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The effect of service recovery on customer satisfaction:

The case of Ethiopian Postal Service Enterprise



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This is to certify that the thesis is prepared by Tegen Tibebu, The effect of service recovery on customer satisfaction the case of Ethiopian Postal Service Enterprise, in partial fulfillment of the requirements for the award of the Degree of Master of Arts in Marketing Management with the regulation of the University and the accepted standards with respect to originality.

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I, Tegen Tibebe, hereby declare that this research paper entitled “**The effect of service recovery in customer satisfaction: The case of Ethiopian postal service enterprise**” is my original work and has not been used by others for any other requirements in any other university and all sources of information in the study have been appropriately acknowledged.

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This work is original in nature and suitable for the award of Masters of Arts (MA) in Marketing Management.

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List of Acronyms

ANOVA	Analysis of Variance
SR	Service recovery
EPSE	Ethiopian postal service enterprise
SPSS	Statistical Packages for Social Science
$\alpha\beta$	Coefficients of an Equation
VIF	Variance Inflation Factor

Abstract

The purpose of this study is to assess the effect of service recovery on customer satisfaction in Ethiopian postal service enterprise. In today's hyper-competitive business environment, customer satisfaction is vital for success. However, in many businesses, service failure may surface despite consistent avoidance efforts. Although predominant attention on service recovery has been assessed in hospitality context like in hotel and restaurant setting, there are very limited explorations in other service industry, especially in postal service industry.

A conceptual framework and three prepositions were developed indicating that customer satisfaction is influenced by three justice dimensions of service recovery which is distributive justice, procedural justice and interactional justice.

Data was gathered by means of survey using a questionnaire mainly regarding service recovery, customer satisfaction. The sample size of the study is 384 customers who experienced a service failure and recovery with the postal service. Convenience sampling was used for this study and the respondents were selected at Ethiopian postal service enterprise. The results show that satisfaction with service recovery dimensions (Interactional justice, procedural justice) have significant impact on customer satisfaction. Whereas distributive justice has not significant effect on customer satisfaction. *Therefore, it is advisable for the company to take the necessary measures regarding procedural justice by making the company's policies and procedures to be clear and workable. Regarding to interactional justice, the company should arrange extensive training program for its employees on customer service. And encourage, reward for best performer employees.*

Keywords: Service recovery; customer satisfaction; conceptual framework, postal service industry.

CHAPTER ONE

INTRODUCTION

This chapter includes background of the study, statement of the problem, basic research questions, and objective of the study, hypothesis, and definition of terms, significance of the study and delimitation and organization of the research report.

1.1 Back ground of the study

According to Kotler (2000), satisfaction is an individual's feelings of pleasure or disappointment resulting from comparing the perceived performance (or outcomes) of the service provided in relation to his or her expectations. From the customer point of view, customer satisfaction is a customer's overall evaluation of the performance of an offering to date. (John-son and Fornell 1991) Hoyer and MacInnis (2003) said that satisfaction can be associated with feelings of acceptance, happiness, relief, excitement, and delight, which claims that when consumers receive service that is better than expected, they will be satisfied.

Customer satisfaction is crucial to the survival of any business organization. However, service failures are often unavoidable due to human and non-human errors. Such failures to perform a service inevitably lead to customer dissatisfaction (Kau&Loh, 2006). Customer dissatisfaction requires service recovery action in order to win back customer's heart. Groomroos (1998) who stated that the purpose of service recovery is to make customers satisfied despite service failures and to maintain and if possible improve the long term relationship to keep customers as well as long term profitability instead of creating short term cost saving. Understanding satisfaction from the perspective of service recovery is important because, as Spreng, Harrel and Mackoy (1995) showed, customer satisfaction with service failure recovery has a greater impact on overall satisfaction than does any other individual aspect of the outcome of the service delivery.

Recovery management is considered to have a significant impact on customer evaluations, because customers are usually more emotionally involved in and observant of recovery service than in routine or first-time service and are often more dissatisfied by an organization's failure to recover than by the service failure itself (Berry and Parasuraman 1991; Bitner, Booms, and Tetreault 1990). Although service recovery is recognized by researchers and managers as a

critical element of customer service strategy, there are few theoretical or empirical studies of service failure and recovery issues. Studying service recovery is challenging because recovery is triggered by a service failure, making systematic empirical research difficult to conduct in either a laboratory or a field environment. Previous research on service recovery has focused on developing classification schemes (Bitner, Booms, and Tetreault 1990; Hoffman, Kelley, and Rotalsky 1995; Kelley, Hoffman, and Davis 1993) and providing correlational or anecdotal support for the effect of service recovery on customer satisfaction (Kelly and Davis 1994; Spreng, Harrell, and Mackoy 1995). It is therefore important for organizations to understand how customers respond to service failures and how service recovery influences their relationship with the organization (Schoefer& Diamantopoulos 2008: 66; Smith, Bolton & Wagner 1999: 356). Although service recovery efforts hold the potential to satisfy customers, increase their loyalty and retain them, few failures (Boshoff& Staude 2003: 9–10). Therefore, this research has tried to assess the effect of service recovery activities of Ethiopian postal service enterprise on customer satisfaction.

1.2 Background of the company

The origin of postal services dates back to the middle Ages and was developed from the medieval system of royal messengers whom employed to carry government documents from one place to another. In most countries, the postal service developed in the 18th century when different means of transport such as mules, horses, camels and stage-caches were used to carry mail.(www.ethipostal.com)

The Ethiopian postal service enterprise is a government enterprise. Was established by an Imperial Edict on 9 March 1894.Before then; correspondence in Ethiopia was exchanged by special couriers called melktegnas. This rugged individual carried their letters visibly, attached to a cleft stick. (This later became the symbol of the post office still today). These tough individuals travelled great distances, often on foot, overcoming rough landscape and weathering hostile climatearmed with guns, sabres or lances, they rode by horse, mule, or camel through many wild and remote areas.

According to the proclamation, “The Ethiopian postal Service has the right to operate the transport of postal articles and the performance of all services incidental thereto, including, without limitation, receiving, collecting, dispatching and delivering postal articles, the

acceptance and remittance of limited sums of money by means of postal and money orders, the management and control of postal packets and parcels, the maintenance and operation of philatelic and related services as well as carrying out agency services.

With an area of 1. Million sq.km and a population of 95 million, Ethiopia has at present over 1,200 post offices. Out of these 1016 Permanent post offices, and over 170,000 post boxes. It is estimated that one post office is serving 79,116 inhabitants while one private box serves 558 people.(www.ethipostal.com)

In the result of opportunities and challenges, Ethiopian postal service establishes EMS (express mail service) in 1989. The introduction of EMS has made the Ethiopian Postal Service competitive in the express delivery market. EMS sends messages through door to door service and receives through call service. EMS Ethiopia is supported by track and tracing system (IPS and Ragbi) software. Currently Ethiopian postal service enterprise renders services like: letter post service, parcel post service, Financial service Express mail service, Philatelic service, Agency service, Simcard and voucher whole seal and retail, Transport services (post Bus), Post box Service, Advertisement services through post boxes (direct advertisement), Postal museum, Logistic Service, Door to Door acceptance and delivery Service.(www.ethipostal.com).

1.3 Statement of the problem

Companies that deliver higher levels of service gain higher levels of profits than those that do not. In the case of service organizations, customer satisfaction and loyalty may be determined by the quality of a single service encounter (Solomon, Surprenant, Czepiel, and Gunman 1985). One negative service encounter, or service failure, can result in consumers' become dissatisfied. While many researchers have looked at consumer complaint behavior that results from dissatisfaction due to service failures, very little research has explored the impact that service recovery efforts may have on the level of dissatisfaction felt by consumers as a result of service failures (Hart, Heskett, and Sasser 1990).

To satisfy the dissatisfied customers, customers must perceive that the outcomes are just or fair (Kau and Loh 2006). Hoffman and Kelley (2000) suggest that the service recovery itself, the outcomes and the interpersonal behaviors enacted during the recovery process and the delivery

of outcomes is all important. The service organization commitment to service quality and customer satisfaction depends on how it responds after disconfirmation (Zemke and Bell, 1990).

Ethiopian postal service enterprise is one of government owned service providing organization. As a service organization, service failure is a very common scenario, but recovering from, such failure is one of the most challenging tasks that management faces.

When service failure happens, service recovery is the primary process of a firm that can retain its customers and minimize the cost associated with customer defection and negative word of mouth for harming organization's reputations.

A number of service recovery studies have been conducted towards hotel customers and airline passengers. For instance, in hotel customers (Karatepe 2006), and airline passengers (kibra 2014) and mobile phone buyers (Kau & Loh 2006). Despite the potential importance of these findings, to the researcher's best knowledge, no previous studies have investigated service recovery in postal service industry. Thus, this study aims to contribute to a growing body of service recovery knowledge by examining the relationship between service recovery and customer satisfaction in of service recovery on customer satisfaction in Ethiopian Postal Service Enterprise.

1.4 Research questions

Based on the above statement of the problem, the study has tried to address the following questions.

1.4.1 Basic research question

- How does service recovery influence customer satisfaction?
- What are the major service failures encountered in Ethiopian postal service enterprises?
- Which service recovery dimension is most important in the eyes of the customers of Ethiopian postal service enterprise?

1.5 Objective of the study

Based on the above foundational problem statement the researcher posed the following questions:

1.5.1 General objective

The general objective of the study is to assess the effect of service recovery programs on customer satisfaction in Ethiopian postal service Enterprise

1.5.2 Specific objective

- To identify the major service failures and recoveries of the company
- To examine the level of satisfaction of Ethiopian postal service customers with each of the service recovery dimensions provided by the company
- To assess the relative importance of the service recovery dimensions provided by Ethiopian postal service enterprise from the customer side
- To examine the impact of satisfaction with service recovery dimensions on customer satisfaction.

1.6 Significance of the study

The study can be used as a baseline and serve as a secondary source of data for those who want to conduct further investigation in this area.

The results of the study will serve as input for the organization to assist in decision making, in identifying key variables in order to develop strategies to address and improve service recoveries and customer handling in order to satisfy its customer.

1.7 Scope of the study

Hence the study has focused on assessing the effect of service recovery in customer satisfaction in Ethiopian postal service enterprise, the organization have branch offices in Addis Ababa and regions. But the research has conducted only in Addis Ababa at head office.

1.8 Limitation of the study

It is difficult to say that one research study is accurate and complete without any difficulties. No research study is complete in itself. Some of the limitations of this study were:

- Despite the existence of several instruments, the researcher has used only questionnaire as a data collection instrument. With this method some forms of information like changes of emotions, behaviors and feelings were not understood.
- Limitations of the Likert-type scale simply examine whether respondents of the study were more or less favorable to a topic, but we cannot tell how much more or less they are.
- Shortage of time was one of the limitations of the study.

1.9 Organization of the research report

The research papers have five chapters. The first chapter is all about the background of the study, statement of the problem, basic research questions, (general and specific) objectives of the study, definition of terms, significance of the study and delimitation of the study. Moreover, organization of the paper also described in this chapter.

The second chapter deals with different Literatures review in relation to the study. In the third chapter Research design, variables of the study, population and sampling technique, sample size, types and instruments of data collection procedures of data collection method of data analysis.

The fourth chapter deals with the final results, analysis and discussions of the final results of the study.

The last chapter, five deals with Conclusion and recommendation based on the results and discussions of the study.

Definition of terms

- ❖ **Service Recovery:** is an activity in which a firm engage to tackle a customer complaint regarding service failure(Gronrooms,1998)
- ❖ **Service failure:** A service failure is an incident that causes customer dissatisfaction during a service encounter or service delivery (Maxham 2001).
- ❖ **Customer satisfaction:** customer needs, wishes and expectations are met or overcome during the product/ service period, giving way to re-purchasing and customer loyalty (Antion,1996)

- ❖ **Customer loyalty:** is the continued and regular patronage of business in the face of alternative economic activities and competitive attempts to disrupt the relationship; by Adam toporek , august 27, 2011.
- ❖ **Service recovery paradox:** it is a situation in which the overall satisfaction levels of recovered customers exceed those of customers who did not encounter any problems with the initial service
- ❖ **Service intangibility:** services cannot be seen, tasted, felt, heard, or smelled before they are bought
- ❖ **Service inseparability:** services cannot be separated from their providers,
- ❖ **Service variability:** refers to the fact that the quality of services depends on who provides them as well as when, where, and how they are provided.

CHAPTER TWO

Review of related Literature

Introduction

This section shall provide general literature related with service recovery and its link with customer satisfaction, service failure, service recovery, relationship marketing, behavioral intentions, service recovery paradox and theoretical framework to service recovery are included in this chapter.

2.1 Service

The concept of service is used and defined in various perspectives by many scholars. According to Zeithaml and Bitner (2004) Services include all economic activities whose output is not a physical product or construction, is generally consumed at the time it is produced and provides added value in forms (such as convenience, amusement, timeliness, comfort or health) that are essentially intangible concerns of its first purchaser. Lovelock and Wirtz (2007) indicated that, service is “time based” and the outcome of a service may result in desire change in consumer or any property of the consumer.

The provider and the receiver, and the essence of this reciprocal process in intangible. Lovelock et al. (2001) looked at service as a set of economic activities that provide time, location form and psychological benefits. Beer (2003) defined service as a set of characteristics and overall properties of the service which aim to satisfy the clients and meet their needs.

Service has several different determinants from product such as high intangibility, cannot be seen, and cannot be touched, smelled or even tasted but only can be felt by experiencing the service itself. Hence, services are more challenging to be visualized by the service provider and customer and it is difficult for the customer to express their confidence of the service unless they experience the service by themselves by comparing standard and perceptions of result performance (Saura et al., 2008). Moreover, other associated determinants which are services could not be owned like product but only rented by the customer. Hence, because of these determinants, services also involved tangibility features such as facilities, service personnel and service ambient that help the service providers to perform their service (Saura et al., 2008).

Physical quality relates to the tangible aspects of a service (Zeithaml et al., 1996). In a nutshell, service not only involves intangibility aspects but also by the tangible aspects to help the service provider to perform their work. Manufacturing or automobile industry or even small and medium industries for example, may have to produce a good quality product in order to have a good expectations from customers and the same goes to service oriented businesses where they need to provide a good service quality in term of many aspects such as service provider itself, facilities, service ambient or environment, technology and many other aspects in order to attract customer to use the services offered and make them satisfied or maybe more than satisfied with the service provided. (Siddiqi, 2011).

2.1.1. Characteristics of Services

Services have four main characteristics that differentiate them from goods: intangibility, inseparability, variability, and perishability (Armstrong & Kotler, 2011) these characteristics create unique challenges for services.

Service intangibility: refers to the fact that services cannot be seen, tasted, felt, heard, or smelled before they are bought. For this reason, customers try to evaluate the quality of a service by looking at tangible components such as the place, people, price, equipment, and communications apparent. (Armstrong & Kotler, 2011).

Service inseparability: refers to the fact that services cannot be separated from their providers, whether the providers are people or machines. This means that the employee providing the service becomes part of the service, in most cases, the customer is also present at the time of providing the service. Therefore, the provider-customer interaction becomes important in determining the outcome of the service (Armstrong & Kotler, 2011)

Service variability: refers to the fact that the quality of services depends on who provides them as well as when, where, and how they are provided (Armstrong & Kotler, 2011). This means that the quality of a service provided is not just determined by the company but by the service provider too. Therefore, understanding the role of service providers is crucial to understand perceptions of service quality.

Service perishability: refers to the fact that services cannot be stored for later sale or use (Armstrong & Kotler, 2011), although Lovelock and Wirtz (2011) argue that “not all service performances are perishable” like video recordings of events and concerts. One problematic situation that accompanies this characteristic is when demand exceeds supply (Armstrong & Kotler, 2011).

This can be applied to the banking sector when there is traffic at the counters and not enough service providers, thus the service in that case cannot be stored for later use. In this case, banks should think of better ways to match the service supply with the demand. For this reason, understanding perishability of services is important in the context of this study.

2.1.2. Service failure

Many service organizations have focused to satisfy their customer by providing high quality service, but there is a mistake in every service system, because service failure is inevitable (Hart, Heskett, & Sasser, 1990; Schneider & Bowen, 1999). Webster and Sundaram (1998) stated that, even the companies with the best strategic plans and the tightest quality control procedures cannot avoid mistakes in all interactions with customers (p.153).

Service failures can lead to negative disconfirmation and ultimately dissatisfaction, though appropriate service recovery efforts may restore a dissatisfied customer to a state of satisfaction (Bitner et al., 1990). Although some researchers have argued that the best strategy is to fail-safe the original service delivery, it is nearly impossible to eliminate all failures. Thus, firms with the ability to react to service failures effectively and implement some form of service recovery will be in a much better position to retain profitable customers. A service failure is defined as “any service-related mishaps or problems (real and/or perceived) that occur during a consumer’s experience with the firm” (Maxham, 2001). Even the most customer-oriented organization with the strongest quality program is unlikely to be able to eliminate all service failures (del Río-Lanza, 2009). Service failure causes customer dissatisfaction with the service provider, and due to that customers may exit silently, spread a negative word-of-mouth, voice their complaints to the operator, or continue to patronage the same service provider despite their dissatisfaction (Kim et al., 2009). Therefore, service recovery is a moment of truth for the company, which is critical for satisfying its customers as well as strengthening its relationships with them (Blodgett et al., 1997; Smith & Bolton, 2002).

During service encounters, possible failures include poor service, delays and other core failures (Bitner et al. 1990). Service failures may differ in time, severity and frequency (Kelley and Davis 1994).

According to Tax and Brown (1998), the cost of attracting a new customer is five times that of retaining an old one. As such, companies that are unable to retain existing customers face massive hurdles associated with the constant attempt to develop new customers. For most companies, service failure is the predominant reason for the loss of existing customers. If a service failure is not properly remedied, customers may experience reduced satisfaction and even engage in negative word-of-mouth (WOM) communications (Barlow and Moller, 1996; Ranaweera and Prabhu, 2003).

A service failure occurs when customer perceptions of a service delivered are lower than their expectation or zone of tolerance (Zeithaml et al., 1993). Palmer et al. (2000) defined service failure as when customers think the service is flawed or irresponsible. Bitner et al. (1990) proposed that a service failure occurs when service is not fulfilled, is delayed, or fails to reach the expected standard. Service failures are inevitable and occur in both the process and the outcome of service delivery. They include situations when the service fails to live up to the customer's expectations (Michel et al., 2009; Johnston and Michel, 2008).

Even service providers known for best customer service cannot utterly avoid occasional service failures, such as delayed flights, burned steaks, or reserved hotel rooms not being ready. Service failure is inevitable and when it occurs, it may deteriorate relationships with customers, possibly causing customer dissatisfaction, negative word-of-mouth, and even customer defection if it is not handled properly. Hence, it is crucial for firms to successfully deal with service recovery to reestablish and/or maintain positive relationships with customers (Gustafsson, 2009; Rio-Lanza et al., 2009).

2.1.3. Severity of service failure

Past researches revealed that service failure severity should be concerned while exploring service failure and recovery in order to integrity of the study (Hart, Heskett, 21 & Sasser, 1990; Kelley, Hoffman, & Davis, 1993; Webster & Sundaram, 1998). Weun, Beatty, & Jones (2004) defined service failure severity as customers perceived intensity of a service problem; the more intense or

severe the service failure, the greater the customers perceived loss (p. 135). They also mentioned that a severe service failure will produce a perceived loss even when a sufficient recovery has taken place (p. 135).

Service failure severity has a great negative effect on customer satisfaction (McQuilken and Bednall 2008). Accordingly, De Matos et al., (2009) in their research found out that the higher the perceived severity in the failure, the lower the customer satisfaction (p. 468). also Weun et al., (2004) indicate that service failure severity influence customer satisfaction and more severe failure has higher impact, without mentioning the service recovery.

As McQuilken and Bednall (2008) mentioned in their study about the negative effect of service failure on satisfaction evaluations, they believe that higher severity of failure leads to higher negative WOM intention. Also employee effort has a stronger impact to resolve the customer 's negative WOM intentions as service failure is less severe (McQuilken and Bednall 2008).

Also Wang et al., (2011) investigated that service failure severity has a significant negative relationship with customer loyalty (p. 355). Weun et al. (2004) mentioned that stronger service failure severity has greater effect on customer commitment.

2.1.4 Importance of service failure

Service organizations are almost unable to provide zero-defect service, so it is important to identify service failures in order to stop customers from choosing competitors and also try to decrease service failure errors (Namkung and Jang 2010). Hoffman and Chung (1998) stated that Service failures are a principal determinant of future patronage or its absence. (p. 67) Service failures effect on customer satisfaction and prevent continuous customer support (Kelley, Hoffman and Davis 1993). Worse than that customers state their unsatisfied experience several other people (Zemke 1999). Accordingly, Hoffman and Chung (1998) mentioned that —While disgruntled customers typically tell several others about a negative service experience, few customers who leave actually complain or report to the service provider that they are leaving due to dissatisfaction. (p. 67) it has been proved that repeat customers are important for gaining profit in all businesses (Hoffman and Chung 1998). As Oliver (1999) illustrate it is costly for service companies to attract new customer rather than preventing current customer from switching to another competitor.

Hence, it is essential for service providers to establish a systematic management of service failures with well-performed recovery, to increase customer satisfaction and profitability (Namkung and Jang 2010)

2.1.5 Service recovery

Service recovery is a process that identifies service failure, effectively resolves customer problems, classifies their root causes and yields data that can be integrated with other measures of performance to assess and improve the service system (Tax and Brown 2000, p. 272),

A growing number of researchers have identified service recovery as a rather neglected aspect of service marketing and one that warrants much greater attention (Andreassen, 1999; Tax et al., 1998; Kim et al., 2003).

According to Sheth et al. (2000), service recovery refers to actions taken by a service provider in an attempt to resolve the problem that caused a service failure. Effective service recovery results in complainant satisfaction and recovery (Karatepe and Ekiz, 2004; Bolton, 1998; Ndubisi and Ling, 2005).

Bell and Luddington (2006): explained service recovery as “a thought-out, planned, process for returning aggrieved customers to a state of satisfaction with the organization after a service or product has failed to live up to expectations.

According to Kau and Loh (2006), service recovery involves interaction between a service provider and a customer, a shortfall in the provision of the original service, a response on the part of the provider to the service shortfall, and a desired result, to turn a dissatisfied customer into a satisfied one.

A good service recovery system will also detect and solve problems, prevent dissatisfaction, and be designed to encourage complaints.

In seeking redress, if a company creates a failure situation and then does not recover effectively, customers will be especially negative because of the “double deviation” of two failures in a row (McCullough et al., 2000; Magnini and Ford, 2004). In addition, service recovery may be seen as critical for customer satisfaction and evolution of a firm’s quality performance.

Sprenget al. (1995) found that service recovery performance influenced overall satisfaction and behavioral intentions such as WOM communications and repurchase and likelihood to repurchase when the customer's complaints were dealt with satisfactorily. Further evidence of satisfactory problem resolution resulting in enhanced repurchase intentions means that strong service recovery may enhance customer loyalty, a conclusion supported by McCullough et al. (2000). "A good recovery can turn angry, frustrated customers into loyal ones. It can, in fact, create more goodwill than if things had gone smoothly in the first place" (Hart et al., 1990, p. 148).

Effective service recovery increases not only overall satisfaction, but also positive word of mouth (Sprenget al., 1995, Swanson and Kelley, 2001).

More recently, Smith, Bolton and Wagner (1999, p. 357) have treated service recovery as "a 'bundle of resources' that an organization can employ in response to a failure." Both complaint management and service recovery are based on service encounter failures. However, complaint management is based on the firm's reaction to a customer complaint, whereas service recovery also addresses the firm's ability to react immediately to a failed service encounter, pleasing the customer before he or she finds it necessary to complain. Because many customers dissatisfied with a service encounter are reluctant to complain (Andreasen and Best, 1977, Singh, 1990), proactive service recovery efforts that is, those that attempt to solve problems at the point of the encounter are the most effective way to minimize negative outcomes of a service failure (Lewis, 1996).

The ultimate goal of service recovery is to pacify dissatisfied customers through appropriate actions in order to reduce potential damage to customer relationships caused by service failures (Ha & Jang, 2009; Zemke, 1993).

"Service recovery" is the now well-accepted term for what service firms attempt to do to offset a customer's negative reaction to a service failure. That is, when service firms fail to get it right the first time with the customer, what do they do the second time to "make the customer whole"? Since "zero defects" is an unrealistic goal in service delivery, service firms must have in-place recovery strategies, e.g., unconditional service guarantees, empowered employees, to correct service failures and strive for "zero defections" of customers (Reichheld and Sesser, 1990). Effective service recovery with, say, an hotel guest or airline passenger can even produce a

customer who is more satisfied, even delighted, than if they had been served right the first time (see, for example, Etzel and Silverman, 1981; Hart et al., 1990). Even small gains in customer retention facilitated by service recovery can lead to significant gains in profitability (Reichheld, 1996).

Service recovery policies involve actions taken by service providers to respond to service failures (Groenroos, 2000; Johnston and Mehra, 2002). Both, what is done (e.g. restitution and compensation) and how it is done (i.e. employee interaction with the customer) influence customer perceptions of service recovery (e.g. Andreassen, 2000; Levesque and McDougall, 2000).

Even if post service recovery satisfaction is below failure-free service satisfaction (as suggested by McCullough et al., 2000), this does not detract from the observation that good service recovery can still have a beneficial impact on consumer evaluations.

With respect to patterns of customer complaining behavior, there is now much evidence to show that only a minority of dissatisfied customers complain (e.g. Andreassen and Best, 1977; Brown, 1987; Agbonifoh and Edoreh, 1986). However, there is also evidence of customer satisfaction with problem resolution (e.g. Berry and Parasuraman, 1991), and that most dissatisfied customers will do business again if their problems are solved satisfactorily (e.g. Brown, 1987). Conversely, service failure has been identified as a factor that contributes to switching (Roos, 1999).

More recently, McCullough et al. (2000) cast doubt on the recovery paradox and suggest that failure free service leads to more desirable outcomes than excellent recovery from failure. However, their results do point to service recovery being influential in mitigating the damage done to satisfaction, suggesting that recovery strategy continues to be a significant issue for service providers.

Service recovery also facilitates the tracking of failures and the development of databases, to gain insight into failures in order to deal with them and try to prevent them from happening again. Other advantages of a good service recovery system are increased opportunities for cross-selling to retained customers (Armistead et al., 1995), the reduction of perceived risk for new customers, and enhancement of company image of both employees and customers.

Ineffective service recovery efforts have the potential of increasing dissatisfaction. Hart et al. (1990, p. 150) found that “More than half of all efforts to respond to customer complaints actually reinforce negative reactions to service” (emphasis in original). A good service recovery is a key factor in building ongoing relationships with customers who were unhappy at their initial encounter (e.g. Maxham, 2001; Smith et al., 1999; Tax et al., 1998). Complainers who were satisfied with the recovery response have higher repurchase intentions than those who were satisfied and did not complain (Gilly, 1987).

Service recovery has an outcome dimension (Duffy et al., 2006), which is “what” the customer actually receives as part of the firm’s efforts to recover, whereas the process dimension of service recovery is concerned with “how” recovery is achieved. Bunker and Bradley (2007) and Duffy et al. (2006) suggest that the outcome dimension is more important when the original service is delivered, but the importance of the process dimension is accentuated in service recovery. However, this may depend on the service being looked at.

Interest in service recovery has grown because bad service experiences often lead to customer switching (Keaveney, 1995), which in turn leads to lost customer lifetime value (Rust et al., 2000). Favorable recovery positively influences customer satisfaction (Smith et al., 1999; Zeithaml et al., 1996), word-of-mouth behavior (Maxham, 2001; Oliver and Swan, 1989; Susskind, 2002; Swanson and Kelley, 2001), customer loyalty (Bejou and Palmer, 1998; Keaveney, 1995; Maxham, 2001; Maxham and Netemeyer, 2002b), and eventually, customer profitability (Hart et al., 1990; Hogan et al., 2003; Johnston, 2001a; Rust et al., 2004; Sandelands, 1994).

There is abundant evidence that failure to ensure customer satisfaction through service recovery leads to a decline in customer confidence, lost customers, negative word-of mouth, damaged brand and company reputation, negative publicity and the direct cost of reperforming the service (Berry and Parasuraman, 1992; Sajtos et al., 2010).

If allowed to continue, poor service delivery threatens the long-term survival of the firm (Michel and Meuter, 2008; Seawright et al., 2008; Thwaites and Williams, 2006; Magnini and Ford, 2004). In other words, if service firms do not manage service recovery properly, it could harm their long-term success prospects. When firms carry out effective complaint handling, this can have a great impact on customer retention rates, deflect the spread of damaging word of mouth

(WOM), and improve bottom-line performance (Morrisson and Huppertz, 2010). When customer complaints are well-resolved and the relationship between the firm and the customer is improved, this can lead to improvement in terms of customer satisfaction, trust and commitment to the firm. (Singh and Sirdeshmukh, 2000; Sirdeshmukh et al., 2002; Morgan and Hunt, 1994; Weun et al., 2004; Pina e Cunha et al., 2009). Conversely, effective service recovery following a service failure can remedy disappointment and even enhance customer relationships (de Matos et al., 2009).

2.1.5.1 Service recovery paradox

The service recovery paradox refers to situations in which the overall satisfaction levels of recovered customers exceed those of customers who did not encounter any problems with the initial service.

The term “recovery paradox” refers to situations in which the satisfaction, word-of-mouth intentions, and repurchase rates of recovered customers exceed those of customers who have not encountered any problems with the initial service (McCollough and Bharadwaj, 1992).

Etzel and Silverman (1981, p. 128), who stated that “it may be those who experience the gracious and efficient handling of a complaint who become a company’s best customer.”

It has been suggested that a service recovery paradox is a very rare event (Boshoff, 1997, Hart et al., 1990), which means that it is not easy to detect even if it exists. To make things worse, it is further assumed that only a minority of dissatisfied customers complains (Andreasen and Best, 1977, Singh, 1990) and that most recoveries do not lead to customer satisfaction (Hoffman et al., 1995).

Further, the “service recovery paradox”, which states that given a highly effective service recovery for a service failure, consumers may have higher ratings of loyalty and satisfaction toward the service than if the failure had never happened (Magnini et al., 2007; Matos et al., 2007; McCollough and Bharadwaj, 1992) has been empirically tested in brick-and-mortar retailing settings (e.g., Bolton and Drew, 1992; Boshoff, 1997; Hocutt et al., 1997, 2006; Smith and Bolton, 1998; McCollough, 2000; Maxham and Netemeyer, 2002a, b; Magnini et al., 2007; Berry et al., 1990).

Do not fail twice. You will be forgiven but usually only once. Service recovery is likely to work after a single service failure but not after the company has failed the same customer twice (Maxham and Netemeyer, 2002a). In addition, customers' "zone of tolerance," or how much variance they will accept between what they expect to receive and what they perceive they actually receive, is wider when they assess the firm's service delivery but narrows when they evaluate its attempt at service recovery (Parasuraman et al., 1991). Thus, no recovery strategy can delight the customer if an initial failure progresses into a recovery failure (Johnston and Fern, 1999); a "recovery paradox" when customers are even more delighted after an effective service recovery than if the service was failure-free in the first place can occur after one failure, but such return on recovery is unlikely after two failures.

As noted earlier, prior studies have noted mixed results regarding the service recovery paradox (e.g., Bolton and Drew, 1992; Boshoff, 1997; Berry et al., 1990; Maxham and Netemeyer, 2002a, b; Zeithaml et al., 1996; Maxham, 2001; Andreassen, 2001). Kelley et al. (1993) suggested that effective service recovery might lead to a situation whereby customer exhibit higher satisfaction after a problem has been corrected as compared to an experience that was problem-free. Smith and Bolton (1998) also found that cumulative satisfaction and re patronage intentions both increase following a very satisfactory service recovery. Additional studies have provided partial support for the phenomenon of the service recovery paradox (Hocutt et al., 1997, 2006; McCollough,

The service recovery paradox addresses the "question of whether customers who experience a failure followed by superior recovery might rate their satisfaction as high as or even higher than they would have had no failure occurred" (McCollough et al., 2000, p. 122).

Service recovery paradox previous studies have suggested that following a service failure, a highly effective service recovery provides a chance for the firm to achieve higher satisfaction and loyalty ratings from customers than if the failure had never happened (Magnini et al., 2007; Matos et al., 2007; McCollough and Bharadwaj, 1992). Goodwin and Ross (1992) also noted that while customers are satisfied when there is no service failure, they are more satisfied when a complaint is effectively handled.

2.2. Relationship marketing

Services are especially conducive to relationship marketing given the unique nature of services such as intangibility, heterogeneity, and interaction intensity (Groenroos, 1995; Czepiel and Gilmore, 1987). Morgan and Hunt (1994, p. 31) maintain that “commitment and trust are key mediating variables that contribute to relationship marketing success.” Trust is defined as a customer’s willingness to rely on a service provider in which a customer has confidence (Moorman et al., 1993). Commitment is defined as a customer’s enduring desire to maintain a relationship with a service provider (Moorman et al., 1993).

Researchers have observed that good service recovery strategies are important elements for increasing satisfaction and building customer relationships (Hart et al., 1990). Trust is generally associated with confidence in the exchange partner and results from the exchange partner’s reliability (Moorman et al., 1993; Morgan and Hunt, 1994). Commitment is more likely to occur when a customer can identify with a service provider’s goals and values (Kelley et al., 1990). As has been hypothesized and borne out in the marketing literature (Morgan and Hunt, 1994; Singh and Sirdeshmukh, 2000; Sirdeshmukh et al., 2002; Weun et al., 2004; Pina e Cunha et al., 2009), trust is logically and experientially a critical variable in relationships. customer affection serves as a relationship-sustaining “emotional bond” or “affectionate tie” between a customer and a firm (Young, 2006), which may be formed through a series of favorable experiences and interactions (Yim et al., 2008). Service failure and recovery encounters often evoke strong emotional reactions from customers, which may influence customers’ decision of whether to remain in a relationship with a company directly or indirectly.

2.3. Customer Satisfaction

Customer satisfaction has become a key intermediary objective in service operations due to the benefits it brings to organizations (Parasuraman et al., 1988). The importance of customer satisfaction is derived from the generally accepted philosophy that for a business to be successful and profitable, it must satisfy customers. Oliver (1997) describes satisfaction as the summary psychological state resulting when the emotion surrounding disconfirmed expectations is coupled with the consumer’s prior feelings about the consumption experience. Cronin et al. (2005) support this view in a service setting, claiming that satisfaction is the result of comparison of expectations prior to purchase and consumption with service performance, whereas positive

disconfirmation increases or maintains satisfaction while negative disconfirmation creates dissatisfaction. Satisfaction refers to the buyer's state of being adequately rewarded in a buying situation for the sacrifice he or she has made (Al-alak, 2010). Adequacy of a satisfaction is a result of matching actual past purchase and consumption experience with the expected reward from the brand in terms of its anticipated potential to satisfy the customer's motives (Loudon et al., 1993). Oliver (1997) defined satisfaction as the customer's fulfillment response. It is a judgment that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfillment. Zeithaml et al. (2009) translated Oliver's definition of satisfaction to mean that satisfaction is the customer's evaluation of a product or service in terms of whether that product or service has met their needs and expectations. The customer satisfaction literature shows that expectation is the most direct determinant of satisfaction, followed by perceived performance (Kim & Lough, 2007).

The value percept theory regards satisfaction as an emotional response triggered by a cognitive evaluative process (Parker and Mathews, 2001). Nevertheless, Swan and Combs (1976) were among the first to point out that satisfaction is associated with performance fulfilling expectations, while dissatisfaction occurs when performance falls below expectations. It is apparent, therefore, that customer satisfaction is an abstract and rather ambiguous concept. Manifestations of satisfaction vary from one person to another and from one product to another (Munteanu et al., 2010). The state of the so-called "satisfaction" depends on a number of psychological and physical variables, and correlates with certain behaviors. Among the psychological variables, personal beliefs, attitudes and evaluations may affect customer satisfaction (Ajzen I., 1991).

Customer satisfaction depends on a variety of factors, including perceived service quality, customers' mood, emotions, social interactions, and other experience-specific subjective factors (Oliver, 1997). According to Zeithaml et al. (2009), the two constructs are likely to be positively correlated, but unlikely to be linear.

Satisfaction can therefore be considered the consumer's evaluation of the product or service received. The importance of such customer evaluations comes from the impact that satisfaction is posited to have on consumer behaviors such as loyalty. Independent of theoretical platform, it has become a truism today that service quality is key to customer satisfaction (Bae Suk et al.,

2009). However, few if any companies manage to deliver services of expected quality all the time, resulting in negative disconfirmation of expectations or the perception of inequity. Companies may respond to the service failure independent of customer reactions or as a direct function of customer complaints (Breitsohl et al., 2010). Service recovery refers to the actions a supplier takes to seek out dissatisfaction and in response to poor service quality, i.e. service failure (Andreassen, 2000). Satisfaction is only of value to firms if it elicits some kind of positive financial outcome (Augusto de Matos et al., 2009). Loyalty and satisfaction are related, although also clearly distinct. Morrisson and Huppertz (2010) and Sousa and Voss (2009), in their studies, consider several conceptual bases for this distinction, but, in general, higher satisfaction has been proposed to be related to higher loyalty. The service management literature suggests that profitability and growth are largely determined by loyalty, and that behavioral loyalty itself is a direct result of customer satisfaction. In each reporting period, a firm's market share comes from three sources. First, those customers who switch to the company from other firms; second, new customers to the market who choose the company for their initial purchase; and, third, those customers retained by the company from the previous time period (Morrisson and Huppertz, 2010). Service failure is determined by elements such as the nature of the service encounter, the cause of the problem, and the psychographics of the individuals involved (Du et al., 2010).

It is defined from the customers' perspective because what a company needs to recover from is dissatisfaction or problems that a customer perceives in relation to a service or a service provider, regardless of the cause.

According to Thwaites and Williams (2006), attracting new customer's costs five times more than retaining existing customers, and a customer who has had a conflict resolved by a company will tell about five people. Dissatisfied customers may tell ten to 20 people about their bad experience (Thwaites and Williams, 2006; Reichheld, 2003; Sousa and Voss, 2009; Morrisson and Huppertz, 2010).

In a similar vein, Chebat and Slusarczyk (2005) suggest that justice perception influences emotional responses, which, in turn, influence loyalty. When consumers receive service that is better than expected, they will be satisfied (Oliver, 1980). Alternatively, service that is worse than expected leads to dissatisfaction.

Mistakes, failures and conflicts are frequent occurrences in service encounters (Babakus et al., 2003); resolving conflicts turns dissatisfied customers into satisfied loyal ones. Effective service recovery leads to complainant's satisfaction and loyalty (Oh, 2006). The likelihood of these behaviors in individual cases depends on the degree of prior satisfaction with the relationship, the magnitude of the customer's

2.3.1 Customer Satisfaction and Behavioral Intention

Previous research has demonstrated that satisfaction is strongly associated with behavioral intentions (Cronin et al., 2005). Customer satisfaction also serves as an exit barrier, helping a firm to retain its customers (Fornell, 1992). In addition, customer satisfaction also leads to favorable word-of-mouth publicity that provides valuable indirect advertising for an organization (Fornell, 1996).

In many industries, having satisfied customers also means that organization receives fewer complaints (Fornell, 1996), hence reducing costs in handling failures. Researchers also maintain that satisfied customers are willing to pay more for the benefits they receive and are more likely to be tolerant of an increase in price. Zeithaml et al. (2009) concluded that, through satisfying customers, organizations could improve profitability by expanding their business and gaining a higher market share as well as repeat and referral business. Anderson et al. (1994) claim that increasing customer satisfaction increases the value of a firm's customer assets and future profitability. The authors further argue that satisfied customers are more tolerant of price increases, due to the benefits they received from the company and for which they are willing to pay more. They buy more frequently, in greater volumes and are eager to try new goods and services from the company that makes them satisfied. The costs of attracting new customers are expected to be lower for the companies that have a base of highly satisfied customers, due to their engagement in spreading positive word of mouth. Oliver (1999) however highlights that although satisfaction is a necessary prerequisite of true loyalty, it does not universally translate into loyalty. As majority of the studies related to customer loyalty originated in the field of consumer goods strong emphasis has been put on repurchase behavior as an indicator of loyalty. Beer (2003) emphasize that this is a narrow and outcome-focused view of loyalty, which is in fact a dynamic process. The author further argue that the absence of repeat purchases may as well be the result of non-availability or other situational factors and stress the importance of getting deeper insights into customer's preferences and future behavioral intentions as more

important indicators of customer loyalty. Moreover, repeat purchasing may as well be caused by reasons that have nothing in common with true loyalty, such as lack of alternatives, high switching costs, buying out of inertia (Munteanu, 2010).

This point of view is also supported by Oliver (1999) who defined loyalty as a deeply held commitment to rebuy or patronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior. The author describes four sequential stages of loyalty formation. Customers first become loyal in a cognitive sense, later in an affective sense, which is followed by cognitive loyalty and the final stage is action loyalty. Cognitive loyalty is based on direct experience or vicarious knowledge of performance superiority of preferred alternative. Affective loyalty is a deeper level of commitment in comparison with previous stage which is based on liking of a brand due to cumulatively satisfying usage occasions. The following stage is cognitive loyalty. i.e. behavioral intention stage, which relates to motivation to re buy product or service again. In this stage previous motivation towards the brand transforms into readiness to act.

Oliver (1997) a number of related, but important, concepts are frequently used interchangeably with satisfaction, although closer inspection reveals that they are actually distinct from satisfaction despite the fact that they may be related to satisfaction in various ways. Generally, they represent either the affective (liking/pleasure) or cognitive (thinking/judging) components of product and service experience although some are hybrids of the two (Oliver, 1997).

Within the antecedent categories, moods may play a role in satisfaction formation. These are positive or negative feelings of a largely non-thinking nature, although certain events may have preceded their appearance. Quality, in contrast, is a cognitive judgment that summarizes the exceptionally good (or bad) elements of the product, especially when compared to other direct alternatives or offerings (brands). In a similar vein, value is a judgment that compares the likely outcomes of purchasing to the inputs forgone. Thus, value results when consumers compare what is to be received (e.g., performance) to the acquisition costs (e.g., financial, psychological, effort) (Oliver, 1997).

Another antecedent concept that is actually a hybrid affective-cognitive judgment is attitude. It is a relatively stable judgment that a product or service has desirable or undesirable properties. The

judgment takes the form of a liking or disliking and is based on many separate evaluations of product features. Whereas moods can emerge as pure feeling states, attitudes result from deliberate processing of (product- or service-related) information. Unlike satisfaction, consumers do not have to experience consumption to have formed an attitude; hence attitudes can exist prior to purchase/usage. Satisfaction, in contrast, is a post-usage phenomenon, is purely experiential, and results from comparative processes; attitudes do not require comparisons (Oliver, 1997).

Customer satisfaction plays a supreme role in predicting customer behavior intentions. The customer has a central role in the power of this relationship since they interact with service outcomes and their own experience is fulcrum in both evaluations of satisfaction and future intentions.

2.3.2 Benefits of Customer Satisfaction Assessment

Naumann (1995), expressed that the reasons for measuring customer satisfaction may vary among companies, and the success of the measurement depends on if the measurement is incorporated into the firm's corporate culture or not. However, he suggested five reasons for measuring customer satisfaction or five important roles of customer satisfaction measurement:

- To get close to the customer this will help to understand customers more, their needs, the attributes that are most important, and their effect on the customer's decision making, the relative importance of the attributes and the performance evaluation of the firm delivery of each attribute. This process helps to provide enabling communication with customers.
- Measure continuous improvement the important attributes of customers can be incorporated into the internal measurement to evaluate the value-added process in the company. This process involves comparing performance against internal standards (process control and improvement), and comparing performance against external standards (benchmarking).
- To achieve customer-driven improvement the data collected from customers can be developed into sources of innovations and this can help to achieve customer driven improvement. This requires a comprehensive database and not just records of sales. This process helps to identify opportunities for improvement (quality costing).
- To measure competitive strengths and weaknesses - determine customer perceptions of competitive choices and companies.

- To link customer satisfaction measurement data to internal system

2.3.3 Consequences of Customer Satisfaction

Previous research works have shown that customer satisfaction is positively associated with desirable business outcomes namely; customer loyalty, customer retention, and customer profitability. Gerpott et al. (2001) reported that these consequences are important goals for telecommunications operators to have superior economic success. Coyne (1989) stated that customer satisfaction has measurable impact on customer loyalty in that when satisfaction reaches a certain level; on the high side, loyalty increases dramatically; at the same time, when satisfaction falls to a certain point, loyalty reduces equally dramatically. Fornell et al., (1996), found out that there is a positive relationship between customer satisfaction and customer loyalty but this connection is not always a linear relation. This relationship depends on 20 factors such as market regulation, switching costs, and brand equity, existence of loyalty programs, proprietary technology, and product differentiation at the industry level. Oliver (1999) stated that the relationship between satisfaction and loyalty is that satisfaction is transformed into loyalty with the assistance of a myriad of other factors. However, this relationship is complex and asymmetric. High levels of satisfaction lead to high levels of attitudinal loyalty. Attitudinal loyalty involves different feelings, which create a customer's overall attachment to a product, service, or company (Lovelock et al., 2001).

2.4. Empirical Literature

WalaMirani and KambizHeidarzadeh(2015) tested empirically the factors that affect the Post behavior in the Banking Industry by Iranian customers and the study used the theory of perceived justice to examine the relationship between perceived justice, emotions, satisfaction and post-behavioral intention during service recovery. Using structural equation analysis, the proposed relationships were tested in banking industry. Survey was involving total of 385 customers of the branches of Melli bank of Iran and also confirmatory factor analysis was used to determine the measurement efficacies. The findings showed that distributive justice and procedural justice influence positive emotion positively and distributive justice, procedural justice and interactional justice effect negative emotion negatively, but the effect of interactional justice on positive emotion was not significant.

Moreover, the results indicated that positive and negative emotions have influence on customer satisfaction and also customer satisfaction has effect on trust, positive word of mouth and repurchase intention.

Mohammed and Fauziah(2013) studied the effect of service recovery in consumer satisfaction in co-created retail context, a conceptual framework and three prepositions were developed indicating that customer satisfaction is influenced by three justice dimensions of service recovery which is outcome justice, procedural justice and interactional justice.

Eminejomo(2011) conducted studied the effect of service recovery satisfaction on customer behavioral intention. A total of 500 questionnaires were developed and distributed to customers in one of five-star hotel in Cyprus and the study finding showed that among the service recovery dimension, atonement and tangibles do not have positive effect on the service recovery satisfaction of customers. While a positive relationship exists between feedback, empowerment, explanation and communication on service recovery satisfaction. It was also found that recovery satisfaction does not have positive effect on trust. Which leads to overall customer satisfaction and triggers positive word of mouth and revisit intentions

Maxham J.G(2001) studied two studies (i.e., an experimental design and a field study) that examine the effects that different levels of service recovery have on satisfaction, purchase intentions, and one's propensity to spread positive word-of-mouth (WOM). The results indicate that moderate to high service recovery efforts significantly increase post-failure levels of satisfaction, purchase intent, and positive WOM. Alternatively, poor service recoveries seemingly exacerbate the discontent attributed to a service failure. The results do not support a recovery paradox; whereby post-recovery satisfaction is greater than that satisfaction prior to the service failure. In addition, the studies suggest that firms may not always benefit (in terms of consumer perceptions) from service recovery efforts over and above a moderate level

2.5 Theoretical framework to service recovery

Customers evaluate the fairness of service recovery involving a three-dimensional approach to perceived justice, i.e., distributive, procedural, and interactional justice (DeRuyter and Wetzel, 2000; Smith et al., 1999).

2.5.1 Justice theory

In order to more fundamentally comprehend effective service recovery, researchers have utilized justice theory as the main framework for examining service recovery procedures (McColl-Kennedy & Sparks, 2003). A justice theory framework has gained popularity in explaining how customers evaluate service providers' reactions to service failure/recovery.

Justice theory appears to be the dominant theoretical framework applied to service recovery (Tax and Brown, 2000), and holds that customers evaluate the fairness of service recovery along three factors: outcome, procedural, and interactional fairness (e.g. de Ruyter and Wetzels, 2000; Goodwin and Ross, 1992; Smith et al., 1999; Tax et al., 1998). Blodgett et al. (1997) examined complainants' perceptions of justice and their consequences. They found that when people perceived injustice, they became angry, engaged in negative word of mouth, and defected from the retailer.

2.5.2 Distributive justice

Adams (1963) indicated that distributive justice which is based in social exchange theory focuses on the role of "equity," where individuals assess the fairness of an exchange by comparing their inputs to outcomes to form an equity score. In the process of service delivery, the distributive process is judged as fair when this equity score is proportional to the scores of other customers (Greenberg, 1996). Maxham and Netemeyer (2002) defined distributive justice as the extent to which customers feel they have been treated fairly with respect to the final recovery outcome.

Goodwin and Ross (1992) and Tax et al. (1998) have shown that distributive justice affects satisfaction with complaint handling. Blodgett et al. (1997) and Tax et al. (1998) found that compensation is effective in restoring customers' perceptions of distributive justice and affects customers' satisfaction with service recovery.

Distributive justice refers to the assignment of tangible resources by the firm to rectify and compensate for a service failure (del Río-Lanza, 2009). In a service failure/recovery context, it refers to the perceived fairness of the service failure/recovery outcome (Holloway et al., 2009). When an individual perceives that benefits have not been allocated equitably, he/she experiences distress (Walster et al., 1973), which in turn motivates him/her to restore the distributive justice.

Distributive justice refers to the customer perception that the outcome of a service recovery is deserved, necessary, and fair (Tax et al., 1998); it is based on what customers receive as an outcome of a recovery effort (Ha and Jang, 2009).

Higher levels of distributive justice result in more favorable patronage intentions and a decreased likelihood of negative WOM (e.g., Blodgett et al., 1993, 1997; Clemmer, 1993).

H1: Distributive justice will affect the customer satisfaction.

2.5.3 Procedural justice

Procedural justice means the perceived fairness of recovery policies and procedures involving the recovery effort, and there is evidence suggesting that procedural justice affects service recovery outcomes (Maxham and Netemeyer, 2002).

Blodgett et al. (1997) and Tax et al. (1998) found that the speed by which service failures are corrected or complaints are handled is one of the major determinants of customers' perceptions of procedural justice. Maxham and Netemeyer (2002) further indicated that the procedural justice can affect customers' satisfaction with a service failure and recovery context.

Procedural justice is concerned with the process that is undertaken to resolve the problem (Greenberg, 1990).

Procedural justice aims to resolve conflicts in ways that encourage the continuation of a productive relationship between the parties, even when outcomes are unsatisfactory to one or both parties (Greenberg, 1990).

Components of procedural justice include formal policies and structural considerations (e.g. process control/voice, decision control, accessibility, timing/speed and flexibility) that may affect how an outcome is perceived (McColl-Kennedy and Sparks, 2003).

In service recovery context, procedural justice means the customer's perception of justice for the several stages of procedures and processes needed to recover the failed service (Mattila, 2001). Procedural justice focuses on the way that the outcome is reached. Based on previous literature,

There are six sub-dimensions for procedural justice, namely, flexibility, accessibility, process control, decision control, response speed and acceptance of responsibility (Blodgett et al., 1997; Tax et al., 1998; Thibaut & Walker, 1975; del Río-Lanza et al., 2009). Procedural justice is related to the perceived fairness of the procedures by which a service recovery is conducted. Timing and speed of handling complaints are important aspects of procedural justice (Tax et al., 1998).

Ha and Jang (2009) noted that perceived justice brought about by service recovery efforts has a positive influence on customer word of mouth and revisit intention.

H2: Procedural justice will affect the customer satisfaction

2.5.4 Interactional justice

Interactional justice has been defined as the extent to which customers feel they have been treated fairly regarding their personal interaction with service providers throughout the whole process of recovery (Maxham and Netemeyer, 2002).

Previous research has shown that evaluations of service recovery are influenced by the interaction between customers and service providers. For example, Tax et al. (1998) found effects of interactional justice on satisfaction with complaint handling while Smith et al. (1999) examined a strong effect of interactional justice on satisfaction with the service recovery experience.

Interactional justice concerns the interpersonal treatment and communication carried out by the firm's representatives during the recovery encounter. Interactional justice also pertains to the manner in which the service recovery process is implemented and how recovery outcomes are presented (Hoffman and Kelly, 2000). The elements of interactional justice include an explanation for the failure, honesty, politeness, effort and empathy. Several studies in the service literature have demonstrated the important impact of interactional justice on customer assessments of service recovery (e.g. Sparks and McColl-Kennedy, 2001; Smith et al., 1999; Hoffman et al., 1995).

In service recovery context, interactional justice means the evaluation of the degree to which the customers have experienced justice in human interactions from the employees of service firms during the recovery process (Sparks & McColl-Kennedy, 2001).

Interactional justice refers to the manners by which customers are treated, which includes elements such as courtesy, politeness, and efforts in dealing with customers by service personnel during a service recovery process.

Previous literature states that there are six sub-dimensions for Interactional justice. These sub-dimensions are: courtesy, honesty, offering explanations, empathy, endeavor, and offering apologies (Clemmer, 1988; Tax et al., 1998, McColl-Kennedy & Sparks 2003; del Río-Lanza et al., 2009).

Interactional justice is often referred to as “interpersonal” justice. In recovery situations, the customer’s negative emotions (e.g. anger, hate, distress, and anxiety) must be addressed before he or she will be willing or able to accept a solution such as compensation, refund, etc. Because emotions tend to overwhelm cognitions in recovery situations (Smith and Bolton, 2002), service managers should “manage consumers’ emotional experience during and after a service failure” (Dube´ and Maute, 1996, p. 141). Researchers noted that higher levels of interactional justice will lead to more favorable patronage intentions and a decreased likelihood of negative word of mouth (e.g., Blodgett et al., 1993, 1997; Clemmer, 1993).

H3: Interactional justice will affect the customer satisfaction

Conceptual framework

The independent variables for this study were derived from the justice dimension of service recovery process. Meanwhile the independent variable in this study is the variable that reflects the outcome of the research study which is customer satisfaction. There are 3 (three) elements served as independent variables which consist of outcome justice, interactional justice and procedural justice. Those elements are used to assist the study in investigating the relationship between service recovery implemented by Ethiopian postal service enterprise and its customer satisfaction.

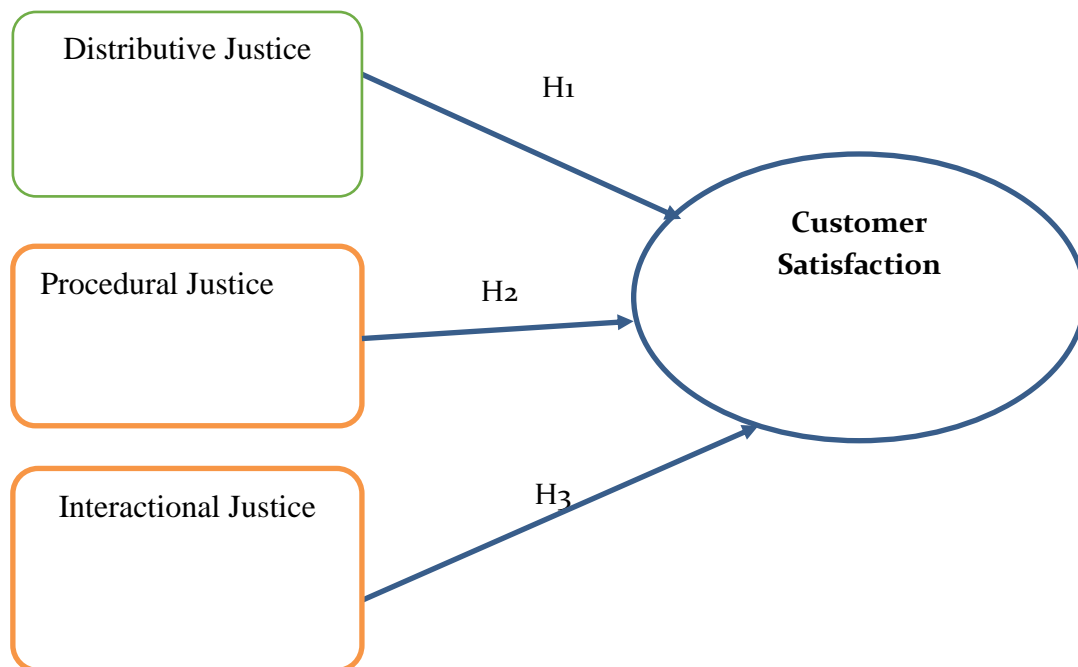


Figure 1: The conceptual framework on the relationship between service recovery and customer satisfaction

Source: Tax & Brown (2000)

The conceptual framework and three prepositions are developed indicating that customer satisfaction is influenced by three justice dimensions of service recovery which is distributive justice, procedural justice and interactional justice.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

Introduction

In this chapter, the researcher presents about research method, research approach, research design, population, sample and sampling technique, sample size, data collection instrument, procedure of data collection and method of data analysis.

3.1 Research method

When conducting a research, there are different ways to consider in approaching the research problem. According to Creswell (2003), there are three research methods which involve quantitative, qualitative and combination of the two. According to Cooper et.al (2003) as cited by Farhadi (2009) quantitative research helps to determine the relationship between an independent variable and a dependent variable in a population. It also used to explain causal relationships to facilitate generalization and to predict the future whereas qualitative research methods provide a complete picture of the situation by increasing the understanding of social process and interrelations. Based on the objectives of the study and the availability of relevant information, this study has used quantitative research method which helps to arrive at possible research final destination efficiently. The quantitative research was applied to examine the relationship between the dependent variable (i.e. customer satisfaction) and the independent variables (procedural justice, distributive justice, and interactional justice).

3.2 Research Approach

A research approach provides an outline of what the research is going to do in terms of formulation of the hypothesis, its operational implications and the final data analysis.

This research has used a deductive approach which is based on the gathered information from a literature review on that foundation the hypotheses were formulated.

3.3 Research Design

A “research design is the arrangement of conditions for collections and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research design is the conceptual structures with in which research is collected; it constitutes the blue print for the collection, measurement and analysis of data”

According to Farhadi (2009) broadly classified the research design as exploratory, descriptive, and explanatory. The author further defined exploratory research as a research approach which has a primary objective to insights into and understanding of the problem situation tackling the research and descriptive research as a type of a research approach that has a purpose to describe something. Moreover, if the research is concerned with learning of why (i.e. how one variable produces changes in another) the research is said to be explanatory. And hence to addresses the research questions, this study has used both descriptive and explanatory research design.

3.4. Population and sampling techniques

3.4.1 Population

Population is defined as the complete set of units of analysis that are under investigation, while element is the unit from which the necessary data is collected (Davis 2000, pp. 220). Therefore, the targets Population of the research was all customers who purchase service from Ethiopian postal service enterprise.

3.4.2 Sampling techniques

It is the technique or the procedure the researcher would adopt in selecting items for the sample. Sampling technique is of two types i.e. probability sampling and non-probability sampling. Probability sampling is based on the concept of random selection, whereas non-probability sampling is non-random sampling (Kothari, 2004). Because of the large no of the sample unit, time and cost constraint, the sample was drawn from targeted population by using convenience sampling technique which is non-probability sampling. Convenience sampling is where the respondents are selected because they happen to be at the right place and at the right time. Convenience sampling is used to obtain a sample of element because it is impossible to estimate to calculate the probability of the selection for each element in the population.

3.4.3 Sample size

Cochran's Sample Size Formula was applied. Cochran (1977) developed a formula to calculate a representative sample for Proportions.

The Cochran formula allows calculating an ideal sample size given a desired level of precision, desired confidence level, and the estimated proportion of the attribute present in the population. The formula is considered especially appropriate in situations with large populations. The total sample size has comprised of 384 customers.

According to Cochran (1977) a large population's sample size can be calculated by using the formula:

$$n = Z^2 pq / e^2$$

n=stands for the sample size which will be drawn

e = level of precision or sometimes called sampling error (is ranges in which the true value of the population would be estimated).

P= population proportion

$$q = 1 - p$$

Z= level of confidence

The sample have been drawn from maximum variability of the population ($P=0.5$) with 95% level of confidence with 5% precision level.

Therefore;

$$n = 1.96^2 \times 0.5 \times 0.5 / 0.05^2 = 384$$

3.5. Variables of the study

Based on the objectives of the study, the paper has both the dependent and independent variables. The independent variables of the study are the service recovery dimensions (distributive justice, procedural justice and interactional justices) and the dependent variable of the study is customer satisfaction.

3.6. Reliability and validity Analysis

3.6.1 Validity Analysis

Validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested, (Kothari, 2004). In other words, Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. In order to ensure the quality of the research design content and construct validity of the research will be checked.

According to Kothari (2004) Content validity is the extent to which a measuring instrument provides adequate coverage of the topic under study. If the instrument contains a representative sample of the universe, the content validity is good. Its determination is primarily judgmental and intuitive. It can also be determined by using a panel of persons who shall judge how well the measuring instrument meets the standards, but there is no numerical way to express it. Based on this the content validity was verified by the professionals. In addition, pilot survey was conducted to receive feedback on the questionnaire before using it for final survey.

3.6.2 Reliability Analysis

Reliability is the degree to which the measure of a construct is consistent or dependable (Bhattacharjeend, 2012, p.57). For this study Cronbach's alpha has used to assess the internal consistency of variables in the research instrument. It is a reliability coefficient that indicates how well the items in a set are positively related to one another. In addition to these structured questionnaires with likert-scale was used to remove unstructured answers.

Moreover, Cronbach's alpha is a coefficient of reliability used to measure the internal consistency of the scale; it represented as a number between 0 and 1 and items which scored above the acceptable value were retained. Out of the 25 copies of questionnaires sent out

20 questionnaires were completed and returned. As per Tavakol & Dennick (2011) if a test has more than one concept or construct, it may not make sense to report alpha for the test as a whole as the larger number of questions will inevitably inflate the value of alpha. In principle therefore, alpha should be calculated for each of the concepts rather than for the entire test or scale. According to Zikmund et al., (2010) scales with coefficient alpha between 0.6 and 0.7 indicate fair reliability. Cronbach's alpha score of .70 or higher are considered as adequate to determine reliability. An alpha coefficient of = .948 was obtained. Thus, the data generation was reliable and free of random errors.

Table 3.1 Reliability Analysis of the variable

Measurement	No. of Items	Cronbach's alpha
Procedural justice	5	.866
Distributive justice	4	.837
Interactional justices	6	.895
Overall satisfaction	4	.859
Reliability of all items	19	.948

3.7. Data collection instrument

Questionnaire is a method of deciding how the sample is to be surveyed (e.g., by mail, by phone, in person) and developing the specific questions that will be used (Marczyk, DeMatteo and Festinger 2005, pp.152).

The researcher used primary data as a source of data. The means to collect the primary data was through self-administered questionnaire. The item in the questionnaire is taken from (Oliver and swan, 1989) and (Morgan and hunt1994). The researcher used administered questionnaire because it was helpful to collect large amount of information in short period of time with larger sample size. Second, it was also the easiest method to analyze scientifically than other forms of research methods. This method was a relatively cost effective and also can be carried out by the researcher. Questionnaire was distributed to the sample of the study which are the customers of

Ethiopian postal service enterprise who faced service failure and recovery during the service delivery process.

The questionnaire has two parts. The first part is regarding the socio-demographic data of respondents and the second part encompasses the items to measure the three dimensions of service recovery. Apart from the first part, the rest was measured by using 5 point Likert scale ranging from "strongly agree" to "strongly disagree".

3.7.1 Procedures of data collection

A total of 422 questionnaires were distributed to potential respondents. However, 27 questionnaires were not returned 11 questionnaires were not qualified. Having dropped cases of incomplete and disqualified questionnaires, exactly the total amount of usable questionnaires obtained were 384 that is a response rate of 91%. The questionnaire was translated into the local language of Amharic. The Amharic version of the questionnaire was delivered for those respondents who have low command of the English language. After the translation was done, the researcher has modified the questionnaire when necessary. At the time of approaching the voluntary respondents, they were asked with which version of the questionnaire they would be at ease to fill; the English or the Amharic version and then given accordingly. The respondents were customers of Ethiopian postal service enterprise. Furthermore, the design of close ended question was comprised of 5 point likert scale and multiple choice questions.

3.7.2 Method of data analysis

Descriptive analysis refers to statistically describing, aggregating, and presenting the constructs of interest or associations between these constructs. Descriptive statistical tools like frequency, mean, standard deviation, cross tabulation and regression analysis were used to analyze the data based on the needed results and objectives of the study. In addition, SPSS version 20 has used to test the proposed hypothesis

3.8. Ethical Considerations

The collection of data from human subjects raises important ethical considerations. These range from legitimacy to moral issues and usually involves trade-offs between competing pressures in a given situation.

A researcher needs to be mindful of the damage that can occur to themselves, the academic community and to the respondents when undertaking research. The key issues of concern are; physical or legal harm, deception, informed consent and privacy. In this study, the researcher has followed all the ethical procedures. The participants in the study were selected with full consent and informed to respond for questionnaires with confidence and understanding the purpose of the thesis; and the researcher has reassured that the collected information will be kept confidential

CHAPTER FOUR RESULTS AND DISCUSSIONS

Introduction

This chapter is all about the results of the study. The results of the study are presented and discussed in detail. The first part of the chapter will discuss about the distributed and returned questionnaires. The second part is all about the responses received and the analysis made along with the interpretations of the results

4.1. Descriptive Analysis

4.1.1 Demographic Profile of Respondents

Among the respondents participated in this research, 177 (46%) of them were female, 199 (52%) were male and 8 respondents didn't mention their gender.

Table 4.1: Respondents by Demographic and Socioeconomic Characteristics

		gender					
		Female		Male		Total	
		No.	%	No.	%	No.	%
age	21 - 30	35	19.8	91	45.7	126	33.5
	31 - 40	101	57.1	57	28.6	158	42.0
	41 - 50	33	18.6	43	21.6	76	20.2
	>= 51 Years old	8	4.5	8	4.0	16	4.3
	Total	177	100.0	199	100.0	376	100.0
education	1 - 12 Grade	0	0.0	0	0.0	0	0.0
	Certificate	16	9.0	8	4.0	24	6.4
	Diploma	129	72.9	84	42.2	213	56.6
	Degree	32	18.1	82	41.2	114	30.3
	2nd degree & above	0	0.0	25	12.6	25	6.6
	Total	177	100.0	199	100.0	376	100.0
occupation	Student	0	0.0	0	0.0	0	0.0
	Private Company	68	38.4	66	33.2	134	35.6
	Government	58	32.8	82	41.2	140	37.2
	NGO	9	5.1	9	4.5	18	4.8
	Self employed	17	9.6	34	17.1	51	13.6
	Others	25	14.1	8	4.0	33	8.8
	Total	177	100.0	199	100.0	376	100.0

(Source: Researcher's survey, 2019)

4.1.2: Descriptive statistics of Respondents' Membership

Number of respondents who were member of EPSE for 4 to 6 years is the largest of all. This is followed by those who member for 7 – 10 years. Regardless of the ever growing number of internet users, there are significant proportions (about 16% of the 384 respondents in this study) of people who still use EPSE service.

Table 4.2: Respondents membership in EPSE

		gender					
		Female		Male		Total	
		No.	%	No.	%	No.	%
years in EPSE	1 - 3 years	35	19.8	25	12.6	60	16.0
	4 - 6 years	84	47.5	116	58.3	200	53.2
	7 - 10 years	41	23.2	24	12.1	65	17.3
	>= 11 Years	17	9.6	34	17.1	51	13.6
	Total	177	100.0	199	100.0	376	100.0

(Source: Researcher's survey, 2019)

4.1.3: Descriptive statistics of Service failure

Surprisingly the proportion of respondents who encounter service failure is twice more than those respondents who have not faced any service delivery problem in EPSE. About 67% of the member in EPSE are likely to encounter service failure which could be delay of parcels (63%), damaging of parcels (13%), loss of parcels, not delivering parcels, complicated procedure or others (about 6.7% each).

Table 4.3: Percent of Respondents who encountered service failure in EPSE

		gender					
		Female		Male		Total	
		No.	%	No.	%	No.	%
Encountered service failure	Yes	126	71.2	125	62.8	251	66.8
	No	51	28.8	74	37.2	125	33.2
	Total	177	100.0	199	100.0	376	100.0
Type of Service Failures	Loss of goods	16	12.7	16	12.8	32	12.7
	Damaged Parcels	16	12.7	17	13.6	33	13.1
	Lost Parcels	17	13.5	0	0.0	17	6.8
	Non Deliverables	9	7.1	9	7.2	18	7.2
	Delayed mail/Parcels	75	59.5	84	67.2	159	63.3
	Complicated Procedure	17	13.5	0	0.0	17	6.8
	Others	0	0.0	16	12.8	16	6.4
	Total	126	100.0	125	100.0	251	100.0

(Source: Researcher's survey, 2019)

4.1.4: Compensation for Service failure

Respondents were asked whether they were compensated or not for the service failure in general and majority of the respondents accounting for 71.3% of the total number of respondents didn't get compensated for the failure but the rest 28.7% of the respondents were compensated for the failure.

4.1.5: Time taken to compensate

Based on the results on table 4.4 all the respondents who were compensated were asked whether they were compensated on time or not, 28.1 % received the compensation on time and the majority (71.9%) out of the respondents who received the compensation didn't get compensated on time.

Table 4.4: Percent of Respondents who have got service recovery for service failure they encountered

		gender					
		Female		Male		Total	
		No.	%	No.	%	No.	%
compensation for service failure encountered	Yes	58	43.3	16	12.9	74	28.7
	No	76	56.7	108	87.1	184	71.3
	Total	134	100.0	124	100.0	258	100.0
Received compensation on time	Yes, I received my compensation right away	51	60.0	8	6.4	59	28.1
	No, it took them forever to give me the compensation	34	40.0	117	93.6	151	71.9
	Total	85	100.0	125	100.0	210	100.0
ESPE Response for the failure	I received an apology	34	22.4	49	30.8	83	26.7
	I received an explanation about the failure	42	27.6	51	32.1	93	29.9
	I received compensation	34	22.4	8	5.0	42	13.5
	I received nothing	42	27.6	51	32.1	93	29.9
	Total	152	100.0	159	100.0	311	100.0

(Source: Researcher's survey, 2019)

4.2: Service recovery dimensions and customer satisfaction with the enterprise's service failure recovery intentions

4.2.1. Procedural Justice

Respondents were asked their level of agreement and disagreement regarding the procedural justice and the highest disagreement was 46% which is about the time taken solving problem followed by 40% which is about the policy and procedure is simple and adequate.

Table 4.5: Respondents Level of Agreement on Procedural Justice delivered by EPSE

	Strongly Disagree	Dis agree	Neutral	Agree	Strongly agree	mean	Stddev
the policy and procedures are simple and adequate	3.4%	39.6%	29..2%	26.3%	1.5%	2.83	0.9
the policy and procedures are flexible	2.6%	34.4%	30.7%	26.6%	4.7%	3.54	0.8
The policy and procedures are appropriate with the problems encountered	2.1%	33.1%	28.4%	27.1%	9.4%	3.47	0.9
The policy and procedures consider my class and my status while handling inconvenience	1.8%	29.9%	30.2%	27.9%	12.8%	3.15	1.0
The time taken to solve my problem was in short period of time.	2.9%	45.8%	26.8%	23.4%	1.0%	2.74	0.9

(Source: Researcher's survey, 2019)

4.2.2. Distributive Justice

Respondents were asked four questions regarding distributive justice and they described their level of agreement and disagreement. According to the responses the highest agreement was concerning the treatment received from the organization. The highest disagreement was 36.2% which is the compensation that is given by the organization.

Table 4.6: Respondents Level of Agreement on Distributive Justice delivered by EPSE

	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	mean	Stddev
the treatment I received is fair considering the efforts made by the company to make customers happy	10.9%	20.6%	25.3%	38.8%	4.4%	3.1	1.1
The compensation I received is adequate	2.1%	36.2%	32.6%	29.2%	0.0	2.9	0.9
I receive what I deserve	14.6%	31.0%	17.7%	32.0%	4.7%	2.8	1.2
I expect premium services from EPSE	0.0%	35.2%	24.2%	31.0%	9.4%	3.1	1.0

(Source: Researcher's survey, 2019)

4.2.3. Interactional Justice

Respondents were asked their level of agreement and disagreement regarding the interactional justice. Majority of the responses for the interactional justice were disagreement. The highest disagreement were 58.1% which is the employees apologized for failures and handle cases in a professional way followed by 54.7%. Which is about employees are polite and willing to help customers.

Table 4.7: Respondents Level of Agreement on Interactional Justice delivered by EPSE

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	mean	Stddev
the employees apologized for failures and handle cases in a professional way	2.3%	58.1%	13.3%	19.5%	6.8%	2.7	1.0
the personnel gave me an honest explanation for my questions	3.9%	49.0%	17.2%	25.8%	4.2%	2.8	1.0
employees treat me with care during the overall process	2.2%	37.8%	24.7%	26.8%	9.0%	3.0	1.0
employees are polite and willing to help	2.4%	54.7%	19.4%	21.9.0%	2.1%	2.1	0.9
Employees are patient, confident and empowered	4.4%	43.5%	28.4%	10.68%	13.2%	2.8	1.1
the personnel were understanding, respectful and go extra mile to solve problems	7.0%	38.8%	28.1%	17.4%	8.6%	2.8	1.1

(Source: Researcher's survey, 2019)

4.2.4. Customer satisfaction with Service recovery dimension

To identify the level of satisfaction of the respondents with regard to the three dimensions of service recovery (distributive, interactional and procedural) Respondents were asked to mention their level of agreement and disagreement with regard to the dimensions of service recovery in relation to the service failure they faced in EPSE. The highest disagreement is 61.7% which is interactions with the company's personnel followed by 52.3% overall service recovery process.

Table 4.8: Respondents overall Satisfaction on the service failure handling by EPSE

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	mean	Std. dev
I am satisfied with the outcomes of service recovery	15.4%	31.2%	9.4%	40.6%	3.3%	2.9	1.2
I am satisfied with the interactions with the company's personnel during the overall processes	2.1%	61.7%	19.1%	9.4%	7.8%	2.6	1.0
I am satisfied with the policies and procedures used to handle problems	2.1%	51.8%	16.9%	22.7%	6.5%	2.8	1.0
I am satisfied with the overall service recovery process	0.0%	52.3%	21.4%	17.7%	8.6%	2.8	1.0

(Source: Researcher's survey, 2019)

4.2.5. Relative Importance of Service recovery dimensions

In order to identify the level of importance of the three service recovery dimensions (distributive, procedural and interactional justices) from the customer's perspective the respondents were asked to rank starting from most important to least important. Based on the results the most important dimension is the interactional justice followed by procedural justice and the least important dimension mentioned by the respondents was distributive justice.

Table 4.9: Respondent's rating on relative importance of service recovery dimensions

	Most Important	Important	Least Important		
	%	%	%	mean	s
Efforts of the company's personnel to handle problems	40.1	0.0	59.9	2.18	0.99
the company's policy and procedures to handle failures	34.6	4.2	61.2	2.26	0.95
The final service recovery outcome	30.7	4.2	65.1	2.34	0.92

(Source: Researcher's survey, 2018)

In this part the impact of service recovery dimensions (distributive justice, procedural justice, interactional justice) on satisfaction level of customers on service failure recovery mechanisms by EPSE was assessed using a multiple linear regression model. The results of the regression model are given below.

4.2.6. Correlation Analysis

Table 4.10: Correlation matrix between dependent (overall satisfaction) and independent variables (procedural, distributive, and interactional Justice)

Correlations					
		Procedural Justice	Distributive Justice	Interactional Justice	Level of Satisfaction on the overall service failure recovery
Procedural Justice	Pearson Correlation	1	.881**	.772**	.826**
	Sig. (2-tailed)		.000	.000	.000
	N	384	384	384	384
Distributive Justice	Pearson Correlation	.881**	1	.822**	.805**
	Sig. (2-tailed)	.000		.000	.000
	N	384	384	384	384
Interactional Justice	Pearson Correlation	.772**	.822**	1	.823**
	Sig. (2-tailed)	.000	.000		.000
	N	384	384	384	384
Level of Satisfaction on the overall service failure recovery	Pearson Correlation	.826**	.805**	.823**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	384	384	384	384

** . Correlation is significant at the 0.01 level (2-tailed).

(Source: Researcher's survey, 2019)

The correlation matrix above displays correlation between the dependent variable (satisfaction with the overall service failure recovery mechanisms by EPSE versus the independent variables service recovery dimensions (distributive, procedural and interactional justices). All of the correlations are very high and significant to the error level less than 0.001 indicating that the changes in the independent variables will bring a significant change on the dependent variable.

As one can see from the Model Summary table the adjusted R Square statistic tells us the proportion of variance in the dependent variable that is accounted for by the independent variables. In this case the co-efficient of determination adjusted (R²) was 0.767. This implies that about 76.7% of the dependent variable (i.e. customer satisfaction) can be explained by the independent variables (i.e., procedural justice, interactional justice and distributive justice).

In other words, over 76% of the variance in customers' satisfaction with service recovery is described by the customer's perception of the service recovery dimensions provided. Adjusted R² values also indicate the overall effect size of all the independent variables on the dependent variable.

Table 4.11: service recovery dimensions and customer satisfaction (model summary)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.877 ^a	.769	.767	.34946

a. Predictors: (Constant), Interactional Justice, Procedural Justice, Distributive Justice

b. Dependent Variable: Level of Satisfaction on the overall service failure recovery

(Source: Researcher's survey, 2019)

Table 4.12 service recovery dimensions and customer satisfaction(Anova)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	154.055	3	51.352	420.504	.000 ^b
	Residual	46.405	380	.122		
	Total	200.461	383			

a. Dependent Variable: Level of Satisfaction on the overall service failure recovery

b. Predictors: (Constant), Interactional Justice, Procedural Justice, Distributive Justice

(Source: Researcher's survey, 2019)

In the regression model fit for level of satisfaction of customers with the EPSE’s service failure recovery against the independent variables service recovery dimensions (distributive, procedural and interactional justices). While interactional justice and procedural justice have strongly significant influence actually to the error level less than 1% error, distributive justice have been found to be significant to 5% level of error.

Table 4.13: Estimates of Regression Coefficients for the dependent variable (Level of Satisfaction on the overall EPSE Service recovery dimensions)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
		1	(Constant)	.182			.100	
	Procedural Justice	.443	.055	.431	8.124	.000	.217	4.612
	Distributive Justice	.062	.054	.068	1.146	.253	.174	5.740
	Interactional Justice	.464	.047	.435	9.888	.000	.315	3.179

a. Dependent Variable: Level of Satisfaction on the overall service failure recovery

(Source: Researcher's survey, 2019)

4.3. Results of the hypothesis

H1: Distributive justice affects the customer satisfaction.

According to the study result, H1 is not significantly affect. Therefore, the hypothesis is not accepted which is $\beta = 0.068$, $p > 0.05$

H2: Procedural justices affect the customer satisfaction

According to the study result, H2 is significantly affect. Therefore, the hypothesis is accepted which is $\beta = 0.431$, $p < 0.05$

H3: Interactional justices affect customer satisfaction.

According to the study H3 is accepted. This is because of $\beta = 0.435$, $p < 0.05$

According to the study, interactional justice and procedural justice affect positively customer satisfaction which is agreed with the hypothesis mentioned. Whereas distributive justice does not affect customer satisfaction. Service recovery dimensions have an impact on customer satisfaction is also accepted as per the findings of the study.

4.4. Discussion on Findings

The study showed that majority of the customers of Ethiopian postal service enterprise is male and are in the age group between 31-40.

Number of respondents who were member of EPSE for 4-6 years is the largest of all this is followed by those who member for 7-10 years.

Based on the major service failures of the company, respondents were asked to mention the type of failure they faced, the proportion of respondents who encounter service failure is twice more than those respondents who have not faced any service delivery problem in EPSE. About 67% of the member in EPSE are likely to encounter service failure which could be delay of parcels (63%), damage of parcels (13%), loss of parcels, not delivering parcels, complicated procedure or others (about 6.7% each).

Respondents were asked whether they were compensated or not for the service failure, in general and majority of the respondents accounting for 71.3% of the total number of respondents didn't get compensated for the failure but the rest 28.7% of the respondents were compensated for the failure.

Respondents were asked to mention the responses they received right after the service failure, based on the findings of the study, majority of the respondents received nothing (29.9%) and the least mentioned was compensation (13.5%).

The three service recovery dimensions were assessed separately. Regarding the procedural justice, the highest disagreement was 46% and 40% which is about the time taken solving problem and the policy and procedures are simple and adequate.

From distributive justice, the highest agreement response was The treatments I received are fair considering the efforts made by the company which is about 38.8% agreement response.

Respondents were also asked their level of agreement and disagreement regarding the interactional justice and the highest disagreement was about 58.1% which is the personnel's apology and about 54% which is employee politeness and willingness to help customers. In general majority of the responses for the interactional justice were disagree.

With regard to the three dimensions of service recovery and their overall satisfaction Respondents were also asked their level of satisfaction, therefore distributive justice was found positive response. Whereas majority of the respondent's disagreements were about the interactional justice and procedural justice.

Respondents were asked about their perception of which service recovery dimension is the most important. Majority of the respondents choose interactional justice is the most important and distributive justice least chosen.

CHAPTER FIVE

Conclusion and Recommendations

5.1 conclusions

This chapter will discuss the summary conclusions and recommendations of the study. Based on the response from the collected questioner, the study reached the following conclusion

According to the finding, the major service failure of Ethiopian postal service enterprise was delayed mail and parcels.

The Level of satisfaction of Ethiopian postal service enterprise customers was assessed from the three service recovery dimension. Based on the results found, distributive justice was highly perceived by the company's customers. Whereas out of the three-dimension interactional justice was perceived least satisfactory

The relative of importance of the three service recovery dimensions (distributive, procedural and interactional justices) were assessed from the customer's perspective. Based on the results the most important dimension is interactional justice followed by procedural justice which and the least important dimension mentioned by the respondents was distributive justice.

Regarding the perceived justices and their overall satisfaction over 76% of the variance in customers' satisfaction with service recovery is described by the customer's perception of the service recovery dimensions provided. From The result of this study indicate that interactional justice took a significant position for the variation in customer satisfaction in service recovery.

The effect of service recovery dimensions on customer satisfaction was assessed; according to the finding satisfaction with service recovery dimensions has a positive relationship. As the result of this relationship, interactional justice and procedural justice have strong significant influence on customer satisfaction.

5.2 Recommendation.

Based on the conclusion of the study and the researcher's personal observation, the following points are recommended.

Based on the results of this study the major problem that customers complain were parcel delay and parcels damage. Some parcels should be reached on time and some parcels also need great care. Due to the product nature, the company has a responsibility to deliver on time and keeps customers' property safe. Therefore much emphasis should be given on delivery time and sorting activity to avoid any damage during sorting and distributing. The company should arrange continues training for its employee on postal quality and security issue so as to keep well customers' property.

From the three service recovery dimension, interactional justice was perceived least satisfactory by the organizations' customers. It indicates that there is uncaring attitudes by the organization employee to treat customers. It is well known that the effectiveness and success of an organization lies on the people who form and work within the organization. Therefore, the organization should have to know that employees are the most valuable assets of any organization, with the machines, materials and even the money; nothing gets done without manpower. Therefore the organization should encourage, reward and arrange training on customer service in order to keep and satisfy.

From the three service recovery dimension, distributive justice was also disagreement by customer's response in line with compensation given for service failure. Customers expect outcomes, or compensation, that matches the level of their dissatisfaction. Therefore, the company should create different compensation mechanism. It can take be the form of actual monetary compensation, an apology, future free service, reduced charges and replacement which is the same value of the damage.

Proper compensation on time is also the disagreement by customers. Late response given by the company makes its customer more dissatisfied. Therefore, the company should develop prompt service recovery activity so as to satisfy its customers.

In the procedural Justice, majority of the customers were responded disagree. It indicates that the company policy and procedure are not comfortable for customers. Therefore The Company

should work on its policies and procedure to be adaptable to match their individual circumstances. The procedures should be clear, and absence of hassles in order to be problem solver.

The organization should implement a system of getting and analyzing customer's complaints on a periodic basis, should there be a common reoccurring problem. Therefore, a standard solution should be put in place.

5.3 Limitations and directions for further research

The following section is intended to address some of the limitations concerning this study therefore they may be eliminated in the future research.

One of the limitations of this study is that is limited to service recovery programs in Ethiopian postal service enterprise at head office only. It doesn't include other branch offices. Even if the Ethiopian postal service enterprise engaged in other agent service, the *research* has conducted in postal service only.

The study is also limited to the assessment of service recovery programs effectiveness on customer satisfaction on Ethiopian postal service enterprise and doesn't include the other service provider like, DHL, X-PRESS that operate at Addis Ababa, Ethiopia because of the time and resource limitations. This makes it difficult to know the position of the company in relation to the competitors based on this study.

Future research may consider including the other service provider operating at Addis Ababa and study about the issue in relation to the competitors. Researchers may also avoid all the limitations of the study in future researches to get a better result.

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Appendices

APPENDIX :1

Reliability

Scale: procedural justice reliability

Case Processing Summary

		N	%
Cases	Valid	366	95.3
	Excluded ^a	18	4.7
	Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.866	5

Reliability

Scale: Distributive justice reliability

Case Processing Summary

		N	%
Cases	Valid	51	13.3
	Excluded ^a	333	86.7
	Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.837	4

Reliability

Scale: Interactional justice reliability

Case Processing Summary

		N	%
Cases	Valid	334	87.0
	Excluded ^a	50	13.0
	Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.895	6

Reliability

Scale: Level of satisfaction reliability

Case Processing Summary

		N	%
Cases	Valid	384	100.0
	Excluded ^a	0	.0
	Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.859	4

Reliability

Scale: Over All variable reliability

Case Processing Summary

		N	%
Cases	Valid	384	100.0
	Excluded ^a	0	.0
	Total	384	100.0

a. Listwise deletion based on all variables in the procedure.

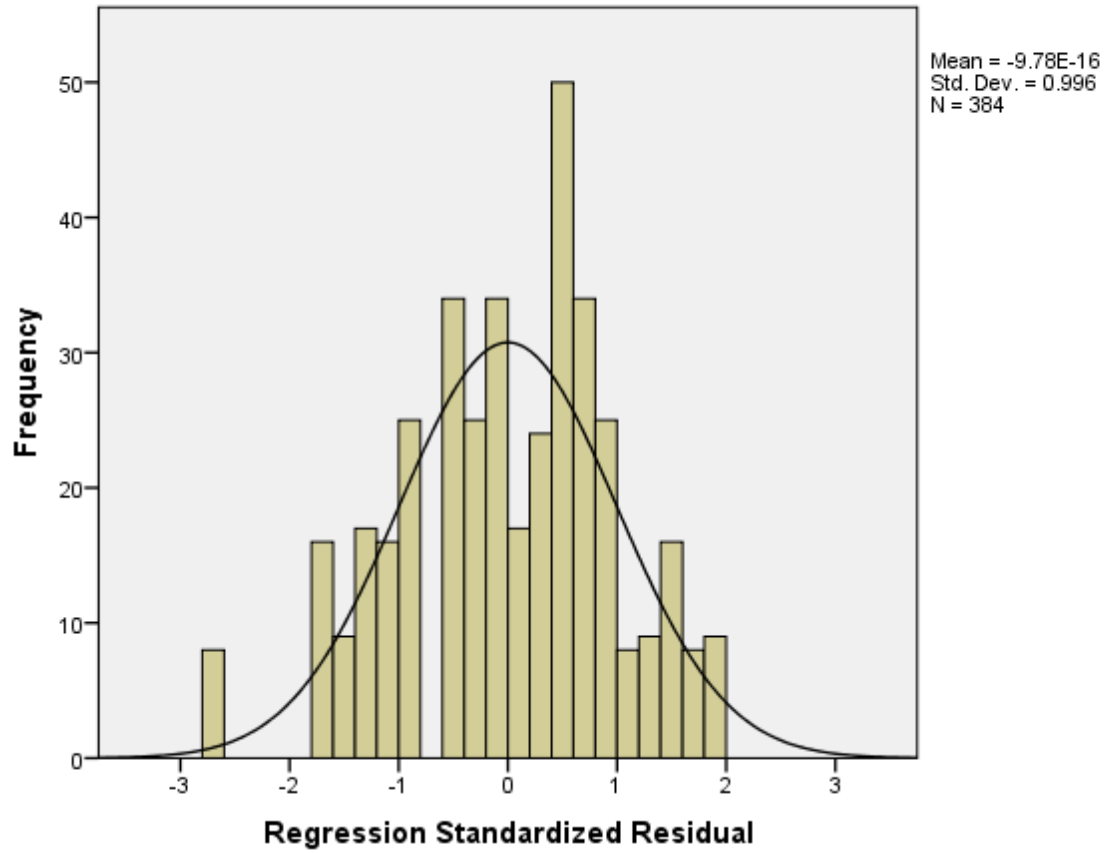
Reliability Statistics

Cronbach's Alpha	N of Items
.948	4

APPENDIX :2

Histogram

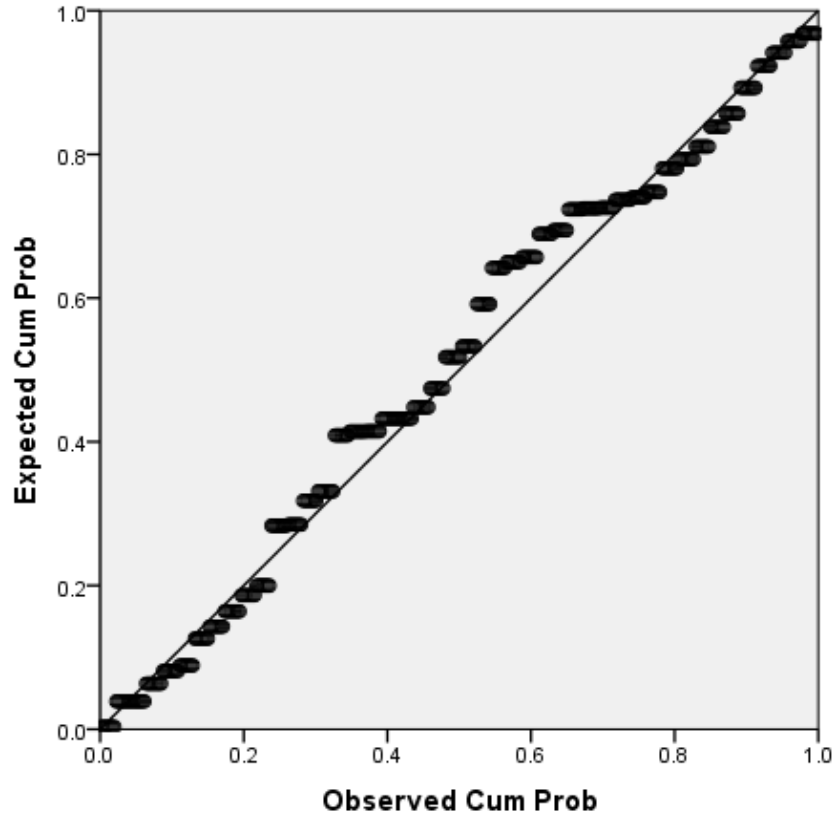
Dependent Variable: Level of Satisfaction on the overall service failure recovery



APPENDIX : 3

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Level of Satisfaction on the overall service failure recovery



APPENDIX : 4

		Procedural Justice	Distributive Justice	Interactional Justice	Level of Satisfaction on the overall service failure recovery
N	Valid	384	384	384	384
	Missing	0	0	0	0
Mean		3.3993	3.4605	3.5842	3.5671
Median		3.7500	3.6667	3.6667	3.7500
Skewness		-1.009	-.720	-1.286	-.714
Std. Error of Skewness		.125	.125	.125	.125
Kurtosis		.403	.232	1.447	-.532
Std. Error of Kurtosis		.248	.248	.248	.248

Appendix 5; Questionnaire in English

Addis Ababa University School of Commerce

Department of Marketing management

Post graduate program

Dear respondents;

This questionnaire is prepared to collect information on the Impact of service recovery on customer satisfaction in Ethiopian postal service enterprise for educational purposes. The information is solicited for the partial fulfillment of a Master of Arts Degree in Marketing Management, the Department of Marketing Management at Addis Ababa University School of Commerce. All the information you provide will be kept confidential and used only for academic purpose. As a customer of the company who has faced service failure and recovery, you will have valuable insights which can assist this research for the achievement of the study objectives. Your cooperation is highly appreciated.

Thus, I kindly request you to give me your response by completing this questionnaire.

Thank you in advance for your cooperation

Instruction: please put a tick mark on the space.

Part I. General Information of Respondents

1. Gender

1. Female

2. Male

2. Age group

1/ 21-30 2/ 31-40 3/ 41-50 4/ 51yrs & above

3. Educational background:

1 / 12 grade complete 2/ Certificate 3/ Diploma

4/First Degree 5/ 2nd Degree and Above

4. Occupation

1/Student 2/Private company 3/ Government

4/ NGO 5/Self-employed others

5. Years in relationship with Ethiopian postal service enterprise (EPSE.)

1/ 1-3 Years 2/ 4-6years 3/ 7 -10 years 4/11 year and above

6. Have you ever encountered any service failure? 1/ Yes 2/ No

7. Please indicate the service failure you encountered (you can select more than one)

1/ Loss of goods 2/ damaged parcels 3/ lost parcels

4/ Non-delivery 5/ delayed mail/parcels 6/ complicated procedure

7/other service failure please specify _____

8. If the answer for the above question is “yes have you been compensated for the failure?

1/ Yes I have been compensated 2/ No I haven't been compensated

9. If the answer for the above question is “yes” do you get the compensation on time?

1/ Yes, I received my compensation right away

2/ No, it took them forever to give me the compensation

10. What kind of response do you get from the Ethiopian postal service enterprise on the spot?

1/I received an apology 2/ I received an explanation about the failure

3/I received compensation 4/I received nothing 5/ If other? Please specify_____

Part two: service recovery dimensions

Instruction: please indicate your degree of agreement or disagreement against each question by encircling the appropriate number (where, 1=strongly disagree; 2=disagree; 3=neutral; 4=agree; 5=strongly agree

Procedural justice

11. What do you think about the company's policies and procedures considering the service failure you encountered?

S.No	Statement s	Strongly disagree	disagree	neutral	agree	Stron gly agree
11.1	The policies and procedures are simple and adequate	1	2	3	4	5
11.2	The company's policies and procedures are flexible	1	2	3	4	5
11.3	The policies and procedures appropriate with the problems encountered	1	2	3	4	5
11.4	The company's policies and procedures considered my class and my status while handling the inconvenience.	1	2	3	4	5
11.5	The time taken to solve my problem was in short period of time	1	2	3	4	5

Distributive justice

12. Do you think the whole service recovery process is fair?

S.no.	Statements	Strongly disagree	disagree	neutral	agree	Strongly agree
12.1	The treatments I received are fair considering the efforts made by the company to make me happy	1	2	3	4	5
12.2	The compensation I received in response to the failure is adequate	1	2	3	4	5
12.3	I received what I deserved	1	2	3	4	5
	When I choose Ethiopian postal service enterprise I expected a premium service and I was treated exactly like I wanted it	1	2	3	4	5

Interactional justice

13. How did the Ethiopian postal service enterprise personnel handle the failure?

S.no	statement	Strongly disagree	disagree	neutral	agree	Strongly agree
13.1	The employee(s) apologized for the failure and handled my case in a professional way	1	2	3	4	5
13.2	The personnel gave me an honest explanation for my questions	1	2	3	4	5
13.3	The employee(s) treated me with care during the overall process	1	2	3	4	5
13.4	The employee(s) were polite and willing to help	1	2	3	4	5
13.5	The employee(s) were patient, confident, and empowered	1	2	3	4	5
13.6	The personnel were understanding, respectful and go extra mile to solve my problem	1	2	3	4	5

Part three: Overall satisfaction

14. Are you satisfied with the overall failure handling process?

s.no	Statements	Strongly disagree	disagree	neutral	agree	Strongly agree
14.1	I am satisfied with the outcomes of the service recovery	1	2	3	4	5
14.2	I am satisfied with the interactions I had with the personnel of the company during the overall process	1	2	3	4	5
14.3	I am satisfied with the policies and procedures used to handle my problem	1	2	3	4	5
14.4	I am satisfied with the overall service recovery process	1	2	3	4	5

Level of importance of major dimension of the service recovery

15. Which one of the below do you think was most important regarding the service failure and recovery process? Please rank 1 to 3, (where 1=most important and 3=least important).

15.1 The efforts of the company's personnel to handle the problem _____

15.2 The company's policies and procedures used to handle the failure _____

15.3 The final service recovery outcome _____

APPENDIX: 6

Questionnaire in Amharic

አዲስ አበባ ዩኒቨርሲቲ የንግድ ሥራ

የማርኬቲንግ ማኔጅመንት ክፍል

የማስተርስ ፕሮግራም

መጠይቅ

እኔ ተገን ጥበቡ የአዲስ አበባ ዩኒቨርሲቲ የማርኬቲንግ ማኔጅመንት ክፍል የማስተርስ አርት ዲግሪ ፕሮግራም ተማሪ ስሆን በአሁኑ ሰዓት የመመረቂያ ጥናቴን የማደርገው በአዲስ አበባ የኢትዮጵያ ፖስታ አገልግሎት ድርጅት በሚሰጠው አገልግሎት ላይ የሚያጋጥሙ ችግሮችን ለመፍታት ከሚያደርገው ጥረት የደንበኞችን እርካታ በሚመለከት የሚያተኩር ሲሆን እርስዎም ይህንን መጠይቅ በመሙላት አስፈላጊውን ትብብር እንዲያደርጉልኝ ስል በአክብሮት እጠይቃለሁ።

እርስዎ በዚህጥናት በመሳተፍዎ ማንኛውን ምሚስጢር ለሌላ አካል እንደማይሰጥ ላረጋግጥልዎት እወዳለሁ። እርስዎም በዚህጥናት በመሳተፉ በሚሰጡት መረጃ ለጥናቱ እጅግ አስፈላጊ መሆኑን ልገልፅልዎት እወዳለሁ።

ለሚያደርጉት ትብብር ከልብ እያመሰገንኩኝ መጠይቁን ሞልተው እንደጨረሱ በጊዜ እንዲመልሱልኝ በአክብሮት እጠይቃለሁ።

የግል መረጃ

መመሪያ- እባክዎን ከተሰጡት አማራጮች የተሰማሙበት ላይ ምልክት ያድርጉ

1. ጾታ ሀ ወንድ ለ/ ሴት

2. ዕድሜ ሀ/ 1-30 ለ/ 31-40 ሐ/ 41-50 መ/ 51-እና ከዛ በላይ

3. የትምህርት ደረጃ

ሀ/ 1ኛ እና 2ኛ ደረጃ ያልጠናቀቀ ለ/ ሰርተፊኬት ሠ/ ማስተርስ እና ከዛ በላይ

ሐ/ ዲፕሎማ መ/ የመጀመሪያ ዲግሪ

4. ስራህ/ ተማሪ ለ/ የግል ተቀጣሪ ሐ/ የመንግስት ሰራተኛ

መ/ መንግስታዊ ያልሆኑ ድርጅት ተቀጣሪ ሠ/ የራስ ስራ ተቀጣሪ

5. ከኢትዮጵያ ፖስታ አገልግሎት ድርጅት ጋር የነበረዎት የደንበኝነት ቆይታ

ሀ/ ከ1-3 ዓመት ለ/ ከ4-6 ዓመት ሐ/ ከ7-10 ዓመት መ/ ከ11 ዓመት በላይ

6. ከኢትዮጵያ ፖስታ አገልግሎት ድርጅት ጋር በነበረዎት የደንበኝነት ቆይታ የአገልግሎት ግድፈት ገጠመዎት ያወቃል

ሀ/ ገጠመኛል ለ/ አልገጠመኝም

7. አዎ ካሉ እባክዎት የገጠመዎትን ችግሮች ከዚህ በታች ከተዘረዘሩት ውስጥ ይመረጡ ከአንድ ጊዜ በላይ መምረጥ ይቻላል

ሀ/ የተላኩ ፖስታ እና እቃዎች መጥፋት ለ/ የጥቅል መልዕክቶች ብልሽት

ሐ/ የጥቅል መልዕክቶች መጥፋት መ/ የተላኩ መልዕክቶች እና የጥቅል እቃዎች መዘግየት

ሠ/ ውስብስብ የሆነ የድርጅቱ የውስጥ አሰራሮች ረ/ ሌላ ካለ ይጥቀሱ

8. ከላይ ለተጠየቁት ጥያቄ መልስዎ አዎ ከሆነ ለገጠመዎት ችግር ድርጅቱ አስፈላጊውን የአገልግሎት ማካካሻ አግኝተው ያውቃሉ?

ሀ/ አግኝቻለሁ ለ/ አላገኘሁም

9. አዎ አግኝቻለሁ ካሉ ለገጠመዎት ችግር ወዲያውኑ ማካካሻ አግኝተዋል?

ሀ/ ወዲያውኑ አግኝቻለሁ ለ/ በፍፁም አላገኘሁም

10. በኢትዮጵያ ፖስታ አገልግሎት ድርጅት ውስጥ ለተከሰቱት ችግሮች የተሰጠዎት ምላሽ ምንድን ነው?

ሀ/ የይቅርታ ምላሽ አግኝቼአለሁ ለ/ ለተከሰተው ችግር ማብራሪያ አግኝቼአለሁ

ሐ/ ማካካሻ አግኝቼአለሁ መ/ ምንም ምላሽ አላገኘሁም

ክፍል ሁለት

ድርጅቱ ለአገልግሎት አሰጣጥ ችግሮች የሚሰጠውን የአገልግሎት ማስተካከያን ይመለከታል

እባክዎን ከተሰጡት አማራጮች የተስማሙበት ላይ (✓) ምልክት ያድርጉ።

- 1/ በጣም አልስማማም 1/ አልስማማም 3/ ምንም አይመስለኝም
- 4/ እስማማለሁ 5/ በጣም እስማማለሁ

11. የድርጅቱ መመሪያ እና ውስጣዊ የሥራ አካሄድን በተመለከተ ከገጠመዎት ችግር አኳያ የድርጅቱ መመሪያ እና የሥራ አካሄድ ምን ተገነዘቡ?

ተ.ቁ		በጣም አልስማማም	አልስማማም	ምንም አይመስለኝም	እስማማለሁ	በጣም እስማማለሁ
11.1	የድርጅቱ መመሪያዎች እና አሰራሮች ቀላል እና በቂ ናቸው					
11.2	የድርጅቱ መመሪያዎች እና አሰራሮች ተለዋዋጭ ናቸው					
11.3	የድርጅቱ መመሪያዎች እና አሰራሮች ከችግሮቹ አኳያ ሲታይ ችግሮቹን ለመፍታት ተስማሚዎች ናቸው					
11.4	የድርጅቱ መመሪያዎች እና አሰራሮች ችግሮችን ከመፍታት አኳያ ሲታይ የኔን ሁኔታ እና ደረጃ ያገናዘቡ ናቸው					
11.5	ካጋጠመኝ የአገልግሎት ችግር ለመፍታት የወሰደው አጭር ጊዜ ነው					

12. የድርጅቱን የአገልግሎት ግድፈት ማስተካከያ (ማካካሻን) ይመለከታል

ተ.ቁ		በጣም አልስማማም	አልስማማም	ምንም አይመስለኝም	እስማማለሁ	በጣም እስማማለሁ
12.1	ከድርጅቱ ያገኘሁት ማግባቢያ እና እኔን ለማስደሰት ያደረጉት ጥረት መልካም ነበር	1	2	3	4	5
12.2	ካጋጠመኝ የአገልግሎት ግድፈት አኳያ ያገኘሁት የአገልግሎት ማካካሻ በቂ ነበር	1	2	3	4	5
12.3	የምፈልገውን ያገልግሎት ማካካሻ አግኝቻለሁ	1	2	3	4	5
12.4	የኢትዮጵያ ፖስታ አግልግሎት ድርጅትን ስመርጥ የተለየ እና ተጨማሪ አገልግሎት እንደሚገኝ ጠብቄ ነበር ያገኘሁትም አገልግሎት ስጠብቀው እና ስፈልገው የነበረ ነው	1	2	3	4	5

የሰራተኞችን ትብብር ይመለከታል

13. የኢትዮጵያ ፖስታ አገልግሎት ድርጅት ሰራተኞች የአገልግሎት ግድፈቶችን የሚያስተናግዱበት መንገድን ይመለከታል

ተ.ቁ		በጣም አልሰማም	አልሰማም	ምንም አይመስለኝም	እስማማለሁ	በጣም እስማማለሁ
13.1	የድርጅቱ ሰራተኞች ለተከሰተው ችግር ይቅርታ ጠይቀው ችግሩን ለመፍታት ሞያዊ ብቃታቸውን አሳይተውኛል	1	2	3	4	5
13.2	የድርጅቱ ሰራተኞች ለጠየቋቸው ጥያቄዎች ታማኝነትን በሚያንፀባርቅ መልኩ ገለፃ አድርገውልኛል	1	2	3	4	5
13.3	የድርጅቱ ሰራተኞች ከመጀመሪያ እስከ መጨረሻ መልካም የሆነ አቀባበል ነበራቸው	1	2	3	4	5
13.4	የድርጅቱ ሰራተኞች በትህትና እና በፈቃደኝነት ሲረዱኝ ነበር	1	2	3	4	5
13.5	የድርጅቱ ሰራተኞች ትሁት፣ በራስ የሚተማመኑ እና በከፍተኛ የሥራ መንፈስ የተሞሉናቸው።	1	2	3	4	5
13.6	የድርጅቱ ሰራተኞች ደንበኞችን አክባሪ፣ ችግሮችን የሚረዱ እና ችግሮችን ለመፍታት የሚችሉትን እና ከዛም በላይ የሚያደርጉናቸው።	1	2	3	4	5

ክፍል 3 አጠቃላይ እርካታ መግለጫ

14. በድርጅቱአጠቃላይ የአገልግሎት ግድፈቶች ማስተካከያ ሂደቶች ደስተኝነታት?

ተ.ቁ		በጣም አልሰማም	አልሰማም	ምንም ዓይነትም	እሰማለሁ	በጣም እሰማለሁ
14.1	ድረጅቱ በሚያደርገው የአገልግሎት ግድፈት ማስተካከያ እና ማካካሻ ክፍያን በተመለከተ እረክጃለሁ	1	2	3	4	5
14.2	ከድርጅቱ ስራተኞች ጋር በነበረኝ ግንኙነት እረክጃለሁ	1	2	3	4	5
14.3	በድርጅቱ መመሪያ እና የውስጥ አሰራር ችግሮቼን ለመፍታት ባደረጉት አስተዋጽኦ እረክጃለሁ	1	2	3	4	5
14.4	በአጠቃላይ ድርጅቱ ለሚሰጣቸው የአገልግሎት ግድፈት ማስተካከያ እንቅስቃሴ እረክቻለሁ	1	2	3	4	5

ክፍል 4 የአገልግሎት ግድፈት ማስተካከያ በደንበኞች አይነታዊ ደረጃ መለኪያ መጠይቆች

15. ከሚከተሉት የአገልግሎት ግድፈት ማስተካከያ ለዕርስዎ በጣም አስፈላጊ ፣ አስፈላጊ እና በመጠኑ አስፈላጊ የትኞቹ ናቸው?

እባክዎን ለበጣም አስፈላጊ (1) ቁጥርን ለአስፈላጊ (2) ቁጥርን እና ለበጣም አስፈላጊ (3) ቁጥርን ይፃፉ።

15.1 የድርጅቱ ስራተኞች ችግርን ለመፍታት ያደረጉት ጥረት _____

15.2 የድርጅቱ መመሪያና የውስጥ አሰራር ሂደት ችግርን ለመፍታት ያለው አስተዋጽኦ _____

15.3 ድርጅቱ ለተከሰተው ችግር የሚመጥን ማካካሻን በተመለከተ _____