

The Role of Conscientiousness on Commitment to Service Quality and Service Recovery Performance

Wanny Oentoro

Assumption University, Thailand

E-mail: woentoro@au.edu

Patchara Popaitoon

Chulalongkorn University, Thailand

E-mail: patchara.p@cbs.chula.ac.th

Abstract

This study explores the role of conscientiousness in the service profit chain process. The study extends previous research by investigating the impact of personality traits on employees' commitment to service quality and service recovery performance. It is proposed that management commitment to service quality and conscientiousness work in concert to influence employee commitment to service quality and their service behavior to enhance customer experience of service recovery. Little attention has been given to understand the role of personality traits on service recovery performance; therefore, the study responded to the call for additional research to improve service behavior. In doing so, the current study contributed to literatures by investigating the role of personality traits on employees' attitude and service recovery performance. The data was obtained from 1,235 call center agents in Thai to test the collaboration between management commitment to service quality and conscientiousness in influencing employee affective attitude on service quality and their service behavior. The findings confirm that conscientiousness work in concert with management commitment to predict employees' commitment to service quality and service recovery performance. This study provides insights for business managers that employees' attitude and service behavior could be enhanced corresponding to the level of management commitment and employee's personality. Thus, managers should take into account on both employees' personality, i.e. conscientiousness as well as management commitment to service quality by providing supportive people policies and so as to improve employee service attitudes and delivery.

Keywords: Service Profit Chain, Personality Traits, Commitment to Service Quality, Service Recovery

Introduction

Successful implementation of service recovery in which firms and employees exert efforts to return upset customers to a state of satisfaction can lead to a host of benefits for the service company (Andreassen, 2001; Heskett, Schlesinger, Jones, Loveman, & Sasser, Jr., 1994). Research on commitment to service quality explains that employee assessment of management practices influences employee commitment to service quality resulting in employee favorable behavior on service recovery (Ajzen, 1991; Bagozzi, 1992). Service profit chain theory supports this notion that internal service quality, which is measured by employees' feeling toward their job and working environment would kindle a chain effect leading to enhance the service performance among the employees (Heskett, Schlesinger, Jones, Loveman, & Sasser, Jr., 1994).

Previous studies focused on the analysis of either environmental factors or individual factors that influence employee's service recovery performance. In the studies addressing the influence of work environment, a common theme is that management, the representative of the organization who values the internal service quality can illustrate their commitment to service quality by providing, for example, provision of intensive trainings, empowerment, and service performance rewards, as these management practices are found to enhance employee service behaviors (Ashill, Rod, & Carruthers, 2008; Babakus, Yavas, Karatepe, & Avci, 2003; Rod & Ashill, 2010). On the other hand, some researchers emphasized the important of individual factors that could influence employees' service performance. Specifically, another research streams into personality and performance also supports the influence of personality traits on employee's attitudes and outcomes. The research showed that employee's personality, particularly in service sectors was found to influence their service attitudes and behaviors (Brown, Mowen, Donovan, & Licata, 2002; Judge, Heller, & Mount, 2002; Lounsbury et al., 2012). For example, extraversion and agreeableness are found to be positively related to superior customer service (Hurley, 1998). Recently, research conducted in a call center context also found that conscientiousness was negatively related to absenteeism (Sawyer, Srinivas, & Wang, 2009). Both approaches of research streams have made contributions in explaining employees' service attitudes and behaviors; however, neither approach adequately accounts for service performance. Prior researchers supported the notion that both environmental and personality should be considered when inferring individual's attitude and behavior (Funder, 1994; Gellatly & Irving, 2001; Sutherland, Bruin, & Crous, 2005). By focusing only on work environment factors such as management practices alone would neglect individual differences that can significantly influence and constrain employees' service performance (Liao & Chuange, 2004). As such, in explaining variance in employee outcomes, the current study applied the service profit chain framework and further explores the joint effect between personality traits and management commitment to service quality, which is the proxy of internal service quality on employees' commitment to service quality and service recovery performance. It is posited that employee assessment on management commitment and having a conscientiousness personality trait work in concert to influence service performance outcomes. More specifically, the study tests the employee attitude and service behavior as a function of management commitment and employee conscientiousness. In doing so, this study contributes to the theory of service profit chain suggesting that, in addition to the organizational support through management practices, personality trait should be considered as another factor in the service profit chain that influence employees' willingness to go extra mile to act on service recovery, which will then lead to customer satisfaction and loyalty (Miller, Craighead, & Karwan, 2000). As such, the study provides insights into service performance management suggesting that business managers take into account both people policies and individual personality traits so as to improve employee service performance. In the next section, it presents a review of literature and hypotheses development. This is followed by research methods, the study findings, a discussion of these results and conclusion.

Literature Review

Service profit chain model (SPC) establishes the links between employee satisfaction on the internal service quality to customer loyalty and organization's profitability (Heskett, Schlesinger, Jones, Loveman, & Sasser, Jr., 1994; 1997). Internal service quality is characterized by the attitudes of the employees toward their job and working environment in which lead to their

satisfaction and service performance that satisfy customers. These satisfaction customers are loyal customers who bring business growth and profitability to the organization. It is said that the organization's growth and profitability are initiated by the internal service quality that is generated by management practices that are committed to service quality such as management supports, policies and procedure, teamwork, trainings, as well as rewards and recognition (Hallowell, Schlesinger, & Zornitsky, 1996). The outcomes of internal service quality in service profit chain model include improving employee satisfaction, increasing the service performance, reducing absenteeism and turnover rate, enhancing customer satisfaction, and induce organization's growth and profitability (Hong, Hu, Liao, & Jiang, 2013).

Self-regulatory theory was developed further from the reasoned action theory (Fishbein & Ajzen, 1975) and the theory of planned behavior (Ajzen, 1991). The theories argued that individual's behavioral intention depends on their attitude and subjective norm. Behavioral intention is defined as the intention of a person to perform a behavior. It is a function of attitude, the involvement of individual's beliefs about the likelihood that if performing a particular behavior will lead to a specific outcome, and a subjective norm which is known as one's assumptions about others' expectations of certain behaviors that one will or will not perform. Later, Bagozzi (1992) argued that attitude and subjective norm are not sufficient elements that could influence intention and behavior; instead, he proposed that self-regulating process could explain individual's behavior better. The theory incorporates distinct sequences of cognitive evaluations of situations, emotional reactions, and coping responses that govern individual behavior. The theory is conceptualized into three phases. Initially, the individual appraises the outcomes of various situations in the past, present, and future. Then, these outcomes produce particular emotions and subsequently lead to various coping responses or behaviors at the final phase. For instance, individual may anticipate or experience a pleasant treatment leads to joyful or satisfaction that will direct his/her to take the necessary steps to attain that outcome (Bagozzi, 1992).

The current study applied self-regulation process developed by Bagozzi's (1992) in explaining the chain effect of management commitment to service quality onto service recovery performance. Grounded in Bagozzi's theory, management commitment to service quality was applied as the initial stage where employees appraise how management commit itself to service quality, which in turn generates an emotional response from employees' toward their job that is employees' commitment to service quality, and determines employees' service recovery performance as their behavior intention. Service recovery performance is referred to as the intention and the willingness of employees to deal with the service failures by correctly solving and addressing customer dissatisfaction (Ashill N., Rod, Thirkell, & Carruthers, 2009; Boshoff & Allen, 2000). Since failures and mistakes are unavoidable during the service encounters, the efforts taken by the service employees to return aggrieved customers to a state of satisfaction after experiencing the failure of the service encounter or after the service encounter is crucial to the organization (Grönroos, 1988; Johnston & Fern, 1999; Sparks & McColl-Kennedy, 2001; Yavas, Karatepe, Avci, & Tekinkus, 2003).

Past empirical studies classified human resource management practices as the embodiment of management commitment to service quality in which it is referred to as appraisal variables in the self-regulatory process framework (Alexandrov, BaBakus, & Yavas, 2007; Ashill, Carruthers, & Krisjanous, 2006; Ashill, Rod, & Carruthers, 2008; Babakus, Yavas, Karatepe, & Avci, 2003; Kim, Tavitiyaman, & Kim, 2009; Rod & Ashill, 2010). These management practices include trainings, empowerment, rewards, recruitment and selection. It is noted that employees develop

global beliefs concerning these management practices as organization support, in part, to infer the organization's readiness to reward greater effort toward meeting organizational goals (Eisenberger & Huntington, 1986). With regards to these favorable treatments, when employees perceived supports from their organization, it should induce in them the emotional response to support the organization. These appraisal variables are then hypothesized to influence emotional response such as organizational commitment and job satisfaction, and later, lead to service employee behavioral outcomes such as, turnover intentions (Alexandrov, BaBakus, & Yavas, 2007; Ashill, Rod, & Carruthers, 2008), extra-role customer service behaviors (Kim, Tavitiyaman, & Kim, 2009), and service recovery performance (Ashill, Carruthers, & Krisjanous, 2006; Babakus, Yavas, Karatepe, & Avci, 2003). The explanations of each constructs as well as the linkages between the constructs are presented into the following paragraphs.

Management commitment to service quality is defined as employees' appraisal of an organization's commitment to nurture, develop, support and reward its employee to achieve service excellence (Ahmed & Parasuraman, 1994; Babakus, Yavas, Karatepe, & Avci, 2003). The concept exposes that the employees' perspective would reflect management desires and their good intentions to deliver internal service quality within the organization. As mentioned previously in service profit chain, internal service quality is described as the attitudes of the employees on the working environment and their job that could lead to employee satisfaction and service performance (Heskett, Schlesinger, Jones, Loveman, & Sasser, Jr., 1994). It is supposed that the company's growth and profitability are inducted by the internal service quality in which generated by management who are committed to service quality.

Through close examination of the literatures, a number of potential indicators of management commitment to service quality was delineated; for example, trainings, empowerment, rewards, service technology, perceived organizational support, recruitment and selection, and servant leadership (Ashill, Carruthers, & Krisjanous, 2006; Ashill, Rod, & Carruthers, 2008; Rod & Ashill, 2010). Prior studies categorized human resource management practices as the embodiment of management commitment to service quality (Alexandrov, BaBakus, & Yavas, 2007; Ashill, Carruthers, & Krisjanous, 2006; Ashill, Rod, & Carruthers, 2008; Babakus, Yavas, Karatepe, & Avci, 2003; Kim, Tavitiyaman, & Kim, 2009; Rod & Ashill, 2010). Several researchers assessed the management commitment to service quality concept as a multidimensional construct from an employee perspective in which comprised of training, empowerment, rewards, servant leadership, supportive management, and service technology (Ashill, Carruthers, & Krisjanous, 2006; Ashill, Rod, & Carruthers, 2008; Babakus, Yavas, Karatepe, & Avci, 2003; Cheung & To, 2010).

Some researchers had emphasized the synergizing of all human resources practices together instead of indicating the concept as separate practice dimension (Combs, Liu, Hall, & Ketchen, 2006; Rod & Ashill, 2010; Whitener, 2001). It is argued that all human resource practices should be collectively considered; otherwise the managerial action to improve individual and organizational performance may fail. For instance, empowerment cannot be effective if it is not aligned with appropriate rewards and training (Argyris, 1998); in the opposite, training is unlikely to produce intended results unless reward mechanisms are also in place (Forrester, 2000). Numbers of empirical studies have stressed the importance of synergy amongst multiple human resource practices that affect employees and organization's performance (Whitener, 2001; Combs, Liu, Hall, & Ketchen, 2006). As such, the study indicates management to service quality as a bundle of human resource practices that organization should explicitly design and

establish a system in which facilitate a higher level of employees' attitudes and behavior. This bundle of practices include providing employment security, selective hiring, extensive training, self-managed teams, high compensation based on performance, sharing information, and reduction of status difference (Pfeffer & Veiga, 1993).

Management commitment to service quality has been reported to increase organizational outcomes (Alexandrov, BaBakus, & Yavas, 2007; Cheung & To, 2010; Clark, Hartine, & Jones, 2009), employee service behaviors (Kim, Tavitiyaman, & Kim, 2009), and performance (Ashill, Carruthers, & Krisjanous, 2006; Ashill, Rod, & Carruthers, 2008). By adopting self-regulatory process theory; management commitment to service quality was applied as the preliminary phase where employees appraise how management commits itself to the well-being of the employees by deliver internal service quality. These supportive from management generates an emotional response which is employees' commitment to service quality and, in turn, influences employees' service recovery performance as the behavior intention in the self-regulatory process (Bagozzi, 1992).

Employees' commitment to service quality, as emotional response in self-regulatory process, is defined as the relative propensity of an individual to engage in continuous improvement and to exert effort on the job for the benefit of customers (Peccei & Rosenthal, 1997). Malhotra and Mukherjee (2004) argued that all kinds of behaviors and actions on behalf of the employees during the service encounter with customers couldn't be directed and controlled by management. It is voluntary behavior of committed customer-contact employees that will largely determine service quality perceptions and satisfaction of customers. The commitment by management in providing support that satisfies their employees is evident as the influencer toward commitment to service quality (Elmadag, Ellinger, & Franke, 2008; Sun, Hsu, & Wang, 2012). Supportive management practices are the characteristics that best practice service firms such as Ritz Carlton Hotels and Resorts, FedEx, Walt Disney, Nordstrom, Southwest Airline and Singapore Airline shared in common (Solnet & Kandampully, 2008).

Several empirical studies confirmed the linkage between management commitment to service quality and employees' organizational commitment (Alexandrov, BaBakus, & Yavas, 2007; Ashill, Carruthers, & Krisjanous, 2006; Ashill, Rod, & Carruthers, 2008; Babakus, Yavas, Karatepe, & Avci, 2003; Rod & Ashill, 2010; Sun, Hsu, & Wang, 2012). For instance, the empirical results from Babakus et al.'s (2003) study suggested that top management commitment to service quality has a significant positive effect on frontline bank employees' affective commitment to their organization, which further influence employees' performance on service recovery. Rod and Ashill (2010) also confirmed the relationship between management commitment to service quality and service recovery performance in frontline hospital employees through the mediation of organizational commitment. Recently, Sun et al. (2012) have found direct relationship between management commitment to service quality and employees' commitment to service quality in retail frontline employees. As such, these supportive management practices are expected to influence strong and positive feelings of personal well-being as well as their working attitudes (Ng & Sorensen, 2008). In light of the above empirical discussion, it can be expected that:

H1: Management commitment to service quality is positively related to employees' commitment to service quality.

Management commitment to service quality as the environmental factor may influence employees' commitment to service quality; in addition, individual factors such as personality traits may also contribute to the commitment of an employee in delivering quality service

(Hayes, Roehm, & Castellano, 1994; Judge, Heller, & Mount, 2002). Prior studies have shown that personality traits are important factors that influence service behavior. For instance, Mount et al.'s (1998) meta-analysis found that conscientiousness, emotional stability, and agreeableness were positively related to job performance for frontline personnel. A research by Ashill et al. (2009) on service recovery performance claimed that personality traits can influence employees' performance in dealing with unsatisfied customers; however, lack of study has tried to investigate the effect of personality traits on service recovery performance. As a result, Rod and Ashill (2010) had called for an investigation of other potential variables that could affect service recovery performance. They encouraged additional personality traits to be considered in service recovery performance model.

Likewise, researchers argued that there are still other potential indicators of management commitment to service quality that need to be tested; perhaps internal promotion opportunities, teamwork, as well as individual factor could explain more on service performance (Karatepe & Karadas, 2012; Wright & Nishii, 2006). It is recommended to consider both personality and work environment factors when investigating employees' attitude and behavior (Funder, 1994; Gellatly & Irving, 2001; Sutherland, Bruin, & Crous, 2005). Thus, personality trait was included in the framework as the belief that particular personality traits could also influence individual's attitude and behaviors than any other factors (Karatepe & Karadas, 2012; Kristof-Brown, Zimmerman, & Johnson, 2005; Purba, Oostrom, Van der Molen, & Born, 2015; Wright & Nishii, 2006).

Hogan, Hogan and Roberts (2001) defined personality as factors inside people that explain their behavior. Personality is often referred to as one's emotions, thoughts, and behavioral patterns (Kassin, 2003). Up to this day, personality is defined as a relatively stable set of characteristics, tendencies, and temperaments that have been significantly formed by inheritance and by social, cultural, and environmental factors (Gibson, Ivancevich, Donnelly, & Konopaske, 2012). Gibson et al. (2012) emphasized that employee's behavior cannot be understood without considering the concept of personality (p. 107). Over the past two decades, a consensus has emerged that five dimensions or factors from Five-Factor Model, often referred to as the Big Five, can be used to describe a substantial amount of human personality (McCrae & Costa, 1997). These factors were derived from the earlier trait research of Allport, Cattell, and Eysenck in 1936 and were expanded through the number of researchers to unite these traits into Big Five, which are commonly labeled as (a) Neuroticism, (b) Extraversion, (c) Openness to Experience, (d) Agreeableness, and (e) Conscientiousness (McCrae & Costa, 1997; Goldberg, 1999).

Hayes, Roehm, and Castellano (1994) reviewed the nature of these personality attributes and found that over the past 45 years, the five dimensions can be found in several studies. For example, a meta-analysis of 117 studies conducted by Barrick and Mount (1991) showed that extraversion is associated with success of managers and salespeople. Moreover, personality traits such as conscientiousness, agreeableness, and extraversion were found to be positively related to affective and normative commitment to organizational citizenship behavior (Nelson, 2011). Particularly, conscientiousness resulted to positively predict organizational commitment (Kumar & Bakhshi, 2010). Hayes, Roehm, and Castellano (1994) found that employees' conscientiousness significantly correlates with the success of quality implementation. It is suggested by researchers that individuals who score high in conscientiousness trait tend to have high levels of motivation and perform well across several different types of occupations (Barrick & Mount, 1991). Individuals who are conscientious tend to perform well in sales and management job, do better in training programs, and have higher levels of overall job satisfaction

(Judge, Heller, & Mount, 2002). Based on empirical studies, it can be proposed that conscientiousness trait will perform as the influencer of employees' commitment to service quality.

H2: Conscientiousness will be positively related to employees' commitment to service quality.

Bendall-Lyon and Powers (2001) emphasized the importance of frontline employees and their service recovery as the critical component in service quality and the organization's reputation. Maxham's (2001) study indicated that moderate to high level of service recovery efforts significantly increase customer satisfaction, purchase intention, and positive word-of-mouth. As call centers are the first port to handle dissatisfied customers, these agents are supposed to deliver the most effective service recovery immediately. Since all kinds of employees' behavior and actions during the service encounter with customers are unable to be monitored by management (Malhotra & Mukherjee, 2004); therefore, employees' commitment is the assurance of the service quality (Wallace, Eagleson, & Waldersee, 2000).

Parasuraman (1987) stated that committed employees allocate more time, effort, and their talents to the organization where they work. Prior studies supported the prediction that employee's commitment to service quality increase job satisfaction, commitment to firm, organizational citizenship behavior among the employees, and job performance (Elmadag, Ellinger, & Franke, 2008; Sun, Hsu, & Wang, 2012). However, despite the justifications for improving employees' commitment to service quality mentioned by prior studies, research that examines the consequences of employees' commitment to service quality is relatively scarce (Elmadag, Ellinger, & Franke, 2008), especially the study that examine the influence of commitment to service quality toward service recovery performance is still lacking. Nevertheless, previous studies have confirmed that affective commitment exerts a positive influence on the employees' performance in service recovery (Boshoff & Allen, 2000; Babakus, Yavas, Karatepe, & Avci, 2003; Rod & Ashill, 2010).

Self-regulatory process theory explains the linked sequence of how employees appraise the practices and supportive by management related to employees' affective emotional response and their behavior intention to perform in recovering unsatisfied customers. It is argued that employees appraise management commitment to service quality and emotionally response by their commitment to service quality and intention to perform in recovering organization's service failure. Thus, grounded on the self-regulatory process theory and prior studies, it is expected that employees' commitment to service quality will also positively influence the service recovery performance.

H3: Employee commitment to service quality is positively related to service recovery performance.

In personality literatures, conscientiousness has proved to be the best trait predictor of employees' performance in the workplace (Barrick & Mount, 1991; Barrick & Mount, 1993; Connor-Smith & Flachsbart, 2007; Hogan, R.; Hogan, J.; Roberts, B. W.; 2001; Ladd & Henry, 2000). The relationship between conscientiousness and employee performance has shown much potential in explaining employee behavior in various occupations (Barrick & Mount, 1993). Significant correlations between conscientiousness and employee performance have been found; for instance, three meta-analysis research studies confirmed that conscientiousness was found to have the highest correlation for overall job performance (Barrick & Mount, 1991; Hurtz & Donovan, 2000; Judge & Ilies, 2002). It is reasonable to expect that employees who report high level of conscientiousness will likely be reporting a stronger willingness to perform. However,

Sutherland et al. (2005) argued that conscientiousness and its associated behaviors could be influenced by environmental factors in the work context.

Based on service profit chain theory, environment factors is referred as internal service quality that characterized by the attitudes of the employees toward their job and environment in which leading to their satisfaction and service performance that satisfy customers (Heskett, Sasser, & Schlesinger, 1997). Environmental factors in the workplace could hinder or support the display of conscientious behaviors that would in turn affect employee attitudes and behaviors. Some researchers agreed that both personality and the environment should be considered when interpreting behavior (Funder, 1994; Gellatly & Irving, 2001; Sutherland, Bruin, & Crous, 2005). Therefore, the current study predict that incorporating both conscientiousness and management commitment to service quality as the personality and environmental factor will provide a good fit model to estimate employees' commitment to service quality and service recovery performance. Hence, it is proposed that:

H4: Model will better fit to data when both management commitment to service quality and conscientiousness are combined to estimate employee commitment to service quality and service recovery performance.

Research Methodology

The population, sample, and data collection procedures are described in this section. Due to the paper examines the combined effects of management commitment to service quality and conscientiousness on employee service performance; as such the target respondents are call center agents who work in service organizations, i.e. airline service, telecommunication, and financial service. Call center agents are customer contact points responding directly to customers' queries, problems, and complaints. Their interaction with customers involves the employees' willingness to ensure customers are happy after hanging up the calls. As such, call center agents are critical to enhance customer experience with the service. A total of 1,700 survey questionnaires enclosed in envelopes were distributed within participating organizations. To ensure feedback, within the survey packet were 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. A total of 1,235 survey forms were completed and returned. The returned survey forms accounted for 73% response rate, which comprised of female (77%) and male (23%) respondents. Most of the respondents are single (80%), have Bachelor's degree (95%), aged below 30 (68%), and have been a call center agent up to three years (63%).

Measurements: The study adopted the existing measurement-items utilized in previous research to test the hypotheses of this current study. All of the adopted measures, when operationalized, were translated into Thai and followed the procedure recommended by Brislin (1990) for the back-translation of the survey questionnaire. 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 (Table 1) for all measures were greater than .70 (Nunnally, 1978).

Employee commitment to service quality (ECSQ) is the extent to which an employee is engaged in continuous improvement and their exerting effort on behalf of customers. The study adopted 6 item-scale developed by Peccei and Rosenthal's (1997) in measuring employee commitment to service quality (ECSQ) for this study. **Management commitment to service quality (MCSQ)** assesses employee perceptions of people management policies. The provision of these policies can reflect management commitment to ensure that their people have the ability

to perform and are motivated to perform the role. As mentioned previously, the study indicated the concept as a bundle of human resource practices that organization should explicitly design the system that emphasized the synergy among all human resources practices. The study adopted Gould-William's (2003; 2005) measurement items to assess MCSQ for this study. The respondents were asked to indicate the extent to which they strongly disagreed or agreed with each statement. **Conscientiousness** was measured using items from IPIP-NEO developed by Goldberg (1999; 1992). Lastly, **Service recovery performance** was measured with four items developed by Boshoff and Allen (2000). Confirmatory factor analysis (CFA) indicated each measure as a unidimensional construct and coefficient alphas suggest a moderately high internal consistency of these measures (Table 2).

Data Analysis: The analysis of the data was done using the SPSS AMOS 21 and SPSS statistic programme version 21. The research model was tested using maximum likelihood estimation approach, a structural equation modeling technique (SEM) that is well suited for predictive models using large samples. A confirmatory factor analysis (CFA) was carried out in order to verify the fitness of all measurement item scales. The hypothesized model is assessed using the following fit indices, i.e. comparative fit index (CFI), goodness-of-fit index (GFI), adjusted goodness-of-fit (AGFI), and root mean square error of approximation (RMSEA).

Research Results

Table 1 reports descriptive statistic results such as mean, standard deviation, reliability coefficients and correlations of the study measures. The significant coefficients among constructs show low to moderate correlations that range from 0.246 to 0.536.

Table 1 Descriptive statistics and correlation

	N= 1235	Mean	SD	(1)	(2)	(3)	(4)
(1) MCSQ		4.82	0.954	(.897)			
(2) Conscientiousness		5.38	0.764	0.246**	(.781)		
(3) ECSQ		5.55	0.802	0.427**	0.504**	(.859)	
(4) Service Recovery		5.29	0.872	0.362**	0.426**	0.536**	(.802)

Note: ** denotes significance level of 0.01; Reliability coefficients appear on the diagonal.

MCSQ = management commitment to service quality; ECSQ = employees' commitment to service quality

Structural equation with maximum likelihood estimation approach was employed to test the study's hypotheses. Firstly, the study tested H4 in which suggest that the model is better fit to data when both management commitment to service quality and conscientiousness are combined to influence employees' commitment to service quality and their service recovery performance. In Table 3, the researchers compared baseline model (Model 1) which specified both MCSQ and conscientiousness to have influence on ECSQ and ECSQ on service recovery performance with two alternative models where MCSQ → ECSQ path is constrained to zero (Model 2) and conscientiousness → ECSQ path is constrained to zero (Model 3). As shown in Table 3, the differences between the chi-squares were not significant for Model 2 when compared with the baseline model (Model 1). The same result is attained when Model 3 was compared with Model 1. Hence, the results show that the model is better fit to data when both MCSQ and conscientiousness are specified to influence ECSQ (Model 1: RMSEA.046, CFI 0.95 GFI.934 and AGFI.920). Thus, H4 is supported.

Table 2 Overall construct's reliability and factor loading of indicators

Variables	Factor loading
Management commitment to service quality (MCSQ)	
Mean = 4.82 SD = 0.95 α = 0.897 AVE = 0.52 MSV = 0.18 AVS = 0.142	
I am provided with sufficient opportunities for training or development.	0.659
This department keeps me informed about business issues and about how well it	0.708
This department attempts to make jobs as interesting and varied as possible.	0.712
Team working is strongly encouraged in our department.	0.695
A rigorous selection process is used to select new recruits.	0.720
I feel my job is secure.	0.710
When new management positions come up, the department normally tries to fill	0.629
This department tries to relate your pay with your performance in some way.	0.805
I feel fairly rewarded for the amount of effort I put into my job.	0.789
Management involves people when they make decisions that affect them.	0.777
Conscientiousness	
Mean = 5.38 SD = 0.76 α = 0.781 AVE = 0.50 MSV = 0.25 AVS = 0.15	
I am always prepared.	0.732
I pay attention to details.	0.658
I get chores done right away.	0.724
I like order.	0.658
I follow a schedule.	0.710
I am exacting in my work.	0.679
Employees' commitment to service quality (ECSQ)	
Mean = 5.55 SD = 0.80 α = 0.859 AVE = 0.59 MSV = 0.29 AVS = 0.20	
I am always working to improve the quality of service I give to customers.	0.841
I often have specific ideas about how to improve the service I give to customers	0.854
I often make suggestions about how to improve customer service in my	0.622
I put a lot of effort into my job in order to satisfy customer I service.	0.842
No matter how I feel, I always put myself out for every customer I serve.	0.797
I often go out of my way to help customers.	0.656
Service recovery performance	
Mean = 5.29 SD = 0.87 α = 0.802 AVE = 0.63 MSV = 0.29 AVS = 0.20	
Considering all the things I do, I handle dissatisfied customers quite well.	0.847
I do not mind dealing with complaining customers.	0.841
No customer I deal with leaves with problems unresolved.	0.836
Satisfying complaining customers is a great thrill to me.	0.679
Note: AVE represents average variance extracted; MSV represents maximum shared variance; AVS represents average shared variance; α is Cronbach's alpha	

Table 3 The comparison between unconstrained model and constrained models

	Model Description	χ^2	df	$\Delta\chi^2$	RMSEA	CFI	GFI	AGFI
Model 1 Baseline model	Management commitment to service quality is linked with employees' commitment to service quality; and commitment to service quality is linked with service recovery performance.	1065.51	291	-	0.046	0.95	0.934	0.920
Model 2 Constrained model	The link of management commitment to service quality with employees' commitment to service quality is constrained to zero. Other linkages remain the same as in Model 1.	1181.48	292	115.97	0.050	0.94	0.929	0.914
Model 3 Constrained model	The link of conscientiousness with employees' commitment to service quality is constrained to zero. Other linkages remain the same as in Model 1.	1397.22	292	331.71	0.055	0.93	0.915	0.898

Note: $N = 1235$. χ^2 = chi-squares; $\Delta\chi^2$ = difference in chi-squares between models; RMSEA = A root-mean-square error of approximation; CFI = compare fit index; GFI = the goodness of fit index; AGFI = adjusted GFI

The researchers used the path specified in Model 1 to test the relationships stated in H1-H3. As shown in Figure 1, MCSQ is positively associated with ECSQ ($r = .228$; $p < .001$); conscientiousness is positively associated with ECSQ ($r = .646$; $p < .001$); and ECSQ is positively associated with employee service recovery ($r = .691$; $p < .001$). Thus, H1-H3 are supported. Table 4 shows the summary of the hypotheses testing.

In summary, it appears that if a service provider wishes to enhance the service recovery performance of call center agents, the management needs to ensure that there is an adequate management support delivered to the agents for excellent services. Specifically, agents who are conscientious and perceive adequate support from the organization will be committed to deliver quality service. This commitment will later enhance their service recovery performance.

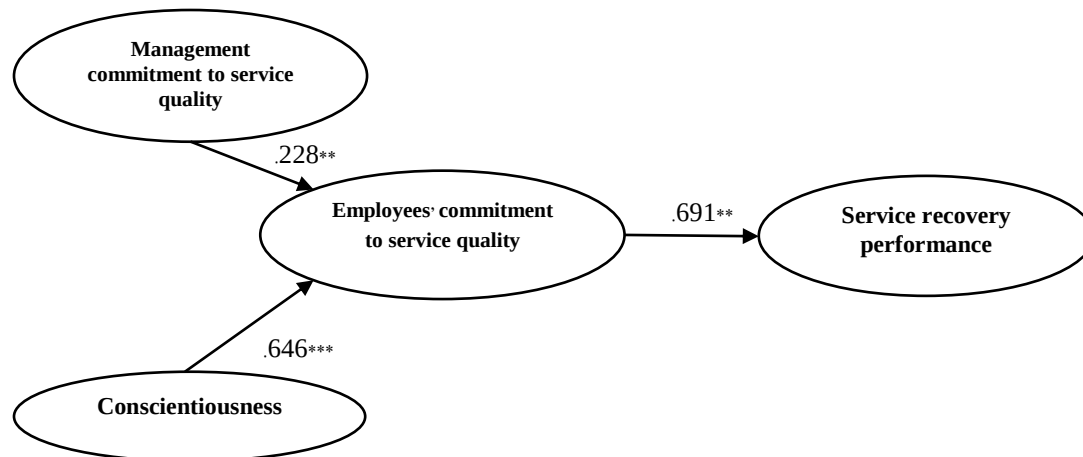


Figure 1 Path results of structural model

Table 4 Hypotheses results

Hypothesis 1	Management commitment to service quality will be positively related to employees' commitment to service quality.	Supported
Hypothesis 2	Conscientiousness is positively related to employees' commitment to service quality.	Supported
Hypothesis 3	Employees' commitment to service quality is positively related to service recovery performance.	Supported
Hypothesis 4	Model is better fit to data when both management commitment to service quality and conscientiousness are combined to estimate employees' commitment to service quality and service recovery performance.	Supported

Discussion

This study explores the combined effect of management commitment to service quality and conscientiousness on employee's attitude and service behavior. To prevent service failure, it is important to learn what influences employees' attitude and behavior to deliver quality service (Schultz, 2002). Hence, this current study suggests that management commitment to service quality and employee's conscientiousness are important to enhance employee service performance. The current empirical findings suggest a number of important theoretical and managerial implications. Theoretically, the study extends service profit chain theory (Heskett, Sasser, & Schlesinger, 1997) by including personality trait, conscientiousness, in the framework and tests the application of Bagozzi's (1992) attitude theory (appraisal → emotional response → behavior) into a new context and clearly articulated contribution to understand the determinants of service recovery performance in a call center setting. Explicitly, the study proposed that management commitment to service quality generates affective response of employees' commitment to service quality, which in turn directly influences their performance on service recovery.

The findings are consistent with the empirical studies that capable service employee who are committed to service quality is the key to excellent service that potentially increase customer satisfaction (Loveman, 1998). Managerial behaviors and their commitment could influence the

service quality delivered by employees (Elmadag, Ellinger, & Franke, 2008). Management can demonstrate their commitment by providing highly motivated human resource practices such as training, rewards, empowerment etc. (Babakus, Yavas, Karatepe, & Avci, 2003; Little & Dean, 2006). In this case, the impact of employees' perception towards management commitment to service quality is related to the aspects of employees' commitment to service quality, and its subsequent impact on service recovery performance offered by customer service agents.

In terms of theoretical contribution, the current study extends service profit chain literatures (Heskett, Sasser, & Schlesinger, 1997) by adding personality trait into the chain relationships. This is because it shows that personality could influence an individual's attitudes and behaviors more than any other factor (Kristof-Brown, Zimmerman, & Johnson, 2005). As to personality literatures, the findings are generally in harmony with previous studies on customer service performance and conscientiousness (Mount, Barrick, & Stewart, 1998; Baydoun, Rose, & Emperado, 2001; Lounsbury, et al., 2012). It is argued that both personality factor and environment factor such as management commitment to service quality will create emotional response from the employees in which lead to service recovery performance. The study proposed that the conscientiousness trait is the key personality trait that works in concert with management commitment to enhance employees' service recovery performance. The results suggest that conscientiousness service employees who perceived greater commitment to service quality from management reported higher commitment to service quality and the willingness to perform in service recovery. The greatest level of employees commitment to service quality in which influence the service recovery performance can be expected among those service employees who reported high level of conscientiousness as well as high in perceiving the commitment level of management in nurturing and supporting employees to achieve service excellence.

Providentially, the findings confirmed that conscientiousness acts as an individual factor that encourages call centers agents' emotional response to perform effective service recovery. In doing so, the study's findings contributed to the service profit chain theory suggesting that individual factors, in particular, personality as conscientiousness, is the boundary condition under which the influential of employees appraisal toward their emotional responses and behavior could be strengthened. As such, conscientiousness is another key consideration to improve employees' attitude and behavior. Moreover, to the greater influence effect toward employee's commitment to service quality and service recovery performance, conscientiousness should work in concert with management commitment to service quality which is the proxy of internal service quality in service profit chain model.

The insights gained from the study could be used to develop and improve recruitment and selection strategies that would benefit the service organization. Given the nature of call center work environment that emphasizes on the interaction with the types of customers who generally experience service failure, recruitment officers may focus on factors associated with conscientiousness when interviewing candidates. Our findings suggest that recruiting employees who are conscientiousness may have beneficial effects for the service organization. As such, organization could give its priority to the candidates who reported high in conscientiousness because this group of candidates will exert higher level of commitment and effort to deliver service excellence that recover the unsatisfied customers.

In addition to recruitment and selection, as noted earlier, service recovery performance has also been found to be influenced by an individual's level of commitment to service quality that results from management commitment. Given this finding, the commitment from management to service quality is crucial predictor of employees' commitment to service quality and service

recovery performance. The study indicated management commitment to service quality as a proxy of internal service quality that organization should explicitly design and establish a system that will facilitate a higher level of employees' commitment. This internal service quality could be a bundle of human resource practices include providing employment security, selective hiring, extensive trainings, self-managed teams/decentralization, high compensation based on performance, sharing information, and reduction of status difference (Pfeffer & Veiga, 1993). Organization should ensure a necessary level of resources is being made available for all the service employees in order to enhance their commitment to service quality and service recovery performance.

Study Limitation, Future Research, and Conclusion

There are, however, certain limitations that may need to be taken into account when interpreting these findings. The cross-sectional nature of our data means that causality cannot be inferred. Future research should apply a longitudinal strategy to test the causal ordering of the relationships established in this research. In addition, our study employed only a single source of data analysis, which are service employees. Therefore, it is prone to create a common method variance that may result in biased estimate of model parameters. Future research should employ multiple data sources; for instance, service recovery performance could be measured by collecting data from customers rating. Although the findings of this study validate the applicability of theories developed in western countries, to enhance generalizability of the results, further study should consider examining the posited relationships using call centers in other countries as well as other industries such as insurance or other public sector service organizations.

The results also open the door to investigate individual differences factors such as conscientiousness in the service recovery study. Future research may consider other personality traits such as emotional stability or agreeableness that could be potentially important in explaining service recovery efforts. Some other factors that are not included in this study may influence the observed relations between management commitment to service quality and performance. Demographic variable, i.e. gender, is another factor that may moderate the observed relationship. In this study, the participants were mostly women; hence, it is possible that the relationship between appraisals of management commitment might vary for men and women. National and cultural values could also vary the relationship due to individual differences in culture. Culture may affect the value of management commitment to service quality differently (Sparrow & Wu, 1998). It is also worthwhile to examine other potential variables including leadership style, supervisory support, or coworker support influencing service recovery performance.

In conclusion, this study examines employee service variance of the combined effect of management commitment to service quality and employee's conscientiousness in call centers in Thailand. The study responds to the call for research to improve service behavior. The results show that management commitment to service quality and conscientiousness work in concert to influence employee commitment to service quality and their service behavior to enhance service recovery experience. Business managers should pay attention on both their commitment to improve service quality through supportive people policies and employee's personality, i.e. conscientiousness so as to improve customer experience with the employee service delivery.

References

- Ahmed, I. & Parasuraman, A. 1994. "Environmental and Positional Antecedents of Management Commitment to Service Quality: A Conceptual Framework." **Advance in Service Marketing and Management** 3: 69-93.
- Ajzen, I. 1991. "The Theory of Planned Behavior" **Organizational Behavior and Human Decision Processes** 50 (2): 179-211.
- Alexandrov, A., Babakus, E., & Yavas, U. 2007. "The Effects of Perceived Management Concern for Frontline Employees and Customers on Turnover Intentions: Moderating Role of Employment Status." **Journal of Service Research** 9 (4): 356-371.
- Andreassen, T. 2001. "From Disgust to Delight: Do Customers Hold a Grudge?." **Journal of Service Research** 4 (1): 39-49.
- Argyris, C. 1998. "Empowerment: The Emeror's New Clothes." **Harvard Business Review** 3: 98-104.
- Ashill, N., Carruthers, J., & Krisjanous, J. 2006. "The Effect of Management Commitment to Service Quality on Frontline Employees' Affective and Performance Outcomes: An Empirical Investigation of the New Zealand Public Healthcare Sector." **International Journal Nonprofit Voluntary Sector Marketing** 11 (4): 271-287.
- Ashill, N., Rod, M., & Carruthers, J. 2008. "The Effect of Management Commitment to Service Quality on Frontline Employees' Job Attitudes, Turnover Intentions and Service Recovery Performance in a New Public Management Context." **Journal of Strategic Marketing** 16 (5): 437-462.
- Ashill, N., Rod, M., Thirkell, P., & Carruthers, J. 2009. "Job Resourcefulness, Symptoms of Burnout and Service Recovery Performance: An Examination of Call Centre Frontline Employees." **Journal of Services Marketing** 23 (5): 338-350.
- Babakus, E., Yavas, U., Karatepe, O., & Avci, T. 2003. "The Effect of Management Commitment to Service Quality on Employees' Commitment to Service Quality on Employees' Affective and Performance Outcomes." **Journal of the Academy Of Marketing Science** 31 (3): 272-286.
- Bagozzi, R. 1992. "The Self-Regulation of Attitudes, Intentions, and Behavior." **Social Psychology Quarterly** 55 (2): 178-204.
- Barrick, M. & Mount, M. 1991. "The Big Five Personality Dimensions and Job Performance: A Meta-Analysis." **Personnel Psychology** 44: 1-26.
- Barrick, M. & Mount, M. 1993. "Autonomy As A Moderator Of The Relationships Between The Big Five Personality Dimensions And Job Performance." **Journal of Applied Psychology** 78 (1): 111-118.
- Baydoun, R., Rose, D., & Emperado, T. 2001. "Measuring Customer Service Orientation: An Examination of the Validity of the Customer Service Profile." **Journal of Business and Psychology** 15 (4): 605-620.
- Bendall-Lyon, D. & Powers, T. 2001. "The Role of Complaint Management in the Service Recovery Process." **Journal of Quality Improvement** 27 (5): 278-286.
- Boshoff, C. & Allen, J. 2000. "The Influence of Selected Antecedents on Frontline Staff's Perceptions of Service Recovery Performance." **International Journal of Service Industry Management** 11 (1): 63-90.
- Brislin, R. 1990. **Applied Cross-Cultural Psychology**. California: Sage.

- Brown, T., Mowen, J., Donavan, T., & Licata, J. 2002. "The Customer Orientation of Service Workers: Personality Traits Effect on Self- and Supervisor Performance." **Journal of Marketing Research** 39 (1): 110-119.
- Cheung, M. & To, W. 2010. "Management Commitment to Service Quality and Organizational Outcomes." **Managing Service Quality** 20 (3): 259-272.
- Clark, R., Hartine, M., & Jones, K. 2009. "The Effects of Leadership Style on Hotel Employees' Commitment to Service Quality." **Cornell Hospitality Quarterly** 50 (2): 209-231.
- Combs, J., Liu, Y., Hall, A., & Ketchen, D. 2006. "How Much Do High-Performane Work Practices Matter? A Meta-Analysis of Their Effects on Organizational Performance." **Personnel Psychology** 59 (3): 501-528.
- Connor-Smith, J. & Flachsbart, C. 2007. "Relations Between Personality and Coping: A Meta-Analysis." **Journal of Personality And Social Psychology** 93 (6): 1080-1107.
- Eisenberger, R. & Huntington, R. 1986. "Perceived Organizational Support." **Journal of Applied Psychology** 71 (3): 500-507.
- Elmadag, A., Ellinger, A., & Franke, G. 2008. "Antecedents and Consequences of Frontline Service Employee Commitment to Service Quality." **Journal of Marketing Theory and Practice** 16 (2): 95-110.
- Fishbein, M. & Ajzen, I. 1975. **Belief, Attitude, Intention and Behaviour: An Introduction to Theory and Research**. Massachusetts: Addison-Wesley.
- Forrester, R. 2000. "Empowerment: Rejuvenating a Potent Idea." **Academy of Management Executive** 14 (3): 67-80.
- Funder, D. 1994. "Explaining Traits." **Psychological Inquiry** 5 (2): 125-127.
- Gellatly, I. & Irving, G. 2001. "Personality, Autonomy, and Contextual Performance of Managers." **Human Performance** 14 (3): 231-245.
- Gibson, J., Ivancevich, J., Donnelly, J., & Konopaske, R. 2012. **Organizations: Behavior, Structure, Processes**. 14th ed. New York: Mcgraw-Hill.
- Goldberg, L. R. (1992). The Development Of Markets For The Big-Five Factor Structure. *Psychological Assessment*, 4(1), 26-42.
- Goldberg, L. 1999. "A Broad-Bandwidth, Public-Domain, Personality Inventory Measuring the Lower-Level Facets of Several Five-Factor Models." **Personality Psychology in Europe** 7: 7-28.
- Gould-Williams, J. 2003. "The Importance of HR Practices and Workplace Trust in Achieving Superior Performance: A Study of Public-Sector Organizations." **International Journal of Human Resource Management** 14 (1): 28-54.
- Gould-Williams, J. & Davies, F. 2005. "Using Social Exchange Theory to Predict the Effects of Hrm Practice on Employee Outcomes." **Public Management Review** 7 (1): 1-24.
- Grönroos, C. 1988. "Service Quality: The Six Criteria of Good Perceived Service Quality." **Review of Business** 9: 10-13.
- Hallowell, R., Schlesinger, L., & Zornitsky, J. 1996. "Internal Service Quality, Customer and Job Satisfaction: Linkages and Implications for Management." **Human Resource Planning** 19 (2): 20-31.
- Hayes, T., Roehm, H., & Castellano, J. 1994. "Personality Correlates of Success in Total Quality Manufacturing." **Journal of Business and Psychology** 8 (4): 397-411.
- Hayes, T., Roehm, H., & Castellano, J. 1994. "Personality Correlates of Success in Total Quality Manufacturing." **Journal of Business and Psychology** 8 (4): 397-411.

- Heskett, J., Sasser, W., & Schlesinger, L. 1997. **The Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction, and Value.** New York: Free Press.
- Heskett, J., Schlesinger, L., Jones, T., Loveman, G., & Sasser, Jr., W. 1994. "Putting the Service-Profit Chain to Work." **Harvard Business Review** (2): 164-170.
- Hogan, R., Hogan, J., & Roberts, B. 2001. "Personality Measurement and Employment Decisions: Questions and Answers." **American Psychologist** 51: 469-477.
- Hong, Y., Hu, J., Liao, H., & Jiang, K. 2013. "Missing Link in the Service Profit Chain: A Meta-Analytic Review of the Antecedents, Consequences, and Moderators of Service Climate." **Journal of Applied Psychology** 98 (2): 237-267.
- Hurley, R. 1998. "Customer Service Behavior in Retail Settings: A Study of the Effect of Service Provider Personality." **Journal of the Academy Of Marketing Science** 26 (2): 115-127.
- Hurtz, G. & Donovan, J. 2000. "Personality and Job Performance: The Big Five Revisited." **Journal of Applied Psychology** 85 (6): 869-879.
- Johnston, R. & Fern, A. 1999. "Service Recovery Strategies For Single and Double Deviation Scenarios." **The Service Industries Journal** 19 (2): 69-82.
- Judge, T. & Ilies, R. 2002. "Relationship of Personality to Performance Motivation: A Meta-Analytic Review." **Journal of Applied Psychology** 87 (4): 797-807.
- Judge, T., Heller, D., & Mount, M. 2002. "Five-Factor Model of Personality and Job Satisfaction: A Meta-Analysis." **Journal of Applied Psychology** 83 (3): 530-541.
- Karatepe, O. & Karadas, G. 2012. "The Effect of Management Commitment to Service Quality on Job Embeddedness and Performance Outcomes." **Journal of Business Economics and Management** 13 (4): 614-636.
- Kassin, S. 2003. **Psychology.** New Jersey: Prentice-Hall.
- Kim, H., Tavitiyaman, P., & Kim, W. 2009. "The Effect of Management Commitment to Serviceon Employee Service Behaviors: The Mediating Role of Job Satisfaction." **Journal of Hospitality & Tourism Research** 33 (3): 369-390.
- Kristof-Brown, A., Zimmerman, R., & Johnson, E. 2005. "Consequences of Individuals' Fit at Work: A Meta-Analysis of Person-Job, Person-Organization, Person-Group, and Person-Supervisor Fit." **Personnel Psychology** 58 (2): 281-342.
- Kumar, K., & Bakhshi, A. 2010. "The Five Factor Model of Personality and Organizational Commitment: Is There any Relationship?." **Humanities & Social Sciences Journal** 5 (1): 25-34.
- Ladd, D. & Henry, R. 2000. "Helping Coworkers and Helping the Organization: The Role of Support Perceptions, Exchange Ideology, and Conscientiousness." **Journal of Applied Social Psychology** 30 (10): 2028-2049.
- Liao, H. & Chuange, A. 2004. "A Multilevel Investigation of Factors Influencing Employee Service Performance and Customer Outcomes." **Academy of Management Journal** 47 (1): 41-58.
- Little, M. & Dean, A. 2006. "Links Between Service Climate, Employee Commitment and Employees' Service Quality Capability." **Managing Service Quality** 16 (5): 460-476.
- Lounsbury, J., Foster, N., Carmody, P., Kim, J., Gibson, L., & Drost, A. 2012. "Key Personality Traits and Career Satisfaction of Customer Service Workers." **Managing Service Quality** 22 (5): 517-536.

- Loveman, G. 1998. "Employee Satisfaction, Customer Loyalty, and Financial Performance: An Empirical Examination of the Service Profit Chain in Retail Banking." **Journal of Service Research** 1 (1): 18-31.
- Malhotra, N. & Mukherjee, A. 2004. "The Relative Influence of Organizational Commitment and Job Satisfaction on Service Quality of Customer-Contact Employees In Banking Call Centres." **Journal of Services Marketing** 18 (3): 162-174.
- Maxham, J. 2001. "Service Recovery's Influence on Customer Satisfaction, Positive Word-of-Mouth, and Purchase Intentions." **Journal of Business Research** 54 (1): 11-24.
- Mccrae, R. & Costa, P. 1997. "Personality Trait Structure As a Human Universal." **American Psychologist** 52 (5): 509-516.
- Miller, J., Craighead, C., & Karwan, K. 2000. "Service Recovery: A Framework and Empirical Investigation." **Journal of Operations Management** 18 (4): 387-400.
- Mount, M., Barrick, M., & Stewart, G. 1998. "Five-Factor Model of Personality and Performance in Jobs Involving Interpersonal Interactions." **Human Performance** 11 (2-3): 145-165.
- Nelson, K. 2011. **Motivation and Personality: An Examination of the Big Five Personality Trait Factors and Their Relationship With Sales Performance in a Non-Cash Incentive Program**. Minnesota: Capella University.
- Ng, T. & Sorensen, K. 2008. "Towards a Further Understanding of the Relationships Between Perceptions of Support and Work Attitudes: A Meta-Analysis." **Group & Organization Management** 33 (3): 243-268.
- Nunnally, J. 1978. **Psychometric Theory**. New York: Mcgraw Hill.
- Parasuraman, A. 1987. "Customer-Oriented Corporate Cultures Are Crucial to Service Marketing Success." **Journal of Service Marketing** 1 (1): 39-46.
- Peccei, R. & Rosenthal, P. 1997. "The Antecedents of Employee Commitment to Customer Service: Evidence From a UK Service Context." **The International Journal of Human Resource Management** 8 (1): 66-86.
- Pfeffer, J. & Veiga, J. 1993. "Putting People First For Organizational Success." **The Academy of Management Executive** 13 (2): 37-48.
- Purba, D., Oostrom, J., Van Der Molen, H., & Born, M. 2015. "Personality and Organizational Citizenship Behavior in Indonesia: The Mediating Effect of Affective Commitment." **Asian Business & Management** 14 (2): 147-170.
- Rod, M. & Ashill, N. 2010. "Management Commitment To Service Quality And Service Recovery Performance: A Study of Frontline Employees in Public and Private Hospitals." **International Journal of Pharmaceutical and Healthcare Marketing** 4 (1): 84-103.
- Sawyer, O., Srinivas, S., & Wang, S. 2009. "Call Center Employee Personality Factors and Service Performance." **Journal of Services Marketing** 23 (5): 301-317.
- Schultz, D. 2002. "Study Internal Marketing For Better Impact." **Marketing News**: 8-10.
- Solnet, D. & Kandampully, J. 2008. "How Some Service Firms Have Become Part of "Service Excellence" Folklore: An Exploratory Study." **Managing Service Quality** 18 (2): 179-193.
- Sparks, B. & Mccoll-Kennedy, J. 2001. "Justice Strategy Options For Increased Customer Satisfaction in a Service Recovery Setting." **Journal of Business Research** 54 (3): 209-218.
- Sparrow, P. & Wu, P. 1998. "Does National Culture Really Matter? Predicting HRM Preferences Of Taiwanese Employees." **Employee Relations** 20 (1): 26-56.

- Sun, P., Hsu, W., & Wang, K. 2012. "Enhancing the Commitment to Service Quality Through Developmental and Rewarding Systems: CSQ Consistency As a Moderator." **The International Journal of Human Resource Management** 23 (7): 1426-1480.
- Sutherland, R., Bruin, G., & Crous, F. 2005. "The Relation Between Conscientiousness, Empowerment and Performance." **Journal of Human Resource Management** 5 (2): 60-67.
- Wallace, C., Eagleson, G., & Waldersee, R. 2000. "The Sacrificial HR Strategy in Call Centers." **International Journal of Service Industry Management** 11 (2): 174-184.
- Whitener, E. 2001. "Do "High Commitment" Human Resource Practices Affect Employee Commitment? A Cross-Level Analysis Using Hierarchical Linear Modeling." **Journal of Management** 27 (5): 515-535.
- Wright, P. & Nishii, L. 2006. "Strategic HRM and Organizational Behavior Integrating Multiple Levels of Analysis." **CAHRS Working Paper Series**: 1-26.
- Yavas, U., Karatepe, O., Avci, T., & Tekinkus, M. 2003. "Antecedents and Outcomes of Service Recovery Performance: An Empirical Study of Frontline Employees in Turkish Banks." **International Journal of Bank Marketing** 21 (5): 255-265.