

THE IMPACT OF HIGH-PERFORMANCE WORK SYSTEMS ON SERVICE QUALITY IN THE TELECOM INDUSTRY OF OMAN

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Abstract: The study aims to examine the relationship between two interdisciplinary models, viz. Guest High-Performance Work Systems (HPWS) model and Service Quality model. The attempt has been made for the very first time to study the integration of these two models and their outcome in the Telecom Industry at Sultanate of Oman. The interdisciplinary study integrates the HPWS factors viz. Employee motivation, Employee Commitment, Employee competency and opportunities to contribute to the overall Service Quality in the Telecom Industry of Oman. The data were obtained from randomly selected 300 Customer Care Executives working in the telecom companies and 300 customers using telecom services in Oman. The result of this study suggests that the integration of these two models exhibits a very strong positive correlation between HPWS and Service Quality provided to the customers in the Omani telecom industry. The HPWS components of Guest(2006b) model: viz. Employee competence, employee commitment, motivation and opportunity to contribute have a significant positive impact on overall service quality delivered by Customer Care Executives working in Telecom Companies in Oman. The findings of this paper will present an opportunity to telecom companies and managers to develop and implement High-performance work practices for effective delivery of Service quality to customers of Telecom companies in Oman.

Key words: High-Performance Work Systems, Service Quality, Employee Commitment, Employee Competence

DOI: 10.17512/pjms.2021.24.1.20

Article history:

Received September 30, 2021; *Revised* October 25, 2021; *Accepted* November 07, 2021

Introduction

This study focuses on examining the integration of two models, namely Guest HPWS model (2006b) and Service quality model (1988) developed by Valarie Zeithaml, A. Parasuraman and Leonard Berry. These two models have been widely studied by many research scholars independently and used in different industries; however, there is a limited study has been conducted on the integration of these two models to understand employee perception of effective implementation of HPWS practices and their implications on service quality is studied through the customers' perception using telecommunication services. The extensive literature review reveals that a limited study has been conducted where these two models have been integrated to

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understand the impact of HPWS practices on Service Quality in telecommunication sectors.

A similar study has been carried to test Service Profit Chain Model developed by three Harvard scholars in mid 90s where they tried to establish the link between internal service quality and external service quality (Reynoso, 2010). By integrating Guest HPWS Model with Service Quality model in this study, the authors try to understand internal service quality by studying HPWS practices and their implementation and their effect on overall customer service quality i.e. external service quality in the telecommunication sector. There was a huge scope for conducting this kind of study for the first time to examine the impact of HPWS practices on Service Quality in the telecommunication Industry of Oman.

The HPWS concept was coined first in US financial organizations while studying their Human Resource Practices. It is found in this study that all these HRP practices are associated with lowered employee turnover, increased productivity and improved financial performance (Huselid., 1995). Another study conducted in UK manufacturing organizations reveals that employee engagement, performance, and satisfaction plays a significant role in people management in achieving superior profitability (West., 2012). The general approach with which the HPWS concept has been designed is to improve employees' discretionary efforts to carry out assigned jobs by fully utilizing and developing their skills (Belt. V et al., 2009). However, the reward and recognition, effective leadership, regular appraisals, training and development are the key determinants of job satisfaction. These factors will result in a sustainable performance level, thereby leading to improved sales and revenue for the firm (Johnson et al., 2014).

The present research focuses on studying the factors of HPWS and their impact on service quality. According to various scholars, the bundle of HR practices adopted and implemented in the companies enhances the discretionary efforts and performance of the employees in delivering efficient and effective service quality to the customers (CIPD., 2009). The relationship of HPWS with Service Quality is yet to be studied extensively; hence, the present study proposes to establish the direct causal relation between two interdisciplinary functions, viz. HPWS and Service Quality. The parameters of Guest model (2006b) of HPWS and SERVQAUL model have been studied while establishing the relationship between the two.

Literature Review

The term HPWS has been studied by many researchers, and most of them has attempted to establish the relationship of HPWS with the enhancement of organization and employee performance. The HPWS models developed by various scholars describe the bundles of HR practices to enhance employee ability, skills and knowledge. The study of Guest has been referred by various scholars, and the components of this model have been studied explicitly in their studies. Guest identified four core components of HPWS viz. competence, opportunity to contribute, motivation and commitment and each of them are associated with HR

Practices (Guest, 2006 b). Guest argues that all these four components should be well addressed to achieve a high-performance work systems and cannot be considered in isolation. In his model, he further states that wide ranges of Human Resource practices must be adopted in association with these four elements.

The study conducted by Dorta-Afonso et al. (2021) has confirmed that there is a direct relationship between HPWS and employee motivation. Organizational commitment and job satisfaction enhance the work-life balance of workers in the hospitality industry. According to their study, hospitality firms should emphasise HPWS as it significantly influences employee attitudes and behaviour. However, another review study, Kloutsiniotis & Mihail (2020), has critically reviewed the term HPWS in the hospitality and tourism sector. They identified the significant gap in the progress of HPWS research, which is contrary to the findings of research conducted in this domain. However, another study conducted by Kloutsiniotis & Mihail (2018) in the Greek banking sector, examined the indirect impact of HPWS on Service Quality. The findings of this study showed that employee performance mediated the relationship between HPWS and Service Quality in the Greek banking sector.

Para-González et al. (2019) emphasised the strategic HRM approach of High-Performance HR Practices, which has a direct influence on employee commitment and empowerment and positively impacts employee and organizational performance in Spanish organizations. The study conducted in the banking sector of China, Wang and Xu (2017), investigated how and when service-oriented high performance work systems influence employees' service performance. It has been observed that the service-oriented HPWS affected the service performance of employees through its impact on the employees' serviceability and customer orientation. The study by Swami et al. (2021) has studied the job satisfaction mediation factor between Human Resource practices and Quality outcomes. They believe that its not only HR practices that lead to the quality outcome of employees but also job satisfaction influences quality outcome significantly. Another study reveals the potential effect of employee commitment and service quality, which are the core factors that affect competitiveness in the service industry. Their study centralized on factors, such as managerial support, co-employee relationship, Function ambiguity, customer orientation, and customer feedback, which significantly influence employee commitment to quality (Heydari et al., 2019).

The Guest's HPWS model has been used to evaluate the employees' views and attitudes towards the components of high-performance work systems practiced in their jobs as the independent variable. The effect of the components of HPWS on overall service quality has been tested in the present study.

SERVQUAL Model -Zenithal, Parasuraman and Berry (1988) developed a service quality model widely used in the service industry to measure service quality. Service quality depends upon is consumer's perception of firm's delivery of the desired service

The noteworthy research conducted in the domain of service quality by Mendocilla et al. (2021) emphasised the Service Quality assessment tool for quick service in the restaurant industry in the UK. The study identified the appropriateness of dividing the quality dimension into two dimensions, viz. time and staff-customer interaction, for exploring service speed, pleasant treatment, and food quality. However, the various service quality factors have been studied by Ngowtanasuwan (2020) in the study conducted on construction projects in Thailand. The study focuses on the factors of service quality and satisfaction of project owners in Thailand. According to the study, empathy, responsiveness and tangibles significantly impact the satisfaction of project owners in Thailand.

In the study conducted in the Multichannel fashion retailing by Patten (2020), it is found that multichannel retailing customers purchasing behaviour has changed substantially with the growth of the e-tailing industry. This has influenced the changing behaviour of customers. Therefore, the study suggests that multichannel retailing should provide excellent service to such customers. However, Kaswengi (2019) have pointed out how logistic service quality and product quality in the food industry influence consumer behaviour and satisfaction in the retailing industry. The results of the study show a significant positive relationship among quality perceptions, behaviours and customer satisfaction.

The companies meeting higher customer expectations with their service quality can sustain in the competitive environment. The service quality comprises five dimensions viz. tangibility (physical appearance, facilities etc.), reliability (ability to perform promised service), responsiveness (willingness to help customers) and empathy (caring and individual attention), and they play a crucial role in maintaining the consistency in delivering the service quality standards (Berry, and Parasuraman, A.,2004). The effect of service quality on customer satisfaction and loyalty in Fiji supermarkets has been studied by Slack and Singh (2020). The study found out that there is a significant relationship between service quality and customer satisfaction. However, customer satisfaction partially mediates the relationship between service quality and customer loyalty. Another interesting research conducted by Huy & Pham (2021) has identified that management commitment and the dimensions of management service quality have a significant impact on the service quality of car-hailing drivers in Vietnam. According to a study, employees' service quality and behaviour in different service industry play a significant role in causing customer delight. It has been suggested that three management commitment service qualities viz. reward system, technology support and organisational support have a significant influence on employees' service quality. The SERVQUAL model of estimating service quality based on the five dimensions of Tangibles, Empathy, Responsiveness, Reliability and Assurance is very valid in modern organizations and serves as a viable tool to ensure the sales teams who aware of the key attributes required to achieve high levels of service quality. Customer retention is mainly based on the quality of service. It determines the image of the company, which has a lasting impression on the mind of the customer (Zeithaml et al., 1996). One of the

comparative studies states that customer satisfaction is directly in proportion with the service quality delivered using the four components of SERVQUAL model (Kiran , 2016). The study reveals that an employee’s feeling of belonging to the bank is positively reflected in his/her commitment to the bank’s supreme policy, which makes him/her dedication to providing high-quality services to clients (Al-Rubaye, 2020). The study on Service Quality Perspectives in Telecommunication Sector: Trust and Loyalty Investigation reveal that technical quality has more influence on trust and loyalty. The functional quality influences both trust and loyalty directly and has an indirect relationship with loyalty over the trust (Mohammed and Shahin, 2020). The study on the effect of service quality and customer satisfaction on the loyalty of bank customers concludes that service quality did not have significant effects on customer loyalty, but it provided significant effects on customer satisfaction followed by influencing customer loyalty. Service quality had indirect effects on customer loyalty through customer satisfaction (Supriyanto et al., 2021). The SERVQUAL model has been used to test customers’ attitudes towards the service quality provided by the customer care executives based on the SERVQUAL components, such as Responsiveness, Reliability, Assurance, Tangibility and Empathy. Hence, collectively all the components of this model have been terms as overall service quality, which is the dependent variable of this study.

Theoretical Background

Based on the below conceptual framework, which has been discussed extensively in the review of literature, the research hypotheses have been designed and tested to validate the outcome of the analysis.

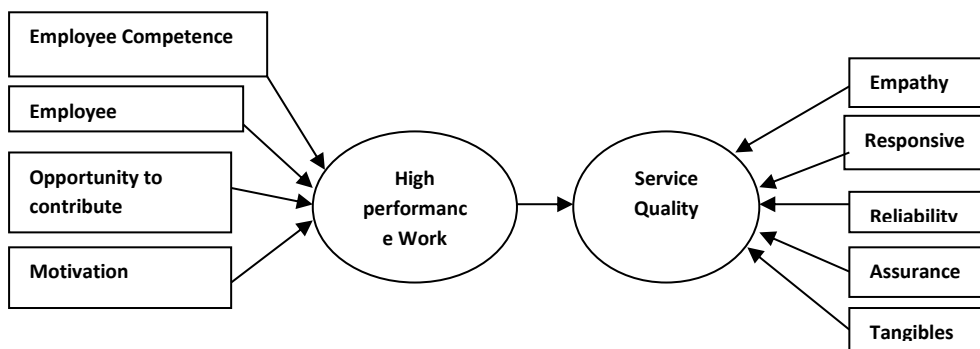


Figure 1: Integration between HPWS and SERVQUAL model

Methodology

The present study attempts to study two models viz. HPW systems (Guest, 2006 b) and SERVQUAL (Parsuraman et al.,1988). The two different data samples are attempted to analyze the HPWS components and customers’ perception about the service quality delivered by the customer care executives working in

telecommunication companies in Oman based on the SERVQUAL parameters. Two different structured questionnaires were prepared using a five-point Likert scale ranging from “Strongly agree” to “Strongly disagree” as the instrument of data collection. The statements in both the questionnaires for the data set of customer care executives and employees working in the Telecom industry were developed referring to the components of both the models HPWS and SERVQUAL, such as Employee Competence, Opportunity to Contribute, Motivation and Employee commitment (Guest., 2006b). At the same time, the statements of the questionnaire for customers’ perception of the quality of service were developed considering the principal components of SERVQUAL models such as Reliability, Tangibility, Responsiveness, Tangibility and Assurance (Parsuraman et al., 1988). Both sets of the questionnaires used in this study cover demographic variables and items pertaining to High-performance Work Systems and Service Quality. These two sets of questionnaires contain 20 questions/ statements on High-performance work systems and service quality dimensions.

The data were analyzed using factor analysis – Principal Components Analysis (PCA) to develop factors from different items on each construct, i.e., High-Performance Work Systems and SERVQUAL model into their respective reliable scales, the optimal weight for every observed variable is used in PCA to develop principal components in the form of linear regression. The principal components are developed as follow, $PC = a_1 (X_1) + a_2 (X_2) + \dots + a_n (X_n)$ eq. 1 Where PC = Principal component analysis = Regression weight for observed variable n X_n = Subject’s corresponding score on observed variable n (Pirzada et Al., 2011). The study uses an oblique method of rotation to get original components. The data adequacy is tested using Kaiser-Meyer-Olkin (KMO) and Bartlett’s test of sphericity for applying factor analysis. The principal components in both data sets have been retained using KMO test. The components variables score, which is greater than 1.0, (Eigen values greater than 1 are retained.) The cross-loaded variables were rejected and not considered for the factor analysis. The factor loading is checked to understand how each item loads into its corresponding factor. The Cronbach's alpha test is used to understand the internal consistency of scales in both data.

Sampling

Table 1 denotes the details of sample size for this study, which is 600 respondents (300 customer care executives and 300 customers using the telecommunication service). The sample consisting of telecom customer care executives and customers belonging to the age group ranging from 20 years to 50 years from different educational backgrounds (diploma, graduates and post-graduates) was taken from the population under study. Three hundred and fifty questionnaires were distributed among randomly selected Customer Care Executives and Customers using telecommunication service of two telecommunication companies to attain the minimum sample size requirement. Out of 350 questionnaires, 300 questionnaires were returned with a response rate of 85.71%.

Table 1. The demographic details of the respondents

Sample Demographics of Customer Care Executives				Sample Demographics of Customers			
Demographics		No. Emp.	%	Demographics		No. Emp.	%
Gender	Male	200	66.7	Gender	Male	150	50
	Female	100	33.3		Female	150	50
	Total (N)	300	100		Total (N)	300	100
Age	20 – 30	120	40	Age	20 – 30	100	33.3
	31 – 40	100	33.3		31 – 40	120	40
	41 – 50	80	26.7		41 – 50	80	26.7
	Total (N)	300	100		Total (N)	300	100
Qualification	Diploma	150	50	Qualification	Diploma	50	16.7
	Bachelors	100	33.3		Bachelors	80	26.7
	PG	50	16.7		PG	70	23.3
	Total (N)	300	100		Total (N)	300	100
Employment tenure	0 - 5yrs	50	16.7	Tenure of service usage	0 - 5yrs	100	33.3
	6 - 10 yrs	70	23.3		6 - 10 yrs	100	33.3
	11 - 15 yrs	120	40		11 - 15 yrs	100	33.3
	16 - 20 yrs	30	10		Total	300	100
	21 - 25yrs	30	10				
	Total (N)	300	100				

The structured questionnaire to study the HPWS and SERVQUAL in telecommunication service providing companies has 20 items each. The responses of the respondents for both the samples on 20 items each vary from five-point Likert scales (1 to 5) where 1 is strongly disagree, and 5 is strongly agree.

The mean score and standard deviation of service quality data range from 3.93 to 4.43 and 0.61 to 0.95, respectively, whereas the means score and standard deviation for HPWS data range from 3.84 to 4.31 and 0.49 to 0.85, respectively.

Table 2. Reliability of Measurements of HPWP and Service Quality Components

HPWS components	Valid N	Constructs	Croanbach' alpha score
Employee Competence	300	9,7,2,5,17	0.80
Opportunity to contribute	300	14,15,19,20`	0.79
Motivation	300	8,11,10	0.78
Employee commitment	300	4,1	0.72
Service Quality components	Valid N	Constructs	Croanbach' alpha score
Reliability	300	15,16,17,18,19	0.75
Responsiveness	300	3,4,5	0.71
Empathy	300	1,2,8,20	0.67
Assurance	300	11,12	0.65
Tangibility	300	6,9,10	0.64

The above table exhibits Cronbach' alpha values to test the reliability and inter-item consistency of the constructs used to study High-performance work practices and service quality of telecommunication companies in Oman. This study consists of two models, HPWS by Guest (2006b) and SERVQUAL by Parsuraman and Zenithal (1988). Many scholars have validated these two models in their studies; however, the constructs of the present study have been modified to match the requirement of the research topic. Hence, the reliability test has been carried out to understand the inter-item consistency in both samples. In order to get the simple structure item nos. 3,5,6,12,13,16 and 18 have been rejected for double loading in HPWP structure and item nos.7,13,14 have rejected for double loading. The generally accepted rule is that alpha between 0.6 and 0.7 is an acceptable level of reliability, and 0.8 or greater is considered as a very good level of reliability. In the present study, alpha scores for the components of both the samples HPWP and SERVQUAL are at an acceptable level. In the present study, the factor analysis with oblimin rotation method has been adopted to construct validity.

The data adequacy for both samples is checked using Kaiser – Meyer – Olkin (KMO) and Bartlett's test of sphericity to apply the factor analysis. The overall score of KMO for high-performance work systems practices and service quality is 0.81 and 0.70, respectively. The values of KMO between 0.81 and 0.70 are very good and well-accepted to apply factor analysis (Hutcheson and Sofroniou., 1999). The Bartlett test indicates the relationship between items. If the items are mutually related, then it is good to conduct factor analysis on the data sample.

Table 3. Factor loading for HPWP

HPWP Variables	Items		Factor Loadings
Employee Commitment	2	I am treated with equality by my subordinates and colleagues at my workplace	0.54
	5	Management of the organization is very supportive of what I do	0.81
	7	The Human Resource policies are fair, transparent and communicated to all employees	0.72
	9	I like to work in teams, and my colleagues/subordinates extend their cooperation at workplace	0.58
	17	I feel very much secure at my job	0.71
Opportunity to contribute	14	Regular communication and feedback provided by line managers add value to my performance	0.76
	15	Availability of resources and process tools helps to achieve my targets	0.75
	19	Management provides fair opportunities to exhibit my skills and ability	0.68
	20	I feel encouraged by my manager to contribute my suggestions and feedback	0.61

Motivation	8	I am satisfied with the compensation and remuneration policies	0.67
	10	The promotion and reward policies of the organization motivate me to perform better	0.88
	11	Sales Incentive Programs motivates the employees to achieve the set targets	0.84
Employee Competence	1	I am provided with adequate sales training to develop my professional skills	0.88
	4	I am provided with adequate product training to develop my product knowledge	0.83

Table 3 consists of factor loadings. The factor loading explains how the items collectively represent each principal component. The value of factor loading for each item, which represents principal components, should not be less than 0.40 (Straub and Gefen, 2004). In the case of employee commitment, principal component analysis extracts all five items, whereas, in the case of an opportunity to contribute, it extracts four items out of five. The principal components, Employee Motivation and Employee Commitment, have extracted three and two items, respectively, out of five items each. Factor loadings values of all the items used in this study vary from 0.54 to 0.88. Cross loadings, items and items with less than 0.40 factor loading value have not been considered for further analysis. In a nutshell, the overall result of principal components analysis construct validity is satisfied. The parallel analysis identifies the components of HPWS with Eigenvalue of more than 1. The component, which carries more than 1 Eigen value is usually retained for further analysis. The first component is employee commitment comprising five constructs with Eigen value greater than 1 with 22% variance. The second component viz. Opportunity to contribute has got four constructs with more than 1 Eigenvalue and 17.5% variance. Another HPWS component viz. Motivation and Employee competence has three and two constructs, respectively, with Eigenvalue greater than 1, and the variance is 15.2 % and 12.9 %, respectively.

Table 4. Factor loading for Service Quality

Service Quality Variables	Items		Factor loadings
Reliability	15	Providing service as promised within the timeline	0.85
	16	Handling customers queries and problems	0.84
	17	Has excellent product knowledge and information	0.63
	18	Provides post-sales service to the customers	0.61
	19	Provides efficient pre-sales service	0.55

Responsiveness	3	Prompt in service delivery	0.83
	4	constantly in touch with the customers	0.83
	5	Readiness to respond to customers' queries	0.62
Empathy	1	Understands the customers' needs and requirements	0.64
	2	Deals with the customers in a caring and very cooperative manner	0.52
	8	Pacifies the irritated customers understanding their problems	0.48
	20	Provides best possible solutions to the customers' problems	0.53
Assurance	11	instills confidence and trust in customers	0.72
	12	making customers feels safe in their transaction	0.85
Tangibles	6	All modern equipments used in sales support	0.58
	9	sales professionals are neatly dressed and professional appearance	0.78
	10	Visually appealing facilities and material related to products	0.65

Table 4 consists of factor loadings. The factor loading explains how the items collectively represent each principal component. The value of factor loading for each item representing principal components should not be less than 0.40 (Straub & Gefen, 2004). In the case of reliability, principal component analysis extracts all five items, whereas, in the case of responsiveness, it extracts three items out of five. The principal component extracts four, two and three items for Empathy, Assurance and Tangible, respectively, out of five items each. Factor loadings values of all the items used in this study vary from 0.48 to 0.85. Cross loadings, items and items with less than 0.40 factor loading value have not been considered for further analysis. In a nutshell, the overall result of principal components analysis construct validity is satisfied. The principal components, such as Reliability, Responsiveness, Empathy, Assurance and Tangibility, have Eigenvalues greater than 1 with 14.7 %, 13.23%, 11.23%, 10.08 % and 8.57 % variance, respectively. The constructs for all these principal components show high factor loadings are five, three, four, two and three for Reliability, Responsiveness, Empathy, Assurance and Tangibility, respectively.

Table 5. Pearson Correlation matrix for HPWP and Service Quality

	Employee Commitment	Opportunity to contribute	Motivation	Employee competence	Overall Service Quality
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Employee commitment	—	0.513	0.872	0.661	0.592
Opportunity to contribute		—	0.861	0.981	0.499
Motivation			—	0.935	0.612
Employee competence				—	0.573
Overall Service Quality					—

Table 5 exhibits the correlation between HPWS components viz. Employee commitment, Opportunity to contribute, Employee Competence, Motivation with Overall Service Quality with the absolute value of more than 0.25 or above (these correlations are significant. That means there is at least a 95% chance of a strong correlation between variables in the population. The correlation between HPWS components Employee Commitment and Overall Service Quality is 0.592, Opportunity to contribute 0.499, Employee Competency 0.573 and Motivation 0.612. It shows a very strong relationship.

Table 6. Multiple Linear Regression Analysis for the overall Service quality as a dependent variable.

Regression Statistics

Multiple R	R Square	Adjusted R Square	Standard Error	Observations
0.98	0.97	0.97	0.06	300

ANOVA

	Df	SS	MS	F	Significance F
Regression	4	37.56	9.39	2382.95	8.55E-225
Residual	295	1.17	0		
Total	299	38.73			

	Coeff.	Std. Error	t Stat	P-value	Lower	Upper
					95%	95%
Intercept	1.32	0.05	28.71	8.34E-08	1.23	1.42
Employee Commitment	0.22	0.03	6.82	5.06E-01	0.15	0.28

Opportunity to contribute	0.1	0.05	2.15.	0.03203	0.01	0.19
Motivation	0.05	0.01	3.5	0.000532	0.02	0.08
Employee Competence	0.44	0.031	4.13	4.87E-35	0.37	0.5

Table 7. Hypotheses Testing Summary

	Variables	Beta	t-stat	p-value	Results
H1	There is a significant impact of Employee commitment on Overall Service Quality delivered by the Customer Care Executives of Telecom companies in Oman.	0.22	6.82	< .001	Accepted
H2	There is a significant impact of Opportunity to contribute to Overall Service Quality delivered by the Customer care Executives of Telecom companies in Oman.	0.10	2.15	< .001	Accepted
H3	There is a significant impact of Employee Motivation on Overall Service Quality delivered by the Customer care Executives of Telecom companies in Oman.	0.05	3.50	< .001	Accepted
H4	There is a significant impact of Employee Competence on Overall Service Quality delivered by the Customer care Executives of Telecom companies in Oman.	0.44	14.3	< .001	Accepted

Tables 6 and 7 explain the result of the statistical test. The research hypotheses are tested using regression analysis whether the components of High Performance Work Systems significantly influence the overall service quality of Telecommunication service providing companies. The linear regression equation is used in the present study $Y^i = b_0 + b_1X_{i1} + b_2X_{i2} + b_3X_{i3} + b_4X_{i4}$ that is Service Quality = a + b1 (Employee Commitment) + b2 (Opportunity to Contribute) + b3 (Motivation) + b4 (Employee Competence). $Y^i = 1.32 + b_1(0.22) + b_2(0.10) + b_3(0.05) + b_4(0.44)$.

The model analysis includes four independent variables viz. Employee Commitment, Opportunity to Contribute, Motivation and Employee Competence and overall service quality are dependent variables. The F statistic of the entire model is the test of significance. This model is statistically significant because the P value

< 0.05 . The R square, which is a measure of “explained variation”. It shows that around 97% of the total variation in service quality (Y) is explained by this model. Whereas adjusted R square shows the explanatory power of all variables used in this model as independent variables. It is 97%, which denotes that all the variables used in this model are highly significant. Hence, the model summary exhibits a positive relation between HPWS components and the service quality components. It also denotes the significant impact of HPWS components on service quality in the Telecom companies in Oman.

Managerial Implications

The outcome of the present study provides significant practical implications for organizations, managers and practitioners. First of all, managers and employers should emphasise more on formulating and effective implementation of High Performance Human Resource Practices in order to attain the organizational goals through a high level of customer satisfaction and loyalty. The dimensions of High-Performance Work Systems and Service Quality should focus on achieving a high level of service quality in achieving sustainable competitive advantage (Al-Gasawneh et al., 2021).

Second, the Telecom industry in Oman is an oligopoly market with stiff competition between a few market players. Very soon, there will be the entry of international companies into the market. Therefore, to be more competitive, the telecommunication companies and managers should create an environment to maintain balance between internal and external service quality by enhancing employee competencies and commitment to deliver a high level of service quality to the customers (Al-Gasawneh J.A et al., 2021). Although this study denotes that HPWP practices have been well formulated and executed by telecommunication companies and managers, they should also focus on the other aspects to retain competent and committed employees and highly satisfied customers. The front line managers have a key role in reinforcing HPWS positive impact on Customer Care Executives and Service Quality delivered by them (Innocenti et al., 2011).

According to F. Mpwanya & E. Letsoalo (2019), in their study on the relationship among service quality, customer satisfaction and behavioural intentions in the Telecommunication industry of South Africa have revealed that demographic factors and SERVQUAL factors viz. assurance, tangibility, reliability and empathy play a very important role in customer satisfaction. Another study by Yaman (2018) reveals that apart from effective HPWS practices, a word of mouth marketing activities have high perceived quality and brand image before and on the consumer buying behaviour.

However, Tamasevicius et al. (2020), in their study, have attempted to examine the effective usage of different HRM practices in business companies in Lithuania. It has been observed that business organisations and managers should focus on modifying a few HRM practices to source the best candidates who can provide custom-tailored solutions.

Conclusion

The study establishes the strong correlation between employees' attitudes towards HPWS and Service Quality. It further denotes that the positive attitude of employees has reflected in delivering the quality of service to the customers in telecom companies in Oman. Customer Care Executives' perception of HPWS practices that allow them to contribute, motivate and enhance their competencies and commitments is a highly significant predictor of the service quality of telecom service customers in Oman. The result of the survey supports the bottom up theory in which individual employees' positive attitude towards work practices followed in the companies assumed to have a significant impact on employee performance and service quality. The result denotes that the integration of these two models can be helpful enhance service quality in other economic sectors as well. In today's highly competitive and dynamic business environment, gaining a competitive advantage is key to success. That can only be possible with motivated, committed and competent employees and can fulfill the service quality parameters and customers' expectations.

There are some constraints to this study. This study is confined to the Telecommunication Industry of Oman, therefore using the same approach, the study can be carried out in some other economic sectors. This study examines the particular level of employees to understand the direct relationship between HPWS practices and service quality. However, the relationship can be studied at all levels of management in future study. The data collection was one of the major constraints due to the busy work schedules of Customer Care Executives working in Telecommunication Companies of Oman. Although there are several other models, HPWS and Guest model (2006b) have been used to study the relationship between HPWS and SERVQUAL. Therefore, using other HPWS models and their effect on service quality can be the scope for further research.

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WPLYW WYSOKOWYDAJNYCH SYSTEMÓW PRACY NA JAKOŚĆ USŁUG W BRANŻY TELEKOMUNIKACYJNEJ OMANU

Streszczenie: Celem pracy jest zbadanie związku między dwoma modelami interdyscyplinarnymi, a mianowicie. Model gościnnych wysokowydajnych systemów pracy (HPWS) i model jakości usług. Po raz pierwszy podjęto próbę zbadania integracji tych dwóch modeli i ich wyników w branży telekomunikacyjnej w Sułtanacie Omanu. Interdyscyplinarne badanie integruje czynniki HPWS, mianowicie. Motywacja pracowników, zaangażowanie pracowników, kompetencje pracowników i możliwości przyczynienia się do ogólnej jakości usług w branży telekomunikacyjnej Omanu. Dane zostały pozyskane od losowo wybranych 300 Kierowników Obsługi Klienta pracujących w firmach telekomunikacyjnych oraz 300 klientów korzystających z usług telekomunikacyjnych w Omanie. Wynik tego badania sugeruje, że integracja tych dwóch modeli wykazuje bardzo silną pozytywną korelację między HPWS a jakością usług świadczonych klientom z branży telekomunikacyjnej w Omanii. Komponenty HPWS modelu Guest(2006b): mianowicie. Kompetencje pracowników, zaangażowanie pracowników, motywacja i możliwość wniesienia wkładu mają znaczący pozytywny wpływ na ogólną jakość usług świadczonych przez kierowników ds. obsługi klienta pracujących w firmach telekomunikacyjnych w Omanie. Wnioski z tego artykułu będą okazją dla firm telekomunikacyjnych i menedżerów do opracowania i wdrożenia wysokowydajnych praktyk pracy w celu efektywnego dostarczania jakości usług klientom firm telekomunikacyjnych w Omanie.

Słowa kluczowe: Wysokowydajne Systemy Pracy, Jakość Obsługi, Zaangażowanie Pracownika, Kompetencje Pracownika

高性能工作系统对阿曼电信业服务质量的影响

摘要: 该研究旨在检查两个跨学科模型之间的关系,即。访客高性能工作系统 (HPWS) 模型和服务质量模型。阿曼苏丹国首次尝试研究这两种模型的集成及其在电信行业中的结果。跨学科研究整合了 HPWS 因素,即。员工积极性、员工承诺、员工能力和为阿曼电信行业的整体服务质量做出贡献的机会。这些数据是从在阿曼电信公司工作的 300 名客户服务主管和使用电信服务的 300 名客户中随机选择的。这项研究的结果表明,这两种模型的集成在 HPWS 与提供给阿曼电信行业客户的服务质量之间表现出非常强的正相关。Guest(2006b) 模型的 HPWS 组件:即。员工能力、员工承诺、积极性和贡献机会对在阿曼电信公司工作的客户服务主管提供的整体服务质量产生显著的积极影响。本文的研究结果将为电信公司和管理人员提供一个机会,以制定和实施高性能工作实践,以有效地向阿曼电信公司的客户提供服务质量

关键词: 高绩效工作系统,服务质量,员工承诺,员工能力