

Engagement and Performance in Call Centers:

The Role of Leadership and Feedback-Seeking

Rachel Gabel Shemueli^{1*}, Ph.D, Mary Sully De Luque², Ph.D, Danae Bahamonde³

¹Universidad del Pacífico, Lima, Peru. gabel_r@up.edu.pe, bahamonde.danae@gmail.com

²Thunderbird School of Global Management, Phoenix, Arizona, USA

Mary.Sullydeluque@thunderbird.asu.edu

Abstract

This study examines the direct effect of effects of transformational, transactional and laissez-faire leadership styles on in-role performance and the indirect effects of feedback seeking and engagement on the relationship between this three-leadership style and in-role performance in a call center in Peru using the job demands-resources (JD-R) theory. The test of the hypotheses was based on a sample of 152 employees working in a Peruvian call center. Data was collected using questionnaires and in-role performance data. Multiple structural equation modeling (MSEM) methods were used to test the model. These unique data revealed that only transformational leadership relates significantly to in-role performance and that feedback seeking and engagement sequentially mediate this relationship. However transactional and laissez-faire leadership were not found to have a direct or indirect effect on employees' in-role performance. Accordingly, this study highlights that transformational leadership is a relevant resource which can be more effective in promoting feedback among employees' in a call center, engaging them to display higher involvement and energy about their work, all of which can lead to greater in-role performance. Some practical ways to encourage specific supervisory behaviors and promote employees' feedback seeking, to enhance employee engagement and performance such as promoting and displaying supervisors transformational behaviors, supporting employees' proactive searches for feedback and training supervisors in providing constant and constructive feedback to the employee's within a call center environment.

Keywords: engagement, performance, leadership style, feedback seeking, call center.

Introduction

Call centers enable firms to address and manage customer concerns and service transactions, reduce costs, and improve facilities in an efficient manner (Cleveland & Mayben, 2006). In Peru, the call center industry is a steady source of job generation, as 95% of call center companies are planning to expand their workforce by as much as 20% (APECCO, 2017). However, call centers in Peru appear to suffer from many of the problems associated with the industry, with only 45% employees surpassing the one-year mark (APPECO, 2017). Such high turnover rates are a substantial concern for employers and appear to be associated with limited growth and career development in the industry as well as the nature of the job itself (Ballard, 2012).

Call center agents are continuously monitored and are under constant pressure to provide high-quality customer service while also meeting productivity goals through traditional

production-line orientation. As a result they are mainly evaluated on the basis of their in-role performance (e.g., D'Cruz & Noronha, 2012). Such working conditions can be highly stressful, resulting in negative work attitudes and high levels of strain (Tuten & Neidermeyer, 2004). Most studies neglect to study the antecedents and processes that might encourage positive attitudes among call center employees, so that they might feel more engaged in their jobs and exhibit improved performance (Mustosmäki, Anttila & Oinas, 2013). In this regard, the importance of leadership in facilitating positive organizational outcomes can hardly be overstated, as it has been found to influence different job characteristics and fulfill followers' basic needs, leading to an increase of employee engagement and in-role performance across different occupational groups, including call centers (eg., Breevaart, et al., 2014). Similarly, feedback is associated with employee performance and well-being in call centers, but many managers report feeling ill-equipped to cope with giving performance feedback to frontline employees (Harney & Jordan, 2008). In such contexts employees' feedback seeking, may become a useful tool that helps them clarify their tasks and improve their engagement.

The current study accordingly contributes to extant literature by examining how leadership can act as a predictor of in-role performance using the job demands-resources (JD-R) theory (Bakker & Demerouti, 2014). In addition, we explore how employees' personal behaviors, such as feedback seeking, and affective motivational mechanisms, such as engagement, might inform this relationship in the particular context of a call center in Peru.

Discussion and hypothesis

Leadership and performance in call centers

Extant JD-R literature proposes that each occupation is characterized by specific job demands and resources that, together with an individual's personal characteristics, act as antecedents of job stress and motivation (Bakker & Demerouti, 2007). Job resources in particular are physical, social, or organizational aspects of the job that are functional for achieving work goals, may reduce the associated physiological and psychological costs of job demands, and can stimulate personal growth and development. Previous studies show that certain leadership styles constitute crucial resources within an organization that can lead to increased motivation, reduce job strain and aid in the development of further resources (Tims, Bakker, & Xanthopoulou, 2011). In this regard, Bass's theory of leadership (1985) it's a full range model that encompasses three leadership styles. *Transformational leadership* entails motivating followers to move beyond self-interest and work for the collective good of the organization (Wang et al., 2011). *Transactional leadership* emphasizes enhancing followers' performance and satisfaction by negotiating an agreement regarding rewards or recognition. Finally, *laissez-faire leadership* refers to a lack of leadership characterized by avoiding establishing a relationship agreement, clarifying expectations or providing standards and objectives (Bass & Avolio, 1997).

A supervisor's leadership style can influence employee in-role performance in several ways. A transformational leader acts as a role model and promotes employee identification with the goals of the organization which should increase their intrinsic motivation and in-role performance (Judge & Piccolo, 2004). This style of leadership has been related to higher in-role performance in call centers, as it may increase employees' sense of competence and their perception of the meaningfulness of their tasks (Bartram & Casimir, 2007). On the other hand, transactional leadership can positively affect in-role performance by allowing employees to build a base level of trust in the leader as someone who delivers on commitments when expectations are met (Judge & Piccolo, 2004). As such, both styles of leadership can be considered job resources and could initiate a motivational process, as proposed in the JD-R theory, because they can foster employees' personal development while

helping them attain work-related goals (Bakker & Demerouti, 2007; Breevaart et al. 2014). Finally, laissez-faire leadership may negatively influence employee in-role performance because avoiding exerting authority and decision-making as well as failing to be present when needed by followers can lead to role ambiguity and feelings of distress, thereby decreasing employee motivation and effectiveness (Judge & Piccolo, 2004).

Mediating Role of Engagement

Perhaps the most widely cited definition of engagement is that by Schaufeli and colleagues (2002), who refer to engagement as a positive, affective motivational, work-related state characterized by vigor, dedication, and absorption. Engagement is strategically important for organizations, including call centers, because engaged employees are more energetic, immersed, and dedicated (Mustosmäki et al., 2013). Some early empirical studies also have started to reveal that leadership mainly influences employee behavior through proximal, affective motivational mechanisms, such as engagement (Schmitt, Den Hartog, & Belschak, 2016). A supervisor's transformational or transactional leadership style might initiate a motivational process that leads to employee engagement, as proposed by JD-R theory (Bakker & Demerouti, 2014) because providing support and inspiration, as well as displaying positive emotions through transformational behaviors, or else setting clear tasks and rewarding the achievement of work goals through transactional behaviors, might help employees perceive their jobs as more challenging and satisfying, resulting in their increased engagement with their job tasks (Breevaart et al., 2014). In turn, we would anticipate better in-role performance because engaged employees arrange their resources more efficiently, which enables them to direct more energy to their tasks, display an emotional connection to their jobs, and exhibit increased dedication and investment (Schmitt et al., 2016).

Previous research using the JD-R theory also suggests that the effect of job demands on engagement depends mainly on how they are perceived by the individual worker, as well as the context in which they get enacted. Demands appraised by employees as challenges may exert a positive influence on their engagement; demands perceived as hindrances could have the opposite effect (Crawford, LePine, & Rich, 2010). Hindrance demands are stressful, with the potential to thwart personal growth, learning or goal attainment, so employees tend to perceive them as constraints that unnecessarily limit their progress toward goal achievement and possible rewards (Cavanaugh, et al., 2000). In this sense, laissez-faire leadership may constitute a hindrance demand because when their leader fails to clarify expectations, make decisions or offer information, employees likely struggle to achieve required performance standards (Bass & Avolio, 1997). Such a style of leadership therefore can trigger negative emotions that reduce employee engagement, thereby making them less likely to invest in their jobs (Crawford et al., 2010). As previous findings show, people who do not know what is expected of them or lack the resources to do their work are less likely to be cognitively and emotionally engaged (Harter, Schmidt & Hayes, 2002). Reduced engagement thus can lead to a decline of in-role performance, because it is less likely that employees direct the necessary energy to accomplishing their tasks (Rich et al., 2010). Therefore, we propose:

H1a, b, c: Engagement mediates the relationship between a transformational, transactional, laissez-faire leadership style and in-role performance.

Sequential Mediation of Feedback Seeking and Engagement

Feedback seeking represents an important self-regulation strategy, which consists of a proactive search for informal, evaluative information about their work (Ashford & Cummings, 1983). Because feedback seeking facilitates employees' adaptation, it offers a valuable strategy for employees to gain more resources in the organizational setting (Ashford, Blatt, & Vandewalle, 2003). Scholars have argued that employees' perceptions of their supervisor's leadership style determines the cost of seeking information, so it can promote or

hinder their attempts to seek feedback (Anseel et al., 2015). For example, transformational leaders promote feedback-seeking behavior among followers by building a supportive environment, characterized by mutual trust, respect for other people's ideas and individual consideration, which can evoke a need for feedback seeking among their subordinates (Levy et al., 2002, Pan & Lin, 2015). Transactional leaders also positively influence displays of proactive behaviors in employees, including feedback seeking (Levy et al., 2002). Provision of feedback is contingent on the employee's performance, so it might result from recognition that the employee has achieved certain goals or from a need to clarify task requirements and point out when performance is below expectations. Such feedback can benefit employees by helping them improve their performance, so they likely are motivated to engage in feedback-seeking behavior in the future too (Chiaburu et al., 2014). As a useful self-regulating strategy, feedback seeking could enhance engagement in the sense that inquiring about their work should enable employees to examine their own performance, thus reducing ambiguity and stress by allowing employees to reward themselves if they are on track or make necessary adjustments if not (Tayfur, 2012). In a highly monitored, demanding work context such as a call center, feedback seeking could come to represent a crucial strategy, because it helps employees maintain their motivation and performance.

Laissez-faire leadership instead seems likely to hinder employees' attempts to seek feedback, because the associated costs escalate as the source is less accessible and credible and the quality of the relationship is poorer (Anseel et al., 2015). If leaders create a perception that they are continually unavailable, it obstructs feedback seeking and may hinder employees' efforts to search for information, directly or indirectly (Ashford et al., 2003). Such hindrances may result in decreased engagement, because employees lack the information they need to perform their tasks and achieve their work goals (Schaufeli & Salanova 2007). As such, we propose that transformational and transactional leadership will result in higher levels of employee engagement through the use of feedback seeking. This, in turn, will lead to greater in-role performance (e.g., Schmitt et al., 2016). Meanwhile, laissez-faire leadership can lead to decrease engagement and in-role performance by deterring employees' feedback seeking attempts. In light of the above discussion, we propose the following:

H2a, b, c: The relationship between transformational leadership and employees' in-role performance is sequentially mediated by feedback seeking and employee engagement within a call center.

Method

Sample

An initial sample of 235 employees of a Peruvian call center in Lima were approached to participate in this study. Of those, 152 responses were usable and could be matched with in-role performance data provided by the company. On average, the call center employees were 28 years of age, ranging from 18 to 58 years, and 52% were women. Their tenure ranged from less than one year (20%), one–three years (62%) and more than three years (18%).

Procedures

Because participants were Spanish-speaking natives, a conventional translation/back-translation technique applied to the instruments to ensure reliability, except for the Utrecht Work Engagement Scale (Behling & Law, 2000). The human resources representative of the company distributed the survey to all call center employees in a sealed envelope with introductory information. Their responses were returned in another sealed envelope. The company provided in-role performance data approximately four months after the survey data was collected. All responses were voluntary and the company and investigators assured

participants of the confidentiality of their responses. Participants without matching in-role performance data were excluded. To test the model, multiple structural equation modeling (MSEM) methods were employed using the AMOS software package (Arbuckle, 2003). Selig and Preacher (2008) on-line interactive tool was used to examine the significance of the mediation effects using the parametric bootstrap (PB) method.

Measures

In-role Performance: was measured using company records which included an employee’s total commissions, number of policies sold for the month, and percentage of sales quota attained. Each indicator was standardized and rated using seven-point Likert scale ranging from 1= low to 7=high. We combined and calculate the mean of these three measures (weighting each of them equally) to form a single objective measure of in-role performance; *Leadership Style*: was measured using the Multifactor Leadership Questionnaire (MLQ) from Bass and Avolio (1997). It entails 36 items rated using a five-point Likert scale ranging from 1 = *never* to 5 = *always* that examine three styles of leadership: transformational, transactional and laissez faire. For the present study, subordinates assessed their supervisor’s leadership style; *Work Engagement*: was measured using the spanish version of the Utrecht Work Engagement Scale (Schaufeli et al., 2002). The instrument comprises 9 items that are divided in three subscales: vigor, dedication, and absorption. Items were rated on a 7-point scale, ranging from 1 = *never* to 7 = *always*; *Feedback-seeking*: was measured using the scale from Ashford and Tsui (1991) comprising 10 items divided in two subscales: inquiry and monitoring. The items were rated on a 7-point scale, ranging from 1 = *never* to 7 = *always*.

Results

Descriptive statistics

Table 1 presents the mean scores, standard deviations, correlations, reliability estimates (Cronbach alphas) for the study variables.

Table 1: Means, standard deviations, intercorrelations, and internal consistencies (Conbrach’s α on diagonal) between the study variables

	M	SD	1	2	3	4	5
Construct							
1.Engagement	4.71	1.06	.89				
2.Transformational Leadership	3.78	.71	.45***	.84			
3.Transaction Leadership	3.53	.56	.48***	.79***	.82		
4.Laissez-faire Leadership	2.48	.94	-.04	.22 *	-.01	.80	
5.Feedback Seeking	4.91	1.18	.36***	.44***	.41***	.02	.90
6. Employee’s Performance	241.74	181.62	.39***	.30***	.22*	-.14	.19 *

n = 152. *P<.05, **P<.01, ***P<.001

Measurement model

The measurement model consisted of six variables with scale items: transformational leadership (20 items), transactional leadership (12 items), *laissez-faire leadership* (4 items), *feedback seeking* (10 items), work engagement (9 items) and employee performance (3 items). As shown in Table 2, our measurement model showed good fit to the data (CFI=.97; SRMR=.04; RMSEA=.05) and all items had significant loading on the intended latent factors (.75-.97, p<.001). We compared this measurement model to a one factor, three factor (independent variables combined into one factor, the two mediators combined into one factor and performance on its respective factor), four factor (independent variables combined into

one factor, the two mediators and performance load on their respective factor) and five factor model (independent variables load on their respective factor, the two mediators combined into one factor and performance load on his respective factor). We found that our six-factor measurement model had the best fit to the data (Table 2).

Table 2: Fit indices of the measurement models

Measurement Model	<i>df</i>	χ^2	χ^2/df	CFI	SRMR	RMSEA	AIC	BIC
1. One-factor model ^a	90	466.13	5.18	.61	.14	.16	526.13	616.84
2. Three –factor model ^b	88	334.68	3.80	.75	.10	.14	398.68	495.45
3. Four-factor model ^c	85	228.69	2.70	.85	.09	.10	298.69	404.59
4. Five –factor model ^d	81	266.79	3.29	.93	.05	.08	344.79	472.62
5. Six –Factor model ^e	76	156.56	2.06	.97	.04	.05	244.56	367.61

Note: *n* = 152, *df* = degree of freedom, χ^2 = chi-square test of fit model; χ^2/df = relative /normed chi-square; CFI = comparative fit index; SRMR = standardized root mean square residual; RMSEA = root mean square error of approximation, 90% confidence interval; AIC = Akaike Information Criterion; BIC = Bayesian Information Criterion; ^a All indicators load on a one factor model; ^b Transformational leadership, Transactional leadership *laissez-faire* leadership load on one, Feedback seeking and engagement load on one factor and Employees' In- role Performance load one factor; ^c Transformational leadership, Transactional leadership *laissez-faire* leadership load on one factor and Feedback Seeking ,Engagement and Employees' In- role Performance load on their respective factors; ^d Transformational leadership Transactional leadership *laissez-faire* leadership and Employees' In- role Performance load on their respective factors and Feedback Seeking and Engagement load on one factor ;^e Transformational leadership, Transactional leadership *laissez-faire* leadership, Feedback Seeking, Engagement and Employees' In- role Performance load on their respective factors.

Structural model

H1 proposes that work engagement mediates the relationship between the three leadership styles (transformational, transactional and *laissez-faire*) and in-role performance. The path from transformational leadership to engagement was positively significant ($b = .51, p < .01$, 95 percent CI [.32, .59]); however the paths from transactional leadership and *laissez-faire* leadership were not significantly related to engagement ($b = .12, p > .05$, 95 percent CI [-.10, .17]; $b = .08, p > .05$, 95 percent CI [-.14, .15] respectively). The path from engagement to employees' in-role performance was also significant ($b = .39, p < .001$, 95 percent CI [.26, .51]). Finally, we found a significant mediation effect: transformational leadership was positively related to employees' performance through employees' engagement ($b = .24, p < .01$, 95 percent CI [.12, .39]) but not for transactional and *laissez-faire* leadership ($b = .06, p > .05$, 95 percent CI [-.12, .14]; $b = .07, p > .05$, 95 percent CI [-.13, .16] respectively).

Therefore, H1 is partially supported. This structural mediation model fitted well to the data ($\chi^2(34) = 57$; CFI = .97, SRMR = .05; RMSEA = .04). We proceeded to compare our hypothesized model to the partially mediated model. The results of the comparison, which included the direct effect from transformational, transactional and *laissez-faire* leadership to employees' in-role performance, showed that there was no significant decrease in χ^2 ($\Delta\chi^2(3) = 7.15, p > .05$). Consequently, we conclude that our hypothesized model was more adequate. Then, we compared our hypothesized model to the direct effects only model, including paths from transformational, transactional and *laissez-faire* leadership and engagement to employees' in-role performance. The results indicated a significant increase in χ^2 ($\Delta\chi^2(7) = 33.91, p < .001$). Therefore, we prefer our hypothesized model. Finally, the results of the third comparison which included only direct effect from transformational to employees' in-role performance showed that there was significant decrease in χ^2 ($\Delta\chi^2(18) = 30.6, p < .05$). Consequently, we conclude that the new partial mediation model was more adequate. Transformational leadership explains 37% of the variance in employees' engagement and consequently, 19% in employees' performance.

H2 states that feedback seeking and engagement sequentially mediate the relationship between the transformational, transactional and *laissez-faire* leadership and employees' in-role performance. The results revealed that the path from transformational leadership to feedback seeking was positively significant ($b = .53, p < .001$, 95 percent CI [.36, .99]); but not the paths from transactional leadership and *laissez-faire* leadership ($b = .24, p > .05$, 95 percent CI [-.01, .36]; $b = .05, p > .05$, 95 percent CI [-.15, .13] respectively). In turn, feedback seeking

was positively related to employee's engagement ($b=.47$ ($p<.001$, 95 percent CI [.22, .71]) and engagement was positively related to employees in-role performance ($b=.44$ ($p<.001$, 95 percent CI [.20,.73])). The results for the structural model for feedback seeking was ($b=.28$ ($p<.001$, 95 percent CI [.09, .42])) and the analysis of the model also show good fit to data (CFI=.99; SRMR=.055; RMSEA=.04). See table 3 for indirect effects.

Table 3: Indirect effects for mediations models

	Unstandardized			95% CI	
	Estimate	SE	P	Lower	Upper
<i>Indirect Effect</i>					
1. Transformational Leadership → Feedback Seeking → Engagement	.29	.03	.01	.08	.70
2. Transactional Leadership → Feedback Seeking → Engagement	.04	.02	.09	-.09	.13
3. <i>Laissez-faire</i> Leadership → Feedback Seeking → Engagement	.02	.01	.12	-.15	.11
<i>Indirect Effect</i>					
1. Transformational Leadership → Feedback Seeking → Engagement → In role Performance	.20	.05	.01	.06	.35
2. Transactional Leadership → Feedback Seeking → Engagement → In role Performance	.09	.03	.10	-.14	.15
3. <i>Laissez-faire</i> Leadership → Feedback Seeking → Engagement → In role Performance	.07	.03	.13	-.18	.20

n= 152

As with the previous hypothesis, we proceeded to compare this model with four different models. First we compared our hypothesized model to a model including direct paths from transformational, transactional and *laissez-faire* leadership style to engagement. Second, we added a direct path from feedback seeking to employee's performance. Third, we compared our hypothesized model to the direct effects only model (paths from transformational, transactional and *laissez-faire* leadership, feedback seeking and engagement to employee performance). Finally we compared our hypothesized sequential mediation model to the sequential mediation model only with transformational leadership. The results of the first comparison revealed that there was a significant decrease in χ^2 ($\Delta\chi^2$ (3)=50.1, $p<.001$). Therefore, we prefer the partially mediated model. Then, when we added the direct effect from feedback seeking to employees' performance the results indicated that there was no significant decrease in the model fit χ^2 ($\Delta\chi^2$ (1)=.02, $p>.05$). Next, the results of the comparison of our hypothesized model to the direct effects only model showed a significant increase in χ^2 ($\Delta\chi^2$ (23)=68.2, $p<.001$), meaning that the partial mediation model fits better to the data. Finally, we compare the sequential mediation model only with transformational leadership with the hypothesized sequential mediation model (with the three leadership styles). The results of the comparison of showed a significant decrease in χ^2 ($\Delta\chi^2$ (19)=37.9, $p<.001$), for the partial mediation model when feedback seeking and engagement mediates the relationship between transformational leadership and in-role performance.

The final model explains 36% of the variance in feedback seeking, 15% in engagement, and 56% in employees' performance. Figure 2 shows the standardized estimates of all the paths in the final model. All estimates are significant at $p <.01$, except the estimate of the feedback seeking-engagement relationship, which became non-significant after including the direct effect between transformational leadership and engagement.

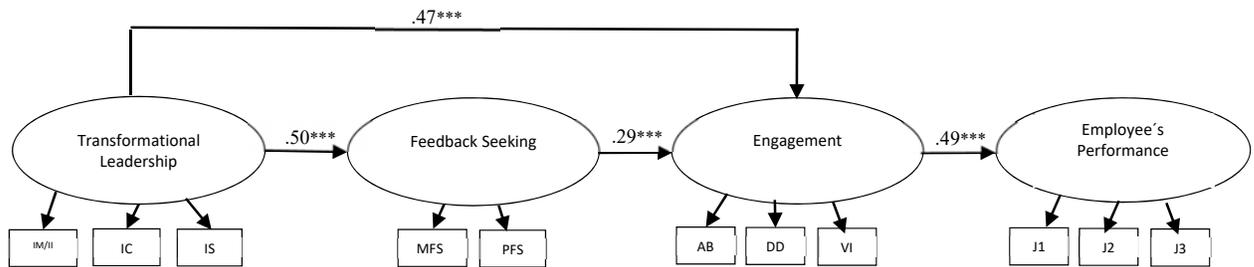


Figure 1: Hypotheses Model Results, Note: II=Idealized influence (behavior, attribute)/ IM=Inspirational motivation; IS= Intellectual stimulation; IC= Individualized consideration; IM=Inspirational motivation; MFS: Monitor Feedback Seeking; PFS: Proactive Feedback Seeking; AB=Absorption; DD= Dedication; VI= Vigor ; J_{1,2,3}=Employee's performance indicators

Discussion

This study offers several contributions to existing literature. First, we identify relevant variables in a call center environment and explain their direct and indirect effects on employee engagement and performance. This is particularly important, considering that previous research has found that call center agents have lower levels of engagement than other service groups (Mustosmäki et al., 2013). In this regard, we offer further evidence that transformational leadership is a valuable predictor of in-role performance across different occupational groups, and further explicate the process underlying that relationship. Our results are consistent with the extant literature that frequently shows the benefits of transformational leadership on followers' behaviors and attitudes (Breevaart et al., 2014; Schmitt et al., 2016). Given the constant pressure call center employees face every day on the job, transformational leadership could be crucial in providing employees with the necessary tools and motivation to maintain their in-role performance in such a structured environment (Bartram & Casimir, 2007). Both transactional and laissez-faire leadership didn't have a direct or indirect effect on employee in-role performance. This is discordant with previous studies that find that transactional leadership is especially effective in mechanistic work environments, where job requirements are clearly understood such as call centers (McDermott et al., 2013). However, it is possible that an increase of transactional behaviors is not enough to engage employees and increase their in-role performance in such contexts, since such style of leadership is not enough to help employees cope with the stress associated with their tasks. As a result, employees may focus their resources in maintaining their in-role performance in order to avoid not meeting standards and being punished (Schmitt et al., 2016). This is in accordance with COR theory, which emphasizes the priorities of avoiding resource loss and how under conditions of strain resources are allocated to maintain core work functioning (e.g. in-role performance) (Hobfoll, 1989). The lack of an impact of laissez-faire leadership, on the other hand, could be explained by the continuous monitoring and highly structured tasks that call center agents must perform. Because of such regulated responsibilities, the presence or assistance of supervisors may not be required as often (Pierre & Tremblay, 2011). Our results also confirm the role of feedback seeking and engagement as mediators between job resources and organizational outcomes (Xanthopoulou et al., 2007). Consistent with JD-R

theory, transformational leadership could induce a motivational process that promotes feedback-seeking by fostering an ecology that reduces the costs associated with such behaviors, which in turn can lead to work engagement (Levy et al., 2002; Xanthopoulou et al., 2007). Transformational leadership, in particular, can be more effective in promoting feedback among employees because they create a supportive environment characterized by mutual respect and trust, making employees perceive the source of their feedback as more reliable (Anseel et al., 2015). Engaged employees, as a result, can lead to greater in-role performance by displaying higher involvement and energy about their work (Bakker & Demerouti, 2008).

Managerial implications

As shown by our results, transformational behaviors should be promoted and displayed among leaders. This could be crucial in work contexts such as call centers, where supervisors are usually promoted from within the organization but often receive little training regarding how to manage new responsibilities, such as supervising and motivating their followers (McDonnell et al., 2013). Among employees, proactive searches for feedback should be supported at all levels in order to reduce the potential psychological costs associated. Since supervisors in call centers may feel ill-equipped to provide feedback, training through workshops and courses could help them gain more comfort with this task. Such workshops or seminars also establish a supportive environment, in which constructive feedback provided readily to employees enables them to achieve better in-role performance (McDonnell et al., 2013). Such actions then help employees monitor their performance better and aid in their achievement of work goals (Ashford et al., 2003). Finally, direct efforts to increase employee engagement might rely on workshops or interventions, accompanied by surveys to examine the effectiveness of these programs among the workforce (Schaufeli & Salanova, 2007).

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