

The Mediating Effect of Customer Satisfaction on the Relationship between Service Recovery Performance Factors and Business Growth among Bangladesh Garment Manufacturers

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Abstract

As of late, business growth is sensed as one of the greatest challenges for Bangladesh garment industry in order to gain competitive advantage because many garment factories have been shutting down since last few years. However, the owners of garment factories are deeming intensely regarding the impact of service recovery phenomenon on the most topical and imperative issue- company business growth. The purpose of this opportune study is twofold; firstly to examine the relationship between influential factors of service recovery performance (SRP) and company business growth, secondly to examine the mediating effect of customer satisfaction on relationship between SRP factors and business growth in context of Bangladesh garment industry. Based on literature review, a conceptual model has been developed for a cross-sectional sample survey study. Primary data were collected following simple random sampling method from 354 different garment factories in Bangladesh. The partial least squares path modeling (PLS-SEM) approach was used by Smart PLS 3.2 software for data analysis and necessary hypothesis inferences. The results revealed that top management commitment, organizational & technical support, training, role ambiguity, job satisfaction and customer's characteristics directly influence company business growth. Also, customer satisfaction plays mediating role on relationship between following SRP factors and business growth; top management commitment, role ambiguity, job satisfaction and customer's characteristics. The findings of this research contribute by presenting an integrative new conceptual model encompassing influential SRP variables and business growth. The results append the knowledge how garment factories can formulate new strategy and management practice to ensure sustained business growth.

Keywords: Service recovery performance (SRP), customer satisfaction, business growth.

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1.1 Introduction

Service perspective is not only pertinent for service provider companies but also applicable for manufacturing companies as well (Greer et al., 2015). Therefore, service is now newly concern for garment manufacturing companies (exporter) who play the role as service provider to the foreign buyers (importer) in context of B2B business model; most of the garment factories in Bangladesh are selling their product to foreign buyers and buyers sell products to ultimate customers in their countries. This study considered and focused the service value in between international brands/importers and Bangladesh garment factories which belongs to the template of B2B (business-to-business) business relationship model (Hubner et al., 2018). However, service encounter and service value are positively related to customer satisfaction and business relationship which is also applicable for this model (Gil et al., 2008). Unsuccessful SRP performance always creates negative image of service quality performance leads to negative words-of-mouth and repurchase intentions (Hogreve et al., 2019), and thus service recovery process effectively creates customer satisfaction (Daskin and Kasim, 2016; Diaz et al., 2017) and loyalty (Fitriani and Wahyuni, 2018; Cheng et al., 2019; Etemad-Sajadi and Bohrer, 2019; Bouranta et al., 2019) whereas loyal customers play a vital role in marketing for company through their positive behavioral intention word-of-mouth (Jung and Seock, 2017). Therefore, service recovery strategies become the powerful tools that build up customer satisfaction and loyalty (Abbas et al., 2015) and it is similarly examined and proven on B2B service sector as well (Lee and Kang, 2019).

However, through perceived customer satisfaction leads to trust and loyalty (Osman et al., 2016) and having impact on profitability (Rai and Ozuem, 2018), company can improve financial performance through customer loyalty (Tarigan and Hatane, 2019) and thus service recovery strategy already has been recognized as business influential through customer satisfaction and loyalty (Mostert et al., 2009; Guchait, 2019). Most of the researchers preferred the determinants or antecedents of SRP considering similar basic variables to the extent of specific research problem (Costa, 2007) and most of the previous studies were accomplished based on service industry only; bank, hospital, tourism, hotel, airline, telecommunication, food, on-line shopping, and recently in education industry (Boshoff and Allen, 2000; Yavas et al., 2003, Mahyoub et al., 2020). Hitherto there is no such consensus regarding SRP factors impact on business performance in garment manufacturing industry. In view of above therefore, paying attention to the inquisitive matters 'keep customers' and 'service', there is significant

scope of research in context of garment manufacturing industry to the extent at which SRP factors could be influential for business growth through customer satisfaction.

1.2 Research Gap

Unfortunately, two major issues; business growth and customer satisfaction are not articulated properly in following two major underpinning theories- Service-Profit Chain theory (Heskett et al., 1994, 2008), and SRP model (Boshoff and Allen, 2000). The most of the studies to date on SRP, revealed casual relationship between the antecedents and SRP impact with two common outcomes; intention to resign and job satisfaction (Boshoff and Allen, 2000; Piaralal et al., 2015). On the other hand, Service-Profit Chain theory exhibits the sequential relationship among profitability, customer loyalty and employee satisfaction, loyalty and productivity (Heskett et al., 1994, 2008), but nothing is pronounced about company business growth. Considering the limitations of these two existing theories, this research identified the major research gap that, although there is comprehensive relationship between service quality and customer satisfaction but no indication on how service recovery strategy can enhance business growth. The main paucity with regards to previous studies that, unpredictably no direct relationship has been recognized yet between SRP variables and company business growth, this research will fill up the gap by selecting appropriate variables of SRP. Other existing gap is regarding mediating effect of customer satisfaction between the relationship of SRP variables and company business growth.

1.3 Underpinning Theories

Predominantly the institutional underpinning theories of this research are Service-Profit Chain theory (Heskett et al., 1994, 2008) and antecedents of SRP model (Boshoff and Allen, 2000). Other supporting theories are loyalty-profit chain theory (Edvardsson et al., 2000), and customer satisfaction and profitability theory (Zhang and Pan, 2009). Regarding business growth, Penrose's theory "Theory of the growth of the firm" (1960) has been adopted for base discussion. Major critique of service-profit chain theory is comprehensiveness with quite intricate relationships (Kamakura et al., 2002) where it is not easy to get the proper implication guideline that can explain any direct cause-effect relationship. Another underpinning theoretical model of SRP by Boshoff and Allen (2000) shows basic effective SRP variables group for frontline staffs of a national bank with outcome variables; intention to resign, and job satisfaction. This research argues that job satisfaction and intention to resign cannot be the final outcome of SRP, rather it has modified with other focal and ultimate outcome- company business growth.

2.1 Influencing Factors of Service Recovery Performance

The influential factors of SRP are the concerning independent variables of this research. This study contributes to the service recovery literature by signifying a few additional variables that have not been previously addressed which are: education and experience, and communication skill.

Business commitment of top management

Management commitment on SRP ensures service quality (Rod and Ashill, 2010; Daskin and Yilmaz, 2015) and thus management commitment to service quality is a critical determinant of service worker behavior (Zhang et al., 2000; Babakus et al., 2003; Alexandrov et al., 2007; Ekiz, 2009) in service recovery process which is significantly influencing to customer satisfaction (Pai and Yeh, 2017). Also, management commitment to service quality on SRP has significant effect on employees' organizational commitment and job satisfaction as well (Lan and Nugroho, 2019). Top management's responsibility is to ensure proper recruitment and stuffing procedure (Farahmand, 2013), thus human resource practicing style is importantly related to SRP and employees' job satisfaction (Hewagama et al., 2019). However, top management's education level even has been found significantly related to company business growth (Kolvereid, 1992; Manzano et al., 2012) because top management's decision on business relationship mainly drive customer satisfaction; no matter how the employees are loyal and determined to provide the best service to customer, any negative strategy taken by top management must mislead toward business declining. Therefore, this research attempted to investigate the relationship between top management commitment and business growth with the mediating effect of customer satisfaction.

Organizational & technical support

Perceived organizational support enhances SRP through learning goal orientation (Costa, 2007), in some cases it has direct relationship with SRP (Karatepe, 2012). Increasing employees' SRP perceived organizational support enhances their satisfaction with customers and decreases leaving intentions (Gobelna, 2016). Furthermore, it is directly related to international customer satisfaction (Biswakarma, 2016), which significantly mediates between perceived job performance and customer satisfaction. The technological deficiency becomes barrier to compete in global market, because productivity is not dramatic like other rival countries which is the reason of less

business. Many garment factories are not supportive to purchase any special machine as per buyer's requirement and many other have not standard quality control system and enough contemporary technological advantage whereas organizational determinants and technical knowledge have strong influence on business growth (Zhou and Wit, 2009) and without which frontline employees are not able to satisfy the customers properly. Top management should have positive intention to forgive an honest mistake on employee's part (Biswakarma, 2016) and dive to solve the problem on behalf of employees that builds a strong relationship between the employees and management which relationship helps to get overall business output (Eisenberger et al., 1990, 2002). It is therefore essential to investigate the impact of organizational support on customer satisfaction and company business growth.

Communication competency

Modern business is concentrated as communication based and mostly recognized that successful change calls for communication (Balogun, 2006), both horizontal and vertical communication essentially to be developed during the change (Balogun and Johnson, 2004). Inability to provide specified support to employee's internal communication and service to customers may have a negative impact on business (Koc, 2017). As communication competency means the style and manner how the service employee or manager addresses customer's complaint (Boshoff, 1999), research suggested that process recovery communication has a great and positive influence on customer overall satisfaction that definitely enhance repurchase intentions and word-of-mouth intentions (Vaerenbergh et al., 2012). Communication is one of the most viable service recovery action that can turn negative impression any time into positive impression, and similarly communication failure can be the reason of hostile relationship with customers resulting to bad image (Heinonen, 2017). As informational justice (the fairness on the given and provided information) and post-recovery satisfaction is positively related to service recovery process (Kussusanti et al., 2019), therefore, this research preferred to investigate the relationship between communication and business growth with the mediating effect of customer satisfaction.

Education and experience

Employee's education and SRP is positively correlated (Ardahan, 2007) and it could be very important for company performance. Considering cost minimization phenomenon, sometimes top management takes strategy of hiring fresher or less experienced people at low level payment but there is a big question mark on service quality and final output from such low paid employees. Skills, education, and experiences of employees are vital factors to achieve goals and objectives (Tanner, 2019). Having functional and spiritual capabilities a skill and experienced employee can play vital role in service recovery process and surely makes buyers happy with responsiveness attitude and feedback calling as customer satisfaction. As individual knowledge and skills are directly associated with company growth (Zhou and Wit, 2009), therefore, it is interesting to examine the relationship between employees' education-experience and company business growth with the mediating effect of customer satisfaction.

Training

Training is an educational layout of information, practices, and policies that are given to employees as equips them for handling customer complaints and delivering satisfactory levels of service (Boshoff and Allen, 2000). It has significant impact on SRP (Piaralal et al., 2015; Pai and Yeh, 2017; Hamir et al., 2018; Costers, 2019; Mahyoub et al., 2020) and improves employees' performance (Scaduto et al., 2008). Generally, employees are motivated and inspired by the outcome of training programmes that enhance individual personal productivity and support to build up better job attitude of the employees (Kim-Soon et al., 2014; Bhatti et al., 2014). However, service recovery training as a continuous learning process (Jayawardana and Prasanna, 2007) is necessarily an important strategic implementation for customer retention (Magnini and Ford, 2004) which has a great contribution to business growth (Amat et al., 2013). Therefore, it is interesting to know how 'training' is associated with business growth through the mediating effect of customer satisfaction.

Empowerment

Empowerment is a kind of authoritative power that help employees to take decisions within the right time and to act in the interest of customer service better (Boshoff and Allen, 2000; Al-Ghraibah and Rawshdeh, 2016), thus empowerment as an important work environment factor (Hoffman and Bateson, 2011) is the most important dimensions of effective SRP (Al-Ghraibah and Rawshdeh, 2016; Nadiri and Tanova, 2016; Guchait et al., 2016; Hewagama et al., 2019; Zhang, 2019; Kumar and Kumar, 2020), because employees feel insecure and inconsistency in their decision making and service recovery actions eventually become less effective (Schumacher and Komppula, 2016). As empowerment enhance not only SRP but also promotes customer satisfaction (Piaralal et al., 2015; Pai and Yeh, 2017; Hamir et al., 2018), therefore, it needs to examine the impact of empowerment on business growth with the mediating effect of customer satisfaction.

Organizational commitment

Organizational commitment indicates employees' individual attachment and positive attitude to the organization (Johnston et al., 1990), in other words, it is an employees' emotional attachment with organization (Allen and Meyer, 1996) that reflects employees' loyalty to their organization (Luthans et al., 2015). Employees' commitment to the organization can ensure service quality to customers (Malhotra and Mukherjee, 2004) that can also enhance customer satisfaction. Effective organizational commitment influences employees' SRP (Okoe et al., 2016; Lan and Nugroho, 2019), and SRP consequently influences job satisfaction and intention to resign (Piaralal et al., 2015). However, organizational commitment plays the role as a root factor of organizational performance and business growth (Zhou and Wit, 2009) but it is not tested yet regarding causal relationship among employee's commitment, customer satisfaction and business growth.

Teamwork & environment

Teamwork is a work performance factor in service (Zeithaml et al., 1988) that have direct and positive impact on employees' SRP (Ardahan, 2007; Mahyoub et al., 2020). Under work environment, workplace friendship between managers and subordinates (Lin, 2010) is an important element that influences SRP (Guchait et al., 2016; Afsar et al., 2017; Pasamehmetoglu et al., 2017) and also enhance individual performance (Boshoff and Allen, 2000). Multiplicity environment with internal politics that affect directly employees' SRP and satisfaction as well (Daskin and Yilmaz, 2015). Support from supervisors and coworkers helps to be intrepid in work and keep positive attitude that have distinct influence on service performance (Susskind et al., 2007). On the other hand, teamwork and culture create job satisfaction (Gopalan, 2019) and generate customer satisfaction (Pai and Yeh, 2017) which also have a positive relationship with SRP (Al-Ghraibah and Rawshdeh, 2016). Furthermore, teamwork is the foremost factor of competitiveness and business growth achievement (Nimlaor et al., 2015), because antagonistic environment hinder company business growth in every operational stage (Zhou and Wit, 2009; Manzano et al., 2012). Therefore, this research attempted to investigate the relationship between teamwork & environment and business growth with the mediating effect of customer satisfaction.

Role of ambiguity

Role of ambiguity encumbers employees' job performance (Boshoff and Allen 2000) that strongly creates job dissatisfaction in dealing dissatisfied customers and typically declines the recovery speed (Brown and Peterson, 1994). This mainly happens due to losing individual confidence in actions (Armstrong and Taylor, 2014) that negatively influence SRP (Boshoff and Allen, 2000; Nadiri and Tanova, 2016). Like other influential factor of SRP, this research sensed the necessity to examine the relationship between role of ambiguity and business growth with the mediating effect of customer satisfaction.

Job satisfaction and motivation

Job satisfaction indicates the employees' perception of how well their company provides those things that are viewed as important (Luthans, 2010) and it has direct impact on SRP (Daskin and Yilmaz, 2015; Lan and Nugroho, 2019; Gopalan, 2019; Mahyoub et al., 2020). Job satisfaction is the great power of customer satisfaction (Gil et al., 2008) because employees must be satisfied before they can satisfy the customers (Okoe et al., 2016). As job satisfaction is linked to individual job performance (Ng et al., 2009), it is a major concern of organizational performance through getting maximum output. Motivation (Huang et al., 2015) and rewards are the key components of job satisfaction that drive high-performance in SRP (Mustafa et al., 2017) and customer satisfaction (Pai and Yeh, 2017). In other aspect, employees' job satisfaction generates customer satisfaction (Rust et al., 1996) which enhance company's performance by decreasing dissatisfaction (Robertson et al., 2012; Al-Battat and Som, 2013). Therefore, this research also seeks the impact of employees' job satisfaction on company business growth with the mediating effect of customer satisfaction.

Customers' characteristics

Customer characteristics as; customer purchasing experience (Holloway et al., 2005), consumer personality (Lin, 2011) and co-creation facility (Greer et al., 2015) all are influential factor of SRP (Al-Ghraibah and Rawshdeh, 2016). In garment industry, business target can be successfully achieved by customers' contribution in material sourcing (Leroi et al., 2016) and co-creation activities. However, customers can also be responsible for the cause of service failure (Zhu and Zolkiewski, 2015), and customer-related social stressors have indirectly and negative impact on SRP by increasing exhaustion symptoms (Sommovigo et al., 2019) because customers with different cultural background react differently with different level of expectations (Patterson et al., 2006). As loyal customers always increase repurchase activities, the company could gain bigger volume sales and profit growth as well (Heskett et al., 2008). Therefore, it is necessary to verify the relationship between customers' characteristics and business growth mediated by customer satisfaction.

2.2 Customer Satisfaction

Customer's satisfaction or dissatisfaction is the major cause of customer's exit (Buttle and Burton, 2001) because customer dissatisfaction reduces loyalty and retrograde the firm's reputation (Levesque and McDougall, 2000). It is an indication of customer's response about the contentment of their requirement (Zeithaml et al., 2009). In other view, customer satisfaction is regarded as a natural tool of assessment how the company is performing to the customers (Kotler et al., 2016). However, principally, customer satisfaction is related to severity of service failure; the higher the magnitude of failure severity converts the higher the perceived negative impact of the customers' satisfaction (Tax et al., 1998; Maxham, 2001; McCollough et al., 2000; Gotsis, 2017). Service quality is the greatest factor of customer satisfaction (Osman and Sentosa, 2013; Dawi et al., 2018), in fact, it is highly correlated to customer's loyalty that directly and positively influence repurchase intention and positive word-of-mouth (Gee et al., 2008). Moreover, the consequences of losing customers are; business decrease and negative word of mouth (Filip, 2013; Casidy and Shin, 2015).

2.3 Business Growth

Business growth, as the process of improved measure of a company's success through quantitative external change (Witek-Crabb, 2014) can be realized by enhancing the top line or revenue coming from product sales or service income; specific quantitative growth in sales, export or production (Penrose, 1996) and, specific development process on quality improvement (Tingler, 2015). Although the popular definition indicates to significant positive cash flow or earnings (Nuber and Kato, 2016; Arthur, 2016), actually the term business growth is established based on five different perspectives; the resource-based perspective, the motivation perspective, the strategic adaption perspective and the configuration perspective (Muhos, 2015). As Penrose's theory (1960) was conspicuous to being more adoptable for industrial sector's business growth (Montgomery, 1994), this research has adopted resource-based view for business growth investigation. However, business growth is not uniquely measurable comprehensively (Durmaz and Ilhan, 2015), no specific metric is suggested to measure company business growth rather found following multidimensional metrics in different fields: total revenue/ sale, profit amount, total value of the company/assets, market share, total number of employees and customers, productivity/production capacity and product innovation (Coad, 2009; Zhou and Wit, 2009; Muhos, 2015). But the most communal and useful measure of business growth is sales value or export value (Geroski, 2000; Coad, 2009; Durmaz and Ilhan, 2015; Tingler, 2015) especially applicable for garments manufacturing and export business.

2.4 Conceptual Model

Based on aforementioned extensive literature review, underpinning theories relevant to the research context and according to research objectives a conceptual framework is developed in Figure-1.

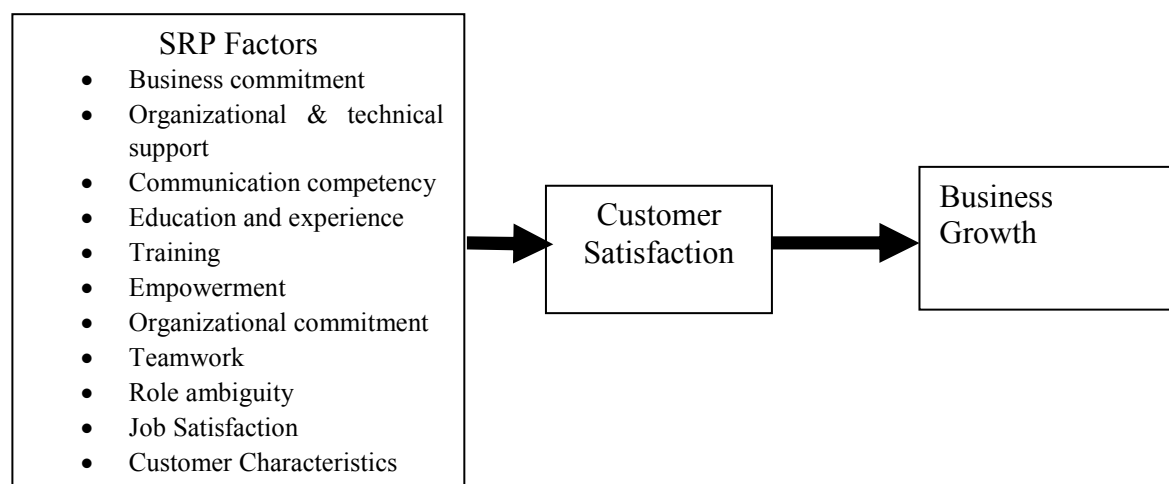


Figure 1: Conceptual Model.

2.5 Research Hypothesis

H1: Business commitment of top management (TMC) to customer service excellence has significant positive impact on customer satisfaction (CS).

H2: Organizational & technical support (OTS) to employees has significant positive impact on customer satisfaction (CS).

H3: Communication competency (COC) of employees has significant positive impact on customer satisfaction

- (CS).
- H4: Education and experience (EDS) of employees has significant positive impact on customer satisfaction (CS).
- H5: Training (TRN) to employees has significant positive impact on customer satisfaction (CS).
- H6: Empowerment (EMPOW) of employees has significant positive impact on customer satisfaction (CS).
- H7: Organizational commitment (OCOM) of employees has significant positive impact on customer satisfaction (CS).
- H8: Teamwork (TEAM) and office culture has significant positive impact on customer satisfaction (CS).
- H9: Role of ambiguity (ROLE) in employees' job responsibility has significant negative influence on customer satisfaction (CS).
- H10: Job satisfaction (JOBSAT) of employees has significant positive impact on customer satisfaction (CS).
- H11: Positive characteristics of customers (CUSCH) have significant positive impact on customer satisfaction (CS).
- H12: Business commitment of top management (TMC) to customer service excellence has significant positive influence on company business growth (BG).
- H13: Organizational & technical support (OTS) has a significant positive influence on company business growth (BG).
- H14: Communication skill (COC) of employees has significant positive influence on company business growth (BG).
- H15: Education and experience (EDS) of employees has significant positive influence company business growth (BG).
- H16: Training (TRN) to employees has a significant positive influence on company business growth (BG).
- H17: Empowerment (EMPOW) of employees has a significant positive influence on company business growth (BG).
- H18: Organizational commitment (OCOM) of employees has significant positive influence on company business growth (BG).
- H19: Teamwork (TEAM) and office culture have significant positive influence on company business growth (BG).
- H20: Role of ambiguity (ROLE) has significant negative influence on company business growth (BG).
- H21: Job satisfaction (JOBSAT) of employees has significant positive influence on company business growth (BG).
- H22: Positive characteristics of customers (CUSCH) have significant positive influence on company business growth (BG).
- H23: Customer satisfaction (CS) mediates the relationship between business commitment of top management (TMC) and company business growth (BG).
- H24: Customer satisfaction (CS) mediates the relationship between organizational & technical support (OTS) and company business growth (BG).
- H25: Customer satisfaction (CS) mediates the relationship between communication competency (COC) of middle management and company business growth (BG).
- H26: Customer satisfaction (CS) mediates the relationship between education and experience (EDS) of middle management and company business growth (BG).
- H27: Customer satisfaction (CS) mediates the relationship between training (TRN) to middle management and company business growth (BG).
- H28: Customer satisfaction (CS) mediates the relationship between empowerment of middle management (EMPOW) and company business growth (BG).
- H29: Customer satisfaction (CS) mediates the relationship between organizational commitment (OCOM) of middle management and company business growth (BG).
- H30: Customer satisfaction (CS) mediates the relationship between teamwork (TEAM) and company business growth (BG).
- H31: Customer satisfaction (CS) mediates the relationship between role of ambiguity (ROLE) in employee's job responsibility and company business growth (BG).
- H32: Customer satisfaction (CS) mediates the relationship between job satisfaction (JOBSAT) and company business growth (BG).
- H33: Customer satisfaction (CS) mediates the relationship between positive characteristics of customers (CUSCH) and company business growth (BG).
- H34: Customer satisfaction (CS) is positively related to company business growth (BG).

3.1 Research Methodology and Design

This research strategy has been chosen for a cross-sectional non-experimental research strategy which is constructed based on quantitative research method. As per conceptual model of this research a detail and the

most appropriate a five-point Likert scale (Likert, 1970) was used to get a highly structured questionnaire for primary data collection process. It was evaluated the facts based on measured variables without having any control on what is happening practically, which is turned to an ex-post facto design (Kerlinger and Lee, 2008).

Having the complete list of all garment factories (BGMEA directory 2019) available in hand, Simple Random Sampling method was applied in data collection, all necessary data were collected from 354 different garment factories in Bangladesh. Therefore, sampling unit of this research has been regarded to individual garment factory. Only one middle management employee (merchandiser/merchandise manager) from each factory was interviewed for data collection because there is very less chance to get any additional information by interviewing more employees about business condition and environmental condition of that factory. After data collection the most appropriate software package (Smart PLS 3.2) has been used for data analysis and inferences. Because in comparison with the other regression models, the SEM is with more flexible properties that has facility to examine multiple relationships simultaneously and it has the facility to determine the effect of mediating variables between exogenous and endogenous variable (Xiao, 2013).

3.2 Hypothesized Model

In Smart-PLS output format (Figure-2), path directions from all constructs to dependent variables are depicted according to PLS regression model.

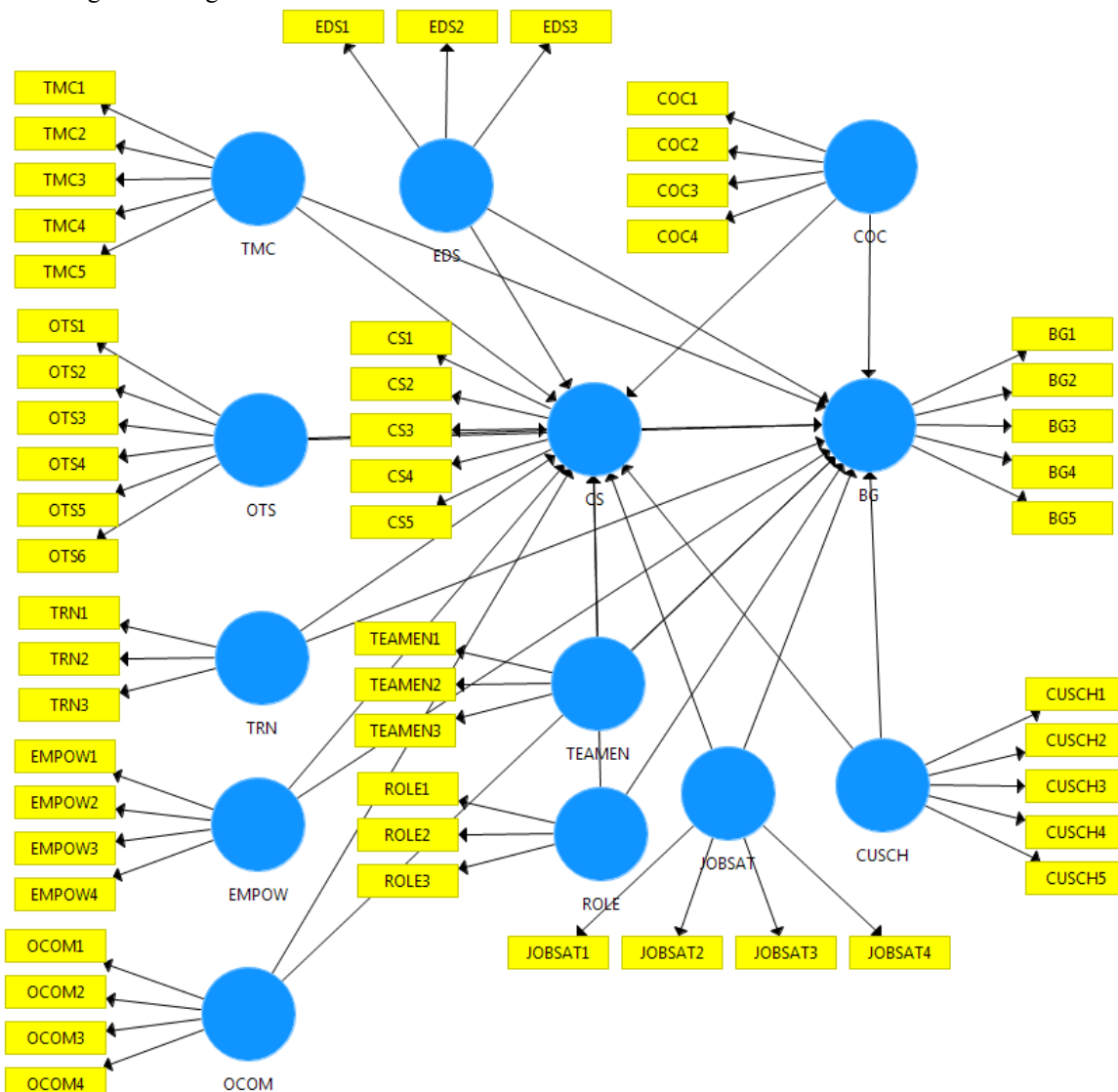


Figure 2: Hypothesized Model

3.3 Research Setting and Sampling

Only garment manufacturing companies in Bangladesh were included into the research population who are manufacturing and exporting readymade garment products to abroad countries. There is a complete list of all

registered garment factories (4373 factories) which is being updated and published by Bangladesh Garment Manufacturers and Exporters Association (BGMEA) regularly, therefore, total population of this study is $N=4373$. Simple random sampling method is a technique of sample selection where each of the selected item has equal probability of selection (Cochran, 1977). This is the fairest technique and the most representative that ensures least statistical biasness and there is no restriction on sample size and grouping. To get authentic information about garment factory, middle management employees were selected as targeted respondent group for data collection, several previous studies also chose hotel employees and front office managers same way for getting information about SRP and customer satisfaction (Ekiz, 2009; Chung and Law, 2002; Law and Lau, 2004; Yeung and Law, 2006; Ekiz and Arasli, 2007; Karatepe, 2012).

According to Krejcie and Morgan (1970) table, for population $N=4373$, the sample size $n= 354$ is determined with 1 degree of freedom at the desired confidence level 3.841. Therefore, data were collected from total 354 different garment factories selected by simple random sampling technique.

3.4 Operational Definition of Variables

The operational definitions of all latent variables in conceptual model becomes constituent to be defined in context of garment industry which practical features are adapted and loaded into extant formats and to explain the research results in correct custom.

Business commitment	The fair business mind of top management/factory owner how they are committed for good business relationship with all types of buyer.	Ekiz (2009), Pai and Yeh (2017)
Organizational and technical support	The assistance and support to the merchandising team how sincerely factory management solve the issues with top priority.	Eisenberger et al. (2002), Biswakarma (2016)
Communication competency	The style and way of merchandisers' communication with buyers.	Boshoff (1999), Heinonen (2017)
Education and experience	Out-put impact of merchandiser's technical (textile) background on customer service and service capabilities to continue business relationship with buyers.	(new variable)
Training	Systems, practices, information and techniques provided to the employees in an educational manner that make employees skilled to handle customer complaints more efficiently with satisfactory level of service.	Boshoff and Allen (2000), Lastner et al. (2016)
Empowerment	Proper authority given to merchandising team in shipment execution processes to act in the interest of customer service better.	Al-Ghraibah and Rawshdeh (2016)
Organizational commitment	The emotional attachment of an employee with the company and management how merchandisers feel and committed for the company.	Okoe et al. (2016)
Teamwork and environment	The environmental and social condition of the garment factory where employees' performance differs on ecosystem environmental culture rather than individual efficiency.	Boshoff and Allen (2000), Vargo and Lusch (2004)
Role ambiguity	Well defined the job responsibilities for all departments of the factory, so that, no one has any hesitation and uncertainty in respect of job performance.	Nadiri, and Tanova (2016)
Job satisfaction	Employees' attitude toward their job whether happy with all benefits and facilities giving by the company.	Pai and Yeh (2017)
Customer's characteristics	Nature of buyers how they deal with garment factories in terms of payment, working procedure and flexibility.	Al-Ghraibah and Rawshdeh (2016)
Customer satisfaction	Buyers' feedback whether they are willing to continue the business as feel good, having positive intention to repurchase, and carrying the impression of recommending other buyers.	Yeung and Law (2006), Ekiz (2009)
Business growth	Simple revenue growth rate of the company considering annual turnover, new customers added in last few years, and production capacity enhancement of the garment factory.	Nuber and Kato (2016), Arthur (2016)

3.5 Quantitative Measurement Scales

In this research, each construct was measured using multi-items and validated by previous studies were adapted and modified to make acceptable and suitable the research setting. Measurement items of top management commitment (Boshoff and Allen, 2000; Zhang et al., 2000), organizational support (Ashill et al., 2008; Ekiz,

2009), training measurement (Boshoff and Allen, 2000; Ardahan, 2007), communication competency (Heinonen, 2017), role ambiguity (Ardahan, 2007; Ekiz, 2009), job satisfaction (Boshoff and Allen, 2000; Yavas et al., 2003), organizational commitment (Chang and Chang, 2010), team-culture measurement (Zeithaml et al., 1988; Boshoff and Allen, 2000; Stashevsky and Koslowsky, 2006) were mostly adapted from previous studies. Scale items of customers' characteristics measurement were followed by Al-Ghraibah and Rawshdeh (2016). In previous studies, measurement of SRP was chosen and justified by self-assessment and perception outcomes by front line staff's (Babakus et al., 2003; Daskin and Yilmaz, 2015). Following same point of view, item measurement scales of customer satisfaction have been cited from previous studies by Goodwin and Ross (1992), Chung and Law (2002), Law and Lau (2004), Yeung and Law (2006), Ekiz and Arasli (2007), Riscinto-Kozub (2008), Ekiz (2009), and Gunarathne (2014). But all the item scales have been adapted are reconstructed and especially refurbished in context of Bangladesh garment industry. The Dependent variable company business growth were measured following the suggested methods by Hallowell (1996), Manzano et al. (2012), Nuber and Kato (2016), and Arthur (2016). The only new variable 'education & experience' does not belong to any previous study reference but which is also considered as relevant to SRP, thus, the scale items of this new variable has been measured by self-generated measuring instrument which is relevant and harmonizing in context of garment industry.

3.6 Survey Instrument: Questionnaire

The questionnaire consists of 54 questions for variable measurements with the following distribution; 05 questions for top management commitment, 06 questions for organizational and technical support, 04 questions for communication competency, 03 questions for education and experience, 03 questions for training, 04 questions for empowerment, 04 questions for organizational commitment, 03 questions for teamwork environment, 03 questions for role ambiguity, 04 questions for job satisfaction, 05 questions for customers' characteristics, 05 questions for customer satisfactions, and 05 questions for company business growth. Apart from above structural questions, there are also 07 demographic questions which are used following ordinal and nominal scale. All the multi-item scales are measured on a five-point Likert scale which contains five divisions; 1=strongly disagree, 2=disagree, 3= neutral, 4= agree, and 5=strongly agree. The pilot survey was conducted on 30 garment factories as test basis. Due to very less responsiveness in email communication, data collection mode had to change to direct communication mode either face-face meeting or telephonic conversation. A few changes in questionnaire were required and been modified after pre-test/ pilot survey.

4. Data Analysis

PLS is applied as a regression model that is capable to present a path model which deals causal paths relating to exogenous and endogenous variable (Garson, 2016). PLS-SEM becomes the suitable approach involving into two steps; measurement models testing for psychometric properties in the first step, and hypothesis testing in the second stage (Fornell and Cha, 1994). It ensures R-squared maximization of the latent variables by computing the latent variable scores with the reliability indices.

4.1 Data screening and missing values

Data cleaning and screening processes were followed and confirmed the quality of data analysis as ensured by checking of extreme values, missing data, and unusual/irrelevant data, thus the research quality was ensured through research accuracy, without any threat of validity (Osborne, 2010; Xu et al., 2015). One of the scale items (OCOM4) of construct 'Organizational Commitment' was eliminated by default programme running on smart-PLS due to having only same score in full 354 data set.

4.2 Descriptive statistics

In the sample distribution, 40.4% factories are selected from Gazipur zone, 23.2% are from Savar, 16.1% are from Dhaka zone, 11% from Narayangonj, 5.1% from Chittagong and 4.2% are selected from other area in Bangladesh. Yearly business value level is as follows: less than 20 million USD is 8.2%, 20 - 39 million USD are 38.1%, 40 - 59 million USD are 34.2%, 60 - 79 million USD are 15% and more than 80 million USD are 4.5%. About the respondents' profile, 9.9% female and 90.1% male participated in this sample survey. Among 354 respondents, 55.6% are positioned as merchandiser and 44.4% are designated as 'merchandise manager'. 35.9% respondents who are textile engineer and 64.1% are not textile back grounded.

Table 1: The profile of respondents and their factory (N=354).

Index	Category	Frequency	Percentage
Factory Location	Dhaka	57	16.1%
	Savar	82	23.2%
	Gazipur	143	40.4%
	Narayanganj	39	11.0%
	Chittagong	18	5.1%
	Others	15	4.2%
Main Export Zone	USA	148	41.8%
	Europe	206	58.2%
Yearly Business Value	< 20 Million \$	29	8.2%
	20 - 39 Million \$	135	38.1%
	40 - 59 Million \$	121	34.2%
	60 - 79 Million \$	53	15.0%
	80+ Million \$	16	4.5%
Gender of Respondents	Female	35	9.9%
	Male	319	90.1%
Designation of Respondents	Merchandiser	197	55.6%
	Merchandise Manager	157	44.4%
Education of Respondents	Textile	127	35.9%
	Non-textile	227	64.1%

Other Results of the Survey

Table 2: Survey results of middle management's opinions.

Item code	Survey results
TMC4	94% merchandisers think that their top management do not push buyers for excess orders more than actual production capacity.
OTS6	83% merchandisers think that factory management do not help them if they do any honest mistake in my merchandising job.
EDS1	74% merchandisers think that textile background is essential for garment factory merchandising job.
TRN2	76% merchandisers informed that they do not get any training by outsourcing professionals.
EMPOW3	77% merchandisers feel that they have no power on material sourcing and other decisions.
TEAMEN2	Only 40% merchandisers agree that all other employees in factory have same sense of cooperating each other for On-time shipment and good quality product.
ROLE1	57% merchandisers think that their job descriptions are well defined and no role of ambiguity.
JOBSAT1	51% merchandisers are satisfied with their salary and other benefits according to work performance.
CUSCH1	87% merchandisers have opinion that garment buyers always push for high quality product but at low price.
BG5	94% merchandisers believe that, along with business growth their company is gaining profit in garment export business.

4.3 PLS-SEM Analysis

4.3.1 Measurement Model

Measurement model has been assessed before proceeding to examine the relations among the unobserved variables (latent constructs). The purpose of analyzing the measurement model is to provide support for the issues of dimensionality, convergent, and discriminant validity (Hair et al., 2019).

Outer Model Measurement Loadings

Table 3: Measurement loadings.

Construct	Measurement Item	Loadings Value
Top Management Commitment	TMC1	0.146
	TMC2	0.959
	TMC3	0.828
	TMC4	0.747
	TMC5	0.891
Organizational & Technical Support	OTS1	0.933
	OTS2	0.585
	OTS3	0.944
	OTS4	0.814
	OTS5	0.831
	OTS6	0.887
Communication Competency	COC1	0.911
	COC2	0.917
	COC3	0.279
	COC4	0.619
Education & Experience	EDS1	-0.689
	EDS2	0.322
	EDS3	0.849
Training	TRN1	0.941
	TRN2	0.840
	TRN3	0.900
Empowerment	EMPOW1	0.787
	EMPOW2	0.763
	EMPOW3	0.467
	EMPOW4	0.880
Organizational Commitment	OCOM1	0.907
	OCOM2	-0.823
	OCOM3	0.618
Teamwork & Environment	TEAMEN1	0.843
	TEAMEN2	0.848
	TEAMEN3	0.334
Role Ambiguity	ROLE1	0.781
	ROLE2	0.849
	ROLE3	0.809
Job Satisfaction	JOBSAT1	0.952
	JOBSAT2	0.924
	JOBSAT3	0.911
	JOBSAT4	0.830

Construct	Measurement Item	Loadings Value
Customer's Characteristics	CUSCH1	0.767
	CUSCH2	0.845
	CUSCH3	0.214
	CUSCH4	0.868
	CUSCH5	0.529
Customer Satisfaction	CS1	0.906
	CS2	0.787
	CS3	0.879
	CS4	0.723
	CS5	0.910
Business Growth	BG1	0.689
	BG2	0.722
	BG3	0.770
	BG4	0.449
	BG5	-0.497

According to above results, one item of construct top management commitment, one item of organizational & technical support, two items of communication competency, two items of education & experience, one item of empowerment, two items of organizational commitment, one item of teamwork & environment, two items of customer's characteristics, and two items of business growth construct are out of acceptable range and all are dropped. Scale item BG1 is accepted and not dropped as almost closed to cutoff value 0.70.

Measurement Fit for Reflective Models

Appropriate goodness of fit measures for reflective measurement models are described below. Cronbach's alpha is calculated as the most appropriate and popular composite reliability measure to test convergent validity for reflective models.

Cronbach's Alpha

Table 4: Cronbach's alpha.

Mean, STDEV, T-Values, P-Values

Latent Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
TMC	0.804	0.803	0.019	41.520	0.000
OTS	0.912	0.912	0.005	184.313	0.000
COC	0.651	0.648	0.022	29.817	0.000
EDS	-1.321	-1.345	0.186	7.081	0.000
EMPOW	0.706	0.707	0.018	39.542	0.000
JOBSAT	0.926	0.926	0.006	161.826	0.000
OCOM	-0.940	-0.948	0.118	7.948	0.000
ROLE	0.747	0.747	0.023	32.594	0.000
TEAMEN	0.453	0.453	0.041	10.983	0.000
TRN	0.876	0.876	0.008	116.017	0.000
CUSCH	0.698	0.696	0.021	33.438	0.000
CS	0.897	0.897	0.006	147.110	0.000
BG	0.325	0.317	0.051	6.345	0.000

Above result shows that Cronbach's alpha for total five constructs are found less than 0.70 (CUSCH is considerably accepted as much closed to 0.70), therefore, convergent validity test is successfully performed that

measures internal consistency of constructs (Garson, 2016).

Composite Reliability

Nunnally (2017) recommended benchmark coefficient Cronbach's alpha for all the variables to be surpassed the cutoff value of 0.70 for composite reliability.

Table 5: Composite Reliability
 Mean, STDEV, T-Values, P-Values

Latent Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
TMC	0.863	0.863	0.012	74.577	0.000
OTS	0.934	0.934	0.003	271.449	0.000
COC	0.799	0.798	0.010	79.257	0.000
EDS	0.121	0.120	0.032	3.814	0.000
EMPOW	0.823	0.824	0.009	91.963	0.000
JOBSAT	0.948	0.948	0.004	249.573	0.000
OCOM	0.306	0.306	0.032	9.530	0.000
ROLE	0.854	0.854	0.012	71.996	0.000
TEAMEN	0.738	0.738	0.015	48.639	0.000
TRN	0.923	0.923	0.004	210.193	0.000
CUSCH	0.799	0.798	0.013	62.775	0.000
CS	0.925	0.925	0.004	228.827	0.000
BG	0.606	0.604	0.025	24.357	0.000

Except the constructs EDS and OCOM, others are constructs are found representative with good composite reliability that indicates truly representative measures of the construct the factor represents; thus, internal consistency reliability was fulfilled as well. Latent variables OTS, JOBSAT, TRN and CS are showing have performed with high composite reliability (> 0.90). Among dependent indicators, CS achieved higher reliability than BG.

Average Variance Extracted (AVE)

AVE technique was used to test both convergent and divergent validity which indicates the average communality of predictor and dependent indicators of the reflective model. If calculated AVE is found greater than 0.5 the model is considered as an adequate model (Hair et al., 2017), previous researches suggest that AVE scores need to be at least 0.50 in order to qualify the convergent validity.

Table 6: Average Variance Extracted (AVE)
 Mean, STDEV, T-Values, P-Values

Latent Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
TMC	0.596	0.597	0.016	37.432	0.000
COC	0.533	0.533	0.012	44.914	0.000
OTS	0.707	0.708	0.011	62.234	0.000
EDS	0.433	0.437	0.028	15.405	0.000
EMPOW	0.549	0.550	0.015	36.091	0.000
JOBSAT	0.820	0.820	0.011	72.758	0.000
OCOM	0.627	0.628	0.014	43.474	0.000
ROLE	0.662	0.662	0.021	31.193	0.000
TEAMEN	0.514	0.515	0.015	34.977	0.000
TRN	0.801	0.800	0.010	81.519	0.000
CUSCH	0.476	0.477	0.013	35.336	0.000
CS	0.713	0.713	0.012	60.793	0.000
BG	0.408	0.411	0.018	22.279	0.000

As shown in Table-6, AVE score of most of the latent variables are found greater than 0.50 for seven out of eight constructs. This suggests that convergent validity has been confirmed for ten out of thirteen constructs in our instrument. EDS, CUSCH and BG scored closed to 0.50 which means error variance exceeds explained variance.

Discriminant Validity

Discriminant validity was analyzed by the relationship between correlations among first-order constructs and the square roots of AVE. Cross-loadings method to test discriminant validity is also discussed in next. In Smart-PLS output, also following the Fornell-Larcker criterion table, the square root of AVE is automatically calculated, and correlation value also are appeared.

Table 7: Discriminant Validity-Fornell-Larcker Criterion

Latent Variable	BG	COC	CS	CUSCH	EDS	EMPOW	JOBSAT	OCOM	OTS	ROLE	TEAMEN	TMC	TRN
BG	0.638												
COC	0.690	0.730											
CS	0.771	0.941	0.844										
CUSCH	0.623	0.669	0.716	0.690									
EDS	0.567	0.503	0.531	0.503	0.658								
EMPOW	0.732	0.892	0.915	0.584	0.596	0.741							
JOBSAT	0.894	0.826	0.904	0.769	0.643	0.839	0.906						
OCOM	0.881	0.662	0.766	0.494	0.605	0.743	0.840	0.792					
OTS	0.901	0.794	0.866	0.678	0.542	0.799	0.946	0.800	0.841				
ROLE	0.817	0.705	0.783	0.476	0.461	0.789	0.735	0.850	0.765	0.813			
TEAMEN	0.647	0.805	0.813	0.638	0.414	0.770	0.794	0.528	0.806	0.529	0.717		
TMC	0.796	0.836	0.884	0.502	0.587	0.887	0.819	0.887	0.781	0.856	0.636	0.772	
TRN	0.760	0.874	0.923	0.783	0.621	0.877	0.919	0.739	0.860	0.714	0.815	0.828	0.895

Table 8: Latent variable correlation

Latent variables	BG	COC	CS	CUSCH	EDS	EMPOW	JOBSAT	OCOM	OTS	ROLE	TEAMEN	TMC	TRN
BG	1.000	0.690	0.771	0.623	0.567	0.732	0.894	0.881	0.901	0.817	0.647	0.796	0.760
COC	0.690	1.000	0.941	0.669	0.503	0.892	0.826	0.662	0.794	0.705	0.805	0.836	0.874
CS	0.771	0.941	1.000	0.716	0.531	0.915	0.904	0.766	0.866	0.783	0.813	0.884	0.923
CUSCH	0.623	0.669	0.716	1.000	0.503	0.584	0.769	0.494	0.678	0.476	0.638	0.502	0.783
EDS	0.567	0.503	0.531	0.503	1.000	0.596	0.643	0.605	0.542	0.461	0.414	0.587	0.621
EMPOW	0.732	0.892	0.915	0.584	0.596	1.000	0.839	0.743	0.799	0.789	0.770	0.887	0.877
JOBSAT	0.894	0.826	0.904	0.769	0.643	0.839	1.000	0.840	0.946	0.735	0.794	0.819	0.919
OCOM	0.881	0.662	0.766	0.494	0.605	0.743	0.840	1.000	0.800	0.850	0.528	0.887	0.739
OTS	0.901	0.794	0.866	0.678	0.542	0.799	0.946	0.800	1.000	0.765	0.806	0.781	0.860
ROLE	0.817	0.705	0.783	0.476	0.461	0.789	0.735	0.850	0.765	1.000	0.529	0.856	0.714
TEAMEN	0.647	0.805	0.813	0.638	0.414	0.770	0.794	0.528	0.806	0.529	1.000	0.636	0.815
TMC	0.796	0.836	0.884	0.502	0.587	0.887	0.819	0.887	0.781	0.856	0.636	1.000	0.828
TRN	0.760	0.874	0.923	0.783	0.621	0.877	0.919	0.739	0.860	0.714	0.815	0.828	1.000

From above both tables (Fornell-Larcker criterion table and correlation table), it is evident that the square root of AVE of most of the factors are higher than the numbers (correlations), thus discriminant validity is performed (Hair et al., 2017).

Convergent Validity

Convergent validity was examined based on factor loadings, average variance extracted, and composite reliability (Fornell and Larcker, 1981; Hair et al., 2017).

Table 9: Results Summary for Reflective Outer Model

Latent Variable	Indicator	Loadings Value	Cronbach's Alpha	Composite Reliability	(AVE)	Discriminant Validity	T Statistics
Management Commitment.	TMC2	0.959	0.804	0.863	0.596	0.772	74.577
	TMC3	0.828					
	TMC4	0.747					
	TMC5	0.891					
Organizational & Technical Support	OTS1	0.933	0.912	0.934	0.707	0.841	271.449
	OTS3	0.944					
	OTS4	0.814					
	OTS5	0.831					
Training	TRN1	0.941	0.876	0.923	0.801	0.895	210.193
	TRN2	0.840					
	TRN3	0.900					
Empowerment	EMPOW1	0.787	0.706	0.823	0.549	0.741	91.963
	EMPOW2	0.763					
	EMPOW4	0.880					
Organizational Commitment	OCOM1	0.907	-0.940	0.306	0.627	0.792	9.530
Teamwork & Environment	TEAMEN1	0.843	0.453	0.738	0.514	0.717	48.639
	TEAMEN2	0.848					
Role Ambiguity	ROLE1	0.781	0.747	0.854	0.662	0.813	71.996
	ROLE2	0.849					
	ROLE3	0.809					
Job Satisfaction	JOBSAT1	0.952	0.926	0.948	0.820	0.906	249.573
	JOBSAT2	0.924					
	JOBSAT3	0.911					
	JOBSAT4	0.830					
Customer's Characteristics	CUSCH1	0.767	0.698	0.799	0.476	0.69	62.775
	CUSCH2	0.845					
	CUSCH4	0.868					
Customer Satisfaction	CS1	0.906	0.897	0.925	0.713	0.844	228.827
	CS2	0.787					
	CS3	0.879					
	CS4	0.723					
	CS5	0.910					
Business Growth	BG1	0.689	0.325	0.606	0.408	0.638	24.357
	BG2	0.722					
	BG3	0.770					

As shown in Table-9, two constructs; education & experience (EDS), and communication competency (COC) are eliminated and moved out from the summary. Also, ten scale items; TMC1, OTS2, EMPOW3, OCOM2, OCOM3, OCOM4, TEAM3, CUSCH3, BG4 and BG5 are removed due to scoring poor result in

loadings, Cronbach’s alpha, composite reliability and AVE. Except the endogenous variable (Business Growth), the AVE for all constructs exceeded the suggested value of 0.5 (Fornell and Larcker, 1981), and the values for Cronbach’s Alpha and composite reliability values also could meet the recommended bench mark 0.7 (Hair et al., 2019; Nunnally, 2017). Thus, it can be concluded that the measurement model fitted the data well based on the guidelines recommended by Hair et al. (2017).

Goodness of Fit for Measurement Model

i) AIC Test

AIC was used as the fit index calculated for endogenous variables CS and BG. The scoring closest to zero indicates that it reflects good fit, even it may obtain AIC values <0.0 (Garson, 2016).

Table 10: Akaike's Information Criterion (AIC) Test

Latent Variable	AIC
BG	-886.779
CS	-1,099.916

Based on above AIC results, the model reflects good fit in this study.

ii) GoF Calculation for Path Modeling

Another global fit measure (GoF) was conducted for path modeling by following given formula (Chin, 1998).

$$GoF = \sqrt{[(average\ AVE) \times (average\ R\text{-squared})]}$$

According to the data results, Average R²= 0.941, and Average AVE= 0.603.

$$So, GoF = \sqrt{(0.941 \times 0.603)} = 0.753.$$

As calculated GoF value (0.753) surpassed the largest cut-off value (0.36) for large effect sizes of R², it is indicated that proposed model has better explaining power (Bentler, 1990). The table of result summary also shows that all the T-Statistic values of constructs are greater than 2.56 at 1% level of significance, therefore it is concluded that outer model loadings (including BG) are highly significant.

4.3.2 Structural Model

In the first model, it is demonstrated with direct path from service recovery variables to customer satisfaction (CS) and customer satisfaction to business growth (BG). Then the second model is presented with CS takes part as a mediating role between SRP variables and BG.

Goodness of Fit for Structural (Inner) Models

Average R-square, Multicollinearity and adjusted R-square are the indices of GoF for the inner model which fit criteria are discussed as follows.

R-square: The predictability of the model revealed by the R² values is another model strength important determinant for overall effect size measure for the structural model. Chin (1998) gave guideline to title the results like “substantial”, “moderate” and “weak” in model fitting.

Table 11: R-square

Mean, STDEV, T-Values, P-Values

Latent Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BG	0.924	0.928	0.007	131.410	0.000
CS	0.958	0.960	0.003	287.361	0.000

** Path coefficient is highly significant at the 0.01 level (2-tailed).

Above R-square results show “high” value in model fit; as in regression, indicating that all exogenous variables jointly explain 95.8% variance in customer satisfaction (CS) endogenous variable, and 92.4% variance in business growth (BG) is explained by the model, which are successful result for goodness of fit.

Adjusted R-square

Table 12: Adjusted R-square
 Mean, STDEV, T-Values, P-Values

Latent Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BG	0.921	0.925	0.007	126.575	0.000
CS	0.957	0.958	0.003	278.014	0.000

** Path coefficient is highly significant at the 0.01 level (2-tailed).

Adjusted R-square values also show same good results as R-square values are close to adjusted values. The larger the R-square change, the more eliminating that factor reduced the explained variance in CS and BG.

Path Coefficients for Structural Model

Structural path coefficients (loadings) are used to test hypothesis and fit the structural model. The bigger value of path coefficients, the stronger path in structural (inner) model. Path coefficients are standardized automatically, and parameter estimates assessment are based on maximum likelihood estimation. It is used t-test which values indicates whether parameter estimates are statistically significant or not (Fornell and Larcker, 1981).

Table 13: Path coefficient and hypothesis results.

Ha	Relationship between exogenous and endogenous	Original Sample (O)	Sample Mean (M)	Standard Dev. (STDEV)	T Statistics (O/STDEV)	P Values	Result
H1	TMC -> CS	0.243	0.240	0.051	4.801	0.000	Accepted
H2	OTS -> CS	-0.043	-0.042	0.056	0.779	0.436	Rejected
H3	COC -> CS	0.332	0.331	0.035	9.359	0.000	Accepted
H4	EDS -> CS	-0.096	-0.096	0.019	5.207	0.000	Accepted
H5	TRN -> CS	0.081	0.085	0.045	1.792	0.074	Rejected
H6	EMPOW -> CS	0.100	0.101	0.041	2.443	0.015	Accepted
H7	OCOM -> CS	-0.095	-0.094	0.055	1.741	0.082	Rejected
H8	TEAMEN -> CS	0.039	0.038	0.031	1.269	0.205	Rejected
H9	ROLE -> CS	0.080	0.082	0.033	2.427	0.016	Accepted
H10	JOBSAT -> CS	0.308	0.302	0.081	3.780	0.000	Accepted
H11	CUSCH -> CS	0.075	0.076	0.026	2.866	0.004	Accepted
H12	TMC -> BG	0.275	0.272	0.106	2.593	0.010	Accepted
H13	OTS -> BG	0.329	0.325	0.123	2.679	0.008	Accepted
H14	COC -> BG	0.042	0.042	0.053	0.791	0.429	Rejected
H15	EDS -> BG	-0.013	-0.012	0.024	0.543	0.587	Rejected
H16	TRN -> BG	-0.351	-0.353	0.066	5.313	0.000	Accepted
H17	EMPOW -> BG	-0.086	-0.084	0.058	1.473	0.141	Rejected
H18	OCOM -> BG	0.105	0.111	0.079	1.339	0.181	Rejected
H19	TEAMEN -> BG	0.080	0.077	0.058	1.380	0.168	Rejected
H20	ROLE -> BG	0.312	0.312	0.050	6.294	0.000	Accepted
H21	JOBSAT -> BG	0.685	0.680	0.131	5.222	0.000	Accepted
H22	CUSCH -> BG	0.145	0.140	0.034	4.250	0.000	Accepted
H34	CS -> BG	-0.500	-0.489	0.082	6.085	0.000	Accepted

*PLS Algorithm Setting

*Data metric: Mean 0, Variance 1.

*Maximum number of iterations 300

* Level of Significance 0.05, Test type- Two Tailed.

*Confidence interval method- Bias-Corrected and Accelerated (BCa) Bootstrap.

The table of result summary also shows that accepted hypothesizes are found significant with T-Statistic values greater than 2.56, H6 and H9 are also considered for acceptance as close to cutoff value.

4.4 Hypothesis Model with Results

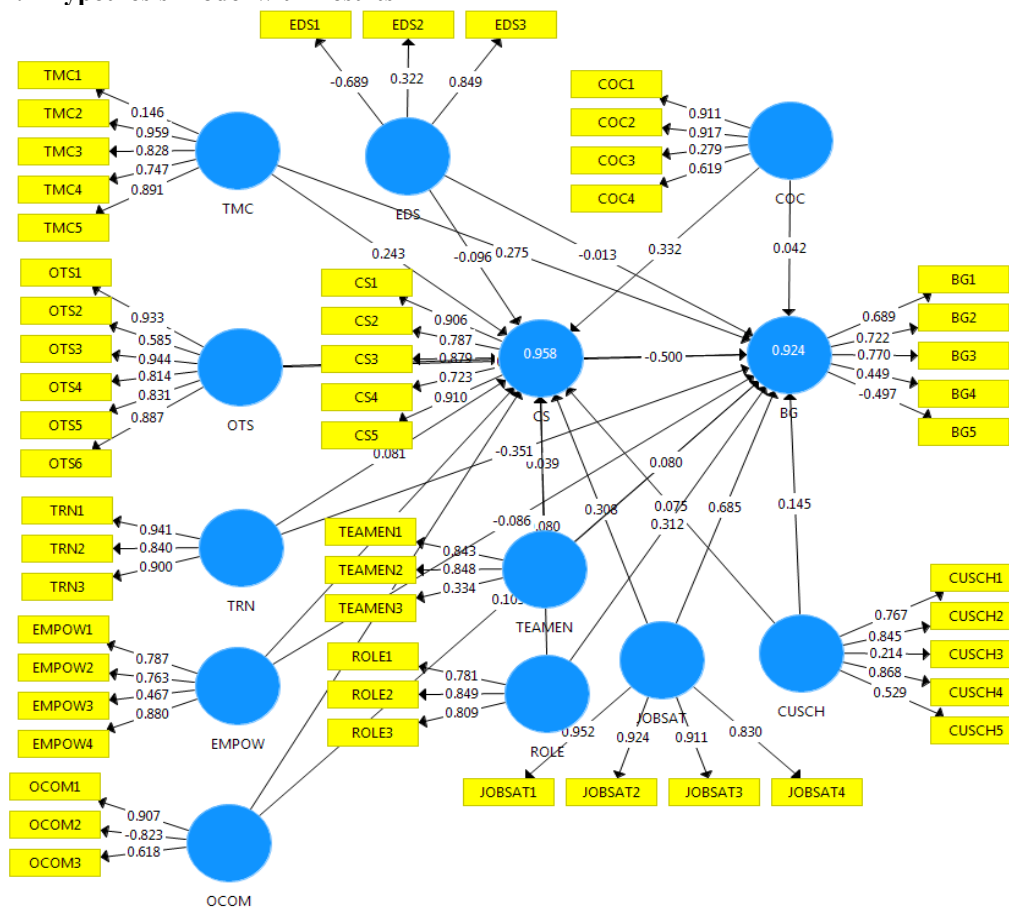


Figure 3: PLS Algorithm Original Research Model.

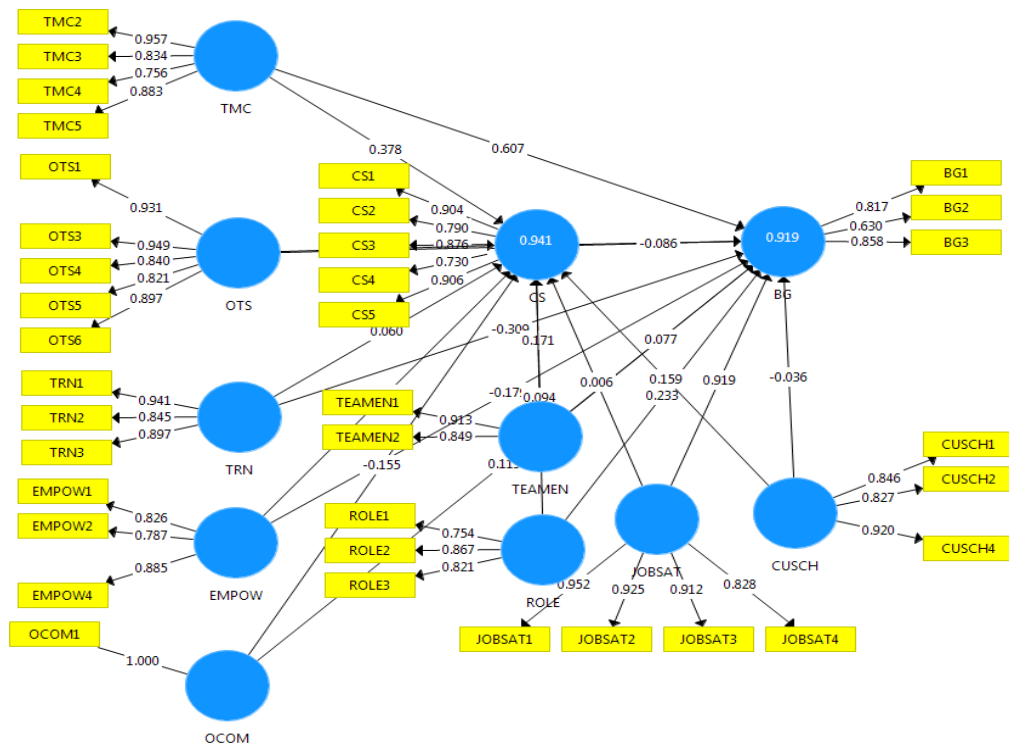


Figure 4: PLS Algorithm Adjusted Model (with valid latent constructs item scales).

4.4 Mediation Relationship

The indirect effect is the product of the path coefficient for SRP>CS >BG which values compared with direct effects separately SRP>CS, and CS>BG. If the value of indirect effect (SRP>CS >BG) is less than both direct effects (SRP>CS, and CS>BG), it is declared that mediating effect is performed.

Table 14: Mediating Effects (total indirect effect)

Mean, STDEV, T-Values, P-Values

Ha	Direct/ Indirect Effects	Original Sample (O)	Mediating Result	T Statistics (O/STDEV)	P Values	Result
H23	TMC -> BG	0.275	Fully Mediated	3.861	0.000	Accepted
	TMC -> CS	0.243				
	TMC -> CS -> BG	-0.122				
H24	OTS -> BG	0.329	Not Mediated	0.788	0.431	Rejected
	OTS -> CS	-0.043				
	OTS -> CS -> BG	0.022				
H25	COC -> BG	0.042	Fully Mediated	5.112	0.000	Accepted
	COC -> CS	0.332				
	COC -> CS-> BG	-0.166				
H26	EDS -> BG	-0.013	Not Mediated	3.977	0.000	Accepted
	EDS -> CS	-0.096				
	EDS ->CS-> BG	0.048				
H27	TRN -> BG	-0.351	Not Mediated	1.666	0.096	Rejected
	TRN -> CS	0.081				
	TRN -> CS -> BG	-0.041				
H28	EMPOW -> BG	-0.086	Not Mediated	2.220	0.027	Accepted
	EMPOW -> CS	0.100				
	EMPOW -> CS -> BG	-0.050				
H29	OCOM -> BG	0.105	Not Mediated	1.700	0.090	Rejected
	OCOM -> CS	-0.095				
	OCOM -> CS -> BG	0.047				
H30	TEAMEN -> BG	0.080	Fully Mediated	1.280	0.201	Rejected
	TEAMEN -> CS	0.039				
	TEAMEN -> CS -> BG	-0.019				
H31	ROLE -> BG	0.312	Fully Mediated	2.270	0.024	Accepted
	ROLE -> CS	0.080				
	ROLE -> CS -> BG	-0.040				
H32	JOBSAT -> BG	0.685	Fully Mediated	3.414	0.001	Accepted
	JOBSAT -> CS	0.308				
	JOBSAT -> CS -> BG	-0.154				
H33	CUSCH -> BG	0.145	Fully Mediated	2.688	0.007	Accepted
	CUSCH -> CS	0.075				
	CUSCH->CS->BG	-0.038				

Above results show that factors TMC, COC, TEAMEN, ROLL, JOBSAT and CUSCH are fully mediated by customer satisfaction in relationship with business growth. But the construct COC is already disregarded in measurement model fitting, and p value of TEAMEN does not meet acceptable cutoff value to be accepted hypothesis (H30). Therefore, the results of Table-14 confirm that TMC, ROLL, JOBSAT and CUSCH are significantly mediated by customer satisfaction.

4.5 Result Summary

Based on PLS-SEM data analysis results (measurement and structural model fit) following content is presented

further to conclude the research summery.

Table 15a: Hypothesis Results.

Exogenous variable	Endogenous variable	Hypothesis result
Top management commitment	Customer satisfaction	H1: Accepted
Empowerment	Customer satisfaction	H6: Accepted
Role ambiguity	Customer satisfaction	H9: Accepted
Job satisfaction	Customer satisfaction	H10: Accepted
Customer's characteristics	Customer satisfaction	H11: Accepted
Top management commitment	Business growth	H12: Accepted
Organizational & technical support	Business growth	H13: Accepted
Training	Business growth	H16: Accepted
Role ambiguity	Business growth	H20: Accepted
Job satisfaction	Business growth	H21: Accepted
Customer's characteristics	Business growth	H22: Accepted
Customer satisfaction	Business growth	H34: Accepted

Table 15b. Hypothesis Results for Mediating Effect.

Exogenous variable	Mediating variable	Endogenous variable	Hypothesis result
Top management commitment	Customer satisfaction	Business growth	H23: Accepted
Role ambiguity	Customer satisfaction	Business growth	H31: Accepted
Job satisfaction	Customer satisfaction	Business growth	H32: Accepted
Customer's characteristics	Customer satisfaction	Business growth	H33: Accepted

5.1 Discussions

The main attempt of this research is to examine the goodness of fit of hypothesized structural model by integrating the latent variables of SRP factors, customer satisfaction and company business growth. According to all fit measures, hypothesized model does not achieve fully model fit as expected, but some items are partially supported the model by getting direct and indirect significant effect among some latent variables which are amplified in following discussions.

The first research question was, does it vary the relationship between SRP factors and company business growth and what are the specific factors significantly influence the relationship. From the above summary Table-15a of established research hypothesis results, relationships between SRP factors and company business growth have been recognized, among the selected SRP factors; top management commitment, organizational & technical support, training, role ambiguity, job satisfaction and customer's characteristics are found significant factors which directly persuade company business growth. New variables education-experience and communication competency have been found invalid variables in data analysis. To achieve the verified answer of next research question, the research findings present the exclusive statement that customer satisfaction plays a direct and positive role to enhance company business growth. Further to mention, Table-15b shows that customer satisfaction plays mediating role between company business growth and following specific SRP variables as well; top management commitment, role ambiguity, job satisfaction and customer's characteristics.

This research argues that employee's job satisfaction and intention to resign (Boshoff and Allen, 2000) are not only the main final outcomes of SRP phenomenon, the other factual impact is business growth enhancing as outcome on post-service recovery scenario. The results of this research supports partially previous studies findings that there is relationship between employee satisfaction and business growth with the mediating effect of customer satisfaction (Chi and Gursoy, 2009; Akihiko and Dongun, 2011), this research investigated not only on employees satisfaction but also other ten SRP factors and found same relationships. Although this research does not verify relationship between business growth and customer loyalty, but supports the statement that business growth is a positive result of customer satisfaction (Hallowell, 1996; Aziz et al., 2014). The results reveal closer statement to previous studies that customer satisfaction can provide financial income that can directly lead to enhance business growth (Yeung and Ennew, 2000; Sheth, 2001; McMullan and Gilmore, 2003; Azigwe et al., 2016), it does not justify the relationship of moral support in this regard. Although this study does not supports the relationship between customer satisfaction and business value with company revenue like previous studies (Tax and Brown, 1998; Winkler and Schwaiger, 2004; Zhang and Pan, 2009; Sun and Kim, 2013), but it has established the direct link between customer satisfaction and business growth. Like other

previous studies, this research supports that there is valid impact of recovery strategies on customer satisfaction (Chou et al., 2011). The results keep consonance with other study that middle management employees' roles, qualities and responsibilities are relevant to customer satisfaction which contribute on long-term business growth (Azigwe et al., 2016). This research supports the statement that integrative framework of service recovery that has direct impact on firm performance (Vaerenbergh and Orsingher, 2016) but customer's outcome is not regarded as a macro level factor in this research. Finally, data analysis discussion of this research revealed that a good number of SRP factors have significant impact on company business growth with the mediating effect of customer satisfaction.

5.2 Implications of the Research

Research objective of this research was to make unique contribution to supporting literature that leads to explain relationships between SRP and post recovery scenario company business growth. To the best of this researcher's knowledge, no study of SRP thus far accomplished on middle management of manufacturing companies instead of front-line staffs of service providing companies, in that point of view, this research has the greater contribution of theory development on a new context and field of the research. Last but not least, other greater theoretical contribution of this research is on strategic management literature that discussed about indirect relationships between SRP factors and company business growth. The findings provide the top management/owners of garment factories additional insight how to formulate new strategy in order to accelerate business growth and profit. Social issues related to role ambiguity, empowerment and job satisfaction which are important strategic information for the top management by which they can concentrate to improve factory working environment and bondage between employees and the company.

5.3 Recommendations for Bangladesh garment factories

First and foremost, top management of garment factories should have honest volition to formulate a service recovery strategy, they should make very clear to all the employees about their service strategy, so that, all employees can inject it in their mindset accordingly and get ready to deliver proper service to the buyers. The management of garment factory should identify the flaws in existing management process that impedes proper service system. Factory management should provide strong organizational and technical support to the merchandising team by conquering every specific critical path to making on-time delivery and perfect quality product delivery. Merchandising team should be provided professional trainings like communication skill, English speaking course, negotiation skill, time management, presentation skill and leadership trainings. Garment factories should have feasibility study which type of buyer are suitable for them and whom they can deliver the best service according to their strength, capability and potentiality. Business strategy should be formulated in regards of customer (buyers) service and their satisfaction that brings business growth inevitably.

5.4 Limitations of the study

Still few limitations could not be avoided. Data collection programme was conducted on the merchandising department only, which is a part of middle management of the garment factory. Managers or executives from other departments; production, quality, sample development, commercial, store, accounts and admin were not included in this survey. Employees were not so free and out of hesitation to express any honest opinion against their existing company. In such circumstance, perceived customer satisfaction was evaluated by employees' statement instead of customers' feedback. Business growth and profitability was measured by perceptual data instead of actual figure of growth rate.

5.5 Conclusion

Service/service recovery is well-recognized as an indispensable concept of customer satisfaction- not only for service providing company but also for manufacturing company as well. As service recovery satisfaction had a positive relationship with repurchase intention of consumers (Huang et al., 2015) that usually increase the business growth, therefore, to improve the probability of retaining new customers the company needs to control basic failure rates (Levesque and McDougall, 2000). However, in previous empirical studies, conclusion has been drawn that customer satisfaction has positive relationships to company revenue and profitability through customer retention that basically increases sales (Zhang and Pan, 2009; Williams and Naumann, 2011; Tarigan and Hatane, 2019). According to research questions, this research has depicted the answers successfully by finding the relationships between SRP factors and business growth, SRP factors and customer satisfaction, and the mediating effect of customer satisfaction between SRP and business growth. This research also fills the research gap that SRP instead of service quality has direct relationship with customer satisfaction. This research has reached the conclusion that, any garment factory should concentrate and take care of following selected SRP factors; top management commitment, organizational support, training, role ambiguity, job satisfaction and

customer characteristics, which support to enhance company business growth directly. Furthermore, this also concludes that garment manufacturing companies can formulate service recovery strategy considering tested SRP factors; top management commitment, role ambiguity, employee's job satisfaction and customer's characteristics which creates positive business growth with the mediating effect of customer satisfaction. Finally it is proven that business growth is a real, focal and ultimate outcome of SRP factors. These results provide the initial set of insights for top management of garment manufacturing companies and practitioners to formulating right business growth strategy and in decision making process.

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