

## APPENDIX A

### A HYPOTHETICAL SITUATION OF A SERVICE FAILURE

“You are taking your family (your retired father, your mother, your brother- in- law and sister) out to celebrate the New Year Eve at place of tourist interest (Shimla). You book three rooms for three days in the hotel over the telephone. On arriving at the hotel the service personnel at the front desk checks for your reservation and tells you that there is a problem. The hotel has given the rooms that were booked for you to the other guests. It’s New Years Eve and it is a very busy season for the hotel and all other rooms of the other hotel are booked out.”

The resort has given the rooms that were booked for you to the other guest. It’s New Years Eve and it is a very busy season for the hotel and all other rooms of the other hotels are booked out.

Last stayed at a hotel or resort (months)	
How realistic was the problem that described to you? (1 = not at all realistic and 5 = very realistic)	
How irritated would you be? (1 = not at all and 5 = very irritated)	
How angry would you be? (1 = not at all and 5 = very angry)	

## APPENDIX B

### RANKING OF SERVICE RECOVERY ACTIONS (A)

There could be various ways in which the hotel/resort might handle the problem described on the previous page. You will be presented with a scenario describing how your problem was handled by the hotel/resort.” Each scenario aims to match your expectation from the service provider and enhance your level of service satisfaction. After reading scenario mentioned below kindly rank the scenario from 1-5, where 1 is the best remedial action and 5 to the worst remedial action taken by the hotel/resort

1	After waiting 45 minutes, the problem has been solved and you have received the rooms that you booked. The front desk executive personally apologizes on the behalf of the resort and offers no compensation.	
2	After waiting 45 minutes, the problem has been solved and you have received the rooms that you booked. The front desk executive personally apologizes on the behalf of the resort and offers to arrange a free sightseeing tour around the city for you and your family.	
3	After the problem was discovered you complain at the reception The plain looking front desk executive reports the problem to the duty manager and asks you to take a seat in the lobby. While waiting in the lobby you observe that the lobby is not well decorated and is untidy. The shabbily dressed staff was working in a very unprofessional manner. After 45 minutes she again apologizes and informs that the problem is solved and you receive the rooms that you had booked.	
4	The front desk executive asks you to wait while the problem is solved. During the time you were waiting the front office executive does not inform you about the progress being made. After 45 minutes she again apologizes and informs that the problem is solved and you receive the rooms that you had booked.	
5	The front desk personnel ask you to wait while the problem is solved. During the time you were waiting the she comes over to you twice and informs you about the progress made to solve your problem. After 45 minutes she again apologizes and informs that the problem is solved and you receive the rooms that you had booked.	

## APPENDIX C

### RANKING OF SERVICE RECOVERY ACTIONS (B)

There could be various ways in which the hotel/resort might handle the problem described on the previous page. You will be presented with a scenario describing how your problem was handled by the hotel/resort.” Each scenario aims to match your expectation from the service provider and enhance your level of service satisfaction. After reading scenario mentioned below, kindly rank the scenario from 1-5, where 1 is the best remedial action and 5 to the worst remedial action taken by the hotel/resort.

1	.After the problem was discovered you complained at the reception .The front desk executive was polite and understanding. She looked concerned and asked questions to clarify the problem and was referring to you as “sir”/ “madam”. After 45 minutes she again apologizes and informs that the problem is solved and you receive the rooms that you had booked.	
2	After the problem was discovered, before you respond or complain, the receptionist immediately acted on your behalf and apologized and assured you to solve the problem and asks you to mean while take a seat in the lobby. After 45 minutes she again apologizes and informs that the problem is solved and you receive the rooms that you had booked.	
3	After the problem was discovered you complained at the reception. The front desk executive looks helpless and puzzled and looked for the lobby manager to solve the problem. After 15 minutes she informs that the problem is solved and you receive the rooms that you had booked.	
4	After the problem was discovered you complained at the reception .The front desk executive was polite and understanding. She looked concerned and asked questions to clarify the problem and was referring to you by your first name. After 45 minutes she again apologizes and informs that the problem is solved and you receive the rooms that you had booked.	
5	After the problem was discovered you complain at the reception The neatly dressed front desk executive reports the problem to the duty manager and asks you to take a seat in the lobby. While waiting in the lobby you observe that the lobby is tastefully decorated with well dressed staff working in a very professional manner. After 45 minutes she again apologizes and informs that the problem is solved and you receive the rooms that you had booked.	

## APPENDIX D

### THE TOP THREE SERVICE RECOVERY ACTION

Respondents	Gender	RECOVERY ACTION					
		1	2	3	4	5	
1	M	5	1	3	5	4	
2	M	5	1	3	5	4	
3	F	4	3	2	7	1	
4	M	3	1	1	5	3	
5	F	5	2	4	6	1	
6	M	1	1	3	7	6	
7	F	2	5	1	6	3	
8	F	2	3	2	7	1	
9	F	2	1	6	5	2	
10	F	2	5	3	1	2	
11	M	3	1	2	7	3	
12	M	1	2	1	6	4	
13	F	1	3	1	6	2	
14	F	1	3	5	6	1	
15	F	2	2	4	6	1	
16	F	5	2	4	6	1	
17	F	2	2	4	6	1	
18	F	3	2	1	6	4	
19	M	5	2	5	6	1	
20	M	5	4	3	5	2	
21	M	5	2	3	6	1	
22	F	5	2	7	5	1	
23	M	2	3	1	6	2	
24	M	3	2	4	6	3	
25	F	3	3	1	6	2	
		<b>77</b>	<b>58</b>	<b>74</b>	<b>143</b>	<b>56</b>	

## APPENDIX E

### THE TOP THREE SERVICE RECOVERY ACTION

Respondents	Gender	RECOVERY ACTION				
		6	7	8	9	10
26	F	4	1	3	4	2
27	F	7	1	2	4	3
28	F	5	1	3	5	2
29	F	7	1	4	5	2
30	F	7	1	3	4	2
31	F	2	2	4	5	3
32	M	7	1	4	5	3
33	F	6	1	3	5	4
34	F	7	1	4	5	3
35	F	7	1	4	5	3
36	F	6	1	4	5	2
37	F	7	2	4	5	3
38	F	7	4	2	3	5
39	F	7	4	2	3	5
40	F	7	1	3	5	4
41	M	5	1	3	4	2
42	M	7	1	3	5	4
43	M	7	1	2	5	4
44	F	7	1	3	4	2
45	M	7	1	3	4	2
46	M	7	1	3	4	2
47	F	6	1	2	4	3
48	F	7	1	3	4	1
49	M	7	1	2	4	5
50	F	7	1	4	5	2
		<b>160</b>	<b>33</b>	<b>77</b>	<b>111</b>	<b>73</b>

# **APPENDIX F**

## **QUESTIONNAIRE**

### **Group 1**

INSTRUCTION: Though some of the questions may seem similar, you need to respond to all of them. There is no “right” or “wrong” answers. Your opinions are valuable for the study.

This section deals with the service failure that is described in the scenario. Please read scenario thoroughly and provide your evaluations of the episodes. As you read the story, please put yourself into the situation and imagine that you are actually experiencing the service failure.

**You are taking your family (your retired father, your mother, your brother- in- law and sister) out to celebrate the New Year Eve at place of tourist interest (Shimla). You book three rooms for three days in the hotel over the telephone. On arriving at the hotel the receptionist at the front desk checks for your reservation and tells you that there is a problem. The hotel has given the rooms that were booked for you to the other guests. It’s New Years Eve and it is a very busy season for the hotel and all other rooms of the other hotel are booked out**

Assuming that the problem described above happened to you, how likely would you be reacting. Rank the following options in the where 1 being most likely and 5 being least likely reaction of yours.

**Part A**

1	Remain quiet and wait for the management to take the action.	
2	Voice your dissatisfaction to a hotel employee.	
3	Report the problem to the hotel Manager.	
4	Fill out the feedback form describing the problem you experienced.	
5	Promise not to ever return to this particular hotel again.	

## **SERVICE RECOVERY ACTION**

After waiting 45 minutes, the problem has been solved and you have received the rooms that you booked. The front desk executive personally apologizes on the behalf of the resort and offers to arrange a free sightseeing tour around the city for you and your family.

P.S. Please put yourself into the situation and imagine that you are actually experiencing this complaint handling process.



**Rate the following statements with 1 as strongly agree and 5 as strongly disagree.**

		1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree
1	Although this event caused me a problem, the hotel's efforts to resolve it, resulted in a very positive outcome for me.					
2	Given the inconvenience caused by the problem, the outcome I received from the hotel was extremely fair and just.					
3	Despite the trouble caused by the problem (double booking), the hotel responded quickly.					
4	I feel the hotel responded in a timely fashion to the problem					
5	I believe the hotel has fair policies and practices to handle problems					
6	With respect to its policies and procedures, the employee(s) handled the problem in a fair and just manner					
7	In dealing with the problem, the hotel personnel treated me in a polite courteous manner					
8	During effort to resolve the problem, the hotel employee(s) seemed to care about the customers					
9	The employee(s) were empathetic and concerned about my problem					
10	While attempting to solve the problem, the hotel personnel considered my views					
11	After experiencing the problem, I am happy with the hotel's handling of this particular problem.					
12	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					
13	Experiencing this situation I think the hotel can be trusted for its services					
14	Experiencing this situation I think the hotel has high integrity					
15	I believe the hotel personnel knew what to do solve my problem.					
16	After experiencing the problem I am highly satisfied with the complaint handling of the hotel personnel					
17	Experiencing this situation I think the hotel personnel was able to solve my problem					
18	Experiencing this situation I feel that the hotel personnel were not sure of how to react.					
19	In dealing with my problem I feel the efforts of the hotel personnel to solve my problem were honest.					
20	After experiencing the problem I am not satisfied with the complaint handling of the hotel personnel					
21	During efforts to resolve my problem I feel the hotel personnel was empathetic and took my problem seriously					
22	In dealing with the problem, the hotel personnel appeared confident and capable to solve my problem					
23	During effort to resolve the problem, the hotel personnel seemed professional and assertive					
24	After experiencing the problem handling I am highly satisfied with the overall service of the hotel.					

**PART 3**  
**General Attitudes and Opinions**

Please read the statement in the left column and indicate your response by circling a number that most closely corresponds to how you feel about the following statements.

		1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree
1	People in higher positions should make most decisions without consulting people in lower positions.					
2	People in higher positions should avoid social interaction with people in lower positions					
3	It is important to have instructions spelled out in detail so that I always know what I'm expected to do.					
4	It is important to closely follow instructions and procedures.					
5	Rules and regulations are important because they inform me of what is expected of me.					
6	Standardized work procedures are helpful.					
7	Instructions for operations are important.					
8	Individuals should sacrifice self-interest for the group (either at school or the work place).					
9	Individuals should stick with the group even through difficulties.					
10	Group welfare is more important than individual rewards.					
11	Group success is more important than individual success.					
12	It is more important for men to have a professional career than it is for women.					
13	Men usually solve problems with logical analysis; women usually solve problems with intuition.					
		1 Strongly Important	2 Important	3 Neutral	4 Unimportant	5 Strongly unimportant
14	Long-term planning					
15	Giving up today's fun for success in the future					
16	Working hard for success in the future					

**Respondent Profile**

Gender

Male  
Female

Age ( In years)

-----

Please mention in which year and for how many days you last stayed at a hotel.

Year:  
Total Stay( In days):

**THANK YOU VERY MUCH**

## **APPENDIX G**

# **QUESTIONNAIRE**

### **Group 2**

INSTRUCTION: Though some of the questions may seem similar, you need to respond to all of them. There is no “right” or “wrong” answers. Your opinions are valuable for the study.

This section deals with the service failure that is described in the scenario. Please read scenario thoroughly and provide your evaluations of the episodes. As you read the story, please put yourself into the situation and imagine that you are actually experiencing the service failure.

**You are taking your family (your retired father, your mother, your brother- in- law and sister) out to celebrate the New Year Eve at place of tourist interest (Shimla). You book three rooms for three days in the hotel over the telephone. On arriving at the hotel the receptionist at the front desk checks for your reservation and tells you that there is a problem. The hotel has given the rooms that were booked for you to the other guests. It’s New Years Eve and it is a very busy season for the hotel and all other rooms of the other hotel are booked out**

Assuming that the problem described above happened to you, how likely would you be reacting. Rank the following options in the where 1 being most likely and 5 being least likely reaction of yours.

#### Part A

1	Remain quiet and wait for the management to take the action.	
2	Voice your dissatisfaction to a hotel employee.	
3	Report the problem to the hotel Manager.	
4	Fill out the feedback form describing the problem you experienced.	
5	Promise not to ever return to this particular hotel again.	

### **SERVICE RECOVERY ACTION**

After waiting 45 minutes, the problem has been solved and you have received the rooms that you booked. The front desk executive personally apologizes on the behalf of the resort for the inconvenience caused but offers no compensation.

P.S. Please put yourself into the situation and imagine that you are actually experiencing this complaint handling process.

**Rate the following statements with 1 as strongly agree and 5 as strongly disagree.**

		1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree
1	Although this event caused me a problem, the hotel's efforts to resolve it, resulted in a very positive outcome for me.					
2	Given the inconvenience caused by the problem, the outcome I received from the hotel was extremely fair and just.					
3	Despite the trouble caused by the problem (double booking), the hotel responded quickly.					
4	I feel the hotel responded in a timely fashion to the problem					
5	I believe the hotel has fair policies and practices to handle problems					
6	With respect to its policies and procedures, the employee(s) handled the problem in a fair and just manner					
7	In dealing with the problem, the hotel personnel treated me in a polite courteous manner					
8	During effort to resolve the problem, the hotel employee(s) seemed to care about the customers					
9	The employee(s) were empathetic and concerned about my problem					
10	While attempting to solve the problem, the hotel personnel considered my views					
11	After experiencing the problem, I am happy with the hotel's handling of this particular problem.					
12	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					
13	Experiencing this situation I think the hotel can be trusted for its services					
14	Experiencing this situation I think the hotel has high integrity					
15	I believe the hotel personnel knew what to do solve my problem.					
16	After experiencing the problem I am highly satisfied with the complaint handling of the hotel personnel					
17	Experiencing this situation I think the hotel personnel was able to solve my problem					
18	Experiencing this situation I feel that the hotel personnel were not sure of how to react.					
19	In dealing with my problem I feel the efforts of the hotel personnel to solve my problem were honest.					
20	After experiencing the problem I am not satisfied with the complaint handling of the hotel personnel					
21	During efforts to resolve my problem I feel the hotel personnel was empathetic and took my problem seriously					
22	In dealing with the problem, the hotel personnel appeared confident and capable to solve my problem					
23	During effort to resolve the problem, the hotel personnel seemed professional and assertive					
24	After experiencing the problem handling I am highly satisfied with the overall service of the hotel.					

**PART 3**  
**General Attitudes and Opinions**

Please read the statement in the left column and indicate your response by circling a number that most closely corresponds to how you feel about the following statements.

		1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree
1	People in higher positions should make most decisions without consulting people in lower positions.					
2	People in higher positions should avoid social interaction with people in lower positions					
3	It is important to have instructions spelled out in detail so that I always know what I'm expected to do.					
4	It is important to closely follow instructions and procedures.					
5	Rules and regulations are important because they inform me of what is expected of me.					
6	Standardized work procedures are helpful.					
7	Instructions for operations are important.					
8	Individuals should sacrifice self-interest for the group (either at school or the work place).					
9	Individuals should stick with the group even through difficulties.					
10	Group welfare is more important than individual rewards.					
11	Group success is more important than individual success.					
12	It is more important for men to have a professional career than it is for women.					
13	Men usually solve problems with logical analysis; women usually solve problems with intuition.					
		1 Strongly Important	2 Important	3 Neutral	4 Unimportant	5 Strongly unimportant
14	Long-term planning					
15	Giving up today's fun for success in the future					
16	Working hard for success in the future					

**Respondent Profile**

Gender

Male  
Female

Age ( In years)

-----

Please mention in which year and for how many days you last stayed at a hotel.

Year:  
Total Stay( In days):

**THANK YOU VERY MUCH**

## **APPENDIX H**

# **QUESTIONNAIRE**

### **Group 3**



INSTRUCTION: Though some of the questions may seem similar, you need to respond to all of them. There is no “right” or “wrong” answers. Your opinions are valuable for the study.

This section deals with the service failure that is described in the scenario. Please read scenario thoroughly and provide your evaluations of the episodes. As you read the story, please put yourself into the situation and imagine that you are actually experiencing the service failure.

**You are taking your family (your retired father, your mother, your brother- in- law and sister) out to celebrate the New Year Eve at place of tourist interest (Shimla). You book three rooms for three days in the hotel over the telephone. On arriving at the hotel the receptionist at the front desk checks for your reservation and tells you that there is a problem. The hotel has given the rooms that were booked for you to the other guests. It’s New Years Eve and it is a very busy season for the hotel and all other rooms of the other hotel are booked out**

Assuming that the problem described above happened to you, how likely would you be reacting. Rank the following options in the where 1 being most likely and 5 being least likely reaction of yours.

**Part A**

1	Remain quiet and wait for the management to take the action.	
2	Voice your dissatisfaction to a hotel employee.	
3	Report the problem to the hotel Manager.	
4	Fill out the feedback form describing the problem you experienced.	
5	Promise not to ever return to this particular hotel again.	

### **SERVICE RECOVERY ACTION**

The front desk executive asks you to wait while the problem is solved. During the time you were waiting the front office executive comes over to you twice and informs you about the progress made to solve your problem.

After 45 minutes she again apologizes and informs that the problem is solved and you receive the rooms that you had booked.

P.S. Please put yourself into the situation and imagine that you are actually experiencing this complaint handling process.

**Rate the following statements with 1 as strongly agree and 5 as strongly disagree.**

		1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree
1	Although this event caused me a problem, the hotel's efforts to resolve it, resulted in a very positive outcome for me.					
2	Given the inconvenience caused by the problem, the outcome I received from the hotel was extremely fair and just.					
3	Despite the trouble caused by the problem (double booking), the hotel responded quickly.					
4	I feel the hotel responded in a timely fashion to the problem					
5	I believe the hotel has fair policies and practices to handle problems					
6	With respect to its policies and procedures, the employee(s) handled the problem in a fair and just manner					
7	In dealing with the problem, the hotel personnel treated me in a polite courteous manner					
8	During effort to resolve the problem, the hotel employee(s) seemed to care about the customers					
9	The employee(s) were empathetic and concerned about my problem					
10	While attempting to solve the problem, the hotel personnel considered my views					
11	After experiencing the problem, I am happy with the hotel's handling of this particular problem.					
12	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					
13	Experiencing this situation I think the hotel can be trusted for its services					
14	Experiencing this situation I think the hotel has high integrity					
15	I believe the hotel personnel knew what to do solve my problem.					
16	After experiencing the problem I am highly satisfied with the complaint handling of the hotel personnel					
17	Experiencing this situation I think the hotel personnel was able to solve my problem					
18	Experiencing this situation I feel that the hotel personnel were not sure of how to react.					
19	In dealing with my problem I feel the efforts of the hotel personnel to solve my problem were honest.					
20	After experiencing the problem I am not satisfied with the complaint handling of the hotel personnel					
21	During efforts to resolve my problem I feel the hotel personnel was empathetic and took my problem seriously					
22	In dealing with the problem, the hotel personnel appeared confident and capable to solve my problem					
23	During effort to resolve the problem, the hotel personnel seemed professional and assertive					
24	After experiencing the problem handling I am highly satisfied with the overall service of the hotel.					

**PART 3**  
**General Attitudes and Opinions**

Please read the statement in the left column and indicate your response by circling a number that most closely corresponds to how you feel about the following statements.

		1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree
1	People in higher positions should make most decisions without consulting people in lower positions.					
2	People in higher positions should avoid social interaction with people in lower positions					
3	It is important to have instructions spelled out in detail so that I always know what I'm expected to do.					
4	It is important to closely follow instructions and procedures.					
5	Rules and regulations are important because they inform me of what is expected of me.					
6	Standardized work procedures are helpful.					
7	Instructions for operations are important.					
8	Individuals should sacrifice self-interest for the group (either at school or the work place).					
9	Individuals should stick with the group even through difficulties.					
10	Group welfare is more important than individual rewards.					
11	Group success is more important than individual success.					
12	It is more important for men to have a professional career than it is for women.					
13	Men usually solve problems with logical analysis; women usually solve problems with intuition.					
		1 Strongly Important	2 Important	3 Neutral	4 Unimportant	5 Strongly unimportant
14	Long-term planning					
15	Giving up today's fun for success in the future					
16	Working hard for success in the future					

**Respondent Profile**

Gender

Male  
Female

Age ( In years)

-----

Please mention in which year and for how many days you last stayed at a hotel.

Year:  
Total Stay( In days):

**THANK YOU VERY MUCH**

**APPENDIX I**

**QUESTIONNAIRE**

**Group 4**

INSTRUCTION: Though some of the questions may seem similar, you need to respond to all of them. There is no “right” or “wrong” answers. Your opinions are valuable for the study.

This section deals with the service failure that is described in the scenario. Please read scenario thoroughly and provide your evaluations of the episodes. As you read the story, please put yourself into the situation and imagine that you are actually experiencing the service failure.

**You are taking your family (your retired father, your mother, your brother- in- law and sister) out to celebrate the New Year Eve at place of tourist interest (Shimla). You book three rooms for three days in the hotel over the telephone. On arriving at the hotel the receptionist at the front desk checks for your reservation and tells you that there is a problem. The hotel has given the rooms that were booked for you to the other guests. It’s New Years Eve and it is a very busy season for the hotel and all other rooms of the other hotel are booked out**

Assuming that the problem described above happened to you, how likely would you be reacting. Rank the following options in the where 1 being most likely and 5 being least likely reaction of yours.

**Part A**

1	Remain quiet and wait for the management to take the action.	
2	Voice your dissatisfaction to a hotel employee.	
3	Report the problem to the hotel Manager.	
4	Fill out the feedback form describing the problem you experienced.	
5	Promise not to ever return to this particular hotel again.	

### **SERVICE RECOVERY ACTION**

The front desk executive asks you to wait while the problem is solved. During the time you were waiting the executive did not speak to you or keep you informed about the progress being made. After 45 minutes she again apologizes and informs that the problem is solved and you receive the rooms that you had booked

P.S. Please put yourself into the situation and imagine that you are actually experiencing this complaint handling process.

**Rate the following statements with 1 as strongly agree and 5 as strongly disagree.**

		1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree
1	Although this event caused me a problem, the hotel's efforts to resolve it, resulted in a very positive outcome for me.					
2	Given the inconvenience caused by the problem, the outcome I received from the hotel was extremely fair and just.					
3	Despite the trouble caused by the problem (double booking), the hotel responded quickly.					
4	I feel the hotel responded in a timely fashion to the problem					
5	I believe the hotel has fair policies and practices to handle problems					
6	With respect to its policies and procedures, the employee(s) handled the problem in a fair and just manner					
7	In dealing with the problem, the hotel personnel treated me in a polite courteous manner					
8	During effort to resolve the problem, the hotel employee(s) seemed to care about the customers					
9	The employee(s) were empathetic and concerned about my problem					
10	While attempting to solve the problem, the hotel personnel considered my views					
11	After experiencing the problem, I am happy with the hotel's handling of this particular problem.					
12	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					
13	Experiencing this situation I think the hotel can be trusted for its services					
14	Experiencing this situation I think the hotel has high integrity					
15	I believe the hotel personnel knew what to do solve my problem.					
16	After experiencing the problem I am highly satisfied with the complaint handling of the hotel personnel					
17	Experiencing this situation I think the hotel personnel was able to solve my problem					
18	Experiencing this situation I feel that the hotel personnel were not sure of how to react.					
19	In dealing with my problem I feel the efforts of the hotel personnel to solve my problem were honest.					
20	After experiencing the problem I am not satisfied with the complaint handling of the hotel personnel					
21	During efforts to resolve my problem I feel the hotel personnel was empathetic and took my problem seriously					
22	In dealing with the problem, the hotel personnel appeared confident and capable to solve my problem					
23	During effort to resolve the problem, the hotel personnel seemed professional and assertive					
24	After experiencing the problem handling I am highly satisfied with the overall service of the hotel.					



**PART 3**  
**General Attitudes and Opinions**

Please read the statement in the left column and indicate your response by circling a number that most closely corresponds to how you feel about the following statements.

		1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree
1	People in higher positions should make most decisions without consulting people in lower positions.					
2	People in higher positions should avoid social interaction with people in lower positions					
3	It is important to have instructions spelled out in detail so that I always know what I'm expected to do.					
4	It is important to closely follow instructions and procedures.					
5	Rules and regulations are important because they inform me of what is expected of me.					
6	Standardized work procedures are helpful.					
7	Instructions for operations are important.					
8	Individuals should sacrifice self-interest for the group (either at school or the work place).					
9	Individuals should stick with the group even through difficulties.					
10	Group welfare is more important than individual rewards.					
11	Group success is more important than individual success.					
12	It is more important for men to have a professional career than it is for women.					
13	Men usually solve problems with logical analysis; women usually solve problems with intuition.					
		1 Strongly Important	2 Important	3 Neutral	4 Unimportant	5 Strongly unimportant
14	Long-term planning					
15	Giving up today's fun for success in the future					
16	Working hard for success in the future					

**Respondent Profile**

Gender Male  
Female

Age ( In years) -----

Please mention in which year and for how many days you last stayed at a hotel. Year:  
Total Stay( In days):

**THANK YOU VERY MUCH**

**APPENDIX J**

**QUESTIONNAIRE**

**Group 5**

INSTRUCTION: Though some of the questions may seem similar, you need to respond to all of them. There is no “right” or “wrong” answers. Your opinions are valuable for the study.

This section deals with the service failure that is described in the scenario. Please read scenario thoroughly and provide your evaluations of the episodes. As you read the story, please put yourself into the situation and imagine that you are actually experiencing the service failure.

**You are taking your family (your retired father, your mother, your brother- in- law and sister) out to celebrate the New Year Eve at place of tourist interest (Shimla). You book three rooms for three days in the hotel over the telephone. On arriving at the hotel the receptionist at the front desk checks for your reservation and tells you that there is a problem. The hotel has given the rooms that were booked for you to the other guests. It’s New Years Eve and it is a very busy season for the hotel and all other rooms of the other hotel are booked out**

Assuming that the problem described above happened to you, how likely would you be reacting. Rank the following options in the where 1 being most likely and 5 being least likely reaction of yours.

**Part A**

1	Remain quiet and wait for the management to take the action.	
2	Voice your dissatisfaction to a hotel employee.	
3	Report the problem to the hotel Manager.	
4	Fill out the feedback form describing the problem you experienced.	
5	Promise not to ever return to this particular hotel again.	

## **SERVICE RECOVERY ACTION**

After the problem was discovered, before you respond or complain, the receptionist immediately acted on your behalf and apologized and assured you to solve the problem and asks you to mean while take a seat in the lobby. After 45 minutes she again apologizes and informs that the problem is solved and you receive the rooms that you had booked.

P.S. Please put yourself into the situation and imagine that you are actually experiencing this complaint handling process.

**Rate the following statements with 1 as strongly agree and 5 as strongly disagree.**

		1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree
1	Although this event caused me a problem, the hotel's efforts to resolve it, resulted in a very positive outcome for me.					
2	Given the inconvenience caused by the problem, the outcome I received from the hotel was extremely fair and just.					
3	Despite the trouble caused by the problem (double booking), the hotel responded quickly.					
4	I feel the hotel responded in a timely fashion to the problem					
5	I believe the hotel has fair policies and practices to handle problems					
6	With respect to its policies and procedures, the employee(s) handled the problem in a fair and just manner					
7	In dealing with the problem, the hotel personnel treated me in a polite courteous manner					
8	During effort to resolve the problem, the hotel employee(s) seemed to care about the customers					
9	The employee(s) were empathetic and concerned about my problem					
10	While attempting to solve the problem, the hotel personnel considered my views					
11	After experiencing the problem, I am happy with the hotel's handling of this particular problem.					
12	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					
13	Experiencing this situation I think the hotel can be trusted for its services					
14	Experiencing this situation I think the hotel has high integrity					
15	I believe the hotel personnel knew what to do solve my problem.					
16	After experiencing the problem I am highly satisfied with the complaint handling of the hotel personnel					
17	Experiencing this situation I think the hotel personnel was able to solve my problem					
18	Experiencing this situation I feel that the hotel personnel were not sure of how to react.					
19	In dealing with my problem I feel the efforts of the hotel personnel to solve my problem were honest.					
20	After experiencing the problem I am not satisfied with the complaint handling of the hotel personnel					
21	During efforts to resolve my problem I feel the hotel personnel was empathetic and took my problem seriously					
22	In dealing with the problem, the hotel personnel appeared confident and capable to solve my problem					
23	During effort to resolve the problem, the hotel personnel seemed professional and assertive					
24	After experiencing the problem handling I am highly satisfied with the overall service of the hotel.					

**PART 3**  
**General Attitudes and Opinions**

Please read the statement in the left column and indicate your response by circling a number that most closely corresponds to how you feel about the following statements.

		1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree
1	People in higher positions should make most decisions without consulting people in lower positions.					
2	People in higher positions should avoid social interaction with people in lower positions					
3	It is important to have instructions spelled out in detail so that I always know what I'm expected to do.					
4	It is important to closely follow instructions and procedures.					
5	Rules and regulations are important because they inform me of what is expected of me.					
6	Standardized work procedures are helpful.					
7	Instructions for operations are important.					
8	Individuals should sacrifice self-interest for the group (either at school or the work place).					
9	Individuals should stick with the group even through difficulties.					
10	Group welfare is more important than individual rewards.					
11	Group success is more important than individual success.					
12	It is more important for men to have a professional career than it is for women.					
13	Men usually solve problems with logical analysis; women usually solve problems with intuition.					
		1 Strongly Important	2 Important	3 Neutral	4 Unimportant	5 Strongly unimportant
14	Long-term planning					
15	Giving up today's fun for success in the future					
16	Working hard for success in the future					

**Respondent Profile**

Gender

Male  
Female

Age ( In years)

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Please mention in which year and for how many days you last stayed at a hotel.

Year:  
Total Stay( In days):

**THANK YOU VERY MUCH**

**APPENDIX K**

**QUESTIONNAIRE**

**Group 6**

INSTRUCTION: Though some of the questions may seem similar, you need to respond to all of them. There is no “right” or “wrong” answers. Your opinions are valuable for the study.

This section deals with the service failure that is described in the scenario. Please read scenario thoroughly and provide your evaluations of the episodes. As you read the story, please put yourself into the situation and imagine that you are actually experiencing the service failure.

**You are taking your family (your retired father, your mother, your brother- in- law and sister) out to celebrate the New Year Eve at place of tourist interest (Shimla). You book three rooms for three days in the hotel over the telephone. On arriving at the hotel the receptionist at the front desk checks for your reservation and tells you that there is a problem. The hotel has given the rooms that were booked for you to the other guests. It’s New Years Eve and it is a very busy season for the hotel and all other rooms of the other hotel are booked out**

Assuming that the problem described above happened to you, how likely would you be reacting. Rank the following options in the where 1 being most likely and 5 being least likely reaction of yours.

**Part A**

1	Remain quiet and wait for the management to take the action.	
2	Voice your dissatisfaction to a hotel employee.	
3	Report the problem to the hotel Manager.	
4	Fill out the feedback form describing the problem you experienced.	
5	Promise not to ever return to this particular hotel again.	



## **SERVICE RECOVERY ACTION**

After the problem was discovered, you complained to the front desk executive. The executive on hearing the complaint apologized and assured you to solve the problem and asks you to mean while take a seat in the lobby. After 45 minutes she again apologizes for the and informs that the problem is solved and you receive the rooms that you had booked.

P.S. Please put yourself into the situation and imagine that you are actually experiencing this complaint handling process.

**Rate the following statements with 1 as strongly agree and 5 as strongly disagree.**

		1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree
1	Although this event caused me a problem, the hotel's efforts to resolve it, resulted in a very positive outcome for me.					
2	Given the inconvenience caused by the problem, the outcome I received from the hotel was extremely fair and just.					
3	Despite the trouble caused by the problem (double booking), the hotel responded quickly.					
4	I feel the hotel responded in a timely fashion to the problem					
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6	With respect to its policies and procedures, the employee(s) handled the problem in a fair and just manner					
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8	During effort to resolve the problem, the hotel employee(s) seemed to care about the customers					
9	The employee(s) were empathetic and concerned about my problem					
10	While attempting to solve the problem, the hotel personnel considered my views					
11	After experiencing the problem, I am happy with the hotel's handling of this particular problem.					
12	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					
13	Experiencing this situation I think the hotel can be trusted for its services					
14	Experiencing this situation I think the hotel has high integrity					
15	I believe the hotel personnel knew what to do solve my problem.					
16	After experiencing the problem I am highly satisfied with the complaint handling of the hotel personnel					
17	Experiencing this situation I think the hotel personnel was able to solve my problem					
18	Experiencing this situation I feel that the hotel personnel were not sure of how to react.					
19	In dealing with my problem I feel the efforts of the hotel personnel to solve my problem were honest.					
20	After experiencing the problem I am not satisfied with the complaint handling of the hotel personnel					
21	During efforts to resolve my problem I feel the hotel personnel was empathetic and took my problem seriously					
22	In dealing with the problem, the hotel personnel appeared confident and capable to solve my problem					
23	During effort to resolve the problem, the hotel personnel seemed professional and assertive					
24	After experiencing the problem handling I am highly satisfied with the overall service of the hotel.					

**PART 3**  
**General Attitudes and Opinions**

Please read the statement in the left column and indicate your response by circling a number that most closely corresponds to how you feel about the following statements.

		1.Strongly Agree	2.Agree	3.Neutral	4.Disagree	5.Strongly Disagree
1	People in higher positions should make most decisions without consulting people in lower positions.					
2	People in higher positions should avoid social interaction with people in lower positions					
3	It is important to have instructions spelled out in detail so that I always know what I'm expected to do.					
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5	Rules and regulations are important because they inform me of what is expected of me.					
6	Standardized work procedures are helpful.					
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13	Men usually solve problems with logical analysis; women usually solve problems with intuition.					
		1 Strongly Important	2 Important	3 Neutral	4 Unimportant	5 Strongly unimportant
14	Long-term planning					
15	Giving up today's fun for success in the future					
16	Working hard for success in the future					

**Respondent Profile**

Gender

Male  
Female

Age ( In years)

-----

Please mention in which year and for how many days you last stayed at a hotel.

Year:  
Total Stay( In days):

**THANK YOU VERY MUCH**