, influencing organizational performance such as stock performance, productivity, and profit (Becker & Gerhart, 1996; Cooke, 2001; Wright & Kehoe, 2008), employees' commitment improvement, absenteeism and turnover reduction (Huselid, 1995), and enhancement in the skills level (Katou & Budhwar, 2006). Pfeffer and Veiga (1999) proposed seven best practices for achieving competitive advantage through human resources that include: (1) providing employment security; (2) selective hiring; (3) extensive training; (4) self-managed teams; (5) high compensation based on performance; (6) sharing information; and (7) reduction of status differences.

There is an empirical evidence that HPWPs influence employees' service recovery performance. For instance, Boshoff and Allen (2000) found that empowerment and reward have positive impacts toward service recovery performance among retail bankers. Similarly, Ashill et al. (2005) confirmed that empowerment and teamwork positively influence employees' service recovery performance. Moreover, the study by Masoud and Hmeidani's (2013) found that trainings, empowerment, and rewards positively contributed to employees' service recovery performance. These practices reflect some components in seven best practices proposed by Pfeffer (1999). Several researchers emphasized the collaboration among the practices that the collective effect is believed to be better than individual practice (Huselid, 1995; Delery, 1998; Ahmad & Schroeder, 2003). The argument was supported by prior study in which the relationship between HPWPs and performance is stronger when HPWPs were collectively measured than single practice (Combs, Liu, Hall, & Ketchen, 2006). Recently, researchers have investigated and found that human resource practices cooperatively influence employees' service recovery performance (Karatepe, Baradarani, Olya, Ilkhanizadeh, & Raoofi, 2014). Following these arguments, the current study focuses on service recovery performance as the performance outcome of HPWPs as a collaborative system rather than individual practices.

Social exchange theory is used as guideline in this study for developing the relationship between HPWPs and service recovery performance. Specifically, social exchange theory posits that "the voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others" (Blau, 1964: 91). The theory reflects that when an individual does a favor to another party, there is an expectation for some future return. Accordingly, HPWPs could serve as powerful signal for management to show their concern and support to the employees. When employees feel that they are valued by the organization, they may return the favor by improving their performance to benefit the organization (Whitener, 2001; Gilbert, De Winne, & Sels, 2011). It is expected that employees who experience HPWPs are willing and capable to generate ideas for service

improvement that solves customer complaints and respond successfully to the customer inquiries. Thus, based on the precepts of social exchange theory and empirical evidence, it is proposed that:

H1: HPWPs have a positive influence on employees' service recovery performance.

The moderating role of Employee engagement

According to social exchange theory, the basic tenet of the theory is the rules of exchange that involves reciprocity or repayment rules in which the action of employer or the management may lead to a response by employees. Engagement could be one-way individuals repaying their organization by devoting greater amounts of thought, feeling, and energy as well as bringing themselves more fully into their works. Given that performance is often evaluated as the basis for compensation and it is more difficult to vary the level of performance as the exchange for their employer; therefore, it is more likely for employees to exchange their engagement for the supports provided by the organization (Saks, 2006).

Employee engagement was defined as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli, Salanova, Gonzalez-roma, & Bakker, 2002: 74). Saks and Gruman (2014) defined the constructs as: "vigor involves high levels of energy and mental resilience while working; dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, and challenge; and lastly absorption refers to being fully concentrated and engrossed in one's work" (p. 158). Engaged people will express themselves physically, cognitively, and emotionally toward their job as they feel obliged to bring themselves more into their role to exchange for the resources they received from the organization (Kahn, 1990). In short, engaged employee will have high levels of energy, being enthusiasm, and often fully immersed in their work as the reimbursement for the benefits given by the organization (Bakker & Demerouti, 2007; Karatepe, 2013; Saks, 2006). As such, when employee perceived supports from the organization, they recompense the organization via their level of engagement toward their job.

The antecedents of employee engagement usually involve supports from the organization. This includes autonomy, coaching, feedback, training, supportive supervisors, and supportive coworkers. Prior studies confirmed that this supportiveness is positively related to employee engagement (Bakker & Demerouti, 2007; Karatepe, 2012; Saks, 2006; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). Employee engagement has been found to be positively related to several important organizational outcomes such as job satisfaction, organizational commitment, organizational citizenship behavior, and employees' performance (Andrew & Sofian, 2012; Bakker & Demerouti, 2007; Karatepe, 2012; Kim & Oh, 2012; Saks, 2006). Although research on employee engagement has prosperous in the past 10 years, Saks (2014) argued that the research on employee engagement lacks consensus, and is still being considered as a novel construct. There are still lack of clear answers about this such as the antecedents and the consequences of employee engagement on employees' and organizational outcomes. As such, the researcher has called for more studies to contribute to the literature of employee engagement (Saks & Gruman, 2014).

As mentioned earlier, service recovery performance is the critical performance outcome of employee engagement examined in this study. It is acknowledged as one of the key factors to achieve customer outcomes such as customer satisfaction, customer loyalty, word-of-mouth, and purchase intention (Augusto de Matos et al., 2007; Liao, 2007; Ko de Ruyter & Wetzels, 2000). Given the importance of service recovery, frontline employees are expected to responsively handle countless customer requests and problems. Considering that they are the first port to receive complaints and to deal with dissatisfied customers; therefore, frontline employees play a critical role in recovering organization's reputation and its service failure (Babakus, Yavas, Karatepe, & Avci, 2003; Boshoff & Allen, 2000). To recuperate the

disappointed feeling of the customer, it requires an extra-ordinary behavior that goes beyond formal role requirement of contact employees in serving dissatisfied customers. Engagement employee is generally believed to dedicate relatively more efforts, time, and talents to the organization. Past studies indicated that the level of engagement has a positive effect on service recovery performance (Karatepe, 2013; Kim & Oh, 2012). Consistent with social exchange theory, engaged employees appear to have trust and greater relationships with their employers, which lead to positive behaviors that benefit the organization (Saks, 2006). Thus, it is proposed that:

H2: Employee engagement has a positive influence on employees' service recovery performance.

As a motivation construct for the current study, employee engagement plays a role as moderator between HPWPs and service recovery performance. Social exchange theory presents a viable theoretical framework for proposed relationships. The theory posits that the exchange relationship between employer and employees evolves when employers care and are concerned about their people, which thereby stimulate beneficial consequences to the organization. Accordingly, it appears that when employer take care of their employees through the simultaneous implementation of high performance practices, such as trainings, empowerment, or rewards, employees are more likely to be engaged in the way that leads to higher dedication and better performance in workplace.

Recently, employee engagement was found to be a possibility factor that moderate the relationship among the driving performance factors (i.e. trainings and development, supervisor supports, and rewards) and working outcomes (Nadim & Khan, 2013). For instance, Nadim & Khan (2013) found that employee engagement moderates the effects of organizational supports such as training and development, rewards, and supervisory supports toward job satisfaction. Moreover, Chen & Kao (2013) also found the moderating role of work engagement toward the relationship between burnout and job performance among flight attendant in Taiwan. Based on past empirical evidence and social exchange theory, employee engagement can be considered as an important element of call centers' willingness to go extra miles from their formal role requirements in facilitating and recovering dissatisfied customers. It is expected that engaged call center who perceived support from their employer will dedicate more to their job and may go out the way to help solve the organization's service failure. Therefore, the following hypothesis is:

H3: Employee engagement moderates the effect of HPWPs on employees' service recovery performance.

Research Methodology

The participants in the current study were call center agents in Telecommunication and Financial & Banking companies located in Bangkok, Thailand. Call center agents are one of the customer contact points that directly respond to customers' queries, problems, and complaints. Their interaction with customers involves the employees' willingness to ensure that customers are contented after hanging up the calls. Thus, call centers have strategic importance to enhance customers' service experience. This is a predominantly good context for the current study to explore the service recovery performance as they are the first port to handle the complaining customers.

The research setting for the study was a call center from telecommunication and financial & banking companies. The call center used meets the definition of Taylor and Bain (1999), in that it is a customer service operation that the employee's work is integrated with telephone and computer. Call centers or agents take incoming calls for service enquiries (such as product information, transaction or billing questions) and for solving customer's difficulty. Employees are organized into team each team has leader who acts as a supervisor for

supporting and mentoring team members. The center provides 24 hours service for inbound and outbound customer enquiries. Agents are required to answer a large number of queries that are complicated and require different information or consultations. They are expected to complete calls within a short period of time. The performance of an agent is monitored by their supervisor and quality assurance officers with regard to call duration, occupancy, and conversation.

Sample and procedures

Within the authors' past and present work network, the authors made initial contact with colleagues who work in service organization. Colleagues were asked to forward the invitation to the human resources manager to obtain consent for their employees to be involved in the research. Only three companies granted permission for survey to be conducted. After the revision and adjustment of the survey questions, a total of 1700 survey questionnaires enclosed in envelopes were sent to human resource departments in these companies. All the questionnaires were randomly distributed by human resource officers to the call center agents who agreed to participate in this research study during lunch and/ or break times. To ensure feedback, instructions and a promise for a 10-baht donation to the 'Foundation for the Welfare of The Crippled' once each of them completed and returned the survey were included in the survey packet. A total of 1250 surveys were completed and returned, which accounted for 73.5% response rate. It comprises of female (77%) and male (23%). Most of the respondents are single (80%), have Bachelor's degree (94%), aged below 30 (67%), and have worked as call center agents for up to three years (64%).

Measurement

Existing measures used in previous research were adopted to test the hypotheses for this study. All the adopted measures, when operationalized, were translated into Thai and then back-translation were conducted (Brislin, 1990). All measures were elicited on a seven-point Likert scale ranging from "7 = strongly agree" to "1 = strongly disagree". A pilot test of Thai translation was conducted, and Cronbach's alpha obtained for all measures were greater than .70 (Nunnally, 1978)

Service recovery performance (SRP). Service recovery performance was defined as the dedication of the employees in dealing with customer complaints to the satisfaction of employees (Boshoff & Allen, 2000). Four items developed by Boshoff and Allen (2000) was adopted to measure service recovery performance. A sample item is "No customer I deal with leaves with problems unsolved." The reliability of service recovery performance construct was 0.789.

High performance work practices (HPWPs). HPWPs is a general view of employees concerning on a set of policies that organization designed to maximize organizational integration, their commitment, and quality of work (Guest, 1987). This set of policies reflects best practices proposed by Pfeffer and Veiga (1999). Gould-William's (2003; 2005) measurement items was adopted to assess HR practices in this study. The respondents were asked to indicate the extent to which they strongly disagreed or agreed with each statement. Sample items of HPWPs are "I am provided with sufficient opportunities for training or development", "This department tries to relate your pay with your performance in some way" or "I feel fairly rewarded for the amount of effort I put into my job." The reliability of HPWPs was 0.906.

Employee engagement (EE). Employee engagement (EE) was measured using 9 items taken from Schaufeli et al. (2002) which is the short form of the Utrecht Work Engagement Scale (UWES). UWES received the most popular and frequent used measure of engagement (Bakker, Albrecht, & Leiter, 2011; Saks & Gruman, 2014). These measurement items have their basis in defining engagement, a positive, fulfilling, work-related state of mind, characterized into three dimensions: vigor, dedication, and absorption (Schaufeli, Salanova,

Gonzalez-roma, & Bakker, 2002). Schaufeli et al. (2002) have validated the measurement scale in numerous countries and demonstrated a support corresponding to these three dimensions.

Control variables. The study followed the argument made by Babakus et al. (2003) in which they argued that some of demographic variables such as gender, age, and tenure might correlate with employees' affective and performance. Moreover, it is suggested that differences in firm types could influence service recovery performance (Augusto de Matos et al., 2007). Therefore, four control variables were added into the regression to rule out alternative explanations from the findings.

Data Analysis

SPSS statistic programme version 21 was employed to perform the analysis of the data. Regression analysis was tested in order to confirm the hypotheses. The moderated regression analyses were conducted in order to examine the moderation hypothesis (H3). As suggested by Aiken and West (1991) and Dawson (2014), all variables were standardized before creating the interaction terms between HPWPs and employee engagement. Prior to the analyses, the assumptions for regression analysis were met (i.e. absence of multicollinearity, homoscedasticity, linearity, and independent errors).

Before testing regression analysis, the study conducted confirmatory factor analysis (CFA) to test whether all the measurement items are well representing their constructs. Service recovery performance, HPWPs, employee engagement variables were entered into a confirmatory factor analysis and it is found that the data fit the proposed three-factor model well ($\chi^2/df = 640.382/210 = 3.049$, TLI =.972, CFI =.977, NFI =.966, RMSEA =.041). The results revealed the model fit with the current data. Next, convergent and discriminant validity were measured through factor analysis, using varimax rotation, and average variance extracted (AVE). Convergent validity is demonstrated when items loading on their associated factors (> 0.60). Items loading below 0.6 were dropped out from the constructs (Hair, Black, Babin, & Anderson, 2010). The discriminant validity was assessed through the indication of the average variance extracted scores (AVE). The AVE results for each construct were all above the minimum threshold of 0.5. Moreover, to examine discriminant validity, the square root of AVE for each construct should be larger than the correlation between the construct and any other construct in the model (Fornell & Larker, 1981). All constructs measured in the study fulfilled both conditions for discriminant validity (see Table 1).

In conclusion, for preliminary analysis, reliability and validity were found for all the measurement items in current study. The reliability was confirmed via the Cronbach's alpha coefficient which all constructs reached acceptable alpha value. Construct validity on both convergent and discriminant validities were found through factor analysis and average variance extracted assessment.

Results

Descriptive statistics

The means, standard deviations, reliability, and correlations among the variables are shown in Table 1. The constructs correlate in the direction as theorized in the literature.

Table 1 Descriptive Statistic and Correlations

N = 1250	Mean	SD	α	AVE	MSV	(1)	(2)	(3)
(1) SRP	5.281	0.875	0.800	0.531	0.238	(.728)		
(2) HPWPs	4.781	1.007	0.874	0.500	0.401	0.376**	(.707)	
(3) Employee	4.538	1.084	0.943	0.635	0.401	0.432**	0.573**	(.797)

Note: The numbers in the cells of diagonal line are the square root of AVEs. The numbers in the cells are correlation coefficients of one factor with another factor. * denotes significance level of 0.05; ** denotes significance level of 0.01. SRP indicates as service recovery performance. HPWPS is high performance work practices.

Hypotheses testing

Moderated regression analysis was employed to test main effect and moderating effect of employee engagement (see Table 2). In the main effect, it is predicted that the employee perception on HPWPs would be positively related to their service recovery performance, which was generally supported by correlations and regression analysis (Tables 1 and 2). To test Hypothesis 1, employees' service recovery performance (SRP) was set as dependent variable and control variables were entered in step 1 in Table 2. Step 2, HPWPs and employee engagement were included in the regression and both were found to be significant positively related to employees' service recovery performance. Specifically, regression analysis found that HPWPs is positively related to service recovery performance ($\beta = 0.171$, $p < .01$); whereas employee engagement also found positive relationship toward service recovery performance ($\beta = 0.263$, $p < .01$). Thus, Hypothesis 1 and 2 are supported and suggested that employees with higher level of HPWPs as well as higher level of engagement are willing to perform better on service recovery.

A series of moderated regression analyses using standardized data was conducted to test hypotheses H3. To test Hypothesis H3, it is proposed that employee engagement would positively moderate the relationship between HPWPs and service recovery performance. Employee engagement was inputted as a main effect in step 2 and interaction term of HPWPs and employee engagement in step 3. Step 3, the interaction between HPWPs and employee engagement was found statistically significant positively related to service recovery performance ($\beta = 0.054$, $p < .01$).

Precisely, the analysis found that employee engagement moderated the effects of HPWPs toward employees' service recovery performance. Further, the study followed Aiken and West's (1991) method to investigate the nature of the interaction. The follow-up analyses involved comparing the relationship between HPWPs and service recovery performance among call center agents who scored one standard deviation less or above the mean of the engagement level. A graph of interaction was consistent with the prediction (see Figure 2).

Table 2 Results of Moderated Regression Analysis

Independent Variables	Moderating equation 1		
	Step 1	Step 2	Step 3
Intercept	5.471	3.248	3.167
Control Variables			
Gender	-.215**	-.199**	-.194**
Age	-.018	-.013	-.014
Tenure	.076**	.081**	.080**
Firm types	.029	.120**	.117**
Main effects			
High performance work practices (HPWPs)		.171**	.178**
Employee engagement (EE)		.263**	.267**

Table 3 (Con.)

Independent Variables	Moderating equation 1		
	Step 1	Step 2	Step 3
Interactions			
HPWPs x EE			.054**
R ²	.021	.230	.235
Adj R ²	.018	.227	.231
Δ R ²	-	.209	.004
F	6.831**	62.017**	54.566**
VIF range	1.0638-2.124	1.039-2.126	1.036-2.128

Note: Predictor is Service recovery performance (SRP) * denotes significance level of 0.05; ** denotes significance level of 0.01

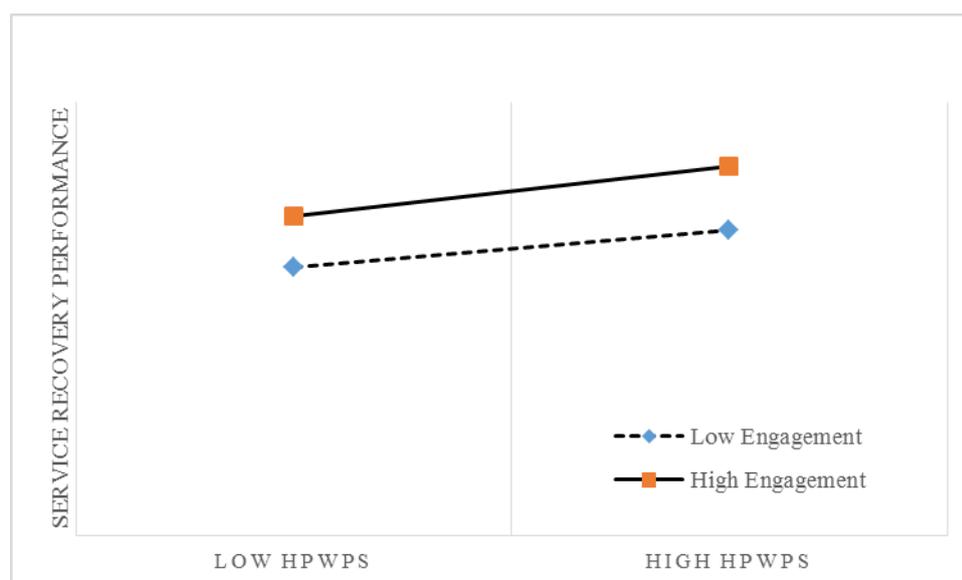
**Figure 2** The interaction between HPWPs and Employee engagement

Figure 2 showed an enhancing effect of service recovery performance resulted from the interaction between HPWPs and employee engagement. The positive relationship between HPWPs and employees' service recovery performance is stronger when engagement is high. In other words, employees who perceived more support on HPWPs with high engagement level had the highest level of service recovery performance. The positive relationship for high employee engagement was significantly different from zero, $t\text{-value} = 12.779$ ($\beta = 0.512$, $p < 0.01$). Besides, the positive relationship for low employee engagement was also significantly different from zero, $t\text{-value} = 10.315$ ($\beta = 0.382$, $p < 0.01$). Examination of the interaction plot (Figure 1) showed the slope for high level of engagement is sharper than low level of engagement ($\beta_{\text{High EE}} = 0.512 > \beta_{\text{Low EE}} = 0.382$). Hence, H3 was supported. Table 3 summarized the hypotheses testing in current study.

Table 4 Hypotheses Results

Hypothesis 1	HPWPs have a positive influence on employees' service recovery performance.	Supported
Hypothesis 2	Employee engagement has a positive influence on employees' service recovery performance.	Supported

Table 5 (Con.)

Hypothesis 3	Employee engagement moderates the effect of HPWPs on employees' service recovery performance.	Supported
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Discussion

This study proposed and tested the moderating effect of employee engagement on the relationship between HPWPs and service recovery performance. Based on social exchange theory, it is expected that service employees will reciprocate management supports (i.e. HPWPs) by showing their effort in recovering dissatisfied customers. In particular, employee engagement acts as the exacerbator between HPWPs and employee's service recovery performance. In doing so, this study responded to the call for more study on literatures of engagement and service behavior. The study also contributed to the social exchange theory suggesting that employee engagement is another key consideration to influence employee's service performance.

The study has responded to the call for more empirical testing regarding the effect of employee engagement on employee performance (Christian et al., 2011; Karatepe, 2012; Karatepe, 2013). The finding indicated that employee engagement does moderate the relationship between HPWPs and service recovery performance. The result was consistent with prior studies that found the moderating effect of employee engagement on the relationship between organizational supports such as rewards, trainings and development, and supervisor supports toward job performance (Nadim & Khan, 2013). As such, the current study lends empirical contribution to engagement literature supporting its role as the exacerbator that moderates the relationship between HPWPs and service recovery performance in call center.

With regard to human resource management perspective, HPWPs are believed to influence employees to demonstrate positive attitude and behavior toward the organization (Huselid, 1995). The findings of this study provide support to this claim. Moreover, the current study also responded to the call from prior researchers who suggested for more inclusion of other relevant HPWPs in research model. As suggested, the study indicated HPWPs as a bundle of human resource practices synergizing employee security, selective hiring, extensive training, self-managed teams, high compensation, information sharing, and reduction of status difference (Karatepe, 2013; Obeidat, Mitchell, & Bray, 2016; Pfeffer & Veiga, 1993; Whitener, 2001). Particularly, this bundle of practices influences employees to be engaged to their work and perform better in the service recovery process.

The findings added to the notion of social exchange theory indicating that employee engagement is another way employee could return the favor to their organization. The theory posits that individual will favorably respond to each other by returning benefits for benefits (Blau, 1964; Gouldner, 1960). As such, the findings support the idea that the favor of organizational support (HPWPs) is exchanged with engagement. This is believed to be another way that employees could repay their organization by physically, cognitively, and emotionally devoting themselves to the highest benefit of their employer. It is suggested that employee engagement simultaneously leads to service recovery performance. This can infer that engaged employees who perceived supports from the organization are likely to carry out an extra-mile in dealing with dissatisfied customer, facilitating customer needs, and recovering the organization's service failures.

The insight gain from the study could provide some guidelines for managerial actions. HPWPs is the proxy of organizational supports that influence employee's service recovery performance. In particular, engaged employee will perform better in service recovery if they perceive support from their employer. Based on this finding, the support from management in

terms of policies and practices as well as the engagement of employee themselves are crucial for enhancing employee service performance. Management should ensure that necessary level of resources is being made available for the implementation of all human resource practices. Supervisors should consistently show their support to the customer contact employees by providing resources and support that would enhance employees' service performance. Specifically, management ought to find way to enhance the level of engagement among the call center as it is one of the important factor that increase the reciprocity among the service employees. The presence of synergetic human resources practices would enable managers to retain a pool of engaged employees who can deal with dissatisfied customers and go beyond their formal requirement role for satisfying customers.

Limitation and Future Research

The current findings highlight the importance of employee engagement in enhancing the effect of organizational supports toward employee's service recovery performance; however, there are some limitations that should be considered. Firstly, the study is disposed to create a common method bias as the analysis are based on same respondent to measure all the constructs in the study that may result in biased estimate of model parameters. To reduce the likelihood of common method bias, the study has separated the measurement of the variables in the survey, assuring respondents' anonymity and confidentiality, as well as using statistical tools to assess the degree of biased estimate of measurement. As such, the bias estimate is unlikely to be the case in this study; moreover, it is confirmed by convergent and discriminant validity that no bias has existed in this data set. However, it is recommended for future study to employ multiple sources to control common method variance. In addition, further study could repeat the examination in other contexts or countries to enhance the generalizability.

Conclusion

Service failures occur inevitably and unavoidably; therefore, it is needed to enhance service recovery performance among the service employees. Management should ensure that there is an adequate or more support organized for the engaged employees to enhance their service recovery performance. Particularly, individuals who are engaged will dedicate themselves and put more effort to recover dissatisfied customers and organization's service failure once they perceived the support and concern of their employers through management practices and actions.

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