



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE
DEPARTMENT OF MARKETING MANAGEMENT

**THE ROLE OF SERVICE RECOVERY STRATEGY
ON CUSTOMER SATISFACTION AND LOYALTY
IN RESTURANT BUSINESSES IN ADDIS ABABA**

By

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June, 2019
Addis Ababa

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By

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Commerce Department of Marketing Management Post Graduate Program**

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MA Thesis

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LETTER OF CERTIFICATION

This is to certify that Addissu Ermias carried out this research on the topic entitled “The Role of Service Recovery Strategy on Customer Satisfaction and Loyalty in Restaurant Businesses in Addis Ababa”. This work is original in nature and is suitable for submission for the award of the Master of Arts Degree in Marketing Management.

Getie Andualem (Ph.D.)
(Advisor)

DECLARATION

I hereby declare that this research paper entitled “**The Role of Service Recovery Strategy on Customer Satisfaction and Loyalty in Restaurant Businesses in Addis Ababa**” is my work and suitable for submission for the Award of Master of art in Marketing Management (MA) and that, to the best of my knowledge, neither contains materials previously published by another person nor materials which has been accepted for the award of any other degree of the university, except where due acknowledgment has been made in the text.

Declared by:

Addissu Ermias

June, 2019

Student

Signature

Date

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ABSTRACT

Service recovery is the actions taken by an organization in response to a service failure. Failures occur for all kinds of reasons. The service may be unavailable when promised, the service may be delivered late or too slowly, the outcome may be incorrect or poorly executed, or employees may be rude or uncaring. This paper investigates the relationship between independent variables which are procedural justice, interactional justice, and distributive justice with dependent variable, customer satisfaction, and customer's loyalty, by tapping the responses of 384 respondents from restaurant consumers in four sub cities of Addis Ababa, Ethiopia. To achieve the objectives of this study descriptive survey and explanatory research design was used. Data was collected through questionnaire from a sample of 384 consumers that were selected using simple random sampling method. The data collected from the questionnaire were analyzed using statistical tools such as mean, standard deviation, correlation, and multiple regression analysis. The results of this study indicate that, service recovery dimensions such as (procedural justice, interactional justice, and distributive justice) have positive and significant relationship with customers' satisfaction, and loyalty. The finding of the study indicates also that distributive justice dimension has highest impact on customers' satisfaction, and loyalty. Furthermore, the aforementioned service recovery dimensions have positive correlation with customers' satisfaction, and loyalty. Based on the findings of the study, the researcher forwards recommendations. Finally, restaurants found in Addis Ababa have to work harder in order to satisfy their customers specially by focusing on the perceived justice service recovery strategy.

Key Words:

Service recovery, Procedural justice, Interactional justice, Distributive justice, Customer Satisfaction, and Customer Loyalty.

CHAPTER ONE

INTRODUCTION

This chapter will contain introductory part of the entire study. It provides some insights about the ground and assumptions where the study is conducted. It states background of the study, statement of the problem, research questions, objectives of the study, hypothesis, significance of the study, scope of the study, organization of the study, and definition of key terms. Accordingly, it begins with background of the study.

1.1 Background of the Study

The ultimate goal of marketing and marketers is to achieve a high level of customer satisfaction and to enhance the relationship with customers. However, the obstacles against customer's satisfaction are significant. Those obstacles are known as 'service failures' and are certain within the service providing process (Hart, Heskett and, Sasser, 1990). Therefore, an organization in response should take action to resolve customer's problem effectively to avoid dissatisfaction and keep the current customer satisfied. This approach in service marketing is called 'service recovery'.

It is not possible to prevent service failures. However, it is important to have an effective recovery mechanism to overcome negative feelings and responses from customers. An effective service recovery strategy is essential to increase customer satisfaction and loyalty. It is estimated that it is five times more expensive to attract a new customer than to retain existing ones (Kotler and Keller, 2016). A perfect recovery strategy is essential for organizations to advance in customer retention by resolving the failure condition (Tax and Brown, 1998).

In addition, a good service recovery generates positive or favorable word of mouth (WOM). Customers who receive no recovery or unsatisfactory attempt by the provider firm may talk to about ten to twenty people about their bad experiences, whereas only about five people learn

about successful recovery efforts of the firm (Morrison and Huppertz, 2010; Reichheld, 2003; Sousa and Voss, 2009).

A well-designed, well-documented service recovery strategy also provides information that can be used to improve service as part of a continuous improvement effort (Zeithaml, Bitner and, Gremler, 2013). By making adjustments to service processes, systems, and outcomes based on learning from service recovery experiences, companies increase the likelihood of “doing it right the first time.” In turn, this reduces costs of failures and increases initial customer satisfaction. Therefore, it is important for the service provider to put in place effective service recovery strategies to alter undesirable consequences of failures (Maxham, 2001).

A restaurant is a setting in which the service provision is characterized with a combination between production and service elements. There are five categories of service mix: a pure tangible good, a tangible good with accompanying services, a hybrid, a major service with accompanying minor goods and services, and a pure service. Accordingly, a restaurant is good example of hybrid offering combining product and service as stated by Kotler and Keller (2016).

If you look at the restaurant business, the guest receives a meal which is primarily a part of the technical or product aspect. He/she also interacts with the waiter in the restaurant and this interaction is included as a part of the service. In a restaurant case, the service encounters may be successful and generate positive outcomes such as tipping, repeat purchase, and overall customer satisfaction (Israeli & Barkan, 2004). However, it may also contain a failure which may or may not be recovered.

This study is based on perceived justice theory of service recovery strategy (procedural justice, interactional justice, and distributive justice) and intends to assess the role of service recovery strategy on customer satisfaction, and loyalty in restaurant businesses in Addis Ababa. Nowadays, the restaurant business is growing in Addis Ababa. This calls for investigating service recovery efforts of restaurants and its impact on customer satisfaction and loyalty. This study may reveal new insights in the knowledge area.

1.2 Statement of the Problem

Service failures are undesirable defects but they are inevitable. Service failures can happen both during the process of service delivery and as a result of delivery process. Therefore, to avoid dissatisfaction and keep the current customer satisfied, organizations need effective service recovery plan. It is important for the service provider to employ effective service recovery strategies to alter undesirable consequences of failures (Maxham, 2001).

A well-managed service companies are customer focused and they have a clear strategic concept to satisfy their customers. Many researchers have been given emphasis to the importance of customer satisfaction in the service industry (e.g. Sinha, 1993; Johnston, 1998; Zeithaml, Bitner and Gremler, 2013). It is also known that service quality affects customer perceptions of satisfaction. However, due to the distinctive characteristics of services (i.e., intangibility, inseparability, variability, and perishability) it is not easy to manage the quality dimension of provided service like tangible goods. For instance, customers may complain about inaccurate information; unresponsive, rude, or poorly trained workers; and long waits.

It is already known that, keeping current customer happy is less costly than acquiring new ones (Kotler and Keller, 2016). Loyal customers are the most profitable group for companies. Therefore, a successful service recovery also revitalizes the bottom line (financial) performance, whereas an ineffective or not attempted recovery damages (Reichheld and Sasser, 1990), financial results.

Worldwide, some studies sought to examine about the role of service recovery strategy on customer satisfaction, and loyalty in restaurant business. Despite it is one of the highly growing business in Addis Ababa, little focus was given to examine about the factors affecting customer satisfaction and loyalty on the case area.

Assessing the role of service recovery strategy on customer satisfaction, and loyalty is important since Addis Ababa is the seat of many international organizations, and it may contribute in building the good image of the city.

Therefore, this paper by giving special focus to Addis Ababa examines the role of service recovery strategies on customer satisfaction, and loyalty in restaurant businesses found in Addis Ababa. Hence, this study tries to answer the following basic research questions.

1.3 Research Questions

The research questions that this study aims to address are:

1. How procedural, interactional, and distributive justice oriented service recovery efforts affect customer satisfaction in restaurants in Addis Ababa?
2. How recovery satisfaction in turn affects customer's loyalty in restaurants in Addis Ababa.

1.4 Objective of the Study

In line with the specified problems and research questions, the objective of this research will be categorized into general objective and specific objectives.

1.4.1 General Objectives

The general objective of this study was to assess the role of service recovery strategy on customer satisfaction and loyalty in restaurant businesses in Addis Ababa.

1.4.2 Specific Objectives

The specific objectives of this study are: -

1. To examine how procedural, interactional, and distributive justice oriented service recovery efforts affect customer satisfaction in restaurants in Addis Ababa.
2. To investigate how recovery satisfaction in turn affects customer's loyalty in restaurants in Addis Ababa.

1.5 Hypothesis

Previous studies have suggested that perceived justice has positive impact on customer satisfaction. They argue that procedural justice, interactional justice, and distributive justice strongly affects customers' evaluation of service recovery, and also found that positive perception of procedural justice, interactional justice, and distributive justice are all significantly related with service recovery satisfaction (Tax and Brown, 1998). Based on the above discussion this study has proposed the following hypotheses:

H1: Procedural justice oriented recovery has a positive relationship with customers' recovery satisfaction in restaurants in Addis Ababa.

H2: Interactional justice oriented recovery has a positive relationship with customers' recovery satisfaction in restaurants in Addis Ababa.

H3: Distributive justice oriented recovery has a positive relationship with customers' recovery satisfaction in restaurants in Addis Ababa.

H4: Recovery satisfaction has a positive relationship with customer's loyalty in restaurants in Addis Ababa.

1.6 Significance of the Study

In the restaurant business apart from preparing and serving food and drinks to customers, it is important for the service provider to effectively design and implement service recovery strategies to avoid the unwanted outcome of service failure which will impact the business to the extent of going out of the market. This study has investigated the effect of the service recovery provided by restaurants in Addis Ababa on the level of customer satisfaction and assess the overall customers' behavioral intentions related post recovery efforts of the restaurants. The research

will add to existing knowledge with the concept of service recovery in general and specifically related to restaurants in Addis Ababa. Findings of this study will go on to assist future researchers and academicians as an input for embarking upon similar researches in the future and reckon to further their insight regarding the issue. Generally, the findings and conclusion from this study may be used to by different restaurants for decision making by addressing the root problems hindering effective service recovery strategy.

1.7 Scope and Limitation of the Study

1.7.1 Scope of the Study

1.7.1.1 Content/Subjective Scope

In terms of content/subjective scope, in this study, the three dimensions of perceived justice theory of service recovery strategy (procedural justice, interactional justice, and distributive justice) were taken as the comprehensive model consisting of the main service recovery strategy typically investigated in the field. Other service recovery dimensions were not included in this study. The kind of recovery satisfaction, and loyalty studied in this paper is restaurant consumers' recovery satisfaction, and loyalty.

1.7.1.2 Geographical Scope

Considering all service industry under this study is difficult and unmanageable due to broadens, and experience constraints point of view. Moreover, Addis Ababa is selected based on its convenience for the researcher related to proximity. As it is very difficult to study restaurants in all sub-cities in Addis Ababa due to budget, and time as a student researcher, the study has focused only on consumers in selected four sub cities of Addis Ababa City Administration, Ethiopia, namely, Bole, Yeka, Akaki Kality, and Kirkos Sub cities.

1.7.1.3 Methodological Scope

Methodologically this research is focused on cross sectional survey/explanatory research design.

1.7.1.4 Time Scope

This research is focused on cross sectional survey research design. Because, the study is cross sectional survey meaning it is ended by one-year time period.

1.7.2 Limitation of the Study

Even though the research findings add something on the existing knowledge, especially, on how justice oriented service recovery affects recovery satisfaction and loyalty in restaurants, this study just like other studies suffers from several limitations. The topic of this study concerns both customers and employees, but the study is conducted based on the data that was obtained from a single source (i.e. customers) as the researcher was interested in the perception of the customers who consume the service. The study was conducted on only one industry (restaurant), it will be better to investigate if customers of other service industries would display the same behavior.

1.8. Organization of the Study

This research report comprises of five chapters. Chapter one consists of introduction that includes background of the study, statement of the problem, research questions, objectives of the study, hypothesis, significance of the study, scope and limitation of the study, organization of the study, and definition of key terms, Chapter two consists of review of related literature, and Chapter three, research approach, research design, sampling method and sample size, research instrument and data collection method, method of data analysis, validity and reliability, and research ethics. Chapter four shows data analysis and interpretation, and Chapter five which is the last chapter consisting of summary of the major findings, conclusions and recommendations were drawn based on the conclusions of the study.

1.9. Definition of Key Terms

Service recovery: refers to the actions taken by an organization in response to a service failure.

Failures occur for all kinds of reasons:

- The service may be unavailable when promised.
- The service may be delivered late or too slowly.
- The outcome may be incorrect or poorly executed, or
- Employees may be rude or uncaring.

Procedural justice: extent to which the policies and procedures used to achieve the final outcome is perceived as fair (Patterson et al., 2011).

Interactional justice: extent to which one's personal interactions with a firm's employees is perceived as fair (Tax et al., 1998).

Distributive justice: the extent to which the final outcome is perceived as fair. (Lin et al., 2011, Wang et al., 2011).

Customer Satisfaction: Kotler (2000) defined satisfaction as "a person's feeling of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations".

Loyalty: refers to the continuous and repeated purchase intentions of a product or service by committed customers (Oliver et al., 1997; Suk et al., 2009).

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter presents review of literature that forms the basis of this study. Moreover, it discusses different dimensions of perceived justice under the topic study that impact customer satisfaction and customer loyalty. The chapter builds on theoretical definitions and empirical reviews of past studies that have been done, which help to construct for the conceptual framework.

2.1 Theoretical Review

As service failures are inevitable, recovery strategies have become a prominent issue for managers (McCullough et al., 2000; Kau and Loh, 2006). A number of researchers have utilized justice theory to examine the role of distributive justice, procedural justice and interactional justice in alleviating the negative effects of service failure (McCull-Kennedy and Sparks, 2003; Wang et al., 2011). It was argued that when recovery efforts are successful, customers become more satisfied and willing to repurchase (Blodgett, Hill and Tax, 1997). Moreover, perceived justice leads to positive emotions, trust, and future compliance behavior (Schoefer and Ennew, 2005; DeWit et al., 2008). Thus, effective service recovery leads to customer satisfaction and aids in maintaining a positive relationship with them (Fang et al., 2012). However, prior studies suggest that customers' justice perceptions are influenced by various contextual factors (Matilla, 2001; de Matos et al., 2012; Sengupta et al., 2014). Thus, an understanding of these contextual factors aids managers in delivering suitable and successful recovery strategies.

2.1.1 The Concept of Services

Services are deeds, processes, and performances provided or coproduced by one entity or person for another entity /person (Zeithaml, Bitner and Gremler, 2013). Services are planned and well balanced business actions which generates an invisible product. In general, those products are consumed at that time at the point of production. In other words, production and consumption take place simultaneously and services provide value (e.g., ease, entertainment, health, experiences etc.) to consumers instead of physical

products (e.g., shoe, car, computer etc.), (Quinn, Baruch and Paquette, 1987). Further, Johnston and Clark (2005) stated the complexity of service processes, due to a high dependence on human beings. Customers are experiencing these invisible products together with employees, right at the place of production while the production activity is taking place. The definitions of services by these researchers (Zeithaml, Bitner and, Gremler, 2013; Quinn, Baruch and, Paquette, 1987; Johnston and Clark, 2005) point out the different nature of services. There are four unique characteristics that are inherent in services. These characteristics are: intangibility heterogeneity, inseparability/ simultaneous production and consumption, and perishability (Zeithaml, Bitner and Gremler, 2013).

2.1.2 Service Quality

Service quality is defined as “a function of the difference between the service expected and the customer’s perceptions of the actual service delivered” (Parasuraman et al.,1988) and it has received intense research attention in services marketing A great deal of attention has been given to its measurement and conceptualization (Ali et al., 2013; Amin et al., 2013). An initial conceptualization of service quality was discussed by Parasuraman et al. (1985) as a function of the difference between service expectations and customers’ perceptions of the actual service delivered. They suggested that customers perceive the relative quality of services by comparing the actual performance of the firm with their own expectations, shaped by experience, word-of-mouth communications, and/or memories (Tsoukatos and Mastrojianni, 2010); this comparison is referred to as perceived service quality (Parasuraman et al., 1988). In this context, Zeithaml et al. (1996) posited that better understanding of customers’ expectations is significant in delivering quality services.

Since customers’ opinions or judgments are always varied, inconsistent and gradually formed through the experience they gain from the company that delivers service (Davidow and B. Uttal, 1989], (Zeithaml, Berry and Parasuraman, 1990) business needs to give a thorough study and concentrate on delivering and managing excellent service quality in order to conform to customer’s expectations as well as boosting the rate of customer satisfaction. “Higher level of service quality will lead to higher level of customer satisfaction thus service quality and customer satisfaction is intimately connected” as stated

by (Kotler & Keller, 2016). Because of this strong interrelated connection between service quality and customer satisfaction, (Morash & Ozmnet, 1994)] stated that service quality can have great influence on “competitive advantage, market share and ultimately profitability” of a specific restaurant industry. Based on this, service quality could become an efficient tool or a powerful weapon for whatever business in order to approach and achieve the highest level of customer satisfaction (Khoun& Mai Uyen, 2014).

2.1.3 Customer Satisfaction

Kotler (2000) defined satisfaction as “a person’s feeling of pleasure or disappointment resulting from comparing a product’s perceived performance (or outcome) in relation to his or her expectations”. It is a key focus of research in many service marketing studies due to its importance in determining the success and the continued existence of the business (Gursoy et al., 2007) and the benefits it brings to organizations (Ali and Zhou, 2013). The importance of customer satisfaction is derived from the generally accepted philosophy that for a business to be successful and profitable, it must satisfy its customers (Shin and Elliott, 2001). Customer satisfaction has been defined as a feeling of the post-consumption experienced by the customers (Westbrook and Oliver, 1991; Um et al., 2006). In contrast to the cognitive focus of perceptions, customer satisfaction is deemed an effective response to a product or service (Yuan et al., 2005). Previous research has demonstrated that satisfaction is strongly associated with re-purchase intentions (Cronin and Taylor, 1992). Customer satisfaction also serves as an exit barrier, helping a firm to retain its customers (Amin et al., 2013). In addition, customer satisfaction also leads to favorable word-of-mouth, which provides a valuable form of indirect advertising to an organization (Park et al., 2005).

The concept of customer satisfaction and its implications in various industries have been somewhat elusive due to the complex nature of people’s perceptions and evaluations (Ali et al., 2012; Amin and Nasharuddin, 2013). For businesses in services industries, achieving customer satisfaction is far more challenging. For instance, some services are extremely complex in nature and involve multiple service encounter stages which have bearings on the level of overall customer satisfaction (Han and Ryu, 2009).

In a restaurant context, the fact that customers are satisfied with the services provided has a crucial effect on determining the long-term continuance of a specific restaurant. Dissatisfied customers may lose their trust and not consider choosing the same restaurants again due to the bad service provided. Therefore, it is absolutely imperative for restaurants to assure what customers expect and experience with their desired service quality (Khong & Mai Uyen, 2014).

2.1.4 Customer Loyalty

It is also known that quality affects the satisfaction perceptions of customers and satisfaction creates loyalty. Lemminks and Mattsson (2002) pointed out the favorable effects of positive employee behavior and the feeling of warmth's positively effects the quality perceptions of customers. The ultimate goal of marketing and marketers is to achieve a high level of customer satisfaction to enhance the relationship with customers. As proposed by many scholars, repeat customers are the most profitable group for companies (e.g. Reichheld and Sesser, 1990). Furthermore, as the relationship over time increases, profit increases.

Loyalty refers to the continuous and repeated purchase intentions of a product or service by committed customers (Oliver et al., 1997; Suk et al., 2009). Chaudhuri and Holbrook (2001) identified customers as having "behavioral loyalty" and "attitudinal loyalty", where behavioral loyalty covers a customer's purchase intensity and repetitions, and attitudinal loyalty covers customer's will to stay in the relationship with the provider (Rod and Ashill, 2010).

Loyal customers offer higher profits and require less marketing costs for firms according to Mittal and Lasser (1998). In addition, attracting new customer is five times costlier than keeping existing ones (Thwaites and Williams, 2006). Benefits of loyal customers are vital for businesses. Swanson and Kelly (2001) drew attention to the positive effects on employees (e.g., loyal customers need less time and they are familiar with firm's standards /operations), on the other hand Cranage (2004) mentioned loyal customer's positive effects on the company due to favorable WOM.

According to Berry and Parasuraman (1992) service organizations should make use of service failures to please and satisfy their customers. Likewise, Oliver (1997), Michel (2001) and Hart et al., (1990) noted that handled service recovery process effectively will even create greater customer loyalty than a customer holds who had a positive encounter by the first time. This fact is named as “service recovery paradox” (Zenithal et al., 2013, p.184). Furthermore, Norris and Colgate (2001) demonstrated that, sometimes loyal customers may stay if the recovery process is not good enough by relying on their previous relationship with the provider. However, according to the same researchers, sometimes failures are strong enough that customers leave regardless of anything (e.g., service recovery) (Norris and Colgate 2001). Moreover, according to the service recovery literature a successful recovery effort can enhance customer loyalty (Zenithal et al., 2013; Oliver, 1997; Kelly et al., 1993; Bitner et al., 1990; Michel, 2001; Morrisson and Huppertz, 2010).

2.1.5 Service Failure

Service failures are unwanted defects but they are inevitable. Maxham (2011) described service failures as “any service related mishaps or problems (real and/or perceived) that occur during a customer’s experience with the firm”. Service failures can happen both during the process of service delivery (i.e., process failure), (Smith, Bolton, Wagner, 1999; Stauss, 2002; Gronroos, 1988) and as a result of delivery process (i.e., outcome failure), (Stauss, 2002; Bitner et al., 1990). It can be seen at any time when customer’s expectations are higher than their experiences while dealing in any services industry sector (Michel, 2001).

It is almost impossible to eliminate the errors in service industry due to the unique nature of services (Hart, Heskett and, Sasser, 1990). Bitner, Booms and Tetreault (1990) underlined some possible errors during service interactions, as poor service (e.g., experience below the expectation), delays (e.g., late or too slow), and other core failures (e.g., incorrect outcomes, rude and uncaring employees). Several others conducted studies that seek to minimize the occurrence of service failures. Bitner (1990) suggested that the probability of service failure decreases in well-organized service environments. Further, Sparks, Bradley and Callan (1997) suggest that employee empowerment and a convenient communication style also

reduce the probability of failures. On the other hand, Weun et al. (2004) and Smith et al. (1999) expanded the service failure literature by evaluating failures not as type but as degree /magnitude /severity. But in general, different researchers categorize service failures on a different basis. Bitner, Booms and Tetreault (1990) categorized service failures under three main groups as: system failures while delivering the service (e.g., poor service, delays), customer's requests beyond the standard service (e.g., responses to special customer desires), and unattractive employee attitude (e.g., being rude to the customer). Another study by Kelly, Hoffman and Davis (1993), has added product and policy failures to first group. Further, Johnston (1994) has divided and linked the sources of service failures into two factors: organization and customers. Additionally, Armistead, Clark and Stanley (1993) extended this study by adding one more factor which is organizational associated errors (e.g., restaurant department on strike). In addition, according to Armistead et al. (1993) service failures happen because of the faults of the customer itself, service provider, or related organization which customer is experiencing. Once a failure occurs, it leads to different consequences. According to Zeithaml, Bitner and Gremler (2013) customers are affected emotionally in a way of changes in mood such as: remorse, boredom, frustration, displeasure and dissatisfaction.

Accordingly, a customer's final response to service failures is either to stay or exit (Colgate and, Norris, 2001). The way the firm responded (i.e., attempted a recovery or not attempted) and other factors (e.g., severity /magnitude of failure, emotional harm failure caused, respond time etc.) affects the final decision of the customers. As emphasized by Zeithaml et al. (2013), customer satisfaction which leads to repeat purchases and increased earnings for the firms is critically important. Additionally, according to Hart, Heskett, and, Sasser (1990) companies that fail to satisfy their customers will be left with no one to please.

2.1.6 Service Recovery

Researchers studied service recovery from different angles by measuring different variables. The idea of fixing a service failure was first taken into account by Andreasen and Best (1977). This idea was described by Greenrooms (1990) as "those activities in which a company engages to address a customer complaint regarding a perceived service failure"

(Greenrooms, 1990). Further Miller, Craighead, and Kirwan (2000) described service recovery as “those actions designed to resolve problems, alter negative attitudes of dissatisfied customers and to ultimately retain these customers”. Service recovery is also defined by Johnston (1994) as to “seek out and deal with service failures” (Johnston, 1994) whereas “seeking out” emphasizes and differentiates recovery from dealing with complaints of unhappy customers.

Previous studies examined the failure recovery issue from a variety of dimensions. Mostly satisfaction, WOM and repurchase intention have been studied. As Lewis and McCann (2004) suggested “information is sought on what problems are experienced, how they are dealt with, and how satisfied the customers are with the handling of their problems”. On the other hand, Smith, Bolton and Wagner explained the situation as “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 issue” (1999, p.256). Further, according to Dellande (1995) “...to a much lesser extent, researchers have focused on issue of redress, or the firm’s response to customer complaints” (p.23).

Service recovery has important positive effects on satisfaction, positive word of mouth (WOM), repeat purchase intentions of customers (loyalty) which has significant effects on profitability and other financial measures (Zeithaml, Bitner and, Gremler, 2013). Furthermore, an accomplished recovery task improves customer retention rates, commitment /trust to the company (Pina e Cunha, Ergo and Kamoche, 2009; Morgan and Hunt, 1994) and can enhance quality perceptions of the service (Michel, Bowen and Johnston, 2009). Additionally, effective recovery strategies can provide information from complainers to cultivate the main service effort and quality (Zeithaml, Bitner and, Gremler, 2013).

2.1.7 Perceived Justice, Recovery Satisfaction, and Loyalty

Perceived justice with Service recovery

Service recovery related literature attributes the social exchange and equity theory for providing the theoretical frame work for studies exploring customers’ evaluation of service

recovery efforts. Customers often use the perceived justice component of equity theory to evaluate the service recovery effort. Perceived justice refers to the level of “fairness” or “rightness” of the recovery efforts (de Matos et al., 2012). Prior literature shows that the way in which the customers perceive and evaluate the recovery efforts impact their attitude and behaviors (Weun et al., 2004).

Customers and service providers cannot prevent the incidents that occur during exchange processes. Therefore, they expect fair behavior from each other and they do their evaluation based on perceived justice. Adams (1963) justice theory states that in every exchange that takes place, people weigh the inputs against the outcomes and compare them with those of others in similar situations. In the event that there is an equal balance between them, the exchange is considered as ‘fair’, but if the outcomes do not meet with the person’s expectations, then this results in inequity. Past research on service failure and recovery has presented considerable evidence of the suitability of the concept of justice as a basis for understanding the process of service recovery and its outcomes (Blodgett et al., 1997; Goodwin & Ross, 1992; Smith et al., 1999; Tax et al., 1998).

A meta-analysis by Orsingher et al. (2010) reported that the three dimensions of perceived justice. They are procedural, interactional, and distributive justice explains the customers’ perception of satisfaction with the service recovery:

- **Procedural justice:** extent to which the policies and procedures used to achieve the final outcome is perceived as fair (Patterson et al., 2011).
- **Interactional justice:** extent to which one’s personal interactions with a firm’s employees is perceived as fair (Tax et al., 1998).
- **Distributive justice:** the extent to which the final outcome is perceived as fair. (Lin et al., 2011, Wang et al., 2011).

Procedural justice

Procedural justice refers to the methods the firm uses to deal with the problems arising during service delivery in aspects such as accessibility, timing/speed, process control, delay and flexibility to adapt to the consumer's recovery needs (del Río-Lanza, 2009). Procedural justice also includes policies, procedures, and tools that companies use to support communication with customers and specifically, the time taken to process complaints and to arrive at a decision (Davidow, 2000). 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).

Interactional justice

Interactional justice focuses on interpersonal interactions during the process of service delivery. It means the evaluation of the degree to which the customers have experienced justice in human interactions from the employees of service organization during the recovery process (Sparks & McColl-Kennedy, 2001). 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). 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).

Distributive justice

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. Studies have provided empirical evidence that perceived fairness of tangible outcomes have a positive effect on recovery evaluation (Boshoff, 1997; Goodwin & Ross, 1992; Hoffman et al., 1995; Smith et al., 1999). Previous literature in service recovery have measured distributive justice by the “justice,” “fairness,” “need,” “value” and “reward” of outcomes (Chebat & Slusarczyk, 2005; Smith et al., 1999; Wirtz & Mattila, 2004).

Perceived justice and Recovery satisfaction

Customers’ satisfaction and future loyalty is dependent on customers’ feelings on whether they have been treated fairly or not. Customers expect a service recovery to be fair in order to recover their satisfaction and loyalty. The effects of perceived justice with service recovery and customer satisfaction has stated by a number of researchers. Zemke (1993) states the objective of service recovery efforts is to move a customer from a state of dissatisfaction to a state of satisfaction. Wirtz and Mattila (2004) indicate that recovery outcomes (e.g. compensation), procedures (e.g. speed of recovery) and interactional treatment (e.g. apology) have a joint effect on post-recovery satisfaction.

The effect of perceived justice dimensions on recovery satisfaction also has been mentioned in past literature. Many authors have found that all three forms of justice including distributive justice, procedural justice, interactional justice have a positive effect on overall service recovery satisfaction (Patterson et al., 2006; dos Santos & Fernandes, 2008; Kim et al., 2009; Karande et al., 2007; Karatepe, 2006; Ok et al., 2005; Smith et al., 1999; Tax et al., 1998; Clemmer & Schneider, 1996; Kau & Loh, 2006). The effects of dimensions of justice on customers’ recovery satisfaction have been studied in different

service industries as well, including, hotel customers, (Karatepe 2006), mobile phone buyers (Kau & Loh 2006), Undergraduate students, hotel customers (Smith et al., 1999) and Airline passengers (McCollough et al., 2000)

Loyalty

Loyalty reflects the customers' likelihood to continue the relationship with the service provider. Previous research has provided the link between customer affection and loyalty. Westbrook (1987) argues that customers' emotional tie with a brand helps customers remain loyal to the brand. Park et al. (2005) also argue that individuals are likely to be loyal to their partners when they are emotionally attached to while resisting competing alternatives. Customers develop different types of affectionate ties with other people, objects, activities, or brands, ranging in intensity from friendly affection even to addictive obsession (Yim et al., 2004). Sternberg's triangular theory of love provides a theoretical basis for customer affection with a firm or brand. According to Sternberg (1986, 1988), love is comprised of three components, such as intimacy, passion, and commitment. Intimacy refers to feelings of closeness, connectedness, and bondedness while passion refers to the drives which lead to romance and physical attraction in relationships. Commitment refers to the decision that one loves another in the long-term. The three components of love are considered the critical parts of relationships

Blodgett et al. (1997) confirmed that satisfaction with service recovery would encourage positive word of mouth communication between the customer and the organizations. Westbrook (1997) in the effects of service recovery on consumer satisfaction: a comparison between complainants and non-complainants journal, said word of mouth (WOM) can be referred to as informal communication between consumers about the characteristics of a business or a product.

2.2 Empirical Review

Several studies over the past years investigated the role of service recovery strategies on customer satisfaction and loyalty. To formulate the problem scientifically, and to point out the importance of undertaking this study, it is essential to mention researches undertaken in this area. Although the review involved a large number of studies, only a few studies which has direct and indirect bearing in the present study has been summarized.

Previous empirical research reveals that distributive justice, procedural justice, and interactional justice are positively related to customer satisfaction, and loyalty. For example, De Ruyter and Wetzels (2000) examine the effects of voice (procedural justice), outcome (distributive justice) and apology (interactional justice) on customer satisfaction, and loyalty across four service settings (Hairdresser, Dinning Café, Department Store and Bank). The findings reveal that the perception of procedural and distributive justice significantly influenced customer satisfaction, and loyalty. Similarly, Karatepe (2006) found that greater evaluation of the three justice dimensions resulted in an increased customer loyalty.

Prior research findings indicate that recovery satisfaction is positively related to customer loyalty (Karatepe, 2006; Orsingher et al., 2010). When customers perceive the recovery strategy as fair/just, they feel satisfied and believe that the service provider would continue providing such satisfied recovery in the future. Consequently, this enhances their loyalty towards the service provider.

An effective recovery strategy is essential for organizations to maintain customer retention by resolving the failure (Berry and Parasuraman, 1992). Several researchers have identified different methods to recover from the service failure. Levesque and McDougall (2000); Davidson (2000); Bitner, Booms and Tetreault (1990); Tax et al.(1998); Conlon and Murray (1996); Kelley, Hoffman and Davis (1993); Lewis and Spyropoulos (2001); Johnston (1994); Hoffman et al (1995); and Miller et al.(2000) break down the recovery methods into several categories as: Explanation (e.g., a detailed explanation of why service failure has occurred), apology (e.g., a verbal way for service provider for expressing the remorse),

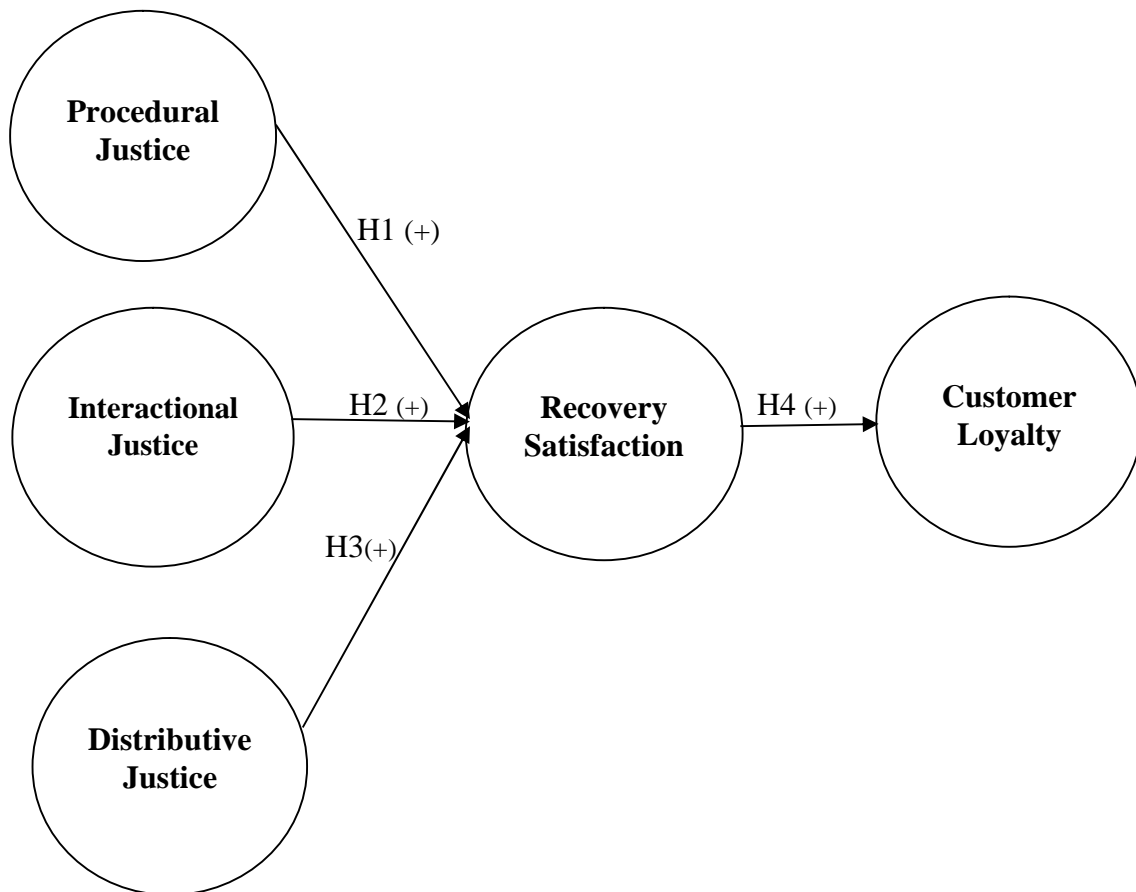
assistance (e.g., service providers' support to a customer in response to service failure such as remaking the service), compensation (e.g., pay-back to customer for the failures which is not possible to resolved by the other means), correction (e.g., repairing the failed point of the service), empathy (e.g., feeling in the same way that customer feels), follow-up (e.g., showing the desire on recovering the fail), acknowledgement (e.g., service provider's acceptance of the cause of error associated to the company), exceptional treatments (e.g., providing extraordinary care /service to the customer) and managerial intervention (e.g., participation of middle /senior management in the recovery process).

Some researchers believe in the benefits of managerial interventions (Kelley et al., 1993; Hoffman et al., 1995) while others believe in the effectiveness of front-line staff in handling the recovery process (e.g., frontline employee can quickly respond the failure situation, also empowerment of front line employee reduces the organizational level that customer need to interact, whereby interactional justice perceptions of customer effected in a good manner), (Miller et al., 2000; Lewis and Spyropoulos, 2001).

The aim of this study is to examine the service recovery strategies used by restaurants in Addis Ababa, Ethiopia. In this regard the research has tried to explore the contextual gap, as almost all similar researches on restaurant service were conducted outside of Ethiopia. It has also tried to look into how the service recovery provided has impacted the level of customers' recovery satisfaction in the highly competitive market. It has also tried to examine how recovery satisfaction in turn affects customer's loyalty in restaurants in Addis Ababa.

2.3 Conceptual Framework

The review of the literature has also facilitated the development of the conceptual framework for the study as shown below:



Source: Adapted from (Cheng & Gan, Imire, & Mansori, 2018).

- **Procedural justice:** The ease and timeliness of the complaint process. The ways how things are done /procedures (i.e., customers want quick response and easy access to complaint process, time that company needs to respond to complain). Therefore,

H1: Procedural justice oriented recovery has positive relationship with customers' recovery satisfaction in restaurants in Addis Ababa.

- **Interactional justice:** It is the provider's attitudes toward customer in the recovery process /communication style (i.e., honesty, politeness, care etc.). Therefore,

H2: Interactional justice oriented recovery has positive relationship with customers' recovery satisfaction in restaurants in Addis Ababa.

- **Distributive justice:** What customer receives following to his /her complaint. The balance between customer's loss and gain (i.e., discount, vouchers, rebate). Therefore,

H3: Distributive justice oriented recovery has positive relationship with customers' recovery satisfaction in restaurants in Addis Ababa.

- **Recovery satisfaction:** When customers perceive the recovery strategy as fair/just, they feel satisfied and believe that the service provider would continue providing such satisfied recovery in the future. Consequently, this enhances their loyalty towards the service provider. Therefore,

H4: Recovery satisfaction has positive relationship with customer's loyalty in restaurants in Addis Ababa.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

The aim of this section is to highlight the overall methodological considerations of the thesis. The study aims to meet two objectives, to examine how perceived justice oriented service recovery efforts affect customer satisfaction in restaurants in Addis Ababa, and to investigate how recovery satisfaction in turn affects customer's loyalty in restaurants in Addis Ababa.

To address these objectives, this study has adopted the appropriate research methods and approach. This chapter of the proposal study has presented methodology following to internalizing the problem to be studied and the role of service recovery strategy on customer satisfaction in restaurant industry that supports chapter one and chapter two, the methodology part has tried to describe the methods through which the objectives of the study can be answered. Accordingly, it has stated about the research design, research approach, sampling procedures, data gathering methods and instruments, and finally procedures of data presentation and analysis.

3.1 Research Approach

In this study, the student researcher has used quantitative research approach, particularly simple random sample survey, which was selected for its appropriateness. Quantitative research attempts precise measurement of something. In business research, quantitative methodologies usually measure consumer behavior, knowledge, opinions, or attitudes. Such methodologies answer questions related to how much, how often, how many, when and who. Although the survey is not the only methodology of the quantitative researcher, it is considered a dominant one. (Donald R. Cooper & Pamela S. Schindler, 2008)

Survey research is a study where a sample of population is studied to determine its characteristics, and it is then inferred that the population has the same characteristics (Geoffrey L. 2005). Large numbers of people are asked about their behaviors, attitudes and opinions to describe what they say, think and do. Since the population of this research is large, the survey approach is applied to the study. Survey enables the researcher to gather data at a particular point

in time with the intention of describing the nature of existing conditions. It involves identifying standards against which existing conditions can be compared, as well determining the relationships that exist between specific events. Typically, survey method is used to scan a wide field of issues, populations, programs etc. in order to measure or describe any generalized features.

3.2 Research Design

A research design is a plan for a study that provides specification of procedures to be followed by the researcher in order to achieve the research objective, as well as, to test the hypotheses McDaniel and Gates (1999). Similarly, many researchers (e.g., Churchill and Iacobucci, 2005) call it a blueprint for a research to be followed in order to successfully implement the research. The core purpose of a research design is to ensure that it clearly answers the research objectives from the generated data in a confident and convincing manner (De Vaus, 2001).

From what has been stated above, this research project has undertaken the descriptive and explanatory research design. The purpose of descriptive survey is to collect detailed and factual information that describe an existing phenomenon. The descriptive studies are used in order to describe and interpret the trend of events that exists (Creswell, 2003).

Explanatory research design looks for causes and effect relationship (Krueger and Neuman, 2006), Zegeye et al. (2009), cited in, Solomon, it's a good description provokes the 'why' questions of explanatory research. Hence, to show the relation between variables explanatory research methods have been used.

In general, due to the need for high response rate and low cost as a student researcher, the survey method is found to be economic and efficient one. By considering the aforementioned merits and the broad population as well as a single individual accomplishing the whole study, the survey approach is found to be practical to accomplish the objectives of the study. Furthermore, the questionnaire has provided rich information for the interpretation of the role of service recovery on customer satisfaction in a restaurant setting.

3.3 Target Population, Sampling Technique, and Sample size

Addis Ababa is the capital, and the largest city of Ethiopia. The population is estimated to reach 6,500,000 but based on the 2007 census conducted by the Ethiopian national statistics authorities the population of Addis Ababa is 3,384,569. The city is divided in 10 sub cities. The 10 sub cities are Addis Ketema, Akaki Kaliti, Arada, Bole, Gullele, Kirkos, Kolfe Keranio, Lideta, Nifas Silk Lafto and Yeka. The target population for this study was restaurant consumers found in the four sub cities found in Addis Ababa, namely, Bole, Yeka, Akaki Kalite, and Kirkos Sub cities which were selected through lottery method.

Sampling refers to the process of selecting a group (sample) from a defined population with the intent that the sample will accurately represent that population (Gall et al 1996). Cluster sampling technique was employed. The reason for the selection this sampling technique was to exclude highly priced luxury restaurants, cultural restaurants, and takeout and other food delivery services.

Then simple random sampling technique was used to select the sample restaurants, and respondents. Simple random sampling is used because the selections are made from a specified and defined population (I.e. the frame is known), and it helps to make a selection specified, objective and replicable. (John et al. 2007).

The sample size for this study is determined with the use of Topman formula as presented below (Daniel WW, 1999). This formula is used when the given population is large.

$$n = \frac{Z^2 \cdot P \cdot Q}{(E)^2}$$

Where:

n = The sample size/ required sample size

Z = Degree of confidence (i.e. 1.96)

e= The level of precision (Sampling error that can be tolerated which is- 5%).

P=Probability of positive response (0.5)

Q=Probability of negative response (0.5)

$$n = (1.96)^2 \times 0.5 \times 0.5 / (0.05)^2$$

$$n = 3.8416 \times 0.5 \times 0.5 / 0.0025$$

$$n = 384.16 \quad 384 \text{ respondents}$$

Therefore, a total of 384 respondents were selected to gather relevant data to complete the research work.

3.4 Research Instrument and Data Collection Method

The field work to be done with a set of questions through questionnaire based on the requirement of the research. The questions are based on a review of the literature and restaurant contexts. The questionnaire has five parts. The initial part of the questionnaire requested respondents to provide their background information.

The second section is composed of 10 items of service failures. These critical incidents were identified by the studies of Kriti D., Umashankar V., & H.G. Parsa (2007). For this section respondents were asked to mark the encountered failure(s). Item 1 asks customers whether they had any problems while using restaurants in Addis Ababa.

The next 12 items listed under the third part were based on studies of Maxham and Netermeyer (2002). They intended to measure the three dimensions of perceived justice using a five point Likert scale starting from (1) “strongly disagree” to (5) “strongly agree”.

The fourth part examined customers’ satisfaction with the restaurant’s recovery efforts. Satisfaction with the recovery process measured with as taken from Maxham (2001); Hess et al., (2003). Customers rated their satisfaction from (1) “very dissatisfied” to (5) “very satisfied”.

Finally, customers’ decision whether to continue to use the same restaurant or to switch to competitors was evaluated in the fifth part of the questionnaire on a five point Likert scale, from (1) “strongly disagree” to (5) “strongly agree” (as obtained from Lam et al., 2004; Sousa and Voss, 2009). A total of 36 items were used to capture the constructs.

The procedures followed to collect questionnaire is as follows:

- First, researcher and some employees of the restaurants contacted the selected respondents in person and asked them to participate in the survey.
- Second, respondents who are interested in were given to fill English or Amharic version of the self-administered questionnaires as per their choice.
- Finally, willing respondents have filled the questionnaire inside the restaurant.
- Regarding the method of translation of the original instruments to Amharic is concerned, parallel translation approach was followed.

3.5 Method of Data Analysis

The research value was measured by the data analysis tools applied to the study. The data was analyzed using Statistical Package for Social Science (SPSS) software. The data gathered in the survey was loaded into SPSS software and analyzed using tables and the study has used different test statistics to analyze raw data collected through the instrument on the post recovery reaction of the consumers in a restaurant, descriptive data analysis tools such as mean and standard deviation, regression analysis was used and to describe the behavior data in terms of how service recovery strategies used by restaurants affect the overall recovery satisfaction and loyalty, and to make the data easily identifiable and understandable.

3.6 Reliability and Validity

3.6.1 Reliability

The aim at this point is that even if the research were repeated they would end up with similar results or the consistency or dependability of a measurement technique, and it's

concerned with the consistency or stability of the score obtained from a measure or assessment overtime and across settings or conditions. If the measurement is reliable, then there is less chance that the obtained score is due to random factors and measurement error (Marczyh, et al., 2005).

According to George and Mallery (2003, as cited in Joseph & Rosemary, 2003) Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistence or reliability of a psychometric test score for a sample of examinees. Cronbach's alpha reliability coefficient normally ranges between 0 and 1.

Table 3.1: Rule of Thumb of Cronbach's Alpha

Cronbach's Alpha	Description
$\geq .9$	Excellent
$\geq .8$ but $< .9$	Good
$\geq .7$ but $< .8$	Acceptable
$\geq .6$ but $< .7$	Questionable
$\geq .5$ but $< .6$	Poor
$\leq .5$	Unacceptable

Source: Zikmund, et al, 2010.

Therefore, to ensure reliability and validity, this study has used methods such as self-administration questionnaire. Then the questionnaire was pre-tested based on pilot study, to guarantee a common understating of questions among respondents.

3.6.2 Validity

Refers to the extent to which the concept one wishes to measure is actually being measured by a particular scale or index. According to Kothari (2004), validity aims at establishing the results which are linked with the condition. It is concerned with the extent that the scale accurately represents the construct of interest. In order to assure the validity of the measurement instrument of the study is conducted based on the literally accepted conceptual

framework that clearly indicate the theoretical construct and associated with the measurements valid to effects of justice oriented service recovery efforts (independent variables) affect recovery satisfaction and customer's loyalty (dependent variable). Where possible this should be supported and consideration given to practical things. So that pre-questionnaire was distributed to check the validity of questions to further data collection process. Comments and the discussion with owners and employees of restaurants prepared to primary data collection for the research objective is found to be valid by researcher.

3.7 Research Ethics

All participants were informed that their names would not be required and the data collected would be kept confidential to obtain better quality data. Moreover, only usable responses were used in the study.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF RESULTS

This chapter attempted to present, analyze and interpret the data collected and relate them to the theory discussed in the second chapter of the paper. At the same time, the data is analyzed in association with the research questions raised in Chapter One. The center of focus of the presentation and analysis of data, this being the main objective of the study, are pieces of information only that are directly related to the role of service recovery strategy on customer satisfaction, and loyalty on restaurant businesses in Addis Ababa.

The data, as has been discussed in the preceding chapter, were gathered from primary source through self-administered questionnaires filled out by restaurant consumers in the four sub cities found in Addis Ababa, namely, Bole, Yeka, Akaki Kality, and Kirkos Sub cities. This Chapter is organized in six subparts. The chapter discusses reliability and validity analysis, discussion of results; descriptive analysis, regression analysis, correlation analysis between the variables of the topic under study, test of hypothesis.

4.1 Response Rate of Respondents

In this chapter, the data collected from respondents has been analyzed and interpreted. A structured questionnaire was distributed to 384 participants. All of them successfully completed and returned the questionnaires. As it is shown under Table 4.5, out of the total 384 participants 331 (86.2%) of them have experienced a service failure while the remaining 53 (13.8%) haven't experienced service failure while getting restaurant service. Therefore, only 331 (86.2%) usable responses were used for regression, and correlation analysis to meet this research purpose. SPSS version 20 was used for the analysis.

4.2 Reliability Analysis

Reliability refers to the confidence we can place on the measuring instrument to give us the same numeric value when the measurement is repeated on the same object (Gaur & Gaur, 2009). The

three dimensions of perceived justice theory of service recovery strategy as explained in the literature are established as procedural justice, interactional justice, and distributive justice. But the scale has to be checked for its internal consistency or whether it measures what it set out to measure. The Cronbach alpha coefficient is an indicator of internal consistency of the scale.

A high value of the Cronbach alpha coefficient suggests that the items that make up the scale “hang together” and measure the same underlying construct. A value of Cronbach alpha above 0.70 can be used as a reasonable test of scale reliability (Gaur & Gaur, 2009). Therefore, all the three dimensions of three dimensions of perceived justice theory of service recovery strategy were found to be high in their internal consistency and thereby in measuring the dimensions of customer satisfaction, and loyalty.

Table 4.1: Average Cronbach’s Alpha Reliability Coefficient for All Variables

Cronbach’s Alpha	Number of Items
.887	20

Source: Questionnaire (2019)

Table 4.2: Composite Reliability Measure of Service Recovery Dimensions

Variables	Cronbach’s Alpha
Procedural Justice	.873
Interactional Justice	.827
Distributive Justice	.888
Service recovery effect on Customer Satisfaction	.924
Service recovery effect on Customers' Loyalty	.922

Source: Questionnaire (2019)

As can be seen from Table 4.1 and Table 4.2, all the dimensions have relatively the same Cronbach Alpha results which are over 0.70. This implies that all three dimensions of perceived justice theory of service recovery strategy dimensions have internal consistency. Service recovery effect on customer satisfaction has the highest alpha result with a 0.924, followed by

service recovery effect on customers' loyalty 0.922, distributive justice 0.888, procedural justice 0.873, and interactional justice 0.827.

4.3 Validity Analysis

The empirical findings of this study conducted by using Pearson correlation have proven that there is a relationship among perceived justice theory of service recovery strategy dimensions (procedural justice, interactional justice, and distributive justice), and customer satisfaction, and loyalty at $p < 0.05$ coefficient level for all the three dimensions. Therefore, the validity of the instrument is supported at a high level of significance.

4.4 Discussion of General Information of Respondents

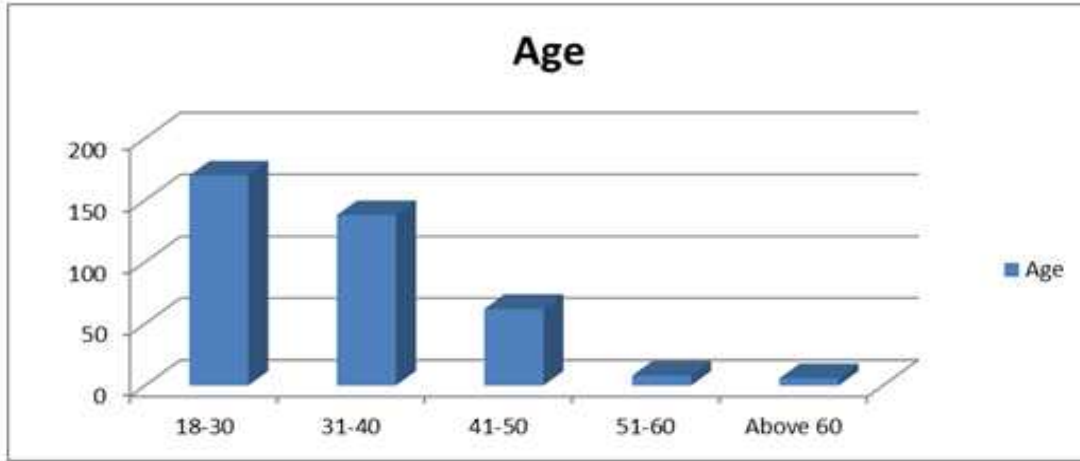
The first part of the questionnaire consists of the demographic characteristics of respondents that requested a limited amount of information related to personal and demographic. Accordingly, the following variables about the respondents were summarized and described in the subsequent table. These variables include; gender of respondents, age of respondents, occupation of respondents, education of respondents, income of respondents, and frequency of customers visiting restaurants.

Table 4.3: Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	227	59.1	59.1	59.1
	Female	157	40.9	40.9	100.0
	Total	384	100.0	100.0	

Source: Questionnaire (2019)

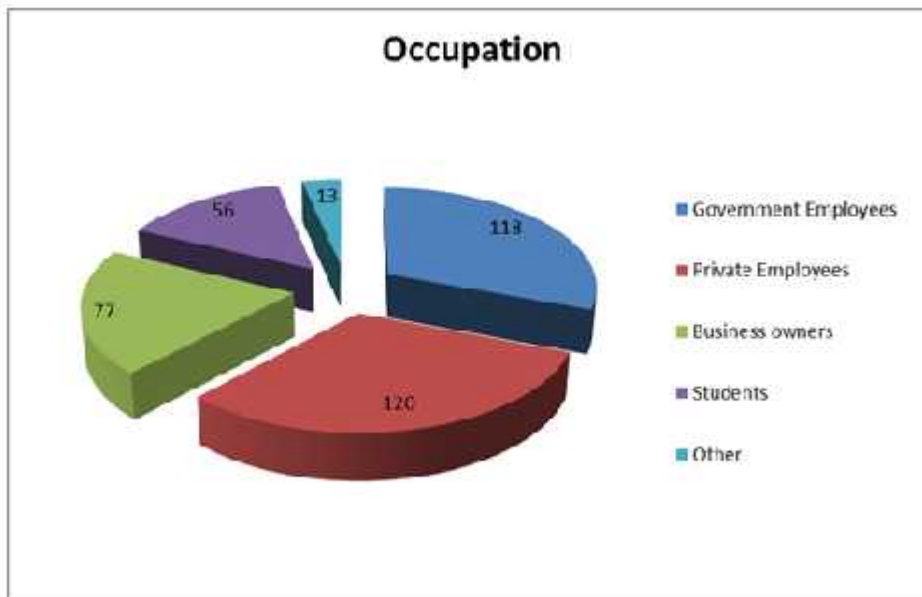
According to the survey result of the researcher, there were 227 male respondents and 157 female respondents who participated in the study totaling of 384 respondents. From this, female respondents account 40.9% whereas male respondents account 59.1%.



Source: Questionnaire (2019)

Figure 4.1.: Age of Respondents

As indicated in the above figure 4.1, the age group has been categorized into five parts. The result shows, those participants belonging to the age group of 18-30 years' account 44.3% for both males and females. The second age group ranging from 31-40 consists of 35.9% of the total respondents, 16.1% of the respondents are aged from 41-50 years of age. The remaining 2.1% and 1.6% of the respondents are found in the age range of 54-60 and above 60 years respectively. From the analysis, it can be generalized that most of the restaurant users are in the age group of 18-30 years.



Source: Questionnaire (2019)

Figure 4.2.: Occupation of Respondents

With regard to occupation of respondents, 62% of the respondents are employees of government offices and private employees, whereas 20.1% of the participants are engaged in their own business. Students account 14.6% of the total. The remaining 3.4% of them are working out of the mentioned fields such as NGO, and International organizations. From this we can conclude that higher number the respondents are engaged in private employees.

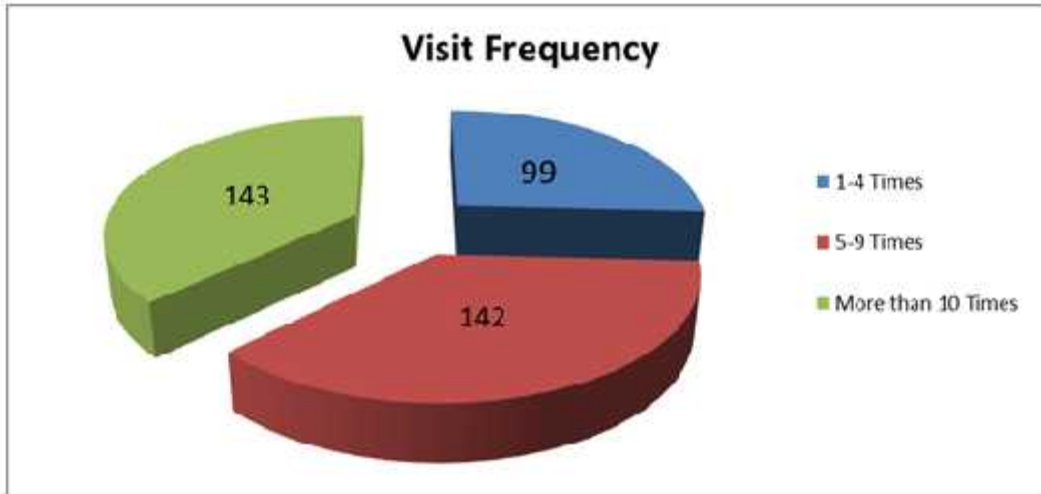
Table 4.4: Education and Income of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Education	Primary/Secondary School	30	7.8	7.8	7.8
	High School	88	22.9	22.9	30.7
	First Degree Graduate	205	53.4	53.4	84.1
	Post Graduate	61	15.9	15.9	100
	Total	384	100.0	100.0	
Income	Up to 5000	124	32.3	32.3	32.3
	5001-10000	108	28.1	28.1	60.4
	10001-20000	104	27.1	27.1	87.5
	Above 20000	48	12.5	12.5	
	Total	384	100.0	100.0	100.0

Source: Questionnaire (2019)

Concerning educational qualification of respondents those who are in primary and secondary school accounts 7.8 %. From the level of education, high school consists of 22.9%. Majority of the respondents accounting 53.4% have an educational qualification of first degree. A post graduate poses the remaining.15.9% out of the total participants.

The other demographic characteristic deals with the description of participants' income level. Out of the identified income levels, majority of the respondents (32.3%) get a monthly income of up to 5000birr per month, followed by those 28.1% participants getting a monthly income of 5001-10000birr per month. 27.1% of the respondents' monthly income fall in the range of 10001-20000 birr per. The remaining 12.5% of them get a monthly income above 20000 birr per month. From this we can conclude that majority of the respondents have first degree and get monthly income up to 5000 birr.



Source: Questionnaire (2019)

Figure 4.3: Visit Frequency

In relation to the frequency of using (Consuming) in restaurant, 37% of the respondents visit restaurants to get service 5-9 them in a month. 37.2% said they visit restaurants more than ten times in month. The remaining 25.8% of them visit restaurants 1-4 times a month.

4.5 Service Failure Experience

Pertaining service failure experience, the respondents were requested if they ever experience a failure while getting a service in a restaurant. As it is shown in the table below out of the total 384 participants 331 (86.2) of them have experienced a service failure while the remaining 53 (13.8%) haven't experienced service failure while getting restaurant service. Therefore, majority of the respondents have experienced service failure problems.

Table 4.5: Have you ever experienced a service failure while using a restaurant?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	331	86.2	86.2	86.2
	No	53	13.8	13.8	100.0
	Total	384	100.0	100.0	

Source: Questionnaire (2019)

To identify the kind of failure they experience, the 331 respondents who have experienced service failure were requested to identify what kind of failure they experience from the alternatives available.

Table 4.6: Types of Service Failure Experienced by Consumers

	Alternatives	Frequency
Service failures	Slow service	11
	Inefficient staffs	7
	Incorrect billing	10
	Reservation missing	2
	Advertisement promises not met	5
	Food and beverage quality problem	13
	Poor cleanliness	10
	Untidy staffs	3
	Unfriendly staffs	5
	Lacking in ambience	4
	All	9
	More than one but not all	252

Source: Questionnaire (2019)

As it can be seen in the above table most of the participants which account 252 have experienced a service failure in more than the identified type of service failures. Service failures only as a result of slow service were experienced by 11 respondents. Inefficient staffs, incorrect billing and Reservation missing are also other failure types experienced by 7, 10 and 2 of the respondents respectively. 5, 13 and 10 of the respondents expressed the only failure they encounter in their stay in restaurants were Advertisement promises not met, Food and beverage quality problem and Poor cleanliness respectively. The remaining service failures which are Untidy staffs, Unfriendly staffs and Lacking in ambience were also experienced exclusively by 3, 5 and 4 of the respondents respectively. Finally, out of the total participants who have experienced service failure 9 of them have experienced all the identified failure in their stay in the restaurants. So that greater number of the respondents replied that they have encountered more than of the above service failure problem but not all of them.

4.6 Discussion of Results

4.6.1 Descriptive Analysis

The analysis of this study was done using descriptive statistic. The purpose of descriptive survey is to collect detailed and factual information that describe an existing phenomenon. The reason why the research chose descriptive type of research is to clearly assess the impact of service recovery strategy on customer satisfaction, and loyalty. Similarly, explanatory research design was used to identify the relationship between independent and dependent variables. Regarding the coding of variables or dimensions used on the survey; a Likert-type question, employing five scales which are 5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree and 1 = Strongly disagree, were used to measure their response. The mean level of agreement between the group or of the group is categorized on the scale; SA = Strongly Agree (4.51 or greater); A = Agree (3.51 – 4.50); N = Neutral (2.51 – 3.50); D = Disagree (1.51 – 2.50); and, SD = Strongly Disagree (1.49 or less) (Dancey, and Reidy, 2004)

Since the study has used more than two questions in order to measure each dimension the study has used the average of those questions raised. For example, to measure procedural justice, four questions were used, as a result a respondent may score a maximum of 20 (most favorable attitude) and a minimum of 4 (least favorable attitude). Scholars (e.g. Covin et al., 2006; Belay, 2012) recommended using the average of the item scores to measure the value of construct. The same technique applies to all other constructs with a Likert-scale.

4.6.2 Regression Analysis

The study has used the regression coefficients to test the magnitude of the relationship and effect between dependent and independent variables which is the effect of service recovery effort made by restaurants on customer's satisfaction and loyalty.

Ordinary Least Squares (OLS) regression model was used to indicate the major explanatory variables that influence the satisfaction and loyalty of customers. Ordinary least squares regression model (OLS) is a generalized linear modeling technique that may be used to model a single response variable which has been recorded on at least an interval scale. According to Glass et, al. (2003), OLS models the relationship between a dependent variable and a collection of independent variables. The technique may be applied to single or multiple explanatory variables and also categorical explanatory variables that have been appropriately coded (Hutcheson, 2011).

Before estimating any model, it is a must to check the validity of the model properly. To this respect necessary assumption tests were made.

In regression model the relationship between the dependent variable and the independent variables is expressed as a linear combination of the independent variables plus an error term. Following Pagano (2003), the multiple linear regression models for customers' satisfaction and customers' loyalty due to service recovery is specified separately as follow:

$$CS = \theta_0 + \theta_1 PJ + \theta_2 IAJ + \theta_3 DJ + \epsilon$$

Where: CS= Customer Satisfaction

θ_0 is regression constant,

$\theta_1, \theta_2, \theta_3$ are coefficient,

PJ= Procedural Justice, IAJ= Interactional Justice, DJ= Distributive Justice

$$CL = \beta_0 + \beta_1 PJ + \beta_2 IAJ + \beta_3 DJ + \epsilon$$

Where: CL= Customer Loyalty

β_0 is regression constant,

$\beta_1, \beta_2, \beta_3$ are coefficients

ϵ is error term

PJ= Procedural Justice, IAJ= Interactional Justice, DJ= Distributive Justice

Where the $\beta_1, \beta_2, \beta_3$ are regression coefficients of independent variables, PJ, IAJ and DJ are column vectors for the independent variables in this case; Procedural Justice, Interactional Justice, Distributive Justice, and ϵ is a vector of errors of prediction. The errors are assumed to be normally distributed with an expected value of zero and a common variance.

$$CL = \beta_0 + \beta_1 CS + \epsilon$$

Where: CL= Customer Loyalty

CS= Customer Satisfaction

β_0 is regression constant, β_1 is coefficient

Where the β_1 is regression coefficient of independent (mediation) variable, CS is vector for the independent variable; Customer Satisfaction, and ϵ is a vector of error of prediction. The error is assumed to be normally distributed with an expected value of zero and a common variance.

4.6.2.1 Assumption Test for Regression Analysis

A. Assumption Test for Service Recovery Variables and Customer Satisfaction

According to Andy Field (2006), in order to undertake valid multiple linear regression, there are certain important assumptions that needs to be fulfilled. These assumptions are; Normality of the distribution, Linearity, Homoscedasticity, Independent of Residuals and Multicollinearity.

For the study undertaken these assumptions were tested before proceeding to the regression model. The results of the test are discussed and presented in the form of table and figures in the following paragraphs.

Assumption One: Normality

The first assumption in multiple regressions is the normality assumption which states, in order to make valid inference from the regression, the residuals of the regression should follow a normal distribution. We can check the normality of a distribution by using the skewness and kurtosis. If the skewness and kurtosis statistics for all variables is within the acceptable range (-1 to +1) then it is considered normal.

Table 4.7: Descriptive Statistics of Normality

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Procedural Justice	331	1.00	5.00	3.2598	.96849	-.440	.134	-.520	.267
Interactional Justice	331	1.00	5.00	3.4177	.88497	-.468	.134	-.224	.267
Distributive Justice	331	1.00	5.00	3.1888	1.00408	-.223	.134	-.719	.267
Service recovery effect on Customers' Satisfaction	331	1.00	5.00	3.3588	1.01292	-.706	.134	-.351	.267
Valid N (listwise)	331								

Source: SPSS Output (2019)

The above table displays the normality of the variables using Skewness and Kurtosis. Hence, as it can be seen in the table above all the variables fall within this range therefore, the variables have fulfilled the assumption of normality.

Assumption Two: Linearity

The second assumption to consider is linearity, which means the predictor variable in the regression should have a straight-line relationship with the outcome variable. To check the linearity of a give data P-P plot can be used. As a result, the points in the plot should be symmetrically distributed around a diagonal line, with a roughly constant variance to be considered linear. Hence using visual inspection of the scatter plot, it can be suggested about the linearity. But if residuals are normally distributed and homoscedastic, we do not have to worry about linearity.

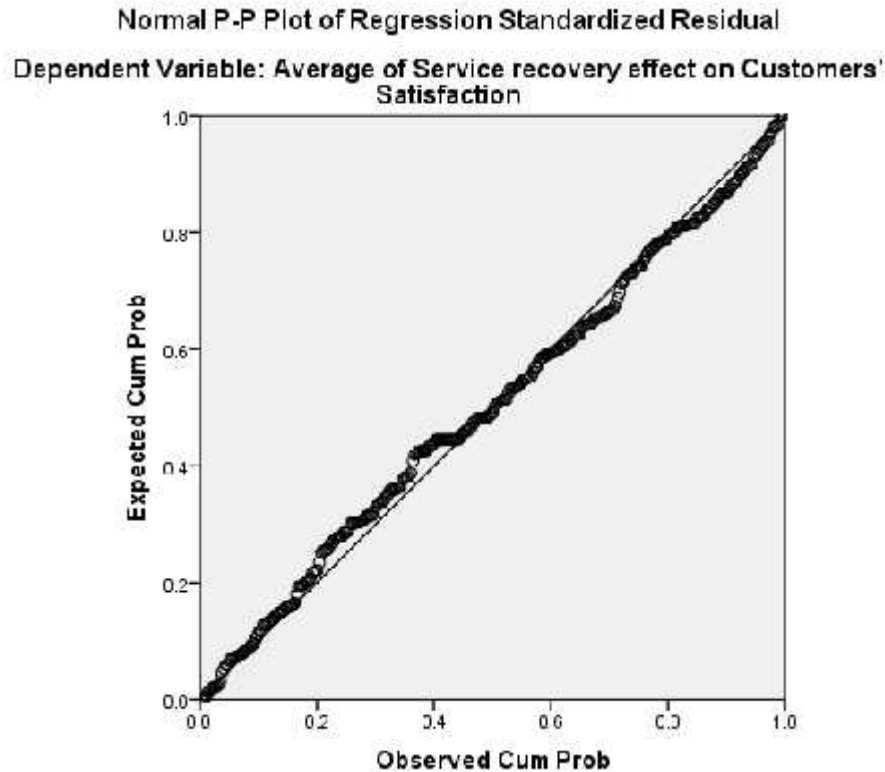


Figure 4.4: P-P Plot for customers' satisfaction

Based on Figure 4.3 it is possible to suggest whether linearity assumption is fulfilled or not. A visual inspection suggests that the relationship of the dependent variable with each of the independent variables is linear. Hence, the variables met the linearity assumption.

Assumption Three: Homoscedasticity

Homoscedasticity refers to whether residuals are equally distributed, or whether they tend to bunch together at some values, and at other values spread apart. It checks to as equality of variance or homogeneity of variance. Homoscedasticity assumption is checked by plotting the predicted values and residuals on scatter plot. A given data is Homoscedasticity if it looks somewhat like shotgun blast of randomly distributed data.

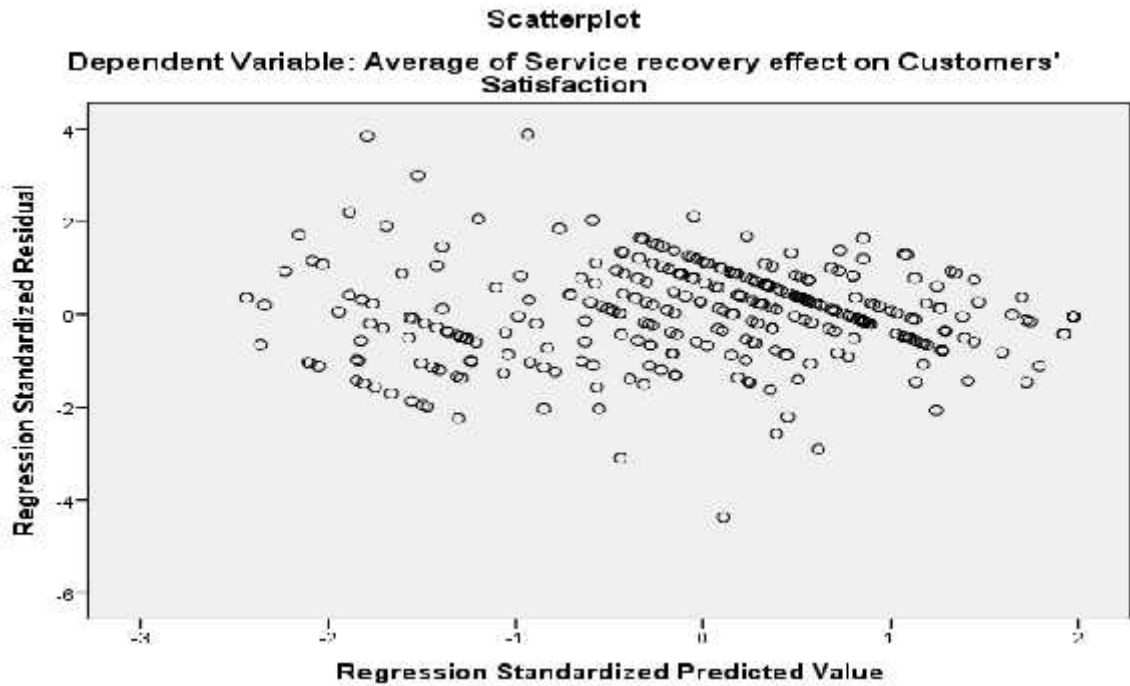


Figure 4.5: Scatter Plot for customers' satisfaction

As it can be seen the scatter plot diagram, the residuals are dispersed all over the diagram which implies the residuals are spreaded enough to satisfy this assumption.

Assumption Four: Independent of Residuals

The Durbin-Watson statistic is used to test for independent of residuals. The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson statistic is approximately 2, and an acceptable range is from 1.50 to 2.50.

Table 4.8: Independent of Residuals

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.835 ^a	.697	.694	.56052	2.020

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

b. Dependent Variable: Average of Service recovery effect on Customers' Satisfaction

Source: SPSS Output, (2019)

The above table displays the independent of residuals assumption. Durbin-Watson statistics is 2.020, close to 2 and it is within the acceptable range. Hence, the researcher assumed independence of residuals assumption is satisfied.

Assumption Five: Multicollinearity

Multicollinearity is a statistical phenomenon when your predictor variables are highly correlated with each other. This is an issue, as the regression model will not be able to accurately associate variance in your outcome variable with the correct predictor variable, leading to muddled results and incorrect inference. In order to detect the existence of multicollinearity one can compute tolerance values and Variance Inflation Factor (VIF) for each independent variable or check the correlation matrix and look for coefficients with magnitude of 0.80 and above. Multicollinearity exists when Tolerance is below 0.10; and the average variance inflation factor (VIF) is greater than 10 and greater than 5 in best cases. Therefore, the researcher has used this technique to test this assumption.

Table 4.9: Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Average of Procedural Justice questions	.458	2.184
Average of Interactional Justice questions	.425	2.353
Average of Distributive Justice questions	.367	2.727

Source: SPSS Output, (2019)

As it can be seen in the above tables the tolerance level of the independent variables are above 0.1 and the VIF value is below 5. From this finding it is clear that Multicollinearity does not exist which means Multicollinearity is not a treat for this data set.

B. Assumption Test for Service Recovery Variables and Customers' Loyalty

This section test the same assumptions discussed in the upper section. But the test is made on the three explanatory variables (procedural justice, interactional justice and distributive justice) and customers' loyalty.

Assumption One: Normality

Similarly, the normality distribution assumption is tested using the skewness and kurtosis.

Table 4.10: Descriptive Statistics of Normality

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Procedural Justice	331	1.00	5.00	3.2598	.96849	-.440	.134	-.520	.267
Interactional Justice	331	1.00	5.00	3.4177	.88497	-.468	.134	-.224	.267
Distributive Justice	331	1.00	5.00	3.1888	1.00408	-.223	.134	-.719	.267
Service recovery effect on Customers' Loyalty	331	1.00	5.00	3.3573	1.05053	-.687	.134	-.354	.267
Valid N (listwise)	331								

Source: SPSS Output (2019)

As it is depicted in the table above all the variables fall within this range of -1 and 1, as a result the variables have fulfilled the assumption of normality.

Assumption Two: Linearity

The second assumption checked is linearity. To check the linearity P-P plot was used and presented in the figure below.

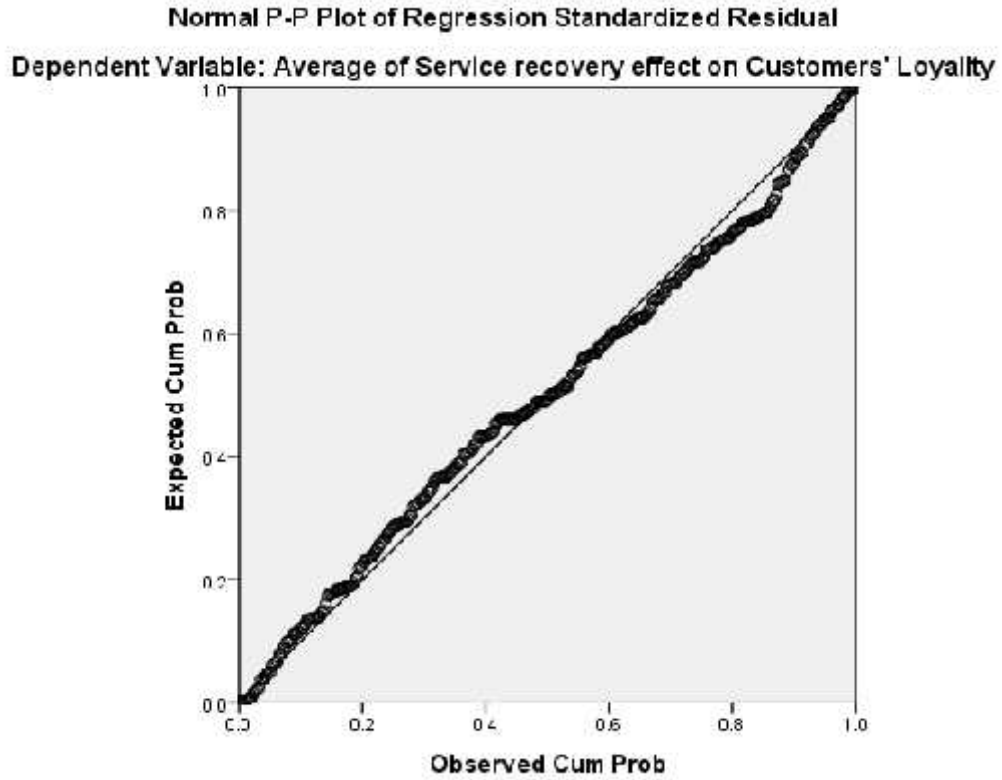


Figure 4.6: P-P Plot for customers' Loyalty

As it is seen in the figure the variables are found to have a linear relationship with each other. Hence, the variables met the linearity assumption.

Assumption Three: Homoscedasticity

Homoscedasticity assumption is checked using the following scatter plot diagram.



Figure 4.7: Scatter Plot for Customer's loyalty

As depicted in the scatter plot generated it is evident that the residuals are distributed far enough to satisfy the assumption of Homoscedasticity.

Assumption Four: Independent of Residuals

The next assumption tested was independence of residuals. In order to do so, Durbin-Watson statistic is used.

Table 4.11: Independent of Residuals

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.794 ^a	.630	.626	.64215	2.058

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

b. Dependent Variable: Average of Service recovery effect on Customers' Loyalty.

Source: SPSS Output, (2019)

According to the above SPSS outcome of test of independence of residuals, the Durbin-Watson statistics is found to be 2.058. Hence, the study assumed independence of residuals assumption is satisfied.

Assumption Five: Multicollinearity

Finally, the last assumption tested to adopt regression model was Multicollinearity, which is tested using tolerance values and Variance Inflation Factor (VIF) for each independent variable. As discussed in the upper section, Multicollinearity exists when Tolerance is below 0.10; and the average variance inflation factor (VIF) is greater than 10 and greater than 5 in best cases. Therefore, the researcher has used this technique to test this assumption.

Table 4.12: Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Average of Procedural Justice questions	.458	2.184
Average of Interactional Justice questions	.425	2.353
Average of Distributive Justice questions	.367	2.727

Source: SPSS Output, (2019)

As it can be seen in the above tables the tolerance level of the independent variables are above 0.1 and the VIF value is below 5. From this finding it is clear that Multicollinearity does not exist which means Multicollinearity is not a threat for this data set.

C. Assumption Test for Customer Satisfaction Variable and Customer's Loyalty

Assumption One: Normality

The first assumption in regressions is the normality assumption which states, in order to make valid inference from the regression, the residuals of the regression should follow a normal distribution. We can check the normality of a distribution by using the skewness and kurtosis. If the skewness and kurtosis statistics for all variables is within the acceptable range (-1 to +1) then it is considered normal.

Table 4.13: Descriptive Statistics of Normality

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Customers' Satisfaction	331	1.00	5.00	3.1788	1.14808	-.417	.172	-1.043	.342
Customers' Loyalty	331	1.00	5.00	3.1788	1.20520	-.388	.172	-1.038	.342
Valid N (listwise)	331								

As it is depicted in the table above all the variables fall within this range of -1 and 1, as a result the variables have fulfilled the assumption of normality. Similarly, visual inspection of the normality diagram shows the normality of the variables.

Assumption Two: Linearity

The second assumption checked was linearity. To check the linearity P-P plot was used and presented in the figure below.

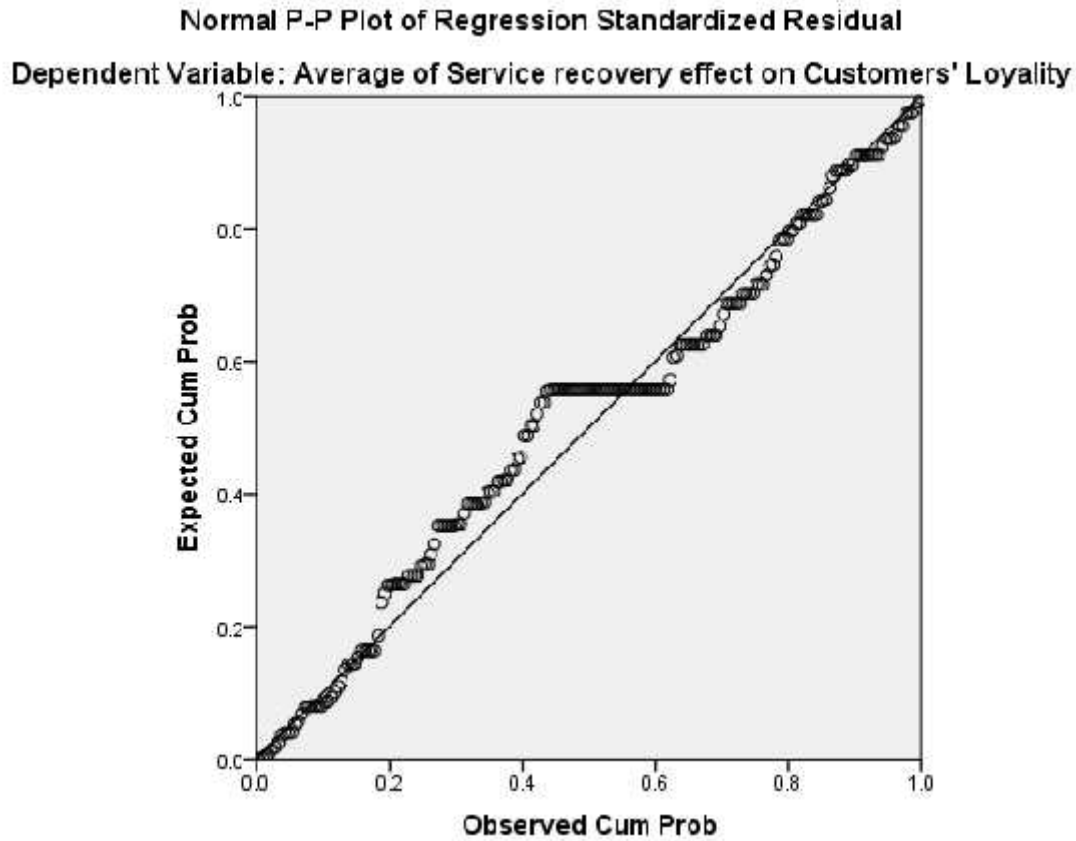


Figure 4.8: P-P Plot for Recovery Satisfaction on Customer's Loyalty

As it is seen in the figure the variables were found to have a linear relationship with each other. Hence, the variables met the linearity assumption.

Assumption Three: Homoscedasticity

Since the even distribution of residuals are required in conducting regression, Heteroscedasticity assumption is checked by plotting the predicted values and residuals on scatter plot. A given data is free of Heteroscedasticity, if it looks somewhat like shotgun blast of randomly distributed data.

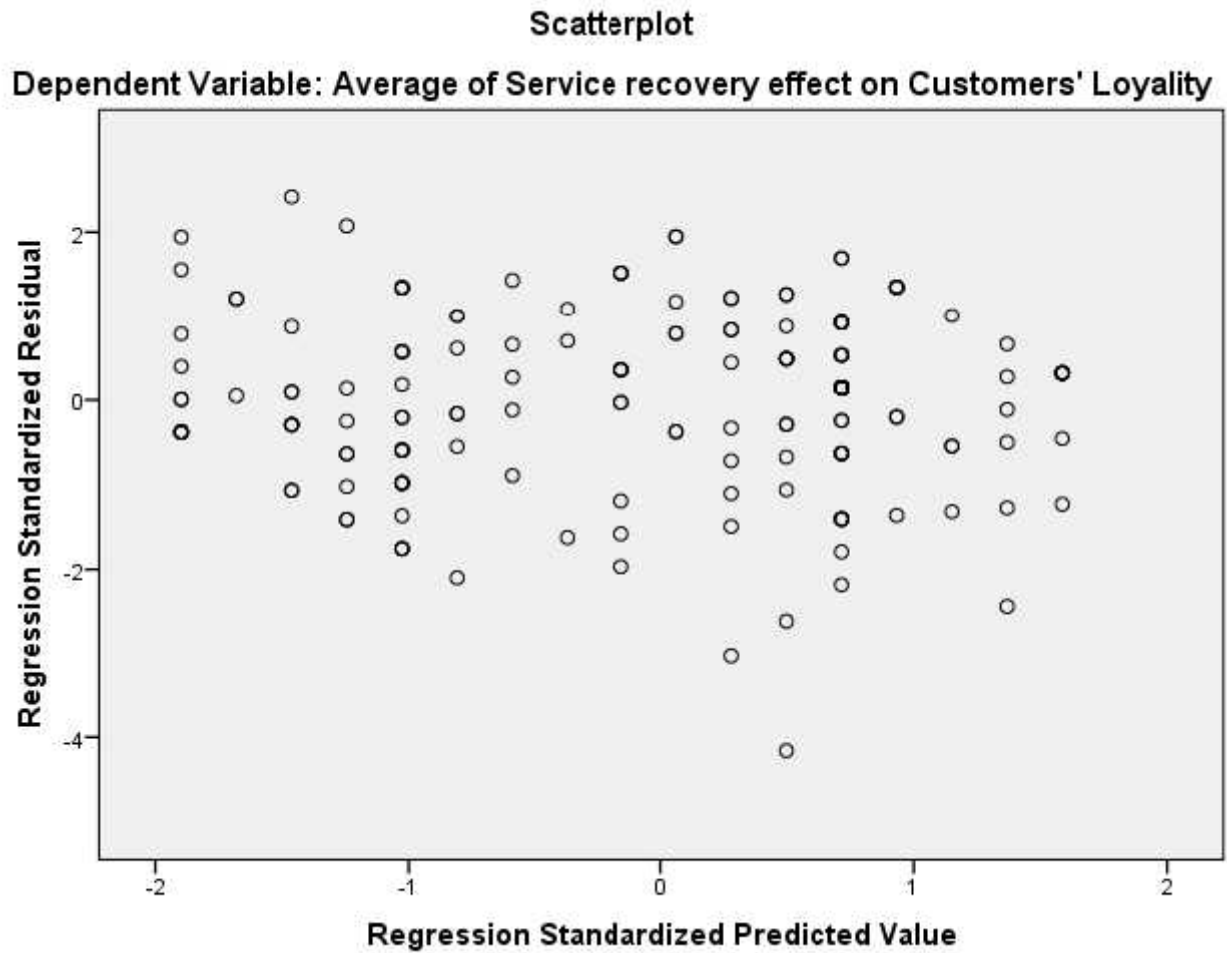


Figure 4.9: Scatter Plot for Recovery Satisfaction on Customer's Loyalty

As depicted in the scatter plot generated it is evident that the residuals are distributed far enough to satisfy the assumption of Homoscedasticity.

Assumption Four: Independent of Residuals

The Durbin-Watson statistic is used to test for independent of residuals. The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson statistic is approximately 2, and an acceptable range is from 1.50 to 2.50.

Table 4.14: Independent of Residuals

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.845 ^a	.714	.713	.64567	2.394

a. Predictors: (Constant), Customers' Satisfaction

b. Dependent Variable: Customers' Loyalty

Since the value of the Durbin-Watson statistics is 2.394, which is within the acceptable range and highly close to 2, the researcher assumed independence of residuals assumption was satisfied.

4.6.2.2 Results of the Three Service Recovery Dimensions, Customer Satisfaction, and Customer's Loyalty

This part deals with identification of the service recovery dimensions that significantly affect customer satisfaction, and loyalty.

A. Determinant Factors of Customer Satisfaction on Service Recovery

The multiple linear regression analysis was used to examine the relationship between the customers' satisfaction with the several explanatory variables. The outcome of the analysis is described in the lower table. The dependent variable in the analysis is customers' satisfaction. The level of significance is kept 0.05 because of the primary nature of data that has the probable chances of being uncertain.

Table 4.15: Econometric Results of Customers Satisfaction Determinant Factors

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.835 ^a	.697	.694	.56052	2.020

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

b. Dependent Variable: Average of Service recovery effect on Customers' Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.285	.128		2.228	.027
	Procedural Justice	.421	.047	.402	8.938	.000
	Interactional Justice	.388	.053	.077	1.641	.010
	Distributive Justice	.440	.051	.436	8.666	.000

Source: SPSS Output, (2019)

- a. Dependent variable: Customers Satisfaction on service recovery
- b. Significance at 5% significance level

The model developed using the multiple regression output is summarized as follow;

$$CS = 0.285 + 0.421 (PJ) + 0.388(IAJ) + 0.440(DJ)$$

Where:

- CS: Customers Satisfaction
- PJ= Procedural Justice,
- IAJ= Interactional Justice,
- DJ= Distributive Justice

The Adjusted R^2 value of 0.697 shows that about 69.7% of the variation in customer's satisfaction is explained by the identified three explanatory variables.

From the above Regression results table, the Beta under Un-Standardized Coefficients shows from the total explanatory variables identified, Distributive Justice possess the highest effect on customer's satisfaction on service recovery with a beta value of 0.440 which is greater than the other independent variables.

Procedural Justice is also found to be important in explaining customers' satisfaction on service recovery. The variable is statistically significant at 5% level and positive with associated beta value of 0.421, revealing the existence of direct relationship between procedural justice and customers' satisfaction on service recovery effort.

In addition, interactive justice has also a significant positive relationship with customers' satisfaction with a significance level of less than 5% by 0.388.

Hence, from the above econometrics analysis it was found out that all the variables (Service Recovery Dimensions) identified in this study are found to be significantly significant to affect or influence customers' satisfaction on the recovery of the service they receive.

B. Determinant Factors of Customers' Loyalty on Service Recovery

Under here the regression output regarding the effect of the identified explanatory variables on customers' loyalty is presented. Ordinary least square method is used in order to identify the significant level of the explanatory variable, and the outcome of the analysis is discussed below. The level of significance is kept 0.05 because of the primary nature of data that has the probable chances of being uncertain.

Table 4.16: Econometric Results of Customer’s Loyalty Determinant Factors

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.794 ^a	.630	.626	.64215	2.058

Predictors: (Constant), Average of Distributive Justice questions, Average of Procedural Justice questions, Average of Interactional Justice questions.

b. Dependent Variable: Average of Service recovery effect on Customers' Loyalty.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.250	.146		1.705	.049
	Procedural Justice	.389	.054	.358	7.203	.000
	Interactional Justice	.171	.061	.144	2.796	.005
	Distributive Justice	.394	.058	.376	6.773	.000

Source: SPSS Output, (2019)

- a. Dependent variable: Customers Loyalty on service recovery
- b. Significance at 5% significance level

The model developed using the multiple regression output is summarized as follows:

$$CL = 0.250 + 0.389 (PJ) + 0.171(IAJ) + 0.394(DJ)$$

Where:

- CL: Customers Loyalty
- PJ= Procedural Justice,
- IAJ= Interactional Justice,
- DJ= Distributive Justice

As illustrated in above table, about effect of the identified dimensions of service recovery on customer's loyalty, the Adjusted R^2 value is found to be 0.626 which implies, about 62.6% of the variation in customers loyalty is explained by the explanatory variables.

Distributive justice indicator was given priority to explain customers' loyalty with a beta value of 0.394 at 5% level of significance exerting a positive effect.

Procedural justice is also found to statistically influence customers' loyalty when it comes to service recovery at 5% level of significance with a beta value of 0.389, which gives it the second rank to affect customers' loyalty positively.

The last explanatory variable with a relatively lower influence is found to be interactional justice with a beta value of 0.171 at 5 % level of significance having a positive effect on customers' loyalty.

Generally, the outcome of the identified variables pertaining service recovery indicated above shows that, all the variables included in the study could significantly explain at 95% confidence level to the variation on the dependent variable.

C. Determinant Factors of Customers' Loyalty on Customers Satisfaction

Under here the regression output regarding the effect of the identified explanatory variable on customers' loyalty is presented. Ordinary least square method is used in order to identify the significant level of the explanatory variable, and the outcome of the analysis is discussed below. The level of significance is kept 0.05 because of the primary nature of data that has the probable chances of being uncertain.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.845 ^a	.714	.713	.64567	2.394

a. Predictors: (Constant), Customers' Satisfaction

b. Dependent Variable: Customers' Loyalty

Table 4.16: Econometric Results of Customer's Loyalty on Customer Satisfaction

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.358	.135		2.660	.008		
Customers' Satisfaction	.887	.040	.845	22.256	.000	1.000	1.000

Source: SPSS Output, (2019)

Dependent Variable: Customers' Loyalty

The model developed using the regression output is summarized as follows:

$$CL = 0.358 + 0.887(CS)$$

Where: CL= Customer Loyalty

CS= Customer Satisfaction

As shown in the SPSS output of the above regression, the Adjusted R^2 value of 0.713 shows that about 71.3% of the variation on the loyalty of customers was explained by their level of satisfaction.

From the above Regression results table, the Beta under Un-Standardized Coefficients shows customers' satisfaction has an effect of 0.887 units on their level of loyalty. When customers' satisfaction increases their level of loyalty also increases. So the study concludes that customer satisfaction has positive effect on customer loyalty.

4.6.3 Correlation Analysis

To analyze the relationship that exists between them, Karl Pearson's Coefficient of Correlation (Pearson Product Moment Correlation Coefficient) was used. The study has used Pearson correlation coefficient to test the proposition to check the existence of significant relationship among the three dimensions (Procedural Justice, Interactional Justice and Distributive Justice) with customer satisfaction and loyalty. The finding related to each dimensions are depicted as follows.

4.6.3.1 Correlation Analysis Regarding the Relationship between Service Recovery Dimensions, and Customer Satisfaction

A correlation analysis is used to measure the extent of the relationship between variables (x and y). The measurement used for this purpose is the correlation coefficient. This is a numerical value ranging -1 to +1 that measures the strength of the linear relationship between two quantitative variables.

Such coefficients vary between -1.00 and +1.00 with the former showing that there is a perfect negative relationship and the latter shows that there is perfect positive relationship between variables where 0 shows no relationship. These values are rarely encountered in real world situations, but they are good benchmarks for evaluating the correlation coefficient of any data collection.

Dancey and Reidy (2004), state that a correlation result which is 0 indicates zero correlation, a result which is between 0.1 and 0.3 indicates a weak correlation among variables, a result which is between 0.4 and 0.6 shows a moderate correlation, a result between 0.7 and 0.9 indicates a strong correlation among variables, while a result which is equal to 1 indicates perfect correlation.

Regarding the relationship that exists between customer satisfaction and the three service recovery dimensions are presented in this section. Each dimension consists of different items believed to measure each dimensions.

Table 4.18: Correlation Analysis Result of Service Recovery Dimensions and Customer Satisfaction

		Correlations			Service recovery effect on Customers' Satisfaction
		Procedural Justice	Interactional Justice	Distributive Justice	
Procedural Justice	Pearson Correlation	1	.653**	.711**	.762**
	Sig. (2-tailed)		.000	.000	.000
	N	331	331	331	331
Interactional Justice	Pearson Correlation	.653**	1	.735**	.660**
	Sig. (2-tailed)	.000		.000	.000
	N	331	331	331	331
Distributive Justice	Pearson Correlation	.711**	.735**	1	.778**
	Sig. (2-tailed)	.000	.000		.000
	N	331	331	331	331
Service recovery effect on Customers' Satisfaction	Pearson Correlation	.762**	.660**	.778**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	331	331	331	331

** . Correlation is significant at the 0.05 level (2-tailed)

Source: SPSS Output (2019).

From the above table it can be seen that all of items have a positive and statistically significant relationship with customers' satisfaction although the strength of their

relationship varies across the different service recovery dimensions. This shows that the need to satisfy all dimensions to establish ultimate satisfaction with customers with regard to service recovery. The highest and strongest relationship is found between distributive justice dimension and customer satisfaction which is 0.778, based on Dancey and Reidy (2004) it indicates the relationship is strong which connotes on the importance of this dimension in service recovery.

There is also a significant positive relationship between customer satisfaction and procedural justice, and customer satisfaction and interactional justice with result of 0.762 and 0.660 respectively, which implies direct and strong relationship with procedural justice and moderate relationship with interactional justice.

Generally, it can be seen that all the service recovery dimensions have a positive and significant relationship with customer satisfaction, where distributive justice and procedural justice has strong relationship and interactional justice possesses moderate relationship.

4.6.3.2 Correlation Analysis Regarding the Relationship between Service Recovery Dimensions, and Customers' Loyalty

This section deals with the relationship that exists between customers' loyalty and the three service recovery dimensions developed for this study.

Table 4.19: Correlation Analysis Result of Service Recovery Dimensions and Customer Loyalty

		Correlations			
		Service recovery effect on Customers' Loyalty	Procedural Justice	Interactional Justice	Distributive Justice
Service recovery effect on Customers' Loyalty	Pearson Correlation Sig. (2-tailed) N	1 331	.720** .000 331	.655** .000 331	.737** .000 331
Procedural Justice	Pearson Correlation Sig. (2-tailed) N	.720** .000 331	1 .000 331	.653** .000 331	.711** .000 331
Interactional Justice	Pearson Correlation Sig. (2-tailed) N	.655** .000 331	.653** .000 331	1 .000 331	.735** .000 331
Distributive Justice	Pearson Correlation Sig. (2-tailed) N	.737** .000 331	.711** .000 331	.735** .000 331	1 331

** . Correlation is significant at the 0.05 level (2-tailed)

Source: SPSS Output (2019).

As it can be seen in the above correlation matrix which shows the relationship among the three service recovery dimensions and customers' loyalty, all dimensions are found to have a positive and statistically significant relationship with customers' loyalty.

The strongest and direct relationship is found to be between distributive justice and customers' loyalty with a correlation coefficient of 0.737. According to Dancey and Reidy (2004), since the value is within the range of 0.7-0.9, the relationship is considered as strong.

The relationship between customers' loyalty and procedural justice is also found to have a direct, statistically significant and strong relationship with customers' satisfaction.

The last dimension which is interactional justice is found to have a positive and moderate relationship at 5% level of significance.

From the finding it can be inferred that all service recovery dimensions have a statistically significant positive relationship with customers' loyalty.

4.6.3.3 Correlation Analysis Regarding the Relationship between Customers Satisfaction, and Customers' Loyalty

This section deals with the relationship that exists between customer's satisfaction, and customers' loyalty.

Table 4.20: Correlation Analysis Result of Customers Satisfaction, and Customer Loyalty

		Correlations	
		Customers' Satisfaction	Customers' Loyalty
Customers' Satisfaction	Pearson Correlation	1	.876**
	Sig. (2-tailed)		.000
	N	331	331
Customers' Loyalty	Pearson Correlation	.876**	1
	Sig. (2-tailed)	.000	
	N	331	331

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

Source: SPSS Output (2019).

As it can be seen in the above correlation matrix which shows the relationship among recovery satisfaction, and customers' loyalty, the mediation variable which is customer satisfaction have a positive and statistically significant relationship with customers' loyalty with a correlation coefficient of 0.876. According to Dancey and Reidy (2004), since the value is within the range of 0.7-0.9, the relationship is considered as strong.

4.6.4 Test of the Hypothesis

This section deals with the test of hypothesis developed in the first chapter of this study. The test is based on the econometrics analysis conducted in the above section.

H₀1: Procedural justice oriented recovery has positive relationship with customers' recovery satisfaction.

In the previous multiple and customer satisfaction with a beta value of 0.421 and correlation coefficient of 0.762 with less than 0.05*p* value. Therefore, the hypothesis is accepted.

H₀2: Interactional justice oriented recovery has positive relationship with customers' recovery satisfaction.

The second service recovery dimension which is interactional justice oriented recovery shows a beta score of 0.388 with a significance level less than 0.05 and correlation coefficient of 0.660. From the result it can be concluded that there is a relatively small but positive effect on customer's satisfaction on the service recovery. In this regard the hypothesis is accepted.

H₀₃: Distributive justice oriented recovery has positive relationship with customers' recovery satisfaction.

The last dimension distributive justice oriented recovery has a statistically significant and direct effect customer satisfaction on the service recovery with relatively higher beta value of 0.440 and correlation coefficient of 0.778. Therefore, as per the finding, the third assumption will also be accepted.

H₀₄: Recovery satisfaction has a positive relationship with customer's loyalty in restaurants in Addis Ababa.

The regression and correlation analysis regarding the effect and relationship between recovery satisfaction, and customer's loyalty shows that satisfaction recovery has significant direct effect on customer loyalty with higher beta value of 0.887, and correlation coefficient of 0.876. Hence, we can say that recovery satisfaction has a positive relationship with customer's loyalty.

Therefore, based on the analyzed data it is found that all the identified hypothesis's will be accepted because all dimensions has an effect (impact) on customers' satisfaction on the service recovery, recovery satisfaction has a positive relationship with customer's loyalty.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMENDATION

This chapter deals with summary of major finding, conclusions and recommendations. The main purpose of the study was to assess the role of service recovery strategy on customer satisfaction, and loyalty in restaurant businesses in Addis Ababa. To achieve the objective of the study, relevant literature was reviewed and quantitative data were collected through questionnaire filled by restaurant consumers. The data collected through questionnaire were presented, analyzed, interpreted and discussed using statistical package for social science (SPSS 20.0) version. Thus, based on the analysis the following findings were written, conclusions drawn, and recommendations forwarded for restaurant owners, and specialists.

5.1 Summary of Findings

Primary data was gathered by using structured questionnaire. A total of 384 structured questionnaires were distributed to restaurant consumers in four sub cities in Addis Ababa through simple random sampling techniques. Quantitative descriptions were applied on the data gathered to analyze the information obtained. By undertaking a detailed analysis of the situation, the following findings were obtained:

- The regression result shows that all service recovery dimensions have significant role or influence on customer satisfaction on the recovery of the service they receive, and customer's loyalty. Accordingly, distributive justice possesses the highest effect on customer satisfaction on service recovery with a beta value of 0.440 at 5% level of significance which is greater than the other independent variables. Procedural justice and interactional justice has also a significant positive relationship with customer satisfaction on service recovery effort with a beta value of 0.421, and 0.338 at 5% level of significance.

- The regression result between the three service recovery dimensions, and customer's loyalty shows that all service recovery dimensions have significant role or influence on customer's loyalty on the recovery of the service they receive. Distributive justice indicator was given priority to explain customers' loyalty with a beta value of 0.394 at 5% level of significance exerting a positive effect followed by procedural justice at 5% level of significance with a beta value of 0.389, and interactional justice with a relatively lower influence with a beta value of 0.171 at 5 % level of significance having a positive effect on customers' loyalty.

- The regression result between recovery satisfaction, and customer's loyalty shows that satisfaction recovery has significant direct effect on customer loyalty with higher beta value of 0.887.

- The correlation result between the three service recovery dimensions, and customer satisfaction shows that there is positive relationship between the services recover dimensions, and customer satisfaction, and loyalty. The highest and strongest relationship is found between distributive justice dimension and customer satisfaction which is 0.778, based on Dancey and Reidy (2004) it indicates the relationship is strong which connotes on the importance of this dimension in service recovery. There is also significant positive relationship between customer satisfaction and procedural justice, and customer satisfaction and interactional justice with result of 0.762 and 0.660 respectively, which implies direct and strong relationship with procedural justice and moderate relationship with interactional justice.

- The correlation result between the three service recovery dimensions, and customers' loyalty shows that the strongest and direct relationship is found to be between distributive justice and customers' loyalty with a correlation coefficient of 0.737. The relationship between customers' loyalty and procedural justice is also found to have a direct, statistically significant and strong relationship with customers' satisfaction. The last dimension which is interactional justice is found to have a positive and moderate relationship at 5% level of significance.

- Finally, recovery satisfaction, and customer's loyalty has strong relationship with higher coefficient of correlation of 0.876.

5.2 Conclusions

The main objective of this study was to assess the role of service recovery strategy on customer satisfaction, and loyalty in restaurant businesses in Addis Ababa. Following the findings of the study, several conclusions could be made. An effective service recovery strategy is essential to increase customer satisfaction, and loyalty. It is estimated that it is five times more expensive to attract a new customer than to retain existing ones. A perfect recovery strategy is essential for organizations to advance in customer retention by resolving the failure condition. A well-designed, well-documented service recovery strategy also provides information that can be used to improve service as part of a continuous improvement effort. Therefore, it is important for the service provider to put in place effective service recovery strategies to alter undesirable consequences of failures.

First of all, this research found three variables which had direct effects on customer satisfaction, and loyalty, namely procedural justice, interactional justice, and distributive justice. As the result, this study also recommended suggestions to attain customer satisfaction, and loyalty through effective service recovery strategy.

Accordingly, in the regression analysis, service recovery strategy categorized under procedural justice, interactional justice, and distributive justice have significant positive effect on customer satisfaction, and loyalty.

Moreover, the correlation analysis shows that service recovery strategy has positive correlation with customer satisfaction, and loyalty. In addition, those customers who are satisfied with the service recovery strategies become loyal customers. Finally, the study concludes that service recovery strategy has significant positive effect on customer satisfaction, and loyalty.

5.3 Recommendations

- Customer satisfaction and loyalty has becoming an important factor for success, and staying in the restaurant business. So that restaurant owners or managers should conduct regular customer survey to identify the kind of service failure and to know the level of customer satisfaction in their restaurants.
- Since majority of the respondents encountered service failure problem, restaurants have to work harder in order to satisfy their customers specially by focusing on the service recovery strategy.
- Procedural justice has significant positive effect on customer's satisfaction and loyalty as a result restaurants have to respond customer complaints promptly. Friendly standard policies and rules have to be in place to tackle such failures. For instance, if an order was delayed the restaurant have to offer an apology with the reason for the delay.
- Interactional justice has significant positive effect on customer satisfaction and loyalty so employees of the restaurant have to be trained to understand the needs of their customers and how to treat their customers. Restaurants have to invest in their employees to develop such skills. This helps their employees to have good interpersonal skills of handling complaints which can in turn improve the image of the restaurant.
- Distributive justice also has significant positive effect on customer satisfaction and loyalty. Effective distributive justice measures are correlated with higher customer satisfaction, and loyalty. Therefore, the management of the restaurant has to consider fair level of compensations to customers.

5.4 Implications for Future Research

This research focused on justice oriented service recovery strategy and its role on customer satisfaction, and loyalty. Therefore, it is important for future researcher to study other service recovery dimensions, and to do similar research on other sectors like Airlines.

Finally, other researchers have to do more studies on other data obtained from additional source (i.e. employees), since this research has only focused on customers of restaurants.

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Other Internet Sources

Central Statistical Agency of Ethiopia web site: www.csa.gov.et

APPENDIX

I. Questionnaire

I am doing research on the role of service recovery strategy on customer satisfaction and loyalty in restaurant businesses and it will be used for Master of Arts Degree Thesis. I would appreciate it if you could please take few minutes of your valuable time to fill the below questionnaire about service failure and firms' recovery efforts that you have experienced recently while you are using a restaurant. All personal data will be kept confidential.

Please fill the appropriate box (es) with a mark 'X' according to your experience. There is no right or wrong answers.

Part I

1. **Gender:** Male Female

2. **Age:** 18-30 31-40 41-50 51-60 Above 60

3. **Occupation:** Government /public service Employed on a private Firm
Business owner Student Other

4. **Education:** Primary/Secondary School High School
Graduate Post Graduate

5. **Monthly Income:** ETB 2,000-5,000 ETB 5,001- 10,000
ETB 10,001-20,000 Above ETB 20,000

6. How often do you consume at restaurants per month?
0-4 5-9 10 or more

Part II

1. Have you ever experienced a service failure while using a restaurant?

Yes No

2. If yes, what kind of service failure (s) did you experience?

Slow service	
Inefficient staff	
Incorrect billing	
Reservation missing	
Advertisement promises not met	
Food and beverage quality problem	
Poor cleanliness	
Untidy/unkempt staff	
Unfriendly and unhelpful staff	
Lacking in ambience	

Part III

Please use the following scale to answer the below questions.

The scale is ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Please put the mark 'X'.

1	2	3	4	5
Strongly Disagree (SDA)	Disagree (DA)	Unsure (US)	Agree (A)	Strongly Agree (SA)

No.	Questions	SDA	DA	US	A	SA
1	The restaurant responded fairly and quickly					
2	I feel the restaurant responded in a timely fashion					
3	I believe the restaurant has fair policies and practices to handle problems					
4	I believe the restaurant handled it in a fair manner					
5	The restaurant treated me in a courteous manner					
6	The restaurant showed real interest in trying to be fair					
7	The restaurant got input from me before handling the problem					
8	The restaurant considered my views in fixing the problem					
9	The final outcome I received was fair given the time and hassle					
10	The efforts of the restaurant resulted in a positive outcome for me					
11	Given the inconvenience, the outcome I received was fair					
12	The outcome that I received in response to the problem was more than fair					

Part IV

Please use the following scale to answer the below questions.

The scale is ranging from 1 (*very dissatisfied*) to 5 (*very satisfied*). Please put the mark 'X'.

1	2	3	4	5
Very dissatisfied (VDS)	Dissatisfied (DS)	Unsure (US)	Satisfied (S)	Very satisfied (VS)

No.	Questions	VDS	DS	US	S	VS
1	I am satisfied with the recovery efforts					
2	In my opinion, the restaurant offered a satisfactory service					
3	As a whole, I am satisfied with the restaurant's recovery efforts					
4	I am pleased with the restaurant's efforts					

Part V

Please use the following scale to answer the below questions.

The scale is ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Please put the mark 'X'.

1	2	3	4	5
Strongly Disagree (SDA)	Disagree (DA)	Unsure (US)	Agree (A)	Strongly Agree (SA)

No.	Questions	SDA	DA	US	A	SA
1	Intention to re-use the restaurant					
2	Intention to recommend the restaurant to friend or family					
3	I would say positive things about the restaurant					
4	I consider this restaurant as my first choice to bring my guests					

**Thank you for your
support!**

ክፍል II

1. ሬስቶራንት በሚጠቀሙበት ወቅት የአገልግሎት መጓደል ገጥሞት ያውቃሉ?

አዎ አይደለም

2. መልስዎት አዎ ከሆነ ምን አይነት የአገልግሎት መጓደል አስተውለዋል?

ያልተፋጠነ አገልግሎት	
በቂ ያልሆነ ሰራተኛ/አስተናጋጅ	
ትክክል ያልሆነ ክፍያ/ቪል	
አስቀድሞ የተያዘ (ሪዘርቭ የተደረገ) ቦታን ጠብቆ አለማቆየት	
ሬስቶራንቱ አገልግሎት ለመስጠት የገባውን ቃል-ኪዳን አለሟሟላት	
የምግብ እና መጠጥ የጥራት ችግር	
የጽዳት ጉድለት	
ንጽህናው ያልተጠበቀ እና የተዘረከረከ ሰራተኛ መኖር	
ቅን ያልሆነና በአግባቡ ምላሽ የማይሰጥ (የማይረዳ) ሰራተኛ	
የሬስቶራንቱ ድባብ	

ክፍል III

ከዚህ በታች የተጠቀሱት ጥያቄዎችን ለመመለስ የሚከተሉትን ሚዛን ይጠቀሙ ::

ሚዛኑ ከ1 (በጣም አልሰማም) እስከ 5 (በጣም እስማማለሁ) ድረስ ነው:: በተገቢው ቦታ ላይ የኤክስ ምልክትን ያድርጉ::

1		2		3		4		5	
በጣም አልሰማም (በ.አል)		አልሰማም (አ)		እርግጠኛ አይደለም (እ.አ)		እስማማለሁ (እስማ)		በጣም እስማማለሁ (በ.እ)	
ተ.ቁ.	መጠይቆች	በ.አል	አ	እ.አ	እስማ	በ.እ			
1.	ሬስቶራንቱ በአግባቡ እና በፍጥነት ምላሽ ይሰጣል::								
2.	ሬስቶራንቱ በጊዜ ምላሽ ሰጥቶአል ብዬ አስባለሁ::								
3.	ሬስቶራንቱ ችግሮችን ለመቅረፍ አግባብ ያላቸው ፖሊሲዎች እና አሰራሮች አሉት ብዬ አምናለሁ::								
4.	ሬስቶራንቱ አግባብ ባለው ሁኔታ ቅሬታን ሰምቶ መልሷል ብዬ አምናለሁ::								
5.	ሬስቶራንቱ በትኩረት አስተናግዶኛል፤								
6.	ሬስቶራንቱ ፍትሐዊ ለመሆን እውነተኛ ፍላጎትን አሳይቶኛል::								
7.	ሬስቶራንቱ ችግሩን ከመቅረፍ በፊት ከእኔ አስተያየትን አግኝቷል::								
8.	ሬስቶራንቱ ችግሮችን ከመቅረፍ አንፃር የእኔን እይታዎችን ከግምት ውስጥ አስገብቷል::								
9.	እኔ የተቀበልኩት የመጨረሻ ማካካሻ ከጊዜ እና ከሁኔታ አንፃር ፍትሐዊ ነበር								
10.	የሬስቶራንቱ ጥረት ለእኔ አውንታዊ ማካካሻ ሆኖኛል::								
11.	የማይመች ሁኔታ ቢኖርም እኔ ያገኘሁት ማካካሻ ፍትሐዊ ነበር::								
12.	ችግሩን አስመልክቶ በሬስቶራንቱ የተሰጠኝ ምላሽ ከፍትሐዊ በላይ ነው::								

ክፍል IV

ከዚህ በታች የተገለጹትን ጥያቄዎች ለመመለስ የሚከተለውን ውጤት ይጠቀሙ።

ሚዛኑ ከ1 (በጣም አልረከሁም) እስከ 5 (በጣም እረክቻለሁ) ነው። እባክዎትን የ”X” ምልክትን በማድረግ ይመልሱ።

1	2	3	4	5
በጣም አልረከሁም (በ.አል)	አልረከሁም (አ)	እርግጠኛ አይደለሁም (እ.አ)	እረክቻለሁ (እ)	በጣም እረክቻለሁ (በ.እ)

ተ.ቁ.	መጠይቆች	በ.አል	አ	እ.አ	እ	በ.እ
1.	በማካካሻ ወይም በማገገሚያ ጥረቶች ረክቻለሁ					
2.	እንደ እኔ አስተያየት ፊት-ራንቱ አጥጋቢ አገልግሎትን ሰጥቶኛል					
3.	በአጠቃላይ በፊት-ራንቱ የማገገሚያ ጥረቶች ረክቻለሁ።					
4.	በፊት-ራንቱ ጥረቶች ደስተኛ ነኝ።					

ክፍል V

ከዚህ በታች የተገለጹትን ጥያቄዎች ለመመለስ የሚከተለውን ሚዛን ይጠቀሙ።

ሚዛኑ ከ1 (በጣም አልስማማም) እስከ 5 (በጣም እስማማለሁ) ድረስ ነው። በተገቢው ቦታ ላይ የኤክስ ምልክትን ያድርጉ።

1	2	3	4	5
በጣም አልስማማም (በ.አል)	አልስማማም (አ)	እርግጠኛ አይደለሁም (እ.አ)	እስማማለሁ (እስማ)	በጣም እስማማለሁ (በ.እ)

ተ.ቁ.	መጠይቆች	በ.አል	አ	እ.አ	እስማ	በ.እ
1.	ፊት-ራንቱን በድጋሚ የመጠቀም ፍላጎት በተመለከተ					
2.	ፊት-ራንቱን ለጓደኛ ወይም ለቤተሰብ እንዲጠቀሙ የመምከር ፍላጎት					
3.	ስለ ፊት-ራንቱ ቀና ነገሮችን ለሰዎች እናገራለሁ።					
4.	እንግዶች ሲኖሩኝ ለግብዣ ለመጠቀም ይህንን ፊት-ራንት የመጀመሪያ አማራጭ አደርገዋለሁ።					

ስለድጋፍዎ አመሰግናለሁ!