CHAPTER 5

RESEARCH METHODOLOGY

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5.1 INTRODUCTION

This chapter details out the research methodology for the present study. The chapter appraises the research methods for the study of service recovery and presents the research design and methodology for the study. In the latter half the chapter discusses the sample of the study and the drafting of the manipulations and their checks. This is followed by discussion on instrument development, and lastly plan for data analyses is presented.

5.2 RESEARCH DESIGN

Despite the growing interest in service recovery, methodological problems regarding the measurement of service recovery antecedents, service recovery processes, and their outcomes remain evident [162]. Most researchers have either used written complaints to collect the datasets [9] or have used the critical incidents from the respondents [167] [46], or they seek responses to hypothetical scenarios from respondents [16] [245] [133]

Complaint data is collected from the real-world customers reporting actual service failure and recoveries. This method has an edge because of the availability of potentially large samples [162]. However, it must be borne in mind that people who complain tend to be unrepresentative of the total consumer population [133]. Besides this, it requires the respondents to recall the past events that may have occurred many months back.

The method of critical incident technique has also received lots of criticism. The drawbacks of this method [46] [246] have been described as follows: (1) The design may be flawed by recall bias; (2) The time lag between the occurrence of an event and its later description by the respondent may lead to re-interpretation [167] (3) Customers tend to report experiences that are unusually important to them in some way, involving a large expenditure of money or extreme dissatisfaction [133]

Another option with the researchers to collect data sets is to use hypothetical scenarios to collect responses. Although scenario approaches have been criticized because the

improvement of its internal validity that is brought about by this method is a trade off of its external validity, especially in the case of recovery situations where customers' emotions are more important than their cognition [161].

Experimental researchers attempt to discover the causal relationship between independent variable and dependent variable [247]. Experiments are the only means by which cause and effect can be established. It has already been noted that an experiment differs from non-experimental methods in that it enables us to study cause and effect because it involves the deliberate manipulation of one variable, while trying to keep all other variables constant. Sometimes the independent variable is thought of as the cause and the dependent variable as the effect. Therefore, ruling out extraneous factors (background factors) is an important task for a rigorous theory test [247]. An experimental approach provides better control over independent variables and excludes extraneous variables [18] [46] [87] [247] to rule out possible alternative explanations of the relationship between cause and effect. A little deviation from the pure experimental method is quasi-experimental method. Quasi-experimental studies take on many forms, but may best be defined as lacking key components of a true experiment. While a true experiment includes (1) pre-post test design, (2) a treatment group and a control group, and (3) random assignment of study participants, quasi-experimental studies lack one or more of these design elements.

Cross-sectional research is a research method often used in social sciences, developmental psychology, and education. This type of study utilizes different groups of people who differ in the variable of interest, but share other characteristics such as socioeconomic status, educational background, and ethnicity.

Hypothetical written scenarios to evaluate the effects of service recovery on satisfaction, relationship quality, and behavioral intentions have been used quite extensively [16] [25] [29] [30] [39] [53] [88] [131] [187]. Field studies are limited because, of expense and time involved, the ethical concerns, and managerial unwillingness to intentionally pose service failure to customers among other things [138] [133]. The use of written scenarios permits better control of the manipulation of variables to be studied [14]. The advantages can be listed as:

(1) Written scenario allows the systematic investigation of more representative and inclusive sets of service failure and recovery [88]

 (2) Includes a more representative sample of service failures and customer responses than is possible using recall-based designs, such as the critical incident technique.

(3) Reduces problems associated with observations or enactment of service failure/recovery incidents in the field.

(4) Avoids ethical considerations and the managerial undesirability of purposely imposing service failures on customers,

(5) This method prevents undesirable response biases due to memory lapses [133] [138].

However this method is not free of limitations. The use of written scenarios, however, may obstruct the researcher's ability to capture the emotional involvement of respondents[26] [29] [53] [88] and the attitude of service providers [29]. Most importantly, the method is challenged for external validity at the cost of internal validity [14] [49] [162]. Research findings may also not generalize to real service consumption situations [25].

5.3 METHODOLOGY OF THE STUDY

To accomplish the research objectives a single cross section descriptive research design with six separate manipulations (recovery scenario) is used. In this research design the sample is drawn once and the data are collected once. The effect of each service recovery action on the respondent's perception of recovery dimensions is studied by manipulating the recovery actions of the service provider. Six separate groups of respondents were chosen and were presented with a similar hypothetical service failure situation and then each group (total of six groups) was presented with a unique recovery action. The manipulations or the unique recovery actions were as follows:

- Compensation (Distributive Justice)   : Presence and absence
- Cognitive control (Procedural Justice)   : Presence and absence
- Pro- active (Interpersonal Justice)   : Presence and absence

The responses of the respondents in each of the six groups were analyzed to study the effect of a particular recovery action on the perception of service recovery dimensions.

To study the influence of culture and the perceived relative importance of the service recovery dimensions the cultural variables of the respondents of each group were analyzed and studied.

5.3.1 RESEARCH SETTING

Hotel (accommodation) was chosen as the research setting. The hotel industry, involves a high degree of interaction between employees and guests; thus enhancing the probability of service failures to occur. Hotels are characterized by continuous (24/7) operations and highly varying demand, relative to constant rates of supply, which make service failure more likely than in other industries [25] [77]. As a result, it was predictable that most users of the hotel services would find manipulations regarding recovery expectations, recovery performance, and justice realistic and believable.

5.3.2 SCENARIO DEVELOPMENT

The services marketing literature recognizes two types of service encounter failures: outcome and process [46] [20] [153]. In an outcome failure, the organization does not fulfill the basic service need or perform the core service (e.g., a reserved hotel room is unavailable because of overbooking).

To recreate a service failure the core service failure or an outcome failure was chosen. Overbooking or unavailability of a hotel room in spite of the prior reservation was selected. To recreate the scene care was taken to draft the scenario in lucid language. The occasion chosen for this service failure to happen was also crucial i.e. New Years Eve. The scenario was discussed with fellow researchers and supervisor and revised from the eyes of the respondent before finalizing it for the questionnaire (Appendix A).

5.3.2.1 Realism of Scenarios. To assess the realism of the service failure and recovery scenarios student participants were asked to respond to the following items: How realistic was the problem that described to you? (1 = not at all realistic and 5 = very realistic). The level of emotional involvement was also assessed by items like: How irritated would you be? (1 = not at all and 5 = very irritated. Table 5.1 lists the Mean and Standard Deviation showing that the involvement was high and the scenario was perceived as realistic.

Table 5.1 Realism of Scenario: Mean and Standard Deviation

	Mean	Standard Deviation
How realistic was the problem that described to you? (1 = not at all realistic and 5 = very realistic)	4.79	.58
How irritated would you be? (1 = not at all and 5 = very irritated)	4.62	.61
How angry would you be? (1 = not at all and 5 = very angry)	3.89	.66

5.4 SAMPLE OF THE STUDY

As recommended by Smith and Schwartz (1997) [72] to ensure that any differences obtained are due to the variables under study, as opposed to demographic differences, individuals from a similar demographic background, such as students are used here. Using final year undergraduate students as respondents for our study is proper since students are real life consumers of hotels/resorts. They are seen as a target group who are potential customers for many service providers and especially hotel industry. As after their graduation they usually get placed and indulge in traveling and tourism. Homogeneous respondents are chosen over heterogeneous respondents because they permit more exact theoretical predictions than may be possible with a heterogeneous group [89]. This involves sampling from groups of individuals that are similar (e.g., students / housewives). The greater variability in behavior associated with a heterogeneous group makes the predictions more difficult. When respondents are heterogeneous with respect to characteristics that affect their responses, the error variance is augmented and the sensitivity of statistical tests in identifying the significant relationships declines. Thus, heterogeneous respondents constitute a risk to statistical conclusion validity [89]. They enhance the chance of making a Type II error and concluding that a theory was disconfirmed when, in fact, the theoretical relationship existed but was obscured by variability in the data attributable to non-theoretical constructs. This makes failure of the theory harder to detect. Thus, heterogeneous respondents may weaken the theory test.

A sampling frame is a list that identifies the individual elements of the population from which the sample was drawn [248]. The sample comprised undergraduate students in NCR (national capital region) who have experience with hotels (the focus of the service failure in this study).

The students who have stayed in the hotels for at least a week in the past one year were included in the study. The students were taken as respondents mainly because they help control for differences in language, demographics and education to ensure that the impact of the findings is not due to other extraneous factors, but rather due to the impact of cultural values [72]. The NCR was divided into four regions i.e. Delhi, Faridabad , Gurgaon, Ghaziabad including Noida and greater Noida. Sixteen engineering colleges (four from each region of the NCR were selected. The directors of these selected institutions were approached personally with a written letter on the letter head of the university. The directors on receiving the letter and a briefing on the objectives of the study granted the permission to collect the required information from the selected students of final year. Fifty students from each institute were selected randomly with the help of the teaching faculty of those institutes. A sample size of 800 was collected to test the influence of service recovery action on the perception of dimension of service recovery and overall satisfaction of the consumers and to study the influence of culture and on the service recovery dimensions. Out of 800 only 594 questionnaires were found fit to be included in the study.

5.5 THE MANIPULATION

In all 10 recovery manipulations/ remedial actions to be taken up by the service provider to resolve the problem of double booking were drafted for the stimulus (Appendix B and C).

All possible recovery actions were drafted as manipulations. However, studying twelve manipulations was beyond the scope. To identify the recovery actions which made significant impact on the satisfaction from service recovery the manipulation were to be ranked. The twelve recovery scenarios were divided in two sets. Each set contained the service failure scenario (double booking), followed by randomly chosen five recovery actions. This way the ten possible recovery actions were accommodated in two sets of five each. Fifty under graduate students were randomly selected and divided into groups of two i.e. 25 for group A and 25 for Group B. The respondents were asked to read the scenario describing the service failure and then rank the manipulations. The manipulations were ranked with one as most preferred service recovery action and 5 as least preferred remedial action. The top three out of 10 remedial actions were chosen manipulation for the purpose of the study. (Appendix D and E)

5.5.1 MANIPULATION CHECKS

The three most preferred recovery actions were manipulated on the basis of presence and absence of key deliverable. The six manipulations were used for the further study (Appendixx F-K).

Researchers have suggested manipulation checks to make sure that research participants perceive the scenarios realistically (realism of scenario), to ensure that respondents perceive the levels of stimuli differently within experimental treatments (convergent validity). The final manipulations were slightly checked for the language so that the manipulations are different only on the core recovery action. t test revealed that the respondents perceived the levels of stimuli differently.[249] The manipulation check for each scenario is given below.

5.5.1.1 Presence and Absence of Compensation

A compensation offering was either present or absent to the consumer. Compensation offering operationalised using the statements: "The service provider offers to arrange free sightseeing around the city for you and your family." Participants read the scenario and rated their agreement that the compensation of a free sightseeing tour will make a difference to the cost of one week holiday on five-point Likert scale. T-tests revealed that the compensation of "free sightseeing around the city for you and your family" will make a difference. Compensation offered 4.07 out of five point-scale, t =4.01, p<.001

5.5.1.2 Presence and Absence of Feedback (Cognitive Control)

Cognitive control was operationalised using the statements: "During the time you were waiting, the receptionist came to you twice to keep you informed about what was being done" (more cognitive control) or "During the time you were waiting, the receptionist did not speak to you or keep you informed" (less cognitive control). Participants read one of the two versions of the scenario and rated their agreement that they felt they could predict what was going to happen on a five-point Likert scale. The t-tests revealed that in the first version of the scenario participants agreed that they had enough knowledge (cognitive control) to predict the outcome of the encounter, but not in the second version. More cognitive control = 3.65, less control =1.53, t = 3.36, p<.001.

5.5.1.3 Recovery initiation (pro-active and re- active)

Recovery was initiated either by the firm or by the customer. Recovery initiation was operationalised using the statements: "Before you respond or complain, the receptionist immediately acted on your behalf" (organization) or "You complain to the front desk receptionist" (customer). Participants read one of the two versions of the scenario and rated their agreement that the organization initiated the recovery on a five-point Likert scale. The t - tests revealed that in the first version of the scenario participants agreed that the service recovery was initiated by the organization, but not in the second version (organization = 4.03, customer = 1.39, t = 3.39, p<.001).

5.6 INSTRUMENTATION

Most contemporary service marketing research has neglected to identify empirically the specific attributes of satisfaction from service recovery especially in eastern context. Most of the research has been conducted in western countries. Few researchers have designed the scale but not much work has been done so far as Asian countries are concerned. Therefore, the purpose of this study is, first, to identify the attributes of service recovery satisfaction by analyzing consumer expectations and, second, to develop a validated measuring instrument to measure satisfaction with service recovery based on those attributes A research methodology proposed by Lee Anna Clark and David Watson (1995) [71] served as a framework to measure satisfaction from service recovery.

A three phase study is undertaken to create a pool of potential attributes of satisfaction from service recovery. The extant literature on service recovery is used to identify the various attributes affecting the customer satisfaction from the service recovery. In the second phase the focus group discussions were conducted both with the potential customers and service practitioners lastly the customer complaint letters of an international chain of hotel over a 3-month period were analyzed.

The questionnaire was intricately designed to determine the impact of the recovery action on the perception of service recovery dimensions and overall satisfaction of the customer and to examine the influence of culture and the perceived relative importance of the service recovery dimensions. The instrument was divided into four parts.

The questionnaire started with the covering letter illustrating the purpose of the research and assuring the respondent of the confidentiality of the information. The service recovery failure was then described for the respondent. This was followed by the instruction for the respondent to imagine him/herself in the situation and to answer the questions in the section that follows.

Section A listed the possible complaint reactions of the respondents to the given service failure situation. It included to voicing complaint and vowing never to patronize the service provider to remain quiet and not making any complains. The respondents were to rank these options. This section not only helped us to know the retaliatory action of the customers but also assisted in generating emotional involvement of the respondent to the service failure thus ensuring reliability of responses in the ensuing sections

Section B had in total, 27 items that were believed to measure the 11 attributes of satisfaction with service recovery. The items were linked to a 4-point Likert-type scale anchored by 4 as strongly agree and 1 as strongly disagree. Two items were used to measure the overall satisfaction of the customer.

Section C aimed to examine the influence of culture and the perceived relative importance of the service recovery dimensions. This section of the instrument measured the cultural orientation of the respondents on a 5-point Likert-type scale. The standardized CVSCALE [54] [69] [70] was adapted to capture cultural orientation at the individual level on a five-point scale. The original scale with 26 items was adapted. The language of the question was made little simpler so as to ensure that the respondents comprehend the right meaning of the statements.

Section D captured the demographic profile of the respondents. As homogeneous sample was chosen for the study, only gender and age was captured here. However one pre condition for the respondent to be included in the study was that the respondent should have had prior experience of a stay in the hotel to relate well with the failure situation. Only respondents who had stayed in a hotel for at least a week in the past 12 months were included in the study. This section had items on the length of stay and the period when the respondent last visited a hotel besides inquiring about the gender and age.

5.6.1 THE POTENTIAL ATTRIBUTES OF SERVICE RECOVERY: GLOBAL PERSPECTIVE

Extant literature was studied to review the various recovery actions that were studied by the researchers in the past. The service recovery attributes studied and presented in the literature were listed.

Table: 5.2 A summary of empirical findings concerning service recovery.

Author/ Year	Methodology/Vertical	Independent Variable(s)	Sample	Result
Boshoff 1997 [16] **"A"**	Experimental Survey Airline	1) Level of Atonement 2) Time Delay 3) The organizational level of the person performing the service recovery	540 international tourists	Level of atonement turned out to be the most significant main effect, following by time delay. The organizational level of the person involved in service recovery efforts is not significant as a main effect and has only a marginal impact if combined with time.
Boshoff and Leong 1998 [245] **"B"**	Experimental Survey Airline and banking	1) Empowerment (full, partial and none) 2) Attribution(firm, customer, and 3rd party) 3) Apology(personal, telephone and letter)	239 undergraduate business administration students	For both verticals , the optimal service recovery scenario is full empowerment, acceptance of blame by the service firm and personal apology while the worst case scenario is "no empowerment" and a written apology for the inconvenience caused while still blaming the customer for the service failure
Tax Brown and Chandra-shekharan 1998	Cross sectional survey on respondent evaluations of their most recent	1. Distributive justice(i.e., compensation and an apology) 2. Procedural Justice(i.e., customer convenience, firm follow-up, and	257 employees from the local or national office of 4 medium to	The three justice dimensions each significantly contribute to recovery evaluations and combine to explain a high percentage of variation in satisfaction with customer assessment in service recovery encounters. While interactional justice accounts for a relatively large percentage of

[9] **"C"**	service – related complaint	accessibility) 3. Interactional Justice (i.e., honesty empathy and politeness	large sized firms	the overall effect of perceive justice on satisfaction. The predicted scores indicate that to achieve even a modest satisfaction in handling service recovery, a firm must attain a relatively high score on all three justice components. Thus, for a firm to perform poorly on even one justice dimension may severely limit the potential for a customer satisfaction of the service recovery encounter
Mc Doughall and Levesque 1999 [131] **"D"**	Experimental Survey Hotel and Restaurant	1. Level of customer expectation (low vs high) 2. Apology only 3. Compensation 4. Assistance 5. Compensate and assist	592 guests staying at a 1600 room hotel	Overall, the results of the two experiments suggested that when pre –process, post-schedules waits occurs the provider must, at least do something to partially recover. Assistance plus compensation was most effective in every situation. Offered alone assistance and compensation each has the same beneficial effect.
Levesque and mc Doughall 2000 [132] **"E"**	Experimental Survey Hotel and Restaurant	1. Criticality (high vs low) 2. Service failure (denial vs delay) 3. Apology only 4. Compensate 5. Assist 6. Compensate and Assist	636 guests staying at a 1600 room hotel	The results of the two experiments suggested that the effectiveness of the recovery effort depended on the type of failure. For low- severity failures, the results indicated diminishing returns to effort. Offering either compensation or assistance was as effective as offering both for high severity failures
Andreassen 2000 [147]	Survey to collect actual critical incidents	1. Initial negative affects 2. Perception of fairness 3. Equity judgment	201 responden ts	The result suggests that perceived performance of service recovery has an impact on equity and disconfirmation of expectations of service recovery and perceived fairness of outcome of service

"Q"		4. Expectation of service recovery		recovery. Lastly, negative affect caused by the initial service failure does not have an impact on satisfaction with service recovery.
Sparks and Mc Coll – Kennedy 2001 **[6]** "F"	Experimental Survey with video tape scenario Hotel Industry	1. Distributive justice (compensation) 2. Procedural justice (customer voice and neutrality of service provider behaviour) 3. Interactional justice (expressed concern)	420 sample from business and communit y groups	The result showed that the service recovery strategies did not impact satisfaction in a simple manner. The findings of a three-way interaction between voice, neutrality and concern underscore the complex ways in which these recovery strategies interactively affect customer evaluation.
Swanson and Kelly 2001 [39] "G"	Experimental survey	1. Attributions(allocation of Casualty) 2. Length of the Service recovery process	183 customers of four child care centers	The results suggests that customer behavioral intention are more favorable in stable service recoveries and an employee based service recovery results in more favorable evaluations and word –of – mouth intention. Finally, customer evaluations and behavioral intentions will be more positive for service failures remedied by expeditious and less complicated recovery processes.
Mattila 2001 **[38]** "H"	Experimenta l Survey Restaurants , hair care and dry Cleaning	1. Magnitude of Service failure(high vs. low) 2. Distributive Justice 3. Procedural justice 4. Interactional justice	441 undergrad uate students	Three justice dimensions explained a large proportion of variance in satisfaction with problem handling. The relative importance of the three justice dimensions varied among the service types and the effectiveness of service recovery tend to be context specific. Subjects' perceptions of distributive justice were more favorable regardless of the compensation method when the failure was perceived as less serious.

Smith and Bolton 2002 [88] **"I"**	Experimental Survey Restaurant and Hotel	1. Type of service failure (core and process) 2. Magnitude of service failure (high vs low) 3. Customer emotional response 4. Disconfirmation of expectation Recovery attributes: compensation, response, speed, apology and recovery initiation (prompted by firm vs customer)	355 undergraduate students who recently patronized a particular restaurant and 549 customers of hotels.	The results of the two experiments showed that customers with a negative emotional response to service failure weigh distributive justice more heavily and interactional justice less heavily than customers with no emotional response. In other words, fairness in the way in which informational is exchanged and outcomes communicated become much less important when the failure produces negative emotions. Instead, customers focus on the outcome itself (i/e., recovery attributes and distributive justice.)
Hess Jr., Ganesan and Klein 2003 [26] **"J"**	Experimental Survey Restaurant	1. Quality of recovery performance 2. Severity of failure 3. No. of past encounters with the organization 4. Quality of past service performance	346 senior undergraduate students	The result clearly shows that customer-organization relationships can help to shield a service organization from the negative effects of failure on customer satisfaction. The empirical results showed that customers with higher expectations of relationship continuity had lower service recovery expectations after a service failure and also attributed that failure to a less stable cause. Both the lower expectations and the lower stability attributions were associated with greater satisfaction with the service performance after the recovery.
Mc Coll-Kennedy , Daus and Sparks	Experimental survey with videotape scenario	1. Gender Differences in perceptions of service recovery… 2. Distributive justice (compensation)	712 respondents from business and communit	The result shows that satisfaction and intention to return to the organization are influenced by how the service recovery handles. Further, it shows that when service provider irrespective of their gender, display concern and give customer voice

2003 [250] **"K"**	Hotel	3. Procedural justice (customer voice and neutrality of service provider behaviour) 4. Interactional justice (expressed concern)	y groups	and a sizeable compensation, both men and women reported more positive attitudes compared with when this was not the case. The results also shows that women want their views heard during service recovery attempts and to be allowed to provide input while men do not view voice as important.
C. Boshoff G. Staude 2003 [107] **"L"**	Experimental Survey Bank	1. Atonement(ratio of outcomes to inputs) 2. Communication (3. Feedback 4. Empowerment 5. Tangibles 6. Explanation.	702 actual customers of the bank.	The empirical results show that Communication is the dimensions of importance to consumers when they report a service failure to a service firm. The results also show that the there is a slight difference in the impact of different service recovery dimensions on a relatively short-term dimension such as Satisfaction, as opposed to a relatively long-term dimension such as Loyalty. While the appropriate communication style is important to both, it is important to note that while Tangibles do not influence the short-term measure of Satisfaction, they certainly do influence the long-term measure of Loyalty.
Tina L. Robbins & Janis L. Miller 2004 [199] **"M"**	Critical Incident technique	1. Customer Loyalty(pre failure variable) 2. Procedural fairness 3. Distributive fairness	A total of 70 undergraduate students served as subjects	The study supports the direct importance of procedural fairness, customer loyalty, and the interaction of the two as predictors of customer reactions to service recovery management and was strongest for the most loyal customers. No significant interactions between distributive and procedural justice in the context addressed by our research (i.e., the management of service failures and recovery) Distributive fairness, customer loyalty and the interaction of the two have a direct influence on customer reactions to service recovery.

| Christopher W. Craighead Kirk R. Karwan Janis L. Miller 2004 [108] **"N"** | Critical Incident Technique | 1. Customer Loyalty 2. Perception of Quality 3. Severity of failure 4. Service guarantee | 437 graduate and upper graduate students | At the three failure types, it is apparent that loyal customers are most likely to suffer a decline in loyalty when problems are not resolved but are most likely to increase or maintain loyalty whenever the problem is deemed to have been resolved successfully. Loyal customers appear to be more disappointed in less severe failures, at least from the standpoint of decreasing loyalty. Severe failures, sometimes inevitable but generally unexpected, may be understandable as long as adequate compensation are made. Non-loyal customers would appear to be much more fickle in their assessment and, in fact, appear to suffer higher levels of loyalty loss (40%) even when severe failures are successfully resolved and severity concerns are alleviated. clear, however, in pointing out that a perception of successful resolution is the key in increasing this loyalty. Understanding what this 'successful' resolution can be attributed to would then appear to be the key in establishing a recovery approach. |
| Chia-Chi Chang 2006 [251] **"R"** | Experimental Design | 1. Perceived control(providing customer with alternative solutions) 2. Service importance | | Perceived control is significant in terms of explaining customer satisfaction with service recovery The relationship between customers' perceived control and satisfaction with the service recovery effort seemingly is not contingent upon the importance of the service. |

C. Boshoff* 2007 [252] "P"	Experimental (role playing Exercise)	1. Gender 2. Race 3. Neatness	A total of 94 questionn aires were collected	The similarity of physical features of human beings such as their gender, skin pigmentation, appearance in terms of neatness doesn't influence their assessment of how satisfied they are with a service provider's service recovery efforts.
Klaus Schoefert 2008 [253] **"O"**	Survey method	1. Perceived justice (interactional justice, distributive justice,) 2. Emotion(positive and negative)	The adopted sampling procedure generated 186 usable responses (59% women and 41% men).	Interactional justice perceptions appear to have the strongest direct influence upon recovery satisfaction judgments, closely followed by procedural justice perceptions. Distributive justice perceptions appear to have the lowest influence. the results document that positive emotions can be elicited within the context of service recovery suggesting that service recovery encounters are more emotionally complex than previously assumed. The finding states that the effects of negative emotions were stronger than those of positive emotions. This priority of negative emotions over positive ones is consistent with much of the psychological literature illustrating the dominance of negative emotions over positive emotions in shaping attitudes and motivating specific types of behavior.

A detailed study from the past work reveals various service attributes that have been considered and researched upon by the researchers Table 5.2). A link between these independent variables and the customer perception of overall satisfaction was found out in various industry settings. Based on the frequency and the in-depth analysis done by the researchers, the following attributes stand out as the most dominant and all encompassing attributes which affect the customer's perception of post recovery service satisfaction (Table 5.3).

Table 5.3: Dominant service recovery attributes in recovery literature

RESEARCHERS → ORGANIZATIONS CAUSAL AGENTS/FACTORS ⇩	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R		Rank
Level of compensation	*		*	*	*	*		*	*		*	*	*		*				11	1st
Time delay	*						*		*										3	
Organization Level of performing the service recovery	*																		1	
Attribution		*					*	*											3	
Empowerment		*		*								*						*	4	5th
Apology		*	*	*	*			*	*				*		*				8	2nd
Consumer convenience and accessibility			*																1	
Honesty			*									*							2	
Empathy			*		*			*			*	*			*				6	3rd
Politeness			*																1	
Level of Customer Expectation				*				*	*					*			*		5	4th
Service criticality									*										1	
Type of failure: denial vs delay					*			*	*										3	
Recovery Initiation									*										1	
Customers Emotional response									*						*				2	
Nos. of past encounters with organization								*	*										2	
Quality of past service performance									*			*							2	
Gender difference											*								1	
Neutrality of service provider					*						*								2	
Explanation								*				*	*		*				4	5th
Feedback					*			*			*	*	*						5	4th

Tangibles												*				*		2	
Service Guarantee																*		1	
Severity of failure																	*	1	

A: Boshoff 1997, **B:** Boshoff and Leong 1998, **C:** Tax Brown and Chandra Shekharan 1998, **D** Mc Doughall and Levesque1999, **E:** Mc Doughall and Levesque2000, **F**: Sparks and Mc Coll –Kennedy 2001, **G:** Swanson and Kelly 2001, **H:** Mattila 2001, **I:** Smith and Bolton 2002, J: Hess Jr., Ganesan and Klein 2003, **K:** Mc Coll-Kennedy, Daus and Sparks 2003, **L:** C. Boshoff G. Staude 2003, **M:** Tina L. Robbins &Janis L. Miller 2004. **N:** Christopher W. Craighead Kirk R. Karwan Janis L. Miller 2004, **O:** Klaus Schoefert 2008, **P:** C. Boshoff 2007, **Q:** Andreassen 2000, **R:** Chia-Chi Chang2006.

There were seven attributes that were identified from the exhaustive service recovery literature. To understand the attributes that Indian customers hold important, the next step was followed.

5.6.2 THE POTENTIAL ATTRIBUTES OF SERVICE RECOVERY: INDIAN PERSPECTIVE

The initial exploratory phase of the study investigated the potential attributes that could underlie the construct of satisfaction from service recovery. For this the focus group discussions were conducted. A focus group of 12 randomly selected customers of hospitality services were interviewed. Initially, group members were asked to relate situations of service failures they had endured in the recent past. In addition, several hypothetical service failures scenarios were presented (varying the seriousness and inconvenience caused), and group members were asked what they would expect of the service firms if they were the customers who had to endure the service failures described in the scenarios. Semi structured personal interviews were then conducted with the service industry senior executives from July 2010 to September 2010. The sample consisted of 28 management executives from 15 major Indian hotels. The respondents were selected by the contact person in each organization. Of the 28 executives, ten were drawn from senior management level (CEO's and General Manager) and remaining 18 were from the middle management level like restaurant managers, duty managers, lobby managers etc. The sample was drawn from different levels of management to have an exhaustive insight about the types of service failures encountered and their perception of what action does the customer expects them to take to overcome the failure. Observations

were made regarding the various recovery actions that they take to overcome the different types of service failure. The sample consisted of 5 females and 23 males with ages ranging from 25 to 43 years, mean age being 30.6 years. Number of years of work experience ranged from three years to 9.5 years, with an average of 6.2 years. The service practitioners were first asked about their perceptions of customer expectations in a service failure situation, and then the customers were also asked about the same scenarios presented in the focus groups.

The two focus group discussions drew remarkably similar responses, although the emphases differed at times (between customers and executives). For example executives emphasized more on identifying reasons for service failures and communicating that to customers, whereas consumers put more emphasis on the steps taken to solve the problems. Extant literature was studied to review the various recovery actions studied by the researchers. The service recovery attributes studied and presented in the literature were listed.

Table 5.4: Important Attributes of service recovery: Literature Review vs. Focus Group

Outcomes of the Focus Group Interview	Outcome of the Literature Review
Apology from Senior level	Apology
Ego massage	---
Empathy and Politeness	Empathy
Empowered Employees	Empowerment
Keep the customer informed	Feedback Explanation
Compensation	Compensation
Professional Work Environment	---
Type of Clientele	---
---	Level of Customer Expectation
Trust worthiness of the service provider	---
Policies and Procedures	---

An analysis was made on the frequency of the attributes being picked by the researchers from 1997 to 2008. The research attributes were ranked on the basis of the frequency of the attribute being studied by the researchers in the past. As shown in Table 6.2, the top five or

the most popular attributes studied are: Level of compensation, Empowerment, Empathy, Level of customer expectation, feedback and explanation. The top 5 recovery attributes were then compared with the service recovery attributes as listed by the service practitioners and consumers in the focus group discussions.

As shown in table 5.4 most of the attributes were similar to what was studied earlier by the researchers; there were only four attributes that were new namely ego boost, professional work environment, the trust worthiness of the service provider, the policies and procedures and lastly the nationality of the customer.

According to the practitioners "ego boost" implies that the practitioners believed that the customers were more satisfied if the ego of the customer was satisfied and they were made to feel "more important". Professional work environment also enhanced the satisfaction from service recovery. By professional work environment the practitioners referred to the ambience and décor of the work environment. It included tangible cues like the neatness of the work place, the uniform of the service personnel etc. Professional work environment corresponded to the "tangible cues" referred in the literature, though this attribute did not feature in our top five ranking of service attributes. The practitioners also referred that satisfaction was affected on the level of trust and faith the customers have on the service provider. They said besides the brand value the past experience and conduct of the front line employees build the certain level of trust among their customers which reduces their distress after a service failure. The practitioners and the customers both emphasized on the fairness in treatment in event of a failure. The practitioners refereed that in case of failure the presence of standard operating procedures or guidelines go a long way in satisfying the customers and as they feel that they have been served in a fair manner and do not feel short changed in the whole transaction. Besides these four attributes the practitioners also mentioned that the satisfaction depended also on the type of clientele, which implies that satisfaction was also dependent on the nationality of the customer.

During the third phase of the exploratory study, the customer complaint letters of an international chain of hotel over a 3-month period were analyzed. This phase of the exploratory study further gave in some attributes of service recovery, the absence of which had caused distress and featured as complaints in the complaint cards. The attributes which came up in this phase were the time taken to solve the customer complaint.

Thus the exploratory study, classified 11 potential attributes of satisfaction from service recovery. Apology, compensation, empowerment, feedback, boost ego, empathy, politeness, professional work place, policies and procedures, response time, trust worthiness of the service provider. The level of customer expectations and the nationality of the customers or the cultural orientation of the customers was beyond the scope of this paper so is ignored as of now.

5.6.3 GENERATION OF QUESTIONNAIRE ITEMS

Once the 11 likely attributes of satisfaction with service recovery had been defined, the next step in the scale development process was to generate questionnaire items that could measure each of the attributes. In total, 27 items were generated that were believed to measure the 11 attributes of satisfaction with service recovery. The items were linked to a 4-point Likert-type scale anchored by 4 as strongly agree and 1 as strongly disagree. By reading and consulting the fellow researchers, it was ensured that each item was as accurate and precise as possible. Once careful drafting of the item pool was completed, the measure was pre tested on a sample of 50 respondents.

The purpose of the pretest was to ensure that all the attributes in the questionnaire were relevant, that no important attributes were ignored, and that the manner in which the questionnaire and the questions themselves were presented was lucid and easy to comprehend and respond to. After the pre-test, a pilot test of the survey instrument on a sample of 160 was conducted as a preliminary test of the final survey questionnaire. The major purpose of the pilot test was to assess the reliability and validity of the measurements. Scale reliability was assessed in terms of Cronbach's alpha to determine the internal consistency scales. The Cronbach alpha value was .853 which was well above the suggested cut-off .70 indicating internal consistency [249].

Thus, the 11 attributes used for data collection and analysis were the result of exhaustive literature review and pilot study and were converted into a questionnaire. Table 5.5 enlists all the 11 attributes.

Table: 5.5 Attributes Selected for Study

S. No	Items
1	Apology
2	Compensation
3	Empowerment
4	Feedback
5	Boost Ego
6	Empathy
7	Politeness
8	Professional Work Place
9	Standard policies and Procedures
10	Response time
11	Trust worthiness of the service provider.

5.7 DATA COLLECTION

The final year under graduate students were chosen as respondents. After the pre-test and pilot study the questionnaire was personally handed over and to the prospective respondents for tapping their responses.

Out of 800 questionnaires, 594 were found to be complete and fit for the study. To tap the dimensions of satisfaction from service recovery the respondents were each provided with a hypothetical service failure and a recovery scenario. They were then asked to evaluate the service encounter (Appendix F to K)

Though the instrument was found reliable in the pilot test, the reliability of each item was calculated with the help of total item correlation. (N=594).The total of all the 27 items was calculated for each respondent then Pearson coefficient was calculated of total with each item. The items which were not having significant relationship (correlation coefficient) with the total score, those items were dropped from the final scale. There were total 23 items in this part of the instrument. The Cronbach alpha of these 23 items was calculated to measure the internal consistency reliability of the instrument. The Kaiser-Meyer-Olkin test was done to measure the homogeneity of variables and Bartlett's test of sphericity was done to test for the correlation among the variables used. Table 5.6 summarizes the Cronbach and KMO test values of this part of the instrument.

Table 5.6: Cronbach Alpha and KMO Test Value

(N=594)

Reliability Statistics		
Cronbach's Alpha		No. of Items
.850		23
KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.859
Bartlett's Test of Sphericity	Approx. Chi-Square	3731.717
	df	253.000
	Sig.	.000

The cronbach alpha came as .850 as shown in table 6.5 thus the instrument was considered reliable for the study. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistic that indicates the proportion of variance in the variables that might be caused by underlying factors. High values (close to 1.0) generally indicate that a factor analysis may be useful with the data. If the value is less than 0.70, the results of the factor analysis probably will not be very useful. The KMO value for the instrument was 0.859 that fell within the meritorious range of a good model. [249] . Similarly, Bartlett's test of sphericity tests the hypothesis that the correlation matrix is an identity matrix, which would indicate that the variables are unrelated and therefore unsuitable for structure detection. Small values (less than 0.05) of the significance level indicate that a factor analysis may be useful with the data. The Bartlett's test showed a significant level and hence the instrument was accepted for further study.

5.8 IDENTIFICATION OF DIMENSIONS OF SERVICE RECOVERY

Principal component analysis was the method of extraction. Varimax was the rotation method. As per the Kaiser criterion, only factors with eigen values greater than 1 were retained. Items of the same nature were caringly clubbed into factors. Six factors were finally extracted.

Table: 5.7 Dimensions of Satisfaction from Service Recovery

1	Empowerment
2	Reliability
3	Communication
4	Standardized policies
5	Compensation
6	Response time

The six factors extracted for further study are shown in table 5.7. These 6 factors that were extracted included the items which have loadings of more than 0.39 and have been referred as the dimensions of satisfaction from service recovery. The factors along with their loadings are given in table 5.8. This is followed by the explanation of all these six dimensions of satisfaction from service recovery.

Table 5.8 Factor Analysis

Factor Name	Items	Loading
Empowerment	I believe the hotel personnel knew what to do solve my problem.	.391
	After experiencing the problem I am highly satisfied with the complaint handling of the hotel personnel	.581
	Experiencing this situation I feel that the hotel personnel were not sure of how to react..	.611
	Experiencing this situation I think the hotel personnel was able to solve my problem.	.463
	In dealing with my problem I feel the efforts of the hotel personnel to solve my problem were honest.	.594
	During efforts to resolve my problem I feel the hotel personnel was empathetic and took my problem seriously.	.594
	After experiencing the problem I am not satisfied with the complaint handling of the hotel personnel.	.594
	In dealing with the problem, the hotel personnel appeared confident and capable to solve my problem	.832
	During effort to resolve the problem, the hotel personnel seemed professional and assertive.	.663

Reliability	After experiencing the problem, I am happy with the hotel's handling of this particular problem	.405
	After experiencing the problem I feel the problem (double booking) happened due to external factors and the hotel personnel are capable of providing error free service.	.608
	Experiencing this situation I think the hotel can be trusted for its services.	.677
	Experiencing this situation I think the hotel has high integrity	.645
Communication	In dealing with the problem, the hotel personnel treated me in a polite courteous manner.	.674
	During effort to resolve the problem, the hotel employee(s) seemed to care about the customers.	.764
	The employee(s) were kind and concerned about my problem	.574
	While attempting to solve the problem, the hotel personnel considered my views.	.463
Standardiz ed policies	I believe the hotel has fair policies and practices to handle problems.	.747
	With respect to its policies and procedures, the employee(s) handled the problem in a fair and just manner.	.707
Compensation	Although this event caused me a problem, the hotel's efforts to resolve it , resulted in a very positive outcome for me	.786
	Given the inconvenience caused by the problem, the outcome I received from the hotel was extremely fair and just.	.634
Response time	Despite the trouble caused by the problem (double booking), the hotel responded quickly.	.763
	I feel the hotel responded in a timely fashion to the problem.	.737

These 6 factors that were extracted included the items which have loadings of more than 0.39 and have been referred as the dimensions of satisfaction from service recovery in further analysis. The factors extracted or the dimensions of satisfaction from service recovery are explained as under:

Empowerment: In total there are nine items in this category. This factor measured the perception of the customer on how honest and sincere were the efforts of the service personnel to solve the problem. The level of confidence and degree to which the customer felt satisfied with the efforts of the service provider were measured. It has been argued that empowerment is a requirement for a flexable work approach and behavioral initiatives to make on-the-spot

decisions to optimally satisfy customers [254].The researchers also studied this attribute and have found the link between satisfaction from service recovery and empowerment.[27] [254]

Reliability: This factor is measured by four items. It taps the perception about the consumer regarding the level of trust and integrity of the service organization was measured after the service recovery. What customers think was the cause of the service failure (internal/external to the service organization) was also tapped. This factor has found its reference in the work of many researchers and is found to significantly affect the level of satisfaction from service recovery [255] [256]

Communication: This was the name given to the factor as it had all the items relating to the interpersonal skills of the service provider**.** This factor was measured on 4 items and refers to the employees' interpersonal skills like being polite, courteous, and empathetic treatment to the customers. These attributes of the service provider were also found in the service recovery literature. Tax, Brown, and Chandrashekaran 1998 [9] focused on the politeness of the customers. The empathetic attitude of the service provider and satisfaction from service recovery has been studied by many researchers [162] [9].The satisfaction of the customers from the service recovery encounter would depend largely on the interpersonal skills of the service provider. A concerned and empathetic style would go long way in satisfying an unhappy customer after a service failure. The factor communication in the factor analysis was also includes the statement referring to the customers views being heard and considered.

Standardized Policies and Procedures: This factor is measured on two items (factor loading of both is above 0.7). Its refers to the policies and procedures being laid out for the service executives by the service organization to handle a situation of service failure in an effective manner, leaving a customer feeling satisfied and being treated fairly. These attributes have found their place in the service recovery literature as well [9] [18] [174].

Compensation: This factor has been measured on two items. It is measured on the perception of fairness of the outcome after the service recovery. The customer after a service failure also looks up to the service provider to compensate for the inconvenience caused or loss incurred due to the failed service. The link between compensation and satisfaction from the service recovery has been emphasized and studied by many researchers [110] [21]. Johnston (1995) [166] reported that interviews with customers suggested that an atonement or follow-up was considered necessary in achieving successful service recoveries. The researchers found that

found that the higher the level of compensation the more significant the improvement in the level of service recovery satisfaction. Walster, Berscheid, and Walster (1973) [232] have shown that compensation is a strategy for restoring equity to an exchange relationship when one party has been harmed by the other. Tax, Brown, and Chandrashekaran (1998) [9] use content analysis of qualitative evaluations of service complaint experiences to show that compensation is the most important recovery dimension associated with customers' perceptions of distributive justice

Response Time: The issues of timing, responsiveness, and customer waiting have been addressed in the complaint and service encounter literature [15] [46] [96]. A quick recovery response to a service failure will enhance customers' evaluations [140] [27]. Specifically, the speed with which problems and complaints are handled has been identified as an important dimension of procedural justice [9] [18]. Therefore, we predict that the longer it takes for the service provider to affect a recovery, the greater the customer's perception that procedural justice has been violated will be. The association of satisfaction from service recovery and response time has been studied in the past by various researchers [18] [9] [27] [111] [167].

5.9 IDENTIFICATION OF DIMENSIONS OF CULTURE

The section C of the instrument measured the cultural orientation of the respondents. The standardized CVSCALE [69] [65] [54] was adapted and modified to capture cultural orientation at the individual level. The original scale with 26 items was adapted. The language of the question was made little simpler so as to ensure that the respondents comprehend the right meaning of the statements. The Scale reliability was re-assessed in terms of Cronbach's alpha to determine the internal consistency scales (N=594). The reliability of each item was calculated with the help of total item correlation. The total of all the 26 items was calculated for each respondent then Pearson coefficient was calculated of total with each item. The items which were not having significant relationship (correlation coefficient) with the total score those items were dropped from the final scale. There were total 16 items in this part of the instrument.   The Cronbach alpha of these 16 items was calculated to measure the internal consistency reliability of the instrument. The Cronbach alpha value was .756 which was well above the suggested cut-off .70 indicating internal consistency [249].

These items were then subjected to an exploratory factor analysis (principal components analysis and varimax rotation). The Cronbach alpha of these 16 items was calculated to measure the internal consistency reliability of the instrument. The Kaiser-Meyer-Olkin test was done to measure the homogeneity of variables and Bartlett's test of sphericity was done to test for the correlation among the variables used. Table 5.9 summarizes the Cronbach and KMO test values of this part of the instrument.

Table 5.9: Cronbach Alpha and KMO Test Value
(N=594)

Reliability Statistics		
Cronbach's Alpha		No. of Items
.756		16
KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.762
Bartlett's Test of Sphericity	Approx. Chi-Square	2006.252
	df	120.000
	Sig.	.000

The five factors extracted for further study are shown in table 6.9. These 5 factors that were extracted included the items which have loadings of more than 0.43 and have been referred as the dimensions of culture at individual level in further analysis. Table 5.9 is followed by the explanation of all these six dimensions of satisfaction from service recovery

The factors along with their loadings are given below:

Table 5.10 Factor Analysis

Factor Name	Items	Loading
Uncertainty Avoidance	It is important to have instructions spelled out in detail so that I always know what I'm expected to do.	.528
	It is important to closely follow instructions and procedures	.758
	Rules and regulations are important because they inform me of what is expected of me.	.733
	Standardized work procedures are helpful.	.730
	Instructions for operations are important.	.737
Collectivism	Individuals should sacrifice self-interest for the group (either at school or the work place).	.438
		.724
	Individuals should stick with the group even through difficulties.	.757
	Group welfare is more important than individual rewards	.630
	Group success is more important than individual success.	
Long Term Orientation	Long-term planning.	.582
	Giving up today's fun for success in the future.	.705
	Working hard for success in the future	.605
Masculinity	It is more important for men to have a professional career than it is for women.	.710
	Men usually solve problems with logical analysis; women usually solve problems with intuition.	.717
Power Distance:	People in higher positions should make most decisions without consulting people in lower positions.	.589
	People in higher positions should avoid social interaction with people in lower positions	.752

Uncertainty Avoidance Values: Avoidance of uncertainties reflects the fact that members of one culture avoid non-structured, ambiguous, uncertain and undefined situations; accordingly, they adopt restricted codes of behavior. In risk aversion cultures, different equals dangerous, and their members oppose change-established patterns. They are easily worried, nervous and irritable. Since they are not adventurous, they need a more stable environment to guard against the occurrence of any uncertainty. Based upon the studies of Furrer et al. (2000) and Donthu and Yoo (1998) [55] [54], when the people in a society with high ''uncertainty avoidance'' enter places they are not familiar with, their anxiety will thus be enhanced. People

high on uncertainty avoidance have strictly defined rules of behavior and formality and perceive Things that are different or unexplained as dangerous.

In contrast the people with low score on uncertainty avoidance values show willingness to take risks and exhibit more experimentation and / or innovative behavior. In this kind of society, people usually do not react with anxiety, irritation and pressure. They tend to be indifferent to others, treat all people equally and are not as greatly concerned about the safety of life. They dislike regulation, formalization and standardization; they are adventurous and are more willing to undertake risks. Uncertainty usually does not hinder them from proceeding with certain things. They have more sense of security toward their surroundings and take the uncertainty in their life for granted [67].

Collectivism values: It is explained by the extent to which people in the society define themselves as part of larger groups. People with high Collectivism are strongly incorporated into groups of family, clan, and school. They believe that one should be concerned about the benefits of the group [218] [238]. Since they emphasize group benefits, value helping each other and relationship with others, they respect traditions as well [53] [212].

People with low collectivism have loose social ties and believes in looking after them. They have strong self-orientation, merely care about themselves and their closest family, and stress personal achievement and freedom. Their personal behavior is usually not affected by others. In other words, people are more independent, self-centered, and tend to not value their relationships with others. Therefore, as to the cognition of empathy, the consumers usually do not require the service personnel to be concerned about the customers [55].

Long term orientation values: are explained by the extent to which society is focused on the future as opposed to the past and present. The people with Long-term time orientation promote virtue and persistence and focus towards future rewards. In contrast to the people with short term orientation values emphasize the past and present and fosters a respect for tradition. Under this kind of culture, people value morality and possess firm and indomitable characteristic and try always to be patient. They believe that maintaining long-term interpersonal relationships is important. Thus, in order not to spoil their relationship with the service personnel, the consumers would not place strict requirements on the service personnel. People low on this score is more impatient with time and demand efficiency upon everything. They do not value, and are not interested in long-term interpersonal relationships [67].

Masculinity: The extent to which a society favors certain gender traits. Masculinity reflects how values such as performance, ambition, wealth, materialism, success and competition prevails over feminine values like quality of life, warm personal relationships, solidarity, equality, environmental preservation and caring for others [68] [67]. People high masculinity values favor assertiveness and lay emphasis on competition. They are self-concerned, more concerned about his own success, not value group cooperation, stress achievement, independence, competition, strive to earn the fortune and reach the goal, not care about others, merely concern about whether his performance is superior to others, not care about the quality of life. In cultures with strong masculinity, people tend to have the entrepreneurial or adventurous spirit [67]

In contrast the people high on femininity value focused on quality of life placed importance on the well-being of relationships. They exhibit modesty, caring and mutual dependence and focuses upon human orientation. The ''femininity''-oriented customers tend to pay attention to the service personnel's willingness to help the customers and their caring about the consumers.

Power distance Values: is explained by the extent to which the people of a particular culture are willing to accept unequal power distribution. People with high Power Distance usually indulge in centralized decision making and in cultures defined with high power distance the management and superiors are highly respected and have the last say in the decisions.

According to Furrer et al. (2000) [55], in a society with strong ''power distance'', the service providers rely upon the consumers who thus obtain ''superior power''. Therefore, since they are under the culture of strong ''power distance'', the consumers would expect the service providers to have less ''power''. They thus expect to receive ''excellent service'', and when people are evaluating service quality, they strongly emphasize personal contact. Thus they would demand the perspectives of ''reliability'' –the reliability and consistency of service and the capacity of accurately offering the service they promise, ''reaction'' – assisting the customers to solve problems immediately and offer prompt service, and ''empathy'' [55].

In contrary the people with low power distance expect everyone to share in decision making and management hierarchies are flatter and more open to questioning. People of this orientation would try their best to reduce the inequality. They prefer democratic management and the people with lower positions are independent and liberal. The difference of classes and

positions are not significant in the society. Based upon the characteristics of this culture, the consumers and service providers would be no difference in terms of position. They do not ask the service personnel to offer ''excellent service'' compared to the people in the culture of strong ''power distance''.

Besides, the American consumers value independence, freedom and autonomy. Therefore, they would project their faith onto others and tend not to request severely for the service of service personnel. In other words, they do not strictly ask for the ''reliability'', ''reaction'', and ''empathy''.

5.10 DATA ANALYSIS PROCEDURE:

Statistical Package for the Social Sciences (SPSS) version 17.0 was used for the statistical analyses. The questions and responses were coded and entered in the computer using Microsoft Excel Software. Required analysis was done with the aid of Statistical Package for Social Sciences 17.0 Version. Certain statistical methods were applied on the data to get the results which were analyzed.

For the final study the data was collected from 800 respondents. Some questionnaire were not found fit to study because of incomplete data and in some cases the respondent was not eligible to be included in the study as s/he had no prior experience of the stay in the hotel. After sorting 99 questionnaires in each of the six groups were found fit to study making it 594 in all.

5.10.1 TO EXPLORE THE SERVICE RECOVERY FACTORS AND THE DIMENSIONS OF CULTURE

The valid questionnaires (N=594) collected was coded in the SPSS. Scale reliability was assessed by using Cronbach's alpha to determine the internal consistency of the scale. The Kaiser-Meyer-Olkin test was done to measure the homogeneity of variables and Bartlett's test of sphericity was done to test for the correlation among the variables used. To extract the factors principal component analysis method was used. Varimax was the rotation method. As per the Kaiser criterion, only factors with Eigen values greater than 1 were retained. Items of the same nature were caringly clubbed into factors.

5.10.2 TO STUDY THE IMPACT OF THE RECOVERY ACTION ON THE PERCEPTION OF SERVICE RECOVERY DIMENSIONS AND OVERALL SATISFACTION OF THE CUSTOMER

The data was segregated on the basis of stimuli (recovery action) given to the respondents. The data were classified into three groups. Each group had 198 valid questionnaires tapping the responses of the respondents on the presence (99 respondents) and absence (99 respondents) of the stimuli. For instance group 1 was sub divided into two sub groups. The first sub group (99 valid questionnaires) was exposed to a hypothetical service failure and a recovery scenario where the respondents were given compensation. The responses of respondents after they received compensation were tapped. The responses of the second sub group were recorded after they were presented a service recovery situation where the failure was rectified after only an apology was extended and no compensation was provided

To examine the impact of the recovery action on the perception of service recovery dimensions and overall satisfaction of the customer, Statistical Package for the Social Sciences (SPSS) version 17.0 was used. The mean and standard deviations were computed to know the ranking of the service recovery dimensions for each of the six groups. The t test was done in to find the significant difference between the means of two independent groups (presence and absence of the stimuli) and the perception for the service recovery action across six major groups was found. Pearson correlation was computed to analyze the relationship between the dimensions of service recovery and overall satisfaction of the customer in each group. Regression analysis was executed to access the contribution of the recovery dimensions to overall satisfaction of the customer for each of the six groups. A comprehensive discussion on the results and analysis for the same is also presented.

5.10.3 TO STUDY THE INFLUENCE OF CULTURE AND THE PERCEIVED RELATIVE IMPORTANCE OF THE SERVICE RECOVERY DIMENSIONS

To accomplish this objective Statistical Package for the Social Sciences (SPSS) version 17.0 was used. The cultural profile of the respondents was studied for each sub group. The mean and standard deviation was computed. To identify the difference in the cultural orientation between the two independent groups in each sub section the t - test was done. Pearson correlation was computed to analyze the relationship between the dimensions of service recovery and the dimensions of culture in each group. Regression analysis was used to

investigate whether each of the service recovery dimensions is influenced by the cultural dimensions.

5.11 CONCLUSION

 This chapter has described the methodology used to collect data. The chapter describes the manipulation checks the sampling frame, the data collection procedures, the results of the pilot test and the analysis plan. The results are presented in Chapter 6, along with discussion and conclusions. The implications and limitations will be presented in the last chapter of this thesis (Chapter 7).