

# Employee proactivity, work engagement, job resources and service recovery performance: a study of structural linkages

A study of  
structural  
linkages

Adil Zahoor  
*Government Degree College, Sopore, India*

Received 11 February 2019

Revised 29 January 2020

12 March 2020

Accepted 30 May 2020

## Abstract

**Purpose** – This study explores the driver influence of employee proactive personality on service recovery performance with work engagement as mediator. The moderating role of job resources (social support, supervisory coaching and performance feedback) is also examined in the proactivity-performance linkage to analyze the interaction effect of employee proactivity and job resources on recovery performance.

**Design/methodology/approach** – Primary data pertaining to the constructs under investigation were collected using a structured questionnaire from 432 dyads of employees from four companies operating in the Indian retail banking sector. Each dyad comprised of one frontline employee and her peer (colleague). Responses to work engagement and job resources were self-reported by frontline staff, as peer ratings were solicited for frontline employees' proactivity and recovery performance.

**Findings** – Empirical findings suggest that frontline employees' proactive personality significantly ameliorates their work engagement which in turn exerts a positive driver effect on their service recovery performance. In the case of less proactive employees (those with a proactivity score of less than mean value), service recovery performance is boosted when they receive constant feedback on their recovery performance. The results, however, did not provide significant evidence with regard to the moderating role of social support and supervisory coaching.

**Originality/value** – This study is one of the maiden attempts to relate employee proactive personality with service recovery performance. Since the research relating personality with recovery performance is largely underexplored yet fundamentally important, this study expands the available literature by examining as to what type of employee is more likely to deliver superior service recovery performance with little organizational support.

**Keywords** Proactive personality, Work engagement, Service recovery, Job resources

**Paper type** Research paper

## Introduction and rationale

Service failures (a situation where service performance falls short of customer expectations) are very common in the market place. It stands particularly true in case of service sector than manufacturing sector because of high level of human involvement in services as compared to physical products (Boshoff and Allen, 2000). Further, Mack *et al.* (2000) state that because of the multidimensional nature of services, service failure often becomes a norm rather than an exception. Some time or the other, every business organization faces service failures, wherein customers are not adequately satisfied with the service performance. Consequently, the service provider initiates certain actions to remedy the negative effects like dissatisfaction caused by service failure. The actions that a service provider takes in response to poor service delivery (service failure) are referred, in the service literature, as service recovery.

Service failures impose losses on customer (economic, physical as well as psychological) which result in various adverse responses like complaining, negative word of mouth, defection, (Zhou *et al.*, 2014). As such, service recovery assumes indispensable significance to business organizations because effective redressal of customer grievances restores customer satisfaction, improves customer positive word of mouth behavior, reduces acquisition costs and enhances customer loyalty (Wirtz and Mattila, 2004). However, existing literature presents



Journal of Contemporary  
Marketing Science  
© Emerald Publishing Limited  
e-ISSN: 2516-7499  
p-ISSN: 2516-7480  
DOI 10.1108/JCMARS-02-2019-0016