

Gender Differences in responding to Management Supports, Work Engagement, and Service Recovery Performance: A Test of Moderated Mediation Model

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Abstract

This study investigates the moderating role of gender in the relationship between management supportiveness and service recovery performance mediated by work engagement. Little attention has been given to understand the work engagement on service recovery performance and the influence of individual differences; therefore, the study responded to the call for additional research to improve service behavior. The data set was analyzed based on 1,232 call centers from three service companies, located in Bangkok, Thailand. The results showed that work engagement mediates the relationship between management supports and service recovery performance for both males and female differently. Particularly, the results reveal that work engagement fully mediated the relationship between management supports (high performance work practices and perceived supervisory support) and service recovery performance for male, unlike for female. As to the implication, the study contributes to the boundary condition that may influence the manifestation of management supports and work engagement on employee behavior through the inclusion of gender as a moderator of the exchange relationship between management and employees. Thus, managers should take into account on both work engagement and management supports by providing supportive people policies and emotional support to improve employee service delivery. Especially for male employees, management should ensure that necessary level of resources is being made available for the implementation of all HR practices. This should go along with the emotion support by supervisor and is delivered synthetically in order to enhance employees' work engagement that provides the highest benefit to the process of recovery service failures.

Keywords: Gender, Work Engagement, High Performance Work Practices, Perceived Supervisory Support, And Service Recovery Performance

Introduction

This study investigates the moderating role of gender in the relationship between management supportiveness and service recovery performance that is mediated by work engagement. Social exchange theory postulates that there is an expectation for some return when a person does a favor to another person (Blau, 1964). In relation to this, when management provide support to their employees such as empowerment, training, rewards, or emotional support, this should induce the employees to return the favor to their organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Literatures supported this notion that management supports, which refer to the efforts, supervisory behaviors and HR policies (Schneider, White, & Paul, 1987), can influence employee's service performance (Boshoff &

Allen, 2000; Singh, 2000; Rod, Carruthers, & Ashill, 2006; Gibbs & Ashill, 2013; Masoud & Hmeidani, 2013). In this study, the researcher focuses on a particular behavior outcome that is essential for the company to gain competitive advantage among the rivals, namely service recovery performance. Successful implementation of service recovery in which firms and employees exert efforts to return could upset customers to a state of satisfaction, which can lead to a host of benefits for the company (Andreassen, 2001; Heskett, Schlesinger, Jones, Loveman, & Sasser, Jr., 2008).

Despite considerable advances in understanding how management supports might be linked with favorable outcomes, previous researchers have highlighted that more research is needed. For instance, scholars have called for more attention on the effects of management supports intervention on employee's outcome that may be considered as an intermediate in the relationship between management supports and performance (Alfes, Shantz, Bailey, & Soane, 2012; Guest, 1997; Paauwe, 2009). Work engagement has been proposed as an alternative mediator that may be a core underlying mechanism in workplace explaining employee's attitude and behavior (Saks & Gruman, 2014; Schaufeli, Bakker, & Salanova, 2006). Saks (2006) proposed that apart from performing a behavior, there is another way for employees to repay their organization which is through their level of engagement toward their work.

Work engagement is a degree in which employee is attentive and absorbed in the performance of his role that leads to organizational success (Saks, 2006). Because performance is often used as a basis for compensation and other administrative decision, it is far more difficult for employees to vary their level of job performance as the exchange of the organization support. As a result, employees may choose to engage themselves in response to the resources they receive from the organization. This suggests that work engagement can mediate the relationship between management supports and employee's performance. Thus, the aims of this study is to first examine the effect of management supports on employee's service recovery performance, and then test the mediatory role of work engagement in this relationship.

Furthermore, the aforementioned points on the relationship between organization and employee performance, Petrou and Kouvonen (2011) argued that despite the influence of management supports perceived by employee, individual differences could lead to differential reactions to adverse the outcomes. Gender is an individual difference factor that may influence the organization outcomes (Eagly, 1987). Hunt and Rasmussen (2010) stated that women have very different motivations regarding careers and work and they often make different work-life choices when compared to men. As such, this study expects that gender will moderate the interrelations between management supports, work engagement, and service recovery performance.

In summary, this study builds and tests a model that links management supports, work engagement, and employee's service recovery performance. It proposed that work engagement is a mechanism that triggers this relationship. Finally, the study examines whether the proposed interrelations between management supports, work engagement, and service recovery performance are different between male and female.

Theoretical Background and Hypotheses Development

Social exchange theory (SET) captures the relationship between management supports and employee's service recovery performance. According to Blau (1964), this theory posits that actions of individuals are motivated by the returns they would get once those actions are completed. The norm of reciprocity is the basic tenet of SET which expects that people will respond favorably to each other by returning benefits for benefits (Cropanzano & Mitchell, 2005; Gouldner, 1960). Considerably, SET has been using as a theoretical background that

describes employees' motivation toward their attitudes and behaviors (Wikhamn & Hall, 2012).

In this study, human resource management (HRM) and supervisory support are considered as the proxy of management supports that can contribute to the positive exchange relationship between employees and their organization. The practice of HRM is concerned with all aspects of how people are employed and managed in organizations. It is a combination of multiple management activities that influence employee and organizational outcomes (Conway, 2004). Particularly, HR activities that help enhance performance are best known as high-performance work practices (HPWPs) (Huselid, 1995). HPWPs is considered as a crucial mechanism that develops and sustains competitive advantage for firms (Becker & Gerhart, 1996; Cooke, 2001; Wright & Kehoe, 2008). Scholars assessed HPWPs concept as a multidimensional construct from an employee's perspective which is comprised of incentive compensation, training and development, employee participation, recruitment and selection, and flexible work arrangements. Instead of relying on the intentions of HPWPs at a strategic level, researchers argued that it is important to focus on how employees themselves perceive those practices (Nishii, Lepak, & Schneider, 2008). By simply capturing policy data on an organization's HRM strategy, it is insufficient to illustrate how employees' experience on these HR practices is (Alfes, Shantz, Bailey, & Soane, 2012). Moreover, researchers have emphasized the synergizing effect of all HR practices together rather than indicating the concept as a separate practice dimension (Combs, Liu, Hall, & Ketchen, 2006; Rod & Ashill, 2010; Obeidat, Mitchell, & Bray, 2016). This bundle of practices includes providing employment security, selective hiring, extensive training, self-managed teams, high compensation based on performance, sharing information, and reduction of status difference (Pfeffer & Veiga, 1993). It is argued that all practices should be collectively considered; or else the management practices to improve individual and organization performance may fail. For example, empowerment will not be effective if it is not aligned with a proper system of reward and training; whereas training is unlikely to produce intended results unless reward mechanism is also in place. It is emphasized that joint presence of HPWPs creates synergy in workplace in which employees would feel obliged to respond to the support provided by organization (Karatepe, 2013).

The support that proceeds from supervisors toward employees is also considered to be another important factor that enhances employees' performance. Perceived supervisory support (PSS) is a general view of the employees with regards to the degree into which their supervisors value their contributions and care about their well-being (Kottke & Sharafinski, 1988). Supervisors could support their employees by providing key resources and emotional support in the form of sympathy, caring, and encouragement that facilitates employees' attachment to the organization (Babin & Boles, 1996; Maertz, Griffeth, Campbell, & Allen, 2007). Prior researchers emphasized on the importance of supervisory support due to the fact that supervisors play a particularly important role in the organization (Ng & Sorensen, 2008). They are the most noticeable, tangible representative of management actions, policies, and procedures; therefore, the nature and quality of interaction between employees and supervisors may be one of the key filters in the interpretation of management support (Babin & Boles, 1996; Choi, Cheong, & Feinberg, 2012; Sergeant & Frenkel, 2000). As a result, when employees perceived support from their supervisors, it is likely to stimulate trust and positive feelings toward management, which would influence employees' attitudes and performance.

Service recovery performance (SRP) is a critical performance outcome of employee examined in this study. Service recovery is defined as employees' perception of their willingness to deal with service failures by correctly solving and addressing customer dissatisfaction (Ashill, Rod, Thirkell, & Carruthers, 2009). Literatures identified service

recovery as one of the key factors to achieve customer outcomes such as customer satisfaction, customer loyalty, word-of-mouth, and purchase intention (Augusto de Matos, Henrique, & Alberto Vargas Rossi, 2007; Liao, 2007; Maxham III, 2001; Orsingher, Valentini, & Deangelis, 2009). Given the importance of recovering service failure, frontline employees are expected to responsively handle countless customer requests and problems. They are the first line of defense to receive complaints and to deal with dissatisfied customers; as such, frontline employees play a crucial role in recovering the service failure and organization's reputation (Babakus, Yavas, Karatepe, & Avci, 2003; Boshoff & Allen, 2000).

Accordingly to the SET (Blau, 1964), employees will interpret organizational actions such as high-performance work practices and supervisor emotional support as an indicator of personified organization's obligation toward them (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Settoon, Bennett, & Liden, 1996). When employees perceived that the organization invests in HR practices as well as supervisor's supportive behavior, they will feel that the organization values and cares about their well-being which will influence their attitudes, and behavior that benefit the organization (Gilbert, De Winne, & Sels, 2011). As a consequence, employees will reciprocate their performance as a return to the organization. Prior studies have confirmed the influence of management supports toward the error management on employee's service performance (Guchait, Pasamehmetoglu, & Dawson, 2014; Singh, 2000). Therefore, the following hypotheses are proposed:

H1: HPWPs is positively related to service recovery performance.

H2: Perceived supervisory support is positively related to service recovery performance.

Work engagement as a Mediator

Work engagement (WE) is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli, Bakker, & Salanova, 2006). Saks and Gruman (2014) defined vigor, dedication, and absorption as "vigor involves high levels of energy and mental resilience while working; dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, and challenge; and lastly absorption refers to being fully concentrated and engrossed in one's work" (p. 158). Eldor and Vigoda-Gadot (2017) argued that engagement integrates mutual exchange by which employees actively make the best use of their personal strengths to perform role-related work. As mentioned in the introduction, the basic tenet of SET is the rules of exchange that involve repayment rules in which the action of the management may lead to a response by employees. Engagement could be another way individuals repay their organization by devoting greater amounts of thought, feeling, and energy as well as bringing themselves more fully into their work (Saks, 2006). Because performance is often evaluated as a basis for compensation and it is more difficult to vary the level of performance as an exchange for their employer; therefore, it is more likely for employees to exchange their engagement for the supports provided by the organization. That is, engaged people will express themselves physically, cognitively, and emotionally during role performance as they feel obliged to bring themselves more into their role performance in exchange for the resources they received from the organization (Engelbrecht, Heine, & Mahembe, 2017). In short, engaged employee will have high levels of energy, being enthusiastic, and often fully immersed in their work as the repayment for the benefits given by the organization (Bakker & Demerouti, 2007; Karatepe, 2013).

The antecedents of work engagement usually involve perceived working condition or supportiveness from the organization. This includes autonomy, empowerment, coaching, feedback, training, supportive supervisors, and supportive co-workers. It has been found that this supportiveness is positively related to employee's work engagement (Bakker &

Demerouti, 2007; Joo, Lim, & Kim, 2016; Karatepe, 2012; Thanomton, Niyamabha, Wichitputchraporn, & Koedsuwan, 2018). As regard to the consequences, work engagement has been found to be positively related to several important outcomes such as job satisfaction, organizational commitment, organizational citizenship behavior, and employee's performance (Bakker & Demerouti, 2007; Karatepe, 2012; Kim & Oh, 2012). Although research on work engagement has flourished in the past ten years, Saks (2014) argued that the research on engagement concept has been running amok, lack of consensus, and still considered as a new construct. There is still lack of clear answer on both causes and the effect of work engagement on employees' and organizational outcomes. As such, the researchers has called for more studies that contribute to the literature of engagement (Saks & Gruman, 2014).

Management scholars have argued that it is important to consider the rational and stimulated effects of management practices (Combs, Liu, Hall, & Ketchen, 2006; Guest, 1997). The relationship between management supports and behavioral outcomes of the employees may be better explained by a mediating variable which represents a more holistic view of individual's attitude and behavior. It has been suggested that engagement can be considered as an influencer as well as the mediator that links between management practices and employees' outcomes (Alfes, Shantz, Bailey, & Soane, 2012; Saks & Gruman, 2014). The notion that engagement mediates the relationship between management supports and positive outcomes has been empirically supported. For instance, HR practices (i.e. interpersonal, performance feedback, training opportunities, and task variety) were positively related to employee engagement, which in turn mediated the relationship between the proxy of management supports and positive outcomes such as proactive behavior, employees' well-being, job performance, extra-role customer service, and reduction in turnover intentions and burnout (Karatepe, 2012; 2013; Salanova, Agut, & Peiro, 2005; Salanova & Schaufeli, 2008; Schaufeli & Bakker, 2004). Although prior studies indicate the notion that management supports influence engagement and then leads to positive outcomes, to the researcher knowledge no study to date has explored the mediating role of work engagement in the relationship between management supports on service recovery performance. Following the above discussion, it is expected that employees who positively appraise management supports (i.e. HPWPs and supervisory support) are more engaged with their work. Besides, it is proposed that work engagement is the mechanism that explains the relationship between management supports and employees' service recovery performance. Therefore, the following hypotheses are proposed:

H3: Work engagement mediates the relationship between HPWPs and service recovery performance.

H4: Work engagement mediates the relationship between perceived supervisory support and service recovery performance.

Gender: The Moderated Mediation

Social role theory (SRT) is a social psychological theory that applies to sex differences and similarities in social behavior (Eagly, 1987). SRT posits that gender differences occur from social learning and societal power relations. That is different gender is socially modeled, learned, and reinforced to behave differently because of the society's power and status structure. Women are often believed to be superior in mental, trust, pro-social, and cooperative than men. It is also believed that females have higher social reciprocity compared to males. Moreover, women are recognized to have communal traits consist of qualities such as friendly, unselfish, concerned with others, and expressive greater than men (Eagly & Wood, 2016).

Literatures suggest that gender is one of the individual difference factors that may affect individual motivation on work and life (Azzopardi & Bezzina, 2014). In particular, women may have different motivation in choices they make about balancing work and home life when comparing with men (Hunt & Rasmussen, 2010). For instance, Petrou and Kouvonen (2011) argued that despite the influence of management supports perceived by the employee, individual differences could lead to differential reactions to adverse the outcomes. As such, align with the SRT, gender can be the individual factor that influences the organization outcomes. Empirically, Ismail and Nakkache (2015) found that Lebanese women have more positive experience of HR practices in the workplace compared to men. It was found that female employees identify the level of management support to be greater than their male counterparts. However, recent studies found that the relationship between expected returns and trusting behavior is stronger for men than women. It was found that males reacted stronger to the treatment by the other than females (Derks, Lee, & Krabbendam, 2014; Lemmers-Jansen, Krabbendam, Veltman, & Fett, 2017). The finding was inconsistent with the belief that women have higher social reciprocity compared to males. Due to the lack of consistency in the research findings regards to the gender differences in SRT (Eagly, 1987) and the basic principle of SET (Blau, 1964), this study focuses on exploring the role of gender in the norm of reciprocity, testing which gender would respond favorably to each other by returning benefits for benefits. It is expected that employees with different genders would respond differently to the supports provided by management. This study expects that gender will moderate the interrelations between management supports, work engagement, and service recovery performance. Therefore, the following hypotheses are proposed:

H5: Gender moderates the indirect effect of HPWPs on service recovery performance.

H6: Gender moderates the indirect effect of perceived supervisory support on service recovery performance.

Research Model

The research model that indicated the hypothesized relationships is presented in Figure 1. It is proposed that HPWPs and perceived supervisory support, the proxy of management supports, are positively related to service recovery performance. Then, it is suggested that work engagement functions as a mediator of the effects of management supports on employee's service recovery performance. Finally, gender is expected to moderate the interrelations between management supports, work engagement, and service recovery performance.

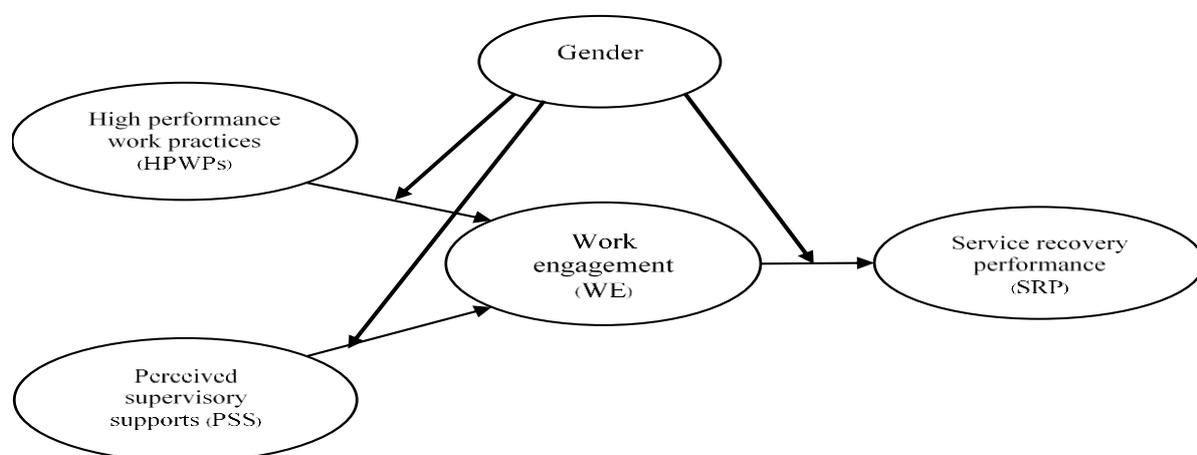


Figure 1: The proposed model

Research Methodology

Sample and procedures: The current study examines the effects of management supports (HPWPs and PSS) on service recovery, mediated by work engagement, and moderated by gender. The target respondents are contact employee in service organizations. Call center agents are customer contact points responding directly to customers' queries, problems, and complaints. Their interaction with customers involves employees' willingness to ensure customers are happy after hanging up the calls. As such, call center agents are critical in enhancing customer experience with the service as well as recover the organization's service failure. The researcher sent the request to the Customer Service Director and HR Director of target organizations for data collection. Only three service companies agreed to participate in this study. From the sample of 2,000 call centers, a total of completed 1,232 online survey were calculated. The returned survey accounted for 61% response rate, which comprised of female (77%) and male (23%) respondents. Most of the respondents are single (80%), have Bachelor's degree (95%), aged below 30 (68%), and have been working as a call center up to three years (63%).

Measurement: The study adopted the existing measurement-items utilized in previous research to test the hypotheses. For operationalization, all the measurement in the survey were adopted and performed back-translation as recommended by Brislin (1970). All measures were elicited on a seven-point Likert scale ranging from "7 = strongly agree" to "1 = strongly disagree". A pilot test of Thai translation was conducted and obtained Cronbach's alpha was greater than .70 (Nunnally, 1978).

High performance work practice (HPWPs) is a combination of multiple management activities or practices influencing employee performance (Conway, 2004). The measurement developed by Gould-William's (2003; 2005) was adopted to assess HPWPs. Perceived supervisory support (PSS) is a general view of employees concerning the degree to which their supervisors care about their well-being and value their contributions. The current study operationalized the concept in the same manner as Kottke and Sharafinski (1988), Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades (2002), Rhoades, Eisenberger, & Armeli (2001) by replacing the word organization with the term supervisor in the perceived organizational support measurement items set developed by Eisenberger, Huntington, Hutchison, & Sowa (1986). Work engagement (WE) was measured using nine items taken from Schaufeli, Bakker, and Salanova (2006) which is the short form of the Utrecht Work Engagement Scale (UWES). UWES received the most popular and frequently used measure of engagement (Saks & Gruman, 2014). Service recovery performance (SRP) is the employees' perceptions of their willingness to deal with service failures by correctly solving and addressing customer dissatisfaction (Ashill, Rod, Thirkell, & Carruthers, 2009). The concept was measured with four items developed by Boshoff and Allen (2000). Lastly, Gender was coded 1 for females, and 0 for males.

Table 1 illustrated the reliability and validity of all the measurement items adopted in the current study. This study performed confirmatory factor analysis (CFA) and structural equation modelling (SEM) through AMOS version 21. Initially, the convergent and discriminant validity of the measures were assessed via a series of principal components analysis with rotation-varimax in factor analysis. The reliability of the 4 constructs measured with the Cronbach α showed the acceptable value (> 0.70) in the range of 0.808 to 0.940 (Nunnally, 1978). Next, the measurement model was also assessed in terms of convergent and discriminant validity. The study conducted the models' comparison between the proposed and revised model based on Chi-square difference test. The hypotheses were tested using SEM, multi-group analysis, and bootstrapping. Finally, the mediation effects and moderated mediation were assessed using the guidelines suggested by Hair, Black, Babin, and Anderson (2010) and MacKinnon, Lockwood, Hoffman, & West (2002).

Table 1 Correlations, reliability and validity for study variables

	N = 1,232	\bar{x}	SD	α	CR	AVE	MSV	(1)	(2)	(3)	(4)
(1) PSS		5.085	1.197	.940	.919	.714	.342	.845			
(2) WE		4.592	1.012	.934	.931	.599	.365	.406	.774		
(3) HPWPs		4.803	0.996	.909	.906	.500	.365	.585	.604	.702	
(4) SRP		5.302	0.876	.808	.824	.544	.207	.238	.455	.399	.738

Note: HPWPs = high performance work practices; PSS = perceived supervisory support; WE = work engagement; SRP = service recovery performance; α = Cronbach Alpha; CR = Composite reliability; AVE = Average variance extracted; MSV = Maximum shared variance. Squared average variance extracted appear on the diagonal.

Results

Data Analysis: The results indicated that the measurement model consisting of work engagement (WE), high performance work practices (HPWPs), perceived supervisory support (PSS), and service recovery performance (SRP) fit the data well. The results of CFA demonstrated the following fit statistics: $\chi^2 = 1301.319$, $df = 388$, CFI = 0.966, NFI = 0.952, GFI = 0.931, AGFI = 0.917, IFI = 0.966, TLI = 0.962, and RMSEA = 0.044. The output indicates a good fit for four-factor model. Moreover, the composite reliabilities (CR) are well above the minimum threshold of 0.7 and convergent validity was verified by checking the average variance extracted (AVE) of each construct if exceeding the threshold (> 0.5) and lower than CR; whereas discriminant validity was checked if average variance extracted (AVE) is greater than maximum shared variance or average (Fornell & Larcker, 1981). All the validity of convergent validity, discriminant validity, descriptive data (i.e. mean and standard deviation) and correlations among the variables are well achieved and shown in Table 1.

Hypotheses Testing: Structural equation with maximum likelihood estimation approach was adopted to test the study's hypotheses. Refer to the significant correlation in Table 1, HPWPs was positively related to SRP (.399) and PSS was also related to SRP (.238), ensuring that the direct, unmediated relationships were significant. It is also found that management supports (HPWPs and PSS) were significantly related to WE (.604,.406), establishing a relationship with mediator. Finally, WE was significantly related to SRP (.455), thus supporting relationship between mediator and the outcome variable, SRP.

In testing the structural model, the direct effect of management supports (i.e. HPWPs and PSS) on SRP were tested. The direct effect of HPWPs on SRP was significant ($\beta = 0.396$, $p = 0.001$) as well as the effect of PSS ($\beta = 0.220$, $p = 0.001$). The fit indices of this initial model, without mediator, $\chi^2 = 658.262$, $df = 181$, CFI = 0.966, NFI = 0.963, GFI = 0.931, AGFI = 0.937, IFI = 0.973, TLI = 0.969, and RMSEA = 0.046, showed that the model has a good fit with the data. Thus, H1 and H2 are supported.

Table 2 Tests of Structural Model

Model element	Proposed model	Revised model
	(1)	2 Direct effects
Overall N =1,232		(2)
Model fit		
χ^2	1326.645	1301.319
df	390	388
χ^2/df	3.402	3.354
P-value	.000	.000
RMSEA	.044	.044
Compare fit index (CFI)	.965	.966
Goodness of fit index (GFI)	.930	.931
Adjusted Goodness of fit (AGFI)	.916	.917
Normed of fit index (NFI)	.951	.952
Trucker-Lewis index (TLI)	.961	.962
Model comparison		
$\Delta\chi^2/df$; p-value	(1) vs. (2) 25.326/2; p = 0.001	
Standardized Parameter Estimate		
	(1)	(2)
HPWPs → WE	.562***	.557***
PSS → WE	.079**	.080**
WE → SRP	.463***	.339***
HPWPs → SRP	Not estimated	.207***
PSS → SRP	Not estimated	-.020 ^{NS}
R ² :	WE	.374
	SRP	.214

Note: χ^2 = chi-square; df = degree of freedom; RMSEA = root mean square error of approximation; HPWPs = high performance work practices; PSS = perceived supervisory support; WE = work engagement; SRP = service recovery performance; ** denotes significance level of 0.05; *** denotes significance level of 0.01; and NS denotes not significant.

Proposed HPWPs and PSS are linked to WE; and WE is linked to SRP. (HPWPs & PSS → WE → SRP)
Revised model: HPWPs and PSS are linked to WE; WE is linked to SRP; in addition, two direct paths are added from HPWPs to SRP and PSS to SRP. (HPWPs & PSS → SRP)

As the proposed model in Figure 1, WE, the mediator, was then included into the model to estimate if adding the indirect effect would change the model fit. In doing so, the results help assess the mediation effect to see if WE is mediating the relationship in the proposed model. The fit indices showed a good fit for this proposed model; $\chi^2 = 1326.645$, $df = 390$, CFI = 0.965, NFI = 0.951, GFI = 0.930, AGFI = 0.916, IFI = 0.965, TLI = 0.961, and RMSEA = 0.044. Next, to check if WE is completely or partially mediating the relationship in the proposed model, the direct effects have been added into the model in order to estimate if adding the direct effect would substantially change the model fit. In table 2, the study compared proposed model with revised model that include direct effects into the model. Comparing with proposed model, the revised model with the two direct relationship had a significant decrease in chi-square $\Delta \chi^2/df = 25.326/2$; $p = .000$, which indicates the improvement in model fit and a significant path estimate for the SRP relationship. The significant in chi-square changed indicates more path explain better (Hair, Black, Babin, & Anderson, 2010). Therefore, the current study used the revised model in explaining the proposed relationship and hypotheses testing.

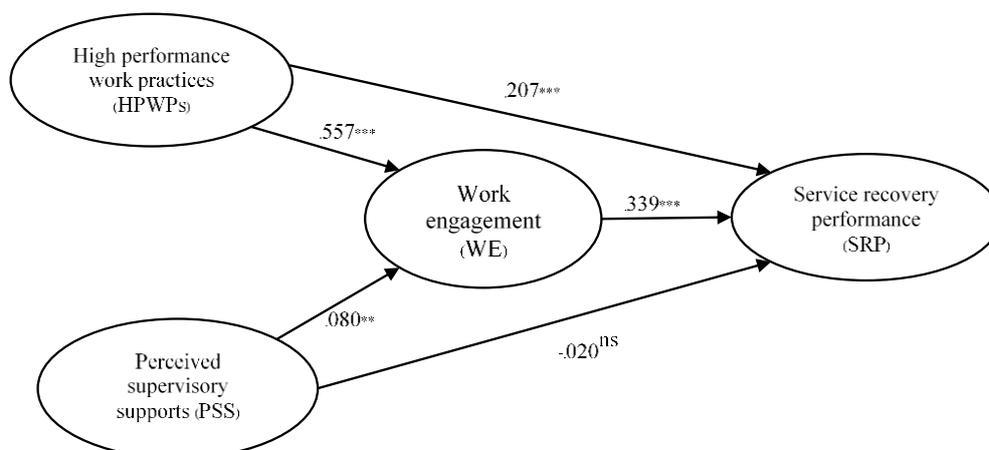
As recommended by MacKinnon et al. (2002), the study performed a bias-corrected bootstrap analysis to calculate the confidence intervals for the direct effects and the mediated effects. The significance of WE as a mediator in the relationship between management supports and

SRP was testing using AMOS bootstrapping. 2000 bootstrap samples were generated and estimated the bias-corrected confidence intervals and the mediated effect was summarized in Table 3. Through the 95% confidence interval (CI), the size of the standardized indirect effect of HPWPs \square WE \square SRP was 0.189, which was found to be statistically significant, $p = 0.001$. Next, the mediating effect of WE toward the relationship between PSS and SRP was also found to be statistically significant with the size of 0.018 in the range of 95%, $p = 0.028$. Table 3 shows that the indirect of WE on SRP is significant. The strength of direct effect of HPWPs on SRP dropped when including WE into the model; whereas the direct effect of PSS on SRP is not significant. That is, the results indicate that WE significantly mediate the positive relationship between management supports and SRP; therefore, H3 and H4 are supported. Figure 2 summarizes the path results of the revised structural model.

Table 3 Test of Direct and Indirect effects

Overall N =1,232	Without Mediator (Work engagement)	With Mediator (Work engagement)	Indirect Beta	Results
Standardized parameter estimate for direct effects				
HPWPs \rightarrow SRP	.396 ($p = 0.001$)	.207 ($p = 0.001$)	.189 ($p = 0.001$)	Partial Mediation
PSS \rightarrow SRP	.220 ($p = 0.001$)	-.020 ^{ns} ($p =$ 0.575)	.018 ($p = 0.028$)	Full Mediation

Note: ns = not significant



Note: ** denotes significance level of 0.05; *** denotes significance level of 0.01; and NS denotes not significant.

Figure 2: Path results for the revised structural model

Moderated Mediation: To test the moderation effect of gender on the mediation model shown in Figure 1, the study performed measurement invariance, multi-group analysis, and bootstrapping that specify a sample of 2,000 at 95% confidence interval techniques. In testing multi-group analysis, the measurement invariance is required to confirm in prior to the analysis. First, the moderating variable was categorized into two groups; male (0) and female (1). Second, the measurement model was unconstrained which none of the paths is constrained for the equality of structural weights was estimated. Next, the constrained measurement model was estimated by setting the structural weights to be equal between male and female. At last, the chi-square and degree of freedom for both models were compared to determine if the models are significantly invariance (Hair, Black, Babin, & Anderson, 2010).

The measurement model comparison between unconstrained and constrained models was presented in Table 4 in which the χ^2 difference between unconstrained model ($\chi^2/df = 1874.422/776$) and constrained model ($\chi^2/df = 1912.528/806$) was insignificant ($\Delta\chi^2/df = 38.106/30$; $p = .147$), indicating that the two groups (i.e. males and females) are invariant. That is, it is confirmed that the two are being measured in the same construct and interpreted in a conceptually similar manner.

Next, the moderated mediation testing is presented in Table 5. The bootstrapping results for the two groups are also presented in Table 5. It is shown that the indirect effect of management supports on SRP is different between males and females. With regard to the indirect effect of HPWPs on SRP, the mediating effect of WE toward the relationship between HPWPs and SRP were found to be statistically significant for both groups, male ($\beta = 0.130$, $p = 0.037$) and female ($\beta = 0.207$, $p = 0.001$). In particular for female, the strength of direct effect of HPWPs on SRP dropped from $\beta = 0.427$, $p = 0.001$ to $\beta = 0.219$, $p = 0.001$ when including WE into the model; while for male group, the direct effect of HPWPs on SRP is not significant when WE was added into the model. As such, the results indicate a full mediation of WE toward the relationship between HPWPs to SRP in the male group, while partial mediation for the female group.

Table 4 Tests of Measurement Invariance

Model element	Unconstrained Model (1)	Constrained Model (2)
Model fit		
χ^2	1874.422	1912.528
df	776	806
χ^2/df	2.415	2.373
P-value	.000	.000
RMSEA	.034	.033
Compare fit index (CFI)	.959	.959
Goodness of fit index (GFI)	.906	.904
Adjusted Goodness of fit (AGFI)	.887	.890
Normed of fit index (NFI)	.933	.931
Trucker-Lewis index (TLI)	.954	.956
Model comparison		
	(1) vs. (2)	
$\Delta\chi^2/df$; p-value	38.106/30; $p = 0.147$ (Models are invariant)	

Note: χ^2 = chi-square; df = degree of freedom; RMSEA = root mean square error of approximation

In contrast, the indirect effect of PSS on SRP between males and females is not the same. For males, the mediating effect of WE toward the relationship between PSS and SRP was found significant in which the direct effect of PSS to SRP is not significant when adding WE into the model, indicating a full mediation of WE. Unexpectedly for the female group, with or without WE in the model, no significant was found on direct effect of PSS on SRP. Thus, the variance outcomes found between males and females can indicate that gender moderated the mediating effect of work engagement on the relationship between management supports (i.e. HPWPs and PSS) and SRP; therefore, H5 and H6 are supported.

Table 5 Tests of Direct and Indirect effects between genders

Relationship	Without Mediator (Work engagement)	With Mediator (Work engagement)	Indirect Beta	Results
Revised model (Male) N = 280				
Standardized parameter estimate for direct and indirect effects				
HPWPs → SRP	.254 (p = 0.003)	.123 ^{ns} (p = 0.179)	.130 (p = 0.037)	Full Mediation
PSS → SRP	.162 (p = 0.045)	.119 ^{ns} (p = 0.136)	.044 (p = 0.002)	Full Mediation
Revised model (Female) N = 952				
Standardized parameter estimate for direct and indirect effects				
HPWPs → SRP	.427 (p = 0.001)	.219 (p = 0.001)	.189 (p = 0.001)	Partial Mediation
PSS → SRP	-.034 ^{ns} (p = 0.426)	-.053 ^{ns} (p = 0.575)	.027 ^{ns} (p = 0.196)	No Mediation

Note: ns = not significant

Discussion, Limitation, and Future Research

This study proposed and examined the relationship between management supports and service recovery performance. It also tested and confirmed the mediating role of work engagement. Based on a survey of 1,232 call centers from three service industries in Bangkok, the study employed SEM and bootstrapping technique to test these relationships. Moreover, the study provides the empirical evidence of the cross-links between management supports, engagement, service performance, and gender. Particularly, the results show that work engagement mediates the relationship between management supports and service recovery performance for both males and females in a different manner. Notably, the study shows that gender moderates the indirect effect of work engagement on service recovery performance. The results reveal that work engagement fully mediated the relationship between management supports (HPWPs and PSS) and service recovery performance for male. Unlike female, work engagement only mediates in influence of HPWPs on service recovery performance. Seen in this light, the finding agrees with Petrou and Kouvonen (2011) who posit that the effects of management supports may vary across individual differences, especially across gender (Eagly, 1987; Hunt & Rasmussen, 2010).

According to SET (Blau, 1964), it is expected that service employees will reciprocate management supports by showing their effort in recovering dissatisfied customers. In particular, work engagement acts as the intervention between management supports and employee's service recovery performance. In doing so, this study empirically contributed to the SET suggesting that work engagement is another key consideration to influence employee's service performance (Saks & Gruman, 2014). Moreover, the study has responded to the call for more empirical testing of the mediating effects of work engagement (Christian, Garza, & Slaughter, 2011; Karatepe, 2013), and the finding indicated that work engagement mediates the relationship between management supports and service recovery performance. It is found that work engagement fully mediates the relationship between perceived supervisory support and employee's service recovery performance whereas work engagement partially mediates the relationship between HPWPs and service recovery performance. The findings were consistent with prior studies that found the mediating effects of engagement on the

relationship between management supports (HPWPs and supervisory support) and employee's performance (Karatepe, Job Resources, Work Engagement, and Hotel Employee Outcomes: A Time-Lagged Analysis, 2012; 2013; Kim & Oh, 2012). Thus, the current study lends empirical contribution to work engagement literature supporting its role as the intervention that mediate the relationship between management supports and service recovery performance in call centers; therefore, the first contribution of this study is to develop and test a holistic model that has integrated theoretical foundation of SET and engagement in explaining the individual behavior.

Next, the study contributes to the boundary condition that may influence the manifestation of management supports and work engagement on employee behavior. The study extends the proposed model through the inclusion of gender, as a moderator of the exchange relationship between management and employees. Drawing on SRT (Eagly, 1987), the proposition of the study is that the proposed model could vary across gender, which is the anticipation of returning benefits to benefits could be different between male and female. By analyzing the moderating effect of gender will help to depict the conditions under which rule of exchange is most likely to occur among employees. The results reveal that the exchange relationship between management and employees are different across gender. The finding is consistent with the prior studies, which argued that men and women have different motivations (Hunt & Rasmussen, 2010); as such the expected-return behavior was found to be different between genders (Derks, Lee, & Krabbendam, 2014; Lemmers-Jansen, Krabbendam, Veltman, & Fett, 2017). Unexpectedly, no significant relationship between perceived supervisory support, work engagement, and service recovery performance was found in the female group. One explanation for the surprising results might be that women tend to be more self-satisfied with what the workplace has to offer and most of them give more importance to marriage; therefore, work might not be the first priority in their lives (Eagly & Wood, Social Role Theory of Sex Differences, 2016).

In term of managerial implications, the insight gained from the study could provide some guidelines for managerial actions. HPWPs and supervisory support are the proxy of management supports that predict employee's work engagement which is the significant mediator of employee's service recovery performance. Based on this finding, the support from management in terms of policies and practices as well as emotional support are crucial for enhancing work engagement that leads to service performance that recovered the feeling of dissatisfied customers. Especially for male employee, management should ensure that necessary level of resources is being made available for the implementation of all HR practices, along with the emotion support by supervisor should be synthetically delivered in order to enhance men employees' work engagement that provide the highest benefit to the process of recovery service failures.

The current findings highlight the importance of individual difference and work engagement in explaining the intervention between management supports and employees' service recovery performance; however, there are some limitations that should be considered. Firstly, the study is prone to create a common method bias as the analysis was based on same respondent to measure all the constructs that may result in biased estimate of model parameters. To reduce the likelihood of method bias, some important steps has been taken, following the suggestion made by Podsakoff, MacKenzie, Lee, & Podsakoff (2003). For instance, the study has separated the measurement of the variables in the survey, assuring respondents' anonymity and confidentiality, as well as using statistical tools to assess the degree of biased estimate of measurement. The bias estimate is unlikely to be the case as it is confirmed by convergent and discriminant validity. Moreover, prior researchers also suggested that self-report measures might be the most valid measurement method if wish to examine the levels of engagement and the influence of management supports such as HR

practices on employee behavior as they are best placed to report their own intentions and willingness to perform (Alfes, Shantz, Bailey, & Soane, 2012; Nishii, Lepak, & Schneider, 2008). Nevertheless, it is recommended for future study to employ multiple sources to shed the light to different perspective such as supervisors and customers when measure construct such as service recovery performance. In addition, further study could repeat the examination in other context or countries to promote the generalizability as the current study focused on call center context located in Bangkok, Thailand whereas the influence of management supports can be different in other cultures and contexts. It is also recommended to test other individual difference factor such as age in moderating the interrelations between management and employee's outcomes.

In summary, it appears that if management wishes to enhance service recovery performance among the contact employees, especially for male call center service representatives, it is needed to ensure that there is an adequate or more support on both HR policies and emotional front from supervisors organized for the employees to enhance the level of work engagement, which results in service performance. Specifically, individuals who are engaged will dedicate themselves and put more effort to recover dissatisfied customers and organization's service failure if they perceived support and concern by their employer through management practices and actions.

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