



**ADDIS ABEBA UNIVERSITY  
SCHOOL OF COMMERCE  
DEPARTMENT OF MARKETING MANAGEMENT**

**The Effect of Broadband Service Recovery on Customer Satisfaction: The  
Case of Ethio Telecom Corporate Enterprise Customers'**

PREPARED BY: MELAKU TEFERA  
ID: GSE/6126/12

ADVISOR: DR. TEMESGEN BELAYNEH

ADDIS ABABA, ETHIOPIA

June 28, 2022

**The Effect of Broadband Service Recovery on Customer Satisfaction: The  
Case of Ethio Telecom Corporate Enterprise Customers'**

**A Thesis submitted to Addis Ababa University, School of Commerce,  
Department of Marketing Management-in partial fulfillment of the  
requirements for the Award of Master's Degree in Marketing Management**

**PREPARED BY: MELAKU TEFERA**

**ADVISOR: DR. TEMESGEN BELAYNEH**

**ADDIS ABABA, ETHIOPIA**

**June 28, 2022**

## Letter of Declaration

This is to certify that Melaku Tefera ID No GSE/6126/12 completed this research thesis titled "The Effect of Broadband Service Recovery on Customer Satisfaction: The Case of Ethio Telecom Corporate Enterprise Customers" as my first activity, and that all resources used in this thesis were properly admitted. This work has not been submitted in part or in whole to any other university or institution for the award of a degree, and I conducted the research under the direction and supervision of Dr. Temesgen Belayneh (Ph.D.), whose assistance during the course of this investigation have been gratefully acknowledged.

Declared by: Melaku Tefera

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Confirmed by: Dr. Temesgen Belayneh (PhD) \_\_\_\_\_

Advisor Signature Advisor \_\_\_\_\_

Date \_\_\_\_\_

**Addis Ababa University**  
**School of Commerce**  
**Department of Marketing Management**

**ADVISOR THESIS SUBMISSION APPROVAL FORM**

This is to certify that Melaku Tefera ID No GSE/6126/12 completed the thesis "The Effect of Broadband Service Recovery on Customer Satisfaction: The Case of Ethio Telecom Corporate Enterprise Customers," which was submitted in Partial Fulfillment of the Requirements for The Degree of Master with Marketing Management of the graduate program under my supervision. As a result, I recommend that the student has met the requirements and that the thesis be submitted to the Department of Marketing at the School of Commerce.

Name of Advisor: Dr. Temesgen Belayneh (Ph.D.)

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Addis Ababa University**  
**School of Commerce**  
**Department of Marketing Management**

**The Effect of Broadband Service Recovery on Customer Satisfaction: The  
Case of Ethio Telecom Corporate Enterprise Customers'**

**By:**

**Melaku Tefera**

**APPROVED BY THE BOARD OF EXAMINERS**

_____	_____	_____
<b>Advisor</b>	<b>Signature</b>	<b>Date</b>
_____	_____	_____
<b>Chairman of the Department</b>	<b>Signature</b>	<b>Date</b>
_____	_____	_____
<b>Internal Examiner</b>	<b>Signature</b>	<b>Date</b>
_____	_____	_____
<b>External Examiner</b>	<b>Signature</b>	<b>Date</b>

## **ACKNOWLEDGEMENTS**

First and foremost, I want to praise and thank God, the Almighty, for providing me with numerous blessings, knowledge, and opportunities to complete the thesis. My advisor, Dr. Temesgen Belayneh (Ph. D), deserves special thanks for his professional encouragement, dedication, and assistance throughout the production of my thesis. I was able to effectively complete this thesis thanks to his assistance and coaching.

I extend thanks to my friend, Mr. Azeze Getnet & Yilkal Fekadu for sharing their idea and moral support during the preparation of this thesis. I am indebted to acknowledge Ethio telecom Corporate Enterprise Account Managers and Supervisors for their collaboration and support to undertake this thesis.

Finally, I want to thank all of my families for their unwavering encouragement and support during my studies.

## Table of Contents

Letter of Declaration .....	I
ADVISOR THESIS SUBMISSION APPROVAL FORM.....	II
ACKNOWLEDGEMENTS .....	IV
List Tables.....	IX
List of figures .....	X
Abstract.....	XI
CHAPTER ONE .....	1
<b>Introduction</b> .....	1
<b>1.1 Background of the study</b> .....	1
<b>1.2 Statement of the Problem</b> .....	2
<b>1.3 Research questions</b> .....	3
<b>1.4 Objective of the Study</b> .....	4
<b>1.5 Scope of the study</b> .....	4
<b>1.6 Significance of the Study</b> .....	4
<b>1.7 Limitation of the study</b> .....	5
<b>1.8 Definition of Terms</b> .....	5
<b>1.9 Organization of the Study</b> .....	6
CHAPTER TWO .....	7
REVIEW OF RELATED LITRATURE .....	7
<b>2.1 Theoretical Literature</b> .....	7
<b>2.1.1 What is Service</b> .....	7
<b>2.1.2 Service Failure</b> .....	7
<b>2.1.3 Definition and Purpose of Service Recovery</b> .....	8
<b>2.1.4 Service Recovery Paradox</b> .....	9
<b>2.1.5 The Steps of Service Recovery</b> .....	10
<b>2.1.6 The Satisfactory and Dimensional Nature of Service Recovery</b> .....	11

2.1.6.1 The Satisfactory Nature of Service Recovery .....	11
2.1.6.2 The Dimensional Nature of Service Recovery .....	11
2.1.7 Customer Satisfaction .....	12
2.1.8 Determinants of Customer Satisfaction .....	13
2.1.9 Customer Satisfaction Modeling.....	14
2.1.10 Relationship b/n Service recovery and Customer Satisfaction .....	14
2.1.11 Relationship Marketing.....	15
2.1.12 Theoretical framework to Service Recovery .....	16
2.1.12.1 Justice Theory .....	16
2.1.12.1.1 Distributive Justice .....	16
2.1.12.1.2 Procedural Justice.....	17
2.1.12.1.3 Interactional Justice.....	18
2.2 Empirical Literature.....	18
2.3 Conceptual Framework.....	22
2.4 Hypothesis Development .....	22
<b>CHAPTER THREE.....</b>	<b>23</b>
<b>Research Methodology.....</b>	<b>23</b>
<b>3.1 Research Approach.....</b>	<b>23</b>
<b>3.2 Research Design .....</b>	<b>23</b>
<b>3.3 Population and Sample.....</b>	<b>24</b>
<b>3.4 Sample Size .....</b>	<b>24</b>
<b>3.5 Sampling Techniques.....</b>	<b>25</b>
<b>3.6 Data Sources and Types .....</b>	<b>26</b>
<b>3.7 Data Collection Procedure .....</b>	<b>26</b>
<b>3.8 Methods of Data Analysis.....</b>	<b>27</b>
<b>3.9 Validity and Reliability.....</b>	<b>27</b>
<b>3.10 Ethical Considerations.....</b>	<b>27</b>

CHAPTER FOUR.....	29
DATA ANALYSIS AND INTERPRETATION /DISCUSSION.....	29
<b>4.1 Response Rate on Questionnaires.....</b>	<b>29</b>
<b>4.2 Testing of Research Instrument.....</b>	<b>30</b>
<b>4.2.1 Validity Test.....</b>	<b>30</b>
<b>4.2.2 Reliability Test.....</b>	<b>30</b>
<b>4.3 Descriptive analysis of Respondents demographic information .....</b>	<b>31</b>
<b>4.3.1 Gender of Respondents.....</b>	<b>31</b>
<b>4.3.2 Respondents' Age.....</b>	<b>32</b>
<b>4.3.3 Respondents Level of Education.....</b>	<b>32</b>
<b>4.3.4 Respondents by Job position.....</b>	<b>33</b>
<b>4.3.5 Year of Company Experience .....</b>	<b>33</b>
<b>4.4 Descriptive Statistics of Basic Research Questions .....</b>	<b>34</b>
<b>4.4.1 Distributive Justice .....</b>	<b>34</b>
<b>4.4.2 Procedural Justice.....</b>	<b>35</b>
<b>4.4.3 Interactional Justice.....</b>	<b>37</b>
<b>4.4.5 Most important in service failure/ recovery Process.....</b>	<b>38</b>
<b>4.4.6 Satisfaction level .....</b>	<b>39</b>
<b>4.5 Inferential statistics analysis .....</b>	<b>40</b>
<b>4.5.1 Correlations analysis.....</b>	<b>40</b>
<b>4.6 Multi Linear Regression analysis .....</b>	<b>41</b>
<b>4.7 Focus Group Discussion .....</b>	<b>44</b>
<b>4.8 Discussion of the results.....</b>	<b>45</b>
CHAPTER FIVE .....	47
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS.....	47
Introduction.....	47
<b>5.1 Summary of Major Findings.....</b>	<b>47</b>

<b>5.2 Conclusion .....</b>	<b>48</b>
<b>5.3 Recommendation.....</b>	<b>49</b>
<b>5.4 Limitations and directions for further research .....</b>	<b>51</b>
<b>Reference .....</b>	<b>52</b>
<b>APPENDIX I .....</b>	<b>54</b>
<b>APPENDIX II.....</b>	<b>60</b>

<b>Acronyms</b>	
ADSL	Asymmetric Digital Subscriber Line
FBB	Fixed Broadband
CPE	Customer Premises Equipment
VCC	Very Critical Customer
ET	Ethio Telecom
ETA	Ethiopian Telecommunications Authority
ETC	Ethiopian Telecommunications Corporation
EU	European Union
LTE	Long-Term Evolution
FWA	Fixed Wireless Access
HF	High Frequency
IS	Information System
ISDN	Integrated Services Digital Network
EPON	Ethernet Passive Optical Network
MVPN	Mobile Virtual Private Network
OLT	Optical Line Transmission
GPON	Gigabit Passive Optical Network
NOSM	Network Operating System Management
SMC	Service Management Center
TT	Trouble Ticket
ISP	Internet Service Provider
DIA	Dedicated Internet Access
EEU	Ethiopian Electric Utility
AAWSA	Addis Ababa Water and Sewerage Authority
VPN	Virtual Private Network
VSAT	Very Small Aperture Terminal

## List Tables

Table 3.1: The sample sizes of the respondents from each section .....	25
Table 4.1: Questioner Distribution and rate of return.....	29
Table 4.2: Reliability test.....	31
Table 4.3: Respondents Age.....	32
Table 4.4: Respondents by Job Position .....	33
Table 4.5: Respondents work experience.....	33
Table 4.6: Distributive Justice.....	34
Table 4.7: Procedural Justice .....	35
Table 4.8: Interactional Justice .....	37
Table 4.9: Most important in service failure/ recovery Process.....	38
Table 4.10: Customer satisfaction.....	39
Table 4.11: Interpreting the R-value for Inter Correlations R-value .....	40
Table 4.12: The Relationship between Independent Variable.....	40
Table 4.13: Model Summary and interpretation .....	41
Table 4.14: ANOVA and Interpretation.....	43
Table 4.15: Multiple Linear Coefficients .....	43
Table 4.16: Summary of the Hypothesis.....	46

## List of figures

Fig 2.1 Conceptual Framework .....	22
Fig 4.1 Respondents' Gender .....	31
Fig 4.2 Respondents Level of Education .....	32

## ***Abstract***

*The goal of this study was to see how broadband service recovery affected customer satisfaction, specifically of Corporate Enterprise Customers of Ethio Telecom. After examining the research aims and questions, a quantitative and qualitative research approach as well as Descriptive and explanatory research design were used. To narrow the scope of the study, proportionate stratified sampling has applied for the five sections (Service Enterprises, International, Production, Finance & Government) and each section has considered as strata and simple random sampling were used to select the sample. To collect quantifiable data, a systematic questionnaire was designed and distributed to a sample of 158 clients within the corporate Enterprise department. All the questionnaires were returned with a 100% response rate and were deemed to be valid for data analysis. Three client groups also participated in a focus group discussion. Almost all client groups have trouble communicating with Ethio Telecom when an international gateway has down. Subscribing to a redundancy line, on the other hand, is recommended by Ethio Telecom in order to protect the main link. Furthermore, the quantitative data was analyzed using both descriptive and inferential statistics. According to the multiple regression analysis, the independent variables have a positive and significant effect on the dependent variable. Enhancing broadband service quality through network optimization and the use of alternative connectivity sources, working with Ethiopian Electric Power to install fiber optic connections on their power poles to secure the infrastructure and the operator should work on its own power supply in order to protect clients who are affected by a commercial power outage are some of the recommendation to be considered.*

***Key words:*** *Service Recovery, Network Operating System Management, Broadband, Account manager, Fixed Network Maintenance*

# CHAPTER ONE

## Introduction

All of the points were covered in Chapter One. This chapter covers the study's background, the problem's basic claims, the study's purposes, research questions, the study's importance, the study's constraints, and the thesis' arrangement.

### 1.1 Background of the study

In the era of information, the importance of communication is becoming crucial to carry out any activity in the world. Telecommunication providers deliver various voice, data, internet, and content to businesses and consumers. There are two types of Connectivity's that can be delivered. The first is cable-based connectivity, with ADSL (Asymmetric Digital Subscriber Line) transmitted through copper it can support up to 8Mbps, and the second is fiber-based access supports gigabits bandwidth/speed. The second wireless media is primarily delivered through wireless point-to-point, mobile data connection, and satellite. All of these types are capable of supporting both voice and data. (Potluri and Mangnale, 2010).

Broadband Internet/VPN have been impacted for a variety of reasons (cable damage, commercial power outage, telecom equipment damage...), and in order to reduce the recovery time, operators use a different of methods, one of which is to engage their technical staff in addressing the fault. Another factor to examine is network element quality, which has an impact on recovery. This research would be useful in identifying the present gaps on recovery in Ethio Telecom specially for very critical customers. (Source: company's documents, website of Ethio Telecom [www.ethiotelecom.et](http://www.ethiotelecom.et))

Service recovery relates to customer satisfaction with and without a product failure. It states that with a highly effective recovery, a service or product failure offers a chance to achieve higher satisfaction ratings from customers than if the failure had never happened. A superior recovery can convert dissatisfied and upset clients into long-term customers, to put it a little less academically. In fact, it can inspire even greater eagerness than if everything had gone properly from the start. Nevertheless, not all fault management efforts will lead to increased satisfaction ratings as several studies have already shown. The key is to understand that there are certain situations when it is

highly likely that a lead to increased customer satisfaction. Service recoveries that are likely to be efficient are obviously those where the failure is perceived to be not systematic or that the company has little control over it. But even in cases when there is a systematic failure and the company has control over the failure, there is a benefit when activities are put into action to ensure that one can win back customers and that the source of failure is eliminated. (Andresen & Best, 1977)

Telecommunications infrastructures are given a particular status in policy because of their importance in society's day-to-day operations. In addition to the immediate effects of failure of the telecom infrastructure cripple's coordination capabilities, making rescue and recovery efforts substantially more difficult. Effective disaster preparedness and recovery is a socio-political goal that any government, regardless of industrial structure, must pursue. In the case of Public or private monopoly provision, the state may subject policies and procedures even directives to the management, directly interfere in management roles under "emergency" conditions and assume all or the bulk of disaster recovery costs.

Source: (Service recovery online, 2022)

Hence, this study tried to investigate the theoretical, empirical, methodological and contextual gaps on the effect of broadband service recovery on customer satisfaction in Ethio Telecom Corporate Enterprise.

## **1.2 Statement of the Problem**

Customer satisfaction is difficult to attain, particularly when it comes to services, as studies show that users are less satisfied with services than with physical products. (Andresen & Best, 1977). Especially in the case of telecom sector, where interruptions are prevalent owing to network problems, physical damage, and other factors. As a result, service recovery is a great marketing tool for telecom companies, as it gives them a second chance to surprise their customers. According to studies, the success or failure of service recovery has a substantial impact on the customer's view of the service provider. Services recovery is the process of a corporation resolving an issue with a dissatisfied client and converting them into a loyal customer. (James and Mona, 2011).

Customer retention/loyalty, as well as promotion to other users, trust, and the development of a recognized brand, are all benefits of good service recovery. Successful service recovery is, of

course, enormously gainful. Failure to reestablish service, on the other side, may result in customer loss, poor communication, and a switch to another operator. (Berry and Parasuraman, 1991).

Ethio Telecom strives to serve its customers with high-quality and diverse telecom services. As the company's customer base grows, so does their need for assistance from the company. The level of assistance varies by service. One of the key services the organization delivers to its customers is the maintenance of service-related faults.

The organization divides its consumers into distinct categories and offers varying levels of support to each. Corporate Enterprise consumers are one segment to which the company pays special attention. When compared to other client segments, this extra attention to the segment also includes a stronger emphasis on maintain service failures.

Ethio Telecom is currently entering a new competitive market and losing consumers will be a problem for the company if service recovery fails. Customers' unhappiness, loss of trust in the company, unfavorable word of mouth, and switching to another operator are all consequences of a poor service recovery mechanism.

This study aimed to identify the effects of broadband service recovery on customer satisfaction, particularly for Corporate Enterprise clients who subscribe to the company's broadband connectivity.

### **1.3 Research questions**

The investigation's core question is: - Based on the problem announcement given above and the literature reviewed: -

- ✚ What effect does distributive justice have on Ethio Telecom's Corporate Enterprise Customers' satisfaction?
- ✚ How does procedural justice influence Ethio Telecom's Corporate Enterprise Customers' satisfaction?
- ✚ How Interactional Justice Affect Ethio Telecom's Corporate Enterprise Customers' Satisfaction?

## **1.4 Objective of the Study**

The general objective of this study is to assess the effects of broadband service recovery on customer satisfaction, particularly for Corporate Enterprise. In line with this general objective, the specific objectives to be addressed include the following:

The specific objectives are:

- ✚ To show how distributive justice affects customer satisfaction among Corporate Enterprise customers.
- ✚ To investigate the effect of procedural justice on customer satisfaction among Corporate Enterprise clients.
- ✚ To Examine how interactional justice affects customer satisfaction among Corporate Enterprise customers.

## **1.5 Scope of the study**

The emphasis of the study paper is on Corporate Enterprise broadband users based in Addis Ababa, Ethiopia's capital, to analyze the effects of broadband fault recovery on customer satisfaction. As a result, the study excludes any Enterprise clients who live in region and Addis Ababa.

## **1.6 Significance of the Study**

It is known that any useful study is conducted to serve a particular purpose. Analyzing the effects broadband service recovery on customer satisfaction plays significance role for customer focused business performance improvement. Based on this fact, this study delivered the following significance:

- ✚ Customers' satisfaction and loyalty can be significantly increased if businesses improve their service recovery performance. As a result, the purpose of this study is to provide Ethio telecom with important information about Corporate Enterprise customers' impressions of its service recovery mechanism, which aid in increasing customer satisfaction and loyalty.
- ✚ Assist the company in finding the gap between what customers' demand and what they get. It also contains crucial data on how and what consumers think about the Service recovery. Their impressions, perceptions, and opinions, whether positive or negative, will be useful in improving fault management.

- ✚ The main beneficiary from this finding is both the customer and Ethio Telecom specially the operator in terms of its gap area. Ethio telecom leverage this work to do additional research on pertinent issues. Furthermore, this study contributes to the expansion of academic horizons and the researcher's understanding of the subject at hand.

## 1.7 Limitation of the study

The researcher used convenience sampling techniques; however, employees play a critical role in customer satisfaction; through application of justice theory: Distributive justice, Procedural justice, and Interactional Justice in order to truly gauge the effectiveness of the service recovery efforts. This study's research looked at service recovery from the standpoint of the customers first. However, the absence of precise data and current literature in the studied area, particularly in the Ethio Telecom, is a severe restriction. In addition, it goes without saying that the larger the sample size, the more representative the data is.

## 1.8 Definition of Terms

**Broadband:** a high-capacity transmission technique using a wide range of frequencies.

**Account Manager:** who is in charge of sales and after-sales activities.

**Fixed Network Maintenance:** all the tasks and systems in place to monitor, update and run your organization's computer network before problems strike.

**Corporate Enterprise Customer:** Segmented customer managed separately other than residential customer wing.

**Fixed Wired Broadband service:** Fixed wired broadband is a high-speed broadband service delivered over copper or fiber with various access speeds starting at 1 megabit per second.

**Fixed Wireless Broadband Internet:** Fixed wireless broadband internet is a service that provides wireless internet connectivity but is restricted to a certain place.

**Network operating system:** is a specific operating system designed for network devices including routers, switches, and firewalls.

**Service Recovery:** After a service or product fails to meet expectations, a procedure for returning dissatisfied consumers to a state of contentment with the company is used. (Zemke & Bell (2000)).

**Service recovery performance:** the effective ability of a service employee's behavior and actions to resolve the service failures and get back client's satisfaction (Boshoff & Allen, 2000; Yavas et al., 2003).

## **1.9 Organization of the Study**

The study article is divided into five sections. The first chapter covers the study's backdrop, problem description, basic research questions, (generic and specific) study objectives, definition of terms, significance of the study, and study delimitation. In addition, the research structure (the way the study report is organized) is discussed in this chapter.

The second chapter contains a survey of several literatures relevant to the research. The third chapter covers research design, study variables, population and sampling strategy, sample size, types and instruments of data collecting, data collection techniques, data analysis methods, validity and reliability, and research ethics.

The Fourth results, analysis, and discussion of the study's ultimate results are included in the fourth chapter. Finally, the paper concludes with a recommendation based on the study's findings and discussions. Theoretical and practical contributions are summarized, and recommendations for Ethio Telecom Corporate Enterprise Customers are presented. The study's limitations are examined, and suggestions for future research projects are made.

# **CHAPTER TWO**

## **REVIEW OF RELATED LITRATURE**

### **Introduction**

The goal of this chapter is to look at Ethio Telecom's segmented customer management for corporate enterprises, as well as an overview of literatures connected to the study problem stated in the previous chapter. This chapter also provides the theoretical literature notions of service, service failure, service recovery, service recovery paradox, steps of service recovery, Customer Satisfaction...as well as other empirical studies on broadband service recovery. The hypothesis and the conceptual framework also part of it.

### **2.1 Theoretical Literature**

#### **2.1.1 What is Service?**

Many authors define "service" in a variety of ways.: kottler (2003) Defined- Service is defined as any intangible activity or advantage that one party can provide to another that does not result in ownership of anything. Its creation could be linked not to a physical product. Grönroos (2000) defined a service as “a set of more or less intangible activities that generally, but not always, occur in interactions between customers and service staff, as well as physical resources, items, and/or systems of the service provider, and are given as solutions to customer problems.”

Due to the nature of services, failures are difficult to avoid, and service recovery has become one of the components for organizations in restoring customer pleasure and reinforcing customer loyalty. (Mccollough et al.,2000; Maxham, 2001; Maxham and Netemeyer, 2002; Harris et al., 2006).

#### **2.1.2 Service Failure**

Although effective service recovery efforts may restore an unhappy client to a state of contentment, service failure leads to negative disconfirmation and ultimately dissatisfaction. (Bitner et.al., 1990). Although some academics claim that mistake proofing the original service delivery is the optimum technique, it is practically difficult to eliminate all failures. As a result, businesses that can successfully respond to service outages and implement some type of service recovery will be in a far better position to keep profitable clients. Any service-related mishaps or problems (actual

or perceived) that occur during a customer's interaction with the company are referred to as a service failure. (Maxham, 2001).

Even the most customer-focused company with the best quality program will be unable to eradicate all service problems (del Rio-Lanza, 2009). Customer dissatisfaction with the service provider is caused by service failure, and as a result, customers may leave quietly, spread unfavorable word of mouth, complain to the operator, or continue to visit the same service provider despite their displeasure (Kim et al., 2009). As a result, service recovery is a vital moment for the organization in terms of pleasing its consumers and developing its relationship with them (Blodgett et al., 1997; Smith & Boston, 2002).

### **2.1.3 Definition and Purpose of Service Recovery**

One way to conceive of service recovery is as a proactive strategy to managing complaints. Service recovery has a good meaning because it is a proactive solution to service failures, whereas complaint handling has a negative connotation since it is a reactive solution to service problems. People are placated/appeased when complaints are handled well, and a negative situation is decreased. Service recovery techniques are a way for a corporation to realize the potential, latent value of a client by maintaining a strong relationship with them. Recovery of services has a secondary value. It promotes positive word-of-mouth about your business and reduces the negative image that poor service recovery processes can generate.

According to Stefan Michel, David Bowen, and Robert Johnston (2006), The activities taken by a provider in reaction to a service failure are referred to as service recovery. A service failure occurs when customers' impressions of the service they receive do not meet their expectations. Service recovery, according to this concept, is not limited to service sectors. The grounds for Service Recovery Engagements, according to these authors' assessments of empirical evidence, are as follows:

- For a wide range of businesses, successfully dealing with difficulties is the most important component of a reputation for outstanding (or terrible) service.
- Any organization that services external or internal consumers must understand that mistakes will occur and put in place procedures and processes to address them.
- Because poor customer service frequently causes customers to shift providers.

- To avoid a decrease in client lifetime value.
- Customer satisfaction rises when there is a good recovery.
- To get favorable expression conduct.
- To cultivate client, trust and,
- Customer profitability will gradually come into play.

The **purpose of service recovery** is to discover customers who are having problems and then resolve those problems to the satisfaction of those customers in order to increase repeat business. Service recovery, on the other hand, is a process that takes time. It's a well-designed and implemented business procedure. Somewhat more essential, the organizational climate can promote the notion that consumers matter and that their opinions are valuable.

The process site adopting with effective service production and consumption makes failure unavoidable, so "zero failure" of service quality can never occur, and the service sector will have to deal with the problem of how to provide customers with "ancillary" contentment when the fault happens (Qing Cong and Jianbo Fu, 2008).

As per the study results of the same researchers, while some studies show that good initial service is preferable to outstanding restoration, other empirical work suggests that an outstanding recovery can result to even greater consumer loyalty intentions than if nothing had gone wrong in the first place; this phenomenon is known as the "service recovery paradox."

#### **2.1.4 Service Recovery Paradox**

The service recovery paradox is a well-known dilemma involving customer satisfaction in the presence and absence of a product failure. It claims that a service or product breakdown with a highly effective service recovery can lead to higher customer satisfaction ratings than if the failure had never occurred. A good recovery can change upset and disappointed customers into devoted ones, to put it somewhat scientifically. In reality, it has the potential to generate much more compassion than if everything had performed well from the start.

The service recovery paradox, as per Stefan Michel and Matthew L. Meuter's research, refers to instances in which recovered customers' total satisfaction ratings exceed those of consumers who

had no problems with the initial service. Our analysis of the literature reveals that the paradox occurs only in unusual conditions, implying that it is a rare or even exceptional occurrence.

### **2.1.5 The Steps of Service Recovery**

The service recovery phase, as per Schoenberg Consulting Firm (2006), involves the following steps:

**1. Apologize.:** Begin by genuinely and truly apologizing to the member. Members don't care who got us into this mess; all they want is someone to work for themselves. So, on behalf of the user, I truly am sorry and feel responsible for the error.

**2. Listen and empathize:** You must pay attention and show concern. These are the means for resuming service. Use statements like "I understand" and "I know how you feel" sparingly. You will never be able to comprehend how another person feels. "I can only comprehend how you suffer," "That had to be so annoying," or "What a horrible scenario," instead. Connecting and sharing feelings with customers helps them get even understood.

**3. Fix the problem:** When a staff is made informed of the issue, he or she must take whatever steps are necessary to fix the issue as fast as feasible. Asking the member what he or she wants to happen is one of the most effective methods to move forward. Employees must be motivated in order to solve issues. In order to gratify the member, they must be able to stretch and break the boundaries. Almost all of the time, though, all the member seeks is what they initially suggested.

**4. Offer Atonement/Compensation:** Members will value a healing process that incorporates some type of renewal, even if it is only figurative. "I'd like to reimburse you." The more the service problem and the greater the worth of the member, the greater the atonement required to restore the member's contentment. Depending on the severity of the problem, providing a refund, gift card, or other kind of reimbursement remains a potent method for service recovery.

**5. Follow-up:** Follow up a few days after you believe the situation has been fixed. "Have we corrected all of this for you?" and "So what can we do for you?" call the member. Ascertain that they are satisfied.

## **2.1.6 The Satisfactory and Dimensional Nature of Service Recovery**

### **2.1.6.1 The Satisfactory Nature of Service Recovery**

As per study conducted by Qing Cong and Jianbo Fu, satisfactory fault management can improve customers' potential value, agreeable feeling, devotion, and credibility, and satisfactory service recovery can lower customers' transformation desire and mobility (Bitner, 1990, P.71-84, Brown, 1996, P.32-46, Lewis, 2004, P.6-17 & Cong, 2007, P.54-63). Client satisfaction after service recovery would exceed customer satisfaction without failure, according to McCullough's "service recovery paradox," demonstrating the value of service recovery (Boshoff, 1999, P.236-249).

Customer satisfaction with service recovery, as according to the authors, is stated as a customer's real experience with service recovery being more than his projected psychological assessment and perception. The concept and critical foundation for studying and establishing a service recovery plan for businesses is to confirm customers' expectations for service recovery.

### **2.1.6.2 The Dimensional Nature of Service Recovery**

Existing literatures on service recovery assumption include three-dimensional opinions, four-dimensional opinions, and five-dimensional opinions.

- i) **Three Dimensional Factors:** Boshoff et al used the method of experiment through the investigation of 239 informants to present the three factors of acknowledgment, excuse, and consent of service recovery aspirations. They highlighted that the importance of each factor to the customer is not equal, and that the recognition of claiming fault is more important than other dimensions. (Boshoff, 1998, P.24-47).
- ii) **Four Dimensional Factors:** Bitner et al discovered that effective service recovery should involve four essential components such as acknowledging failure, description, regret, and reimbursement after conducting study on 700 key service events in the banking, catering, hotel, and airline industries. (Bitner, 1990, P.71-84). B
- iii) **Five Dimensional Factors:** Bell and his colleagues believed that the service recovery process should involve at the very least a regret, a quick restoration, genuine understanding, representational reimbursement, and follow-up. When Bell et al studied the service recovery

of the training department for enterprise, they put forward another opinion of five factors and thought the acknowledgement, honest remedy, genuine treatment, compensation, promise, and other service recovery modes could be used to eliminate customer's dissatisfying emotion (Bell, 1992, P.58-63).

### **2.1.7 Customer Satisfaction**

The final reaction of the customer is contentment (Andreassen, 2000). It's a decision that a product or service feature, or the product or service itself, supplied (or continues to offer) a desirable level of consumption-related fulfilment, with levels of going up or down satisfying included (Tronvoll, 2010). It is clear from the previous definitions that contentment refers to a subjective assessment of feelings. Satisfaction is determined by disconfirmation and the ratio of output to input. A positive or negative sense of contentment is the end consequence. As a result, satisfaction can be defined as the consumer's assessment of the product or service received. The significance of such customer assessments stems from the impact that customer satisfaction is thought to have on consumer behaviors like loyalty.

Regardless of theoretical foundation, it is now a reality that service quality is critical to consumer pleasure (Bae Suk et al., 2009). However, few, if any, businesses are able to consistently supply services of expected quality, resulting in negative expectations or the perception of unfairness. Companies may react to service failures without regard for customer reactions or as an immediate result of customer grievances (Breitsohl et al., 2010).

The steps taken by a provider to seek out unhappiness and respond to poor service quality, i.e. service failure, are called to as service recovery (Andreassen, 2000). Happiness is only valuable to businesses if it results in a positive cash flows (Augusto de Matos et al., 2009). Commitment and contentment are linked, yet they are also distinctive. In their investigations, Morrisson and Huppertz (2010) and Sousa and Voss (2009) investigate a variety of conceptual justifications for this differentiation, but in general, better satisfaction has been linked to stronger loyalty. According to the literature on service management, loyalty is a major determinant of profitability and growth, and customer engagement is a direct result of customer satisfaction. A firm's market share is derived from three sources during each reporting period. Customers who migrate from other firms to the company; new clients to the market who choose the company for their first transaction; and third, customers kept by the company from the prior period (Morrisson and Huppertz, 2010).

Chebat and Slusarczyk (2005) argue that views of fairness drive emotional experiences, which in turn affects commitment. Customers will be delighted when they obtain service that exceeds their expectations (Oliver, 1980). Unsatisfactory service, on the other hand, leads to dissatisfaction. In service encounters, mistakes, failures, and disputes are common (Babakus et al., 2003); resolving disagreements turns unsatisfied consumers into satisfied loyal customers. Customer engagement and devotion are increased as a result of efficient service recovery (Oh, 2006). In each situation, the possibility of these activities is determined by the degree of prior connection pleasure, the size of the customer's investment in the connection, and an assessment of the viable alternatives.

### **2.1.8 Determinants of customer satisfaction**

Customer satisfaction is shaped by a range of elements, ranging from the result of a comparison to the real experience, however in the case of intangible products, many of the criteria will be determined by the human element of the service. (Looy et al 2003) goes on to say that there are other elements that influence it as well:

- a) Characteristics of the product and service: based on the user's assessment of the attributes of the product or service.
- b) Consumer emotions: a customer's psychological state influences his pleasure with a product or service.
- c) Opinions of equity or fairness: their thoughts of how honestly they have been treated are also influenced by their perceptions of how fair they have been treated.
- d) Other customers, family members, or coworkers: the influence of other individuals on the performance of the product is also influenced by their responses or sentiments.
- e) Attributes of service success or failure: the client's view of the reasons of occurrences, since many solutions entail some degree of customer responsibility for how things end out.

## **2.1.9 Customer Satisfaction modeling**

Because most products and services are used at the same time, the nature of customer service is very much service oriented. To delight a customer, the provider has to provide the services required by the customer (Davidow, 1986). As shown in the formula below, if a client views a service in a given way but expects less, the consumer is satisfied. Because of the unpredictability, importance, and danger associated with professional services, people and organizations have always been willing to pay high prices for them. The business should know that they are getting the recognition they require. A service company that can present a caring image and back it up with substance is more likely to succeed (Maister, 1997).

$$\text{Satisfaction} = \text{Perception} - \text{Expectation}$$

## **2.1.10 Relationship between service recovery and customer satisfaction**

Customer satisfaction improves when service recovery is done properly. Customers who have experienced a failure have bad feelings about the company, but after receiving better service, they seem to be more satisfied than it was before. Consumers stay committed when the service quality improves. Successful service recovery enhances employee retention and raises the likelihood that consumers will return to that location in the long term (Christine & Klaus, 2003). After a service interruption, value has a significant relationship with both customer service and justice. Customers will be more satisfied if they receive equitable service recovery as a result of service failure from some service providers. However, the level of justice and service recovery offered is closely related to satisfaction. Repurchase attention rises as customers grow more satisfied and loyal. Customer satisfaction hinges on the quality of services provided.

Telecommunications companies always strive to offer the highest quality services the first time, but if this is not possible, a reasonable recovery should be provided to reduce customer unhappiness. Andreessen Horowitz (2000). The impact of various aspects of the recovery system on customer impression varies. Mattila et al., 2001; Mattila et al., 2001 Customer Satisfaction with Service Recovery (2.2.10) The service recovery paradox reveals that people may be more satisfied after an outstanding recovery than they were when there was no service outage at all. The Service Recovery Paradox, according to Mc Collough and Bharadwaj (1992), is a circumstance in which

a client's post-failure contentment exceeds their before the delight. The scientific research by Hart, Heskett, and Sasser (1990: 148) is the most widely referenced on the service recovery paradox, claiming that "a strong recovery can turn angry, disappointed consumers into loyal customers." It can really generate more goodwill than if everything had gone properly from the start." Furthermore, Hart et al. (1990) demonstrate that "doing things well the it again" can convert angry customers into loyal customers. However, there is no guarantee that a consumer will be content, and how satisfied a customer will be depending on a variety of things.

### **2.1.11 Relationship Marketing**

For some more than some decades, relationship marketing has been an innovative approach in marketing, with engagement emerging as critical constructs (Dwyer et al., 1987; Morgan and Hunt, 1994). Because of their intangibility, heterogeneity, and interaction intensity, services are particularly well suited to relationship marketing (Groenroos, 1995; Czepiel and Gilmore, 1987). "Psychological contracts are essential mediating characteristics that lead to network success in the market," Morgan and Hunt (1994, p. 31).

A customer's desire to depend on a service provider in with which they have faith is characterized as trust (Moorman et al., 1993). A customer's desire to sustain a relationship with a service provider is characterized as commitment (Moorman et al., 1993). Good service recovery procedures, according to researchers, are crucial aspects for improving customer satisfaction and creating customer connections (Hart et al., 1990). Trust is commonly related with faith in the organizational entity and is based on the exchange colleague's dependability (Moorman et al., 1993; Morgan and Hunt, 1994).

When a customer can identify with a service carrier's mission and aspirations, they are more inclined to take part (Kelley et al., 1990). Trust is conceptually and behaviorally an important variable in interactions, as has been postulated and confirmed in the marketing literature (Morgan and Hunt, 1994; Singh and Sirdeshmukh, 2000; Sirdeshmukh et al., 2002; Weun et al., 2004; Pina e Cunha et al., 2009).

Client attachment is an interaction "emotional link" or "amiable tie" generated by a sequence of positive experiences and interactions between a customer and a company (Young, 2006). (Yim et al., 2008). Customers' emotional reactions to service failures and recoveries are common, and they can directly or indirectly impact their decision to stay in a partnership with a company.

## **2.1.12 Theoretical framework to Service Recovery**

Organization research has adopted the justice theory as the primary theoretical framework for service recovery, regarding social and organizational psychology theory (Greenberg, 1996; Bies and Shapiro, 1987). (Tax and Brown, 2000; Wirtz and Mattila, 2004). Customers assess the fairness of service recovery using a three-dimensional perspective on perceived justice, namely distributive, procedural, and interactional justice. (e.g. De Ruyter and Wetzel, 2000; Smith et al., 1999).

### **2.1.12.1 Justice Theory**

Scholars have used justice theory as the key basis for analyzing service recovery techniques in order to better understand effective service recovery (McColl- Kennedy & Sparks, 2003). The use of a justice theory framework to explain how customers judge service providers' actions to service failure/recovery has risen in importance.

Justice theory (Tax and Brown, 2000) appears to be the most often used theoretical framework for service recovery, and it states that consumers assess the fairness of service recovery based on three factors: result, procedural, and interactional fairness (e.g., de Ruyter and Wetzels, 2000; Goodwin and Ross, 1992; Smith et al., 1999; Tax et al., 1998). Blodgett et al., 1997 investigated the perceptions of justice and the effects of complaints. People grew angry, spread critical word, and departed from the retailer when they saw injustice.

#### **2.1.12.1.1 Distributive Justice**

According to Adams (1993), distributive justice, which is based on social exchange theory, emphasizes on the function of "equity," in which individuals evaluate the fairness of an exchange by comparing their inputs to outcomes and calculating an equity score. When this equity score is proportional to the scores of other customers, the distributive procedure is regarded to be fair in the service delivery process (Greenberg, 1996). Distributive justice, according to Maxham and Netemeyer (2002), is the degree to which customers believe they have been treated fairly in terms of the eventual recovery outcome.

Distributive justice influences satisfaction with compliance handling, according to Goodwin and Ross (1992) and Tax et al. (1998). Compensation is efficient in enhancing customers' views of distributive justice and affects customers' pleasure with service recovery, according to Blodgett et al. (1997) and Tax et al. (1998). The allocation of resources by the firm to repair and compensate

for a service failure is known as distributive justice (del Rio- Lanza, 2009). It relates to the idea justice of the service failure/recovery context outcome in a service failure/recovery context (Holloway et al., 2009). When a person believes that advantages have not been distributed fairly, he or she must restore distributive justice.

Distributive justice relates to a customer's sense that a service recovery's results is merited, required, and fair (Tax et al., 1998); is therefore based on what consumers expect as a result of a recovery attempt (Ha and Jang, 2009). More favorable recommendation intention attitudes and a lower chance of negative WOM are associated with higher levels of distributive justice (e.g., Blodgett et al., 1993, 1997; Clemmer, 1993).

### **2.1.12.1.2 Procedural Justice**

The observed justice of recovery policies and procedures influencing the recovery endeavor is known as procedural justice, and there is evidence that procedural justice affects service recovery results (Maxham and Netemeyer, 2002).

Customers' impressions of procedural justice are impacted by the speed with which service faults are corrected or complaints are addressed, according to Boldgett et al. (1998). Customers' satisfaction with a service failure and recovery environment might be influenced by procedural justice, according to Maxham and Netemeyer (2002).

Procedural concerned primarily with the procedure used to address a problem (Greenberg, 1990). Even when the outcomes are unacceptable to one or both parties, procedural justice tries to resolve problems in ways that encourage the continuation of a constructive agreement between the client (Greenberg, 1990). Formal policies and structural concerns (e.g., process control/voice, decision control, accessibility, timing/speed, and flexibility) that may impact how a result is viewed are included in procedural justice (McCill-Kennedy and Sparks, 2003).

The user's sense of justice for the many steps of procedures and processes required to recover the failed service is referred to as procedural justice in the context of service recovery (Mattila, 2001). The term "procedural justice" refers to the process through which a decision is made. According to prior research, procedural justice has six sub-dimensions: flexibility, accessibility, process control, decision control, response speed, and acceptance of responsibility (Blodgett et al., 1997; Tax et al., 1998; Thibaut & Walker, 1975; del Rio-Lanza et al.,2009).

### **2.1.12.1.3 Interactional Justice**

Interactional Justice is defined as “the degree to which customers perceive they have indeed been fairly treated throughout the recovery process in terms of personal interactions with service providers (Maxham and Netemeyer, 2002). The relationship between customers and service providers has been demonstrated to influence service recovery evaluations in previous study. For example, Tax et al. (1998) discovered that interactional justice has an impact on the satisfaction with compliant management, whereas Smith et al. (1999) observed that interactional justice has a large effect on customer satisfaction recovery experience.

Interactional justice refers to the firm's representatives' complaint handling and communication during the recovery contact. Interactional justice also refers to how the service recovery process is carried out and how recovery outcomes are communicated (Hoffman and Kelly, 2000). An explanation for the failure, honesty, politeness, effort, and empathy are all parts of interactional justice.

Interactional justice in the perspective of service recovery refers to the assessment of the extent to which customers have received justice in human interactions from service business employees during the recovery period (Sparks & McColl-Kennedy, 2001).

## **2.2 Empirical Literature**

Failures in service can cause a lot of anxiety and problems for the network operator. It could lead to dissatisfaction, changing customer behavior (Krishna A., 2011), a loss of consumer sentiment, user disengagement, negative WOM behavior (Komunda, 2012), and eventually a loss of confidence and commitment (Krishna A., 2011). (Krishna, 2011). Furthermore, analysts say that a company's "lengthy sustainability" (Komunda, 2012, p. 83) is compromised if it consistently provides bad service and fails to satisfy customers' expectations. It is also demonstrated how a single failure can leave a negative image on other products and the corporation as a whole. The effects known as "halo" or "domino" are referred to as "halo" or "domino" effects (Palmer, 2011). The "halo effect" is a phenomenon in which a customer's basic adjustments become negative as a result of a service failure, resulting in a negative impression of the service provider's subsequent communication attempts. In this respect, the "domino effect" means that one error leads the client

to become much more aware of other little details. Although the client would not have been aware of these errors in a fault-free system, the consumer perceives them as failures (Palmer, 2011).

Recovery can be classified into two types, according to existing literature: economic recovery and social recovery. The first focuses on providing "utilitarian" resources (e.g., money and products), such as compensating and discounting, whereas the second focuses on providing psychological or symbolic resources, such as apologizing and explaining (Smith et al., 1999). There are new challenges in terms of addressing social impact in a group service failure using recovery approaches. There are two sorts of social impact, according to social judgment theory: integration and differentiation. When an individual consumer is influenced in the same way as others, this is referred to as integration, however when an individual consumer is influenced in the other direction, this is referred to as differentiation (Stapel and Koomen, 2001).

There is currently a considerable body of literature outlining the steps that must be taken to restore external customers. Bell and Zemke (1987) were the first to suggest five "ingredients": regret, speedy restoration, compassion, symbolic repentance, and follow-up. Bitner et al. (1990) found that for a successful recovery, an organization's response should comprise the four crucial elements of recognition, clarification, apology, and reimbursement, based on a study of 700 critical occurrences. Discounts, management effectively, replacement and refund, information distribution, and quick reaction are among the other aspects mentioned by Kelley et al. (1993), Johnston (1995), and Boshoff (1997). There is presently a large corpus of literature explaining the actions that must be performed to re-establish external customer experience. Bell and Zemke (1987) recommended five "ingredients": apology, prompt reinstatement, empathy, symbolic atonement, and follow-up. Based on a research of 700 critical occurrences, Bitner et al. (1990) demonstrated that for a successful recovery, an organization's response should include the four important aspects of recognition, clarification, regret, and recompense. Other factors highlighted by Kelley et al. (1993), Johnston (1995), and Boshoff (1995) include reductions, solution process, repair and reimbursement, knowledge exchange, and fast reaction (1997).

Internal marketing was developed from this by a variety of authors (e.g., Berry, 1981; Gronroos, 1984; Gummesson, 1987). Perceived personal workers as inside users and employment as inside services, as defined by Berry (1981), and then attempting to provide inside products to suit the needs and wants of these internal users while still meeting the organizations goals. The concept is

that if boss wants employees to deliver excellent customer service, it must be ready to treat its own employees well.

There's a lot of proof that service recovery enhances customer experience, word-of-mouth, buyback desire, and service performance assessment (e.g. Mattila, 2001). Poor recovery measures, from the other side, magnify overall adverse effects of outages, such as negative word and shifting behavior (Blodgett, Hill & Tax, 1997). In the literature, the concept of commitment has been divided into social, intellectual, and psychological components (Augusto de Matos, 2009). Customers' actual purchasing behavior is referred to as behavioral loyalty, while their expressed intentions for future action is referred to as cognitive loyalty, and their feeling toward the firm is referred to as emotional commitment.

User satisfaction with service experience is defined as an expressive tendency to respond related to cognitive assessments of entire service contain the complete business rescue operations (Bitner and Hubbert 1994; Oliver 1980). Because a restoration can be viewed of as another service performance, we employed an expectancy disconfirmation paradigm to characterize satisfaction as a function of customers' service recovery expectations and the quality of performance review period (Oliver 1997). To simplify the model, we incorporate recovery dissonance as a control variable, although we don't give an explicit assumption for such a well effect (see Smith et al. 1999 for a similar approach).

The more money spent in a service provider's rehabilitation program, the more likely he is to re-establish client contentment and repeat buying (Nguyen, 2012). This concept implies spending more time and energy to employment and social and making proper attempt to correct client needs (Nguyen, 2012). As a result of these premises, one of the most contentious parts of service recovery emerges. Researchers such as Magnini (2007), McCollough (2009), and Krishna have investigated the emergence of the service recovery puzzle (2011). According to the Recovery Paradox, surpassing clients' standards might help them feel more connected to the company and build a better level of commitment than if the failure had never occurred (Krishna, 2011).

A number of other scholars have observed same findings. If it comes to service recovery techniques, customer commitment are usually the most important considerations. Customer satisfaction or whether the user stays loyal to the organization or changes to a competitor are heavily influenced by the customer's judgment of how the responsible service provider handled

the service failure (Krishna A., 2011). To achieve these positive outcomes, the company must determine which plan is appropriate. Customers like being treated this way. Reimbursement alone, rather than providing a pleasant service recovery experience to solve the problem, could be perceived as negative and counter-productive (Wirtz, 2004). The notion that satisfaction and commitment, in particular, have a significant relationship with service recovery was confirmed in a study of African students and staff at a business school (Komunda, 2012).

In a similar approach to how right to a fair trial is used in legal research, Goodwin and Ross (1992) applied it in a service recovery environment. There are two main levels of voice that they formed: In the low speech state, the subject was denied the chance to present an explanation of his or her problem; nevertheless, in the loud voice situation, the subject was allowed to express thoughts and ideas. Participants in their study, on the other hand, appeared to confuse the low/high voice manipulation with another low/high interactional justice experiment. Consumers who have the option to express their unhappiness and are reimbursed have a better experience, according to McColl-Kennedy et al. (2003). Employees' beliefs of organizational justice impact their consumer extra role actions, which affect customers' sense of justice concerning their service encounter, according to Netemeyer (2003).

According to prior study, interactional justice has different sub. The sub-dimensions are politeness, truthfulness, clarifications, compassion, effort, and regrets (Clemmer, 1988; Tax et al., 1998; McColl-Kennedy & Sparks 2003; del Ro-Lanza et al., 2009). Scholars have subsequently discovered that the original focus on structural difficulties in both distributive and procedural justice is excessively restricted (Greenberg and McCarty, 1990; Tyler and Bies, 1990). Existing notions of procedural and distributive justice have concentrated on justice's results and processes while disregarding societal determinants of perceived fairness (Greenberg, 1996). When respondents were allowed to determine what constitutes discriminatory practices in the late 1980s, several studies found that they preferred to focus on interpersonal rather than structural factors (Greenberg, 1996). Bies and Moag (1986, p. 44) coined the term "interactional justice" to characterize person's awareness to "the effective interpersonal treatment they receive during the execution of organizational processes."

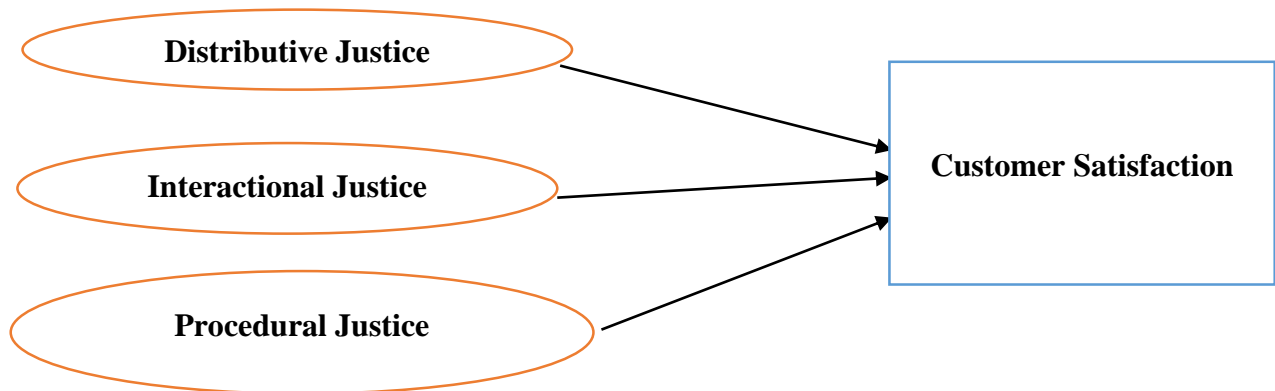
In a service recovery scenario, interactional justice would concentrate on the customer's perception of fairness throughout the service recovery process. Tyler (1988) discovered that officials'

sensitivity to residents' issues influenced their responses to program deals. Potential employees thought the result was more fair when a manager demonstrated concern for their pain, according to Bies (1986). According to Goodwin and Ross, one element of interactional fairness, an apology, is very important in resolving complaints (1992). According to McColl-Kennedy and Sparks, consumers will experience more negative feelings if they believe service providers were unconcerned all throughout the service recovery effort (2003). Lastly, as per Maxham and Netemeyer (2003), workers' effect of organizational fairness affects their customer-directed extra role behaviors, and this in turn cause clients' fairness in their service encounter.

### 2.3 Conceptual Framework

This step's goal is to make the study design more clear.

#### Service Recovery Dimension



**Figure 2.1 Conceptual Framework**

Source: Conceptual Frame work adapted from M. S. Ishar Ali and Mubarak Kaldeen(2017)

### 2.4 Hypothesis Development

The following hypothesis has emerged based on the aforementioned conceptual framework / model:

- H1: Customer satisfaction is positively influenced by distributive justice.
- H2: Customer satisfaction is positively influenced by procedural justice.
- H3: Customer satisfaction is positively influenced by Interactional Justice.

# **CHAPTER THREE**

## **RESEARCH METHODOLOGY**

### **Introduction**

The study approach, design/type, sampling design, population and sample, data sources and sample, data collection processes, ethical considerations, and data analysis are all described in the methodology section. The primary goal of this research is to look into Ethio Telecom Corporate Enterprise clients' experiences with the Broadband Service Recovery System.

### **3.1 Research Approach**

The research strategy chosen by the researcher(s) based on the study's objectives, methodology, focus, and research questions (Alhamdani et al. 2006). There are three main categories of research approaches: quantitative, qualitative and mixed according to Creswell (2003, pp. 13–15). The methodology of quantitative research is founded on the post-positivist viewpoint. It is also reductionist because the goal is to condense the concepts into a manageable number of distinct hypotheses and research questions, or variables. Additionally, it applies statistical techniques to describe behavioral patterns and extrapolate results from samples to the target population, as well as investigative techniques like surveys and studies.

As a result, a quantitative research technique using the survey method was adopted as a research instrument while taking the study aims and questions into account. The survey method is employed because it may easily facilitate the collecting of data from large groups of respondents, costs little to construct and execute, and makes generalizations very simple (Zikmund, 2002).

### **3.2 Research Design**

The study design serves as a roadmap for achieving the research goals and addressing the research questions (Anol Bhattacharjee, 2012). The purpose of study design is to allow for the collection of relevant data with the least amount of effort, time, and money possible. Mixed method research, as defined by Johnson and Onwuegbuzie (2004), is a type of study in which the researcher employs both qualitative and quantitative research techniques, methodologies, approaches, concepts, or languages in a single study. Mixed method research also aims to legitimize the use of several ways to answering research issues rather than limiting or constraining researchers' options (i.e., it rejects

dogmatism). It is a costly and innovative form of study, not a constrictive one. As explained above mixed approach broadens the researcher's choice. For this reason, mixed method is used to assess the effect of service recovery on broadband services of Ethio Telecom corporate enterprise customers.

### 3.3 Population and Sample

A population is defined as a set of individuals or items (analytical unit) with the features that are being studied. The demographic is sometimes well enough and evident (Bhattacharjee, 2012).

As per Roscoe (1979), sample sizes of much more than 30 and lower than 500 are sufficient in most studies. The sample size will be drawn from the major Corporate Enterprise Customers' Department, which is housed in the Sales Division office on Churchill Road, next to the Lyce Franco Gebremariam school. According to information collected from the Ethio Telecom Corporate Enterprise section, there are 700 customers. Service Enterprises (190), Production and Manufacturing (100), International Organizations and Embassies (200), Financial Institutions (32) and Government Administration (178) are all represented. All types of Corporate Enterprise consumers will be included in the sample survey.

Source: Ethio Telecom Corporate Enterprise Procedure Document,2020

### 3.4 Sample Size

The researcher uses a mathematical formula to determine the sample size based on this information. The following mathematical formula for estimating sample size was proposed by Yamane (1967), as mentioned in Meron (2007).

$$n = \frac{N}{1 + N(e)^2}$$

Where, N is the total Corporate Enterprise customers within Addis Ababa, and "e" is the error or confidence level.

According to Rumsey (2011), confidence levels range from 80% to 99%, with the choice of confidence level depending on the topic of research. To obtain an accurate outcome from the

sample, this study adopts a 93% confidence level. The error term would be 0.07 based on this. The sample size is determined using a total population of 700 people and an error term of 0.07.

$$n = \frac{700}{1+700(0.07)^2} = 158 \text{ which will be taken as a sample.}$$

Table 3.1: The sample sizes of the respondents from each section

No.	Section of Corporate Enterprises Customer	Total Number of Customers	Sample from Each Section
1	Service Enterprises	190	42
2	Production & Manufacturing.	100	23
3	Int.Org & Embassies	200	43
4	Financial Institution	32	8
5	Government Administration	178	42
Total		700	158

### 3.5 Sampling Techniques

The researcher can investigate a relatively small number of units instead of the target population and collect data that is representative of the entire target population by using sampling techniques (Sarantakos, 1997). Thus, stratified sampling was used to split the population into segments (strata) based on customer type, and simple random selection was used to select samples from each segment within the population to represent the sample.

Therefore, the strata in study were 5 Sections. These are Service Enterprises, Production & Manufacturing, Int.Org & Embassies, Financial Institution & Government Administration. In general, since each stratum is more homogeneous than the total population, the researcher is able to get more accurate estimation of the sample from each stratum and by estimating more accurately each of the component division and get a better estimate of the whole; in brief, stratified sampling results in more reliable and full information (Kothari, 2004).

### **3.6 Data Sources and Types**

This inquiry included both primary and secondary data sources. Primary data was collected from respondents using a questionnaire and focus group. In addition, secondary data from previous research, as well as the company's service recovery techniques, will be considered in the study. The questionnaire will be created and adjusted by reference to previous studies on comparable topics. Both closed and open-ended question styles be employed to acquire prospective data.

### **3.7 Data Collection Procedure**

A questionnaire is a research tool made up of a set of questions (items) designed to collect answers from the respondents in a standardized way (Sauders, 2003). The study relied on primary data gathered through a self-administered questionnaire. Volunteer customers will complete out the surveys throughout the service encounter and on the customer's premises.

Before the survey was completely launched, a pilot survey was undertaken to identify any shortcomings (if any) in the questionnaires and the survey methodologies. The questionnaire was given to 10 respondents, and the unclear questions were tried to stand out to the majority of them. A frequent phone follow-up was conducted while the questionnaires were being delivered by hand to respondents, and it was successful in getting a high response rate.

The questionnaire was designed to meet the objectives of the research and was divided into three sections. The first section of the questionnaire was dedicated to gathering demographic and common statistics about the respondents and their businesses. The second portion will look into overall customer satisfaction and how it relates to service recovery, such as distributive justice, procedural justice, and interactional justice. The third section of the survey will focus on overall customer satisfaction. The questions were framed as a closed-ended questionnaire, with responses measured on a 5-point Likert scale: strongly agree (SA) = 1, agree (A) = 2, neutral (N) = 3, disagree (A) = 4, and strongly disagree (SD) = 5. The Likert scale was employed to simplify the questions so that respondents could react quickly. The other half is a targeted group question, which is another area where you can obtain more information to help you write a better thesis.

### **3.8 Methods of Data Analysis**

In order to conduct this study, respondent data will be collected. The acquired data can be structured to remove errors, categorized, coded, and analyzed using statistical software such as statistical package for social sciences (SPSS). Depending on the study's conclusions and goals, the data will be evaluated using descriptive statistics (descriptive and frequencies) and regression analysis.

### **3.9 Validity and Reliability**

The reliability and validity of a measure are used to describe its quality (William d. Crano and Marilyn b. Brewer, 2002). The consistency with which a measure analyzes a given notion, according to William d. Crano and Marilyn b. Brewe (2002), is dependability. The degree to which a construct's measure is consistent or trustworthy is known as reliability. Reliability refers to the consistency of the research instrument. Reliability is a measure of an instrument's stability, dependability, or trustworthiness in order to obtain information. Cronbach's alpha has utilized to assess the study's reliability. Reliability greater than 0.80 is considered good; reliability between 0.70 and 0.60 is deemed acceptable; and reliability less than 0.60 is considered bad (Sekaran, 2003). The study's reliability result fulfills the minimum threshold of good (over 0.80).

The degree of link, or overlap, between an instrument and the construct it is supposed to assess is referred to as validity (William d. Carno and MMarilyn b. Brewer,2002). The adequacy with which a measure or scale has sampled from the desired universe or realm of content is referred to as content validity (Jullie Pallant 4th edition). Measurement items were mostly taken from previous studies to ensure content validity. Expert review was used to assess the instrument's content validity.

### **3.10 Ethical Considerations**

The ethical factors for the study are voluntary participation and harmlessness, which means that the respondents were fully informed about the research techniques and risks and could easily choose out. Respondents who have received all of the details about the study are said to have given "informed consent." Prejudice and erroneous reporting are avoided thanks to confidentiality and the researcher.

According to William d. crano and Marilyn b. brewer (2002), research ethics encompasses deception and respondent well-being, as well as explaining the study to participants at the conclusion, data confidentiality, and methodology (Honesty in Reporting Methods and Results).

Based on this the below ethical considerations were applied,

**Informed consent:** All respondents were advised what kind of knowledge they required, why they needed it, and how it would affect them directly or indirectly. All individuals volunteered to participate, and the information gathered was with their full approval and consent.

**Seeking sensitive information:** As far as feasible, sensitive documents that could harm the company or upset the responders was avoided.

**Voluntary participation and harmlessness:** Respondents in the survey were aware that participation in the study is entirely optional, and that they have the right to leave at any moment without facing any negative consequences.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### Introduction

According to the survey results, the respondents were in the Corporate Enterprise groups, as shown in the graph below.

Questionnaires were issued to 158 corporate Enterprise customers to investigate the impact of broadband service recovery. As a result, this chapter examines data analysis using the SPSS application. The empirical findings of the investigation are presented, explained, and discussed. The respondents were asked to answer six main questions on customer contact in various positions. In general, this chapter discusses and analyzes the information obtained from respondents via questionnaire and focus group. The study's key findings were reviewed and debated in light of the specified objectives, which led to the formulation of conclusions and suggestions.

#### 4.1 Response Rate on Questionnaires

The study used 158 sample sizes from a total of 700 populations. A total of 158 questionnaires were distributed based on this sample size, and they were all collected. In addition, three consumers were chosen as focus group members from various businesses to discuss overall satisfaction with service recovery. Table 4.1 shows the detailed distribution and return rate. As a result, all of the questioners were answered and gathered in a timely manner.

Table 4.1: Questionnaire Distribution and return rate

Distribution Area	Questioner Distributed	Questionnaires Returned	Questionnaires not Returned	Return Rate
Service Enterprises Section	42	42	0	100%
Production and Manufacturing	23	23	0	100%
Int. Org & Embassies	43	43	0	100%
Financial Institution	8	8	0	100%
Government Administration	42	42	0	100%
<b>Total</b>	158	158	0	100%

Source: Own Survey data collected ,2022

## **4.2 Testing of the Research Instruments**

Before undertaking the analysis to examine the effect of the dependent (Customer Satisfaction) variables on the independent (Service Recovery Dimensions) variable, the researcher undertakes the validity and reliability test to guarantee the research instruments was valid besides reliable.

### **4.2.1. Validity Test**

Content validity is the degree to which measuring instrument provides enough coverage of the subject matter under study. If the instrument contains a representative sample of the universe, the content validity is good. Its determination is primarily judgmental and intuitive. It can also be determined by means of a panel of persons who shall judge how well the measuring instrument meets the values, but there is no numerical way to express it (Kothari, 2004).

Furthermore, the researcher also conducted a pilot test of the questionnaire among the IT Managers and general services of 16 very critical customer contacted for collecting feedbacks towards enhancing the validity of the instruments in line with content validity. Besides, the researchers acquired and integrated the opinions of the selected customer from focus group in order to enhance the research instrument validity.

### **4.3.2. Reliability Test**

Reliability is the extent to which a dimension gives results that are consistent and fundamentally concerned with issues of consistency of measures (Bryman and Bell, 2003). Cronbach's alpha is a measure of internal regularity, that is, how closely related a set of sample items are as a group. It is measured to be a measure of scale reliability. A "high" value for alpha does not involve that the measure is one-dimensional. Technically speaking, Cronbach's alpha is a coefficient of reliability (or consistency). According to Hair, et al., (2006), if  $\alpha$  is greater than 0.7, it means that it has high reliability, 0.5 is sufficient, and if  $\alpha$  is smaller than 0.3, then it implies that there is low reliability.

Accordingly, the overall Cronbach' alpha result of the 19 items in the study (4 Distributive Justice, 5 Procedural Justice, 6 Interactional Justice & 4 from Overall Customer satisfaction) was 0.962 which is higher than the minimum alpha value set as acceptable (i.e. 0.50). The Cronbach's alpha result of each item used in the questionnaire is shown in the following table.

Table 4.2 Reliability test

Reliability Statistics		
Dependent & Independent Variable		
Variable	No of Items	Cronbach's Alpha
Distributive Justice	4	0.918
Procedural Justice	5	0.960
Interactional Justice	6	0.955
Customer Satisfaction on Overall Service Recovery	4	0.934

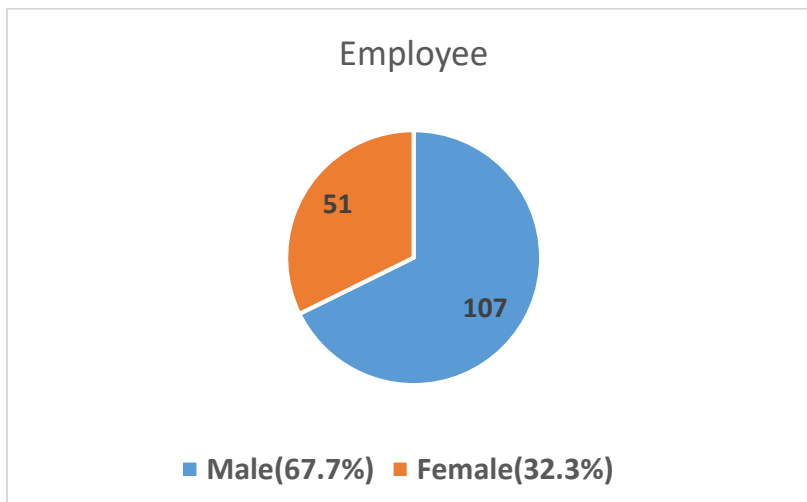
The reliability test for both the dependent and independent variables, as shown in the table above, is better than 0.8 and good, demonstrating the dependability of the research instrument used. Cronbach's Alpha score for total reliability is 0.962.

### 4.3 Descriptive analysis of Respondents demographic information

For more clarity, the demographic determinants are described using this analysis. Gender, age, educational attainment, job position, and work history are the demographic variables employed in this study. The frequency and percentage of respondents' responses were used for all variables in the scale-type surveys. Correlation and multiple regression analysis techniques were used for the variables of distributive justice, procedural justice, interactional justice and overall satisfaction on service recovery.

#### 4.3.1 Gender of Respondents

The below figure shows the respondents gender composition.



**Figure 4.1: Respondents' Gender**

Source: own Survey (2022) using SPSS 25

According to the results shown in Figure 4.1 above, 67.7% of respondents were men and 32.3% were women, indicating some ratio discrepancies. Most of the company IT staffs were men and there is gender bias.

**4.3.2 Respondents' Age**

The researcher used to include the respondents age to know age distribution among the respondents and the results are presented in Table 4.3 below.

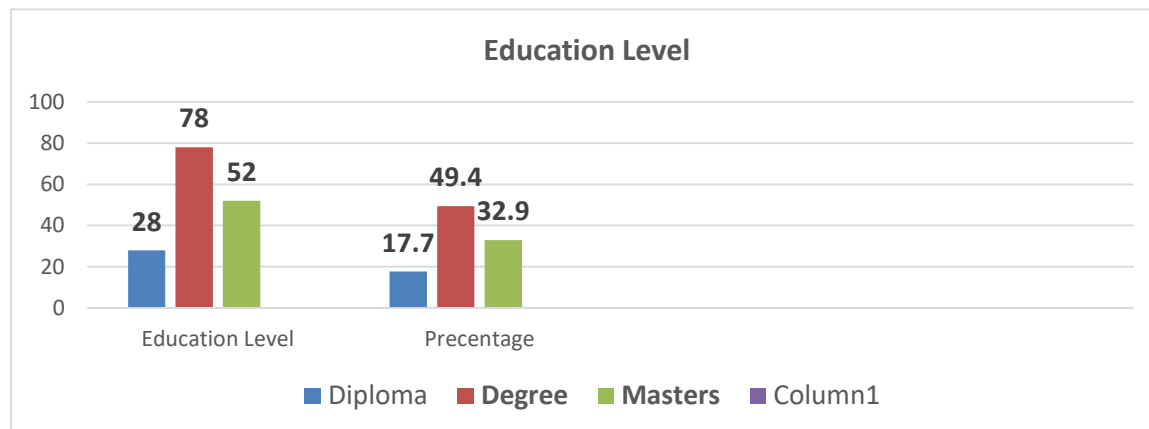
Age Category	Frequency	Percent (%)
18-24	10	6.3
25-34	35	22.2
35-44	65	41.1
45-54	38	24.1
Above 55	10	6.3
<b>Total</b>	158	100

**Source:** own Survey (2022) using SPSS 25

According to Table 4.2 above, the majority of respondents (41.1%) and (24.1%), respectively, were between the ages of 35-44 and 45-54. This demonstrates that the majority of responders have greater life experience and can provide reliable information from a variety of perspectives.

**4.3.3 Respondents Level of Education**

The researcher was able to determine the respondents' perception levels, which are shown in Figure 4.2, by being able to understand the respondents' knowledge and skills.



**Figure 4.2: Respondents Level of Education**

Source: own Survey (2022) using SPSS 25

According to the aforementioned graph, 49.4% and 32.9%, respectively, of the respondents held a degree or a master's degree. Which leads us to believe that the surveys were simple enough for the responders to grasp and understand the questioner.

#### 4.3.4 Respondents by Job position

With the help of this study, the researcher was able to determine the levels of employees' job position who contributed to the questionnaire responses and include the concepts shown in Table 4.4 below.

**Table 4.4: Respondents by Job Position**

Position	Frequency	Percent (%)
Director	4	2.5
ICT Manager	38	24.1
General Service Manager	24	15.2
Sales Manager	16	10.1
Others/ Employees	76	48.1
<b>Total</b>	<b>158</b>	<b>100</b>

**Source:** own Survey (2022) using SPSS 25

According to Table 4.3 above, 15.2 percent of respondents were General Service Managers, 24.1 percent were ICT Managers, and 48.1 percent were Others/Employees. The outcome is consistent with the study's demographic distribution, which shows that the majority of participants are lower-level employees who have a close connection to routine tasks.

#### 4.3.5 Year of Company Experience

The results are shown in the table 4.4 below. The study attempted to determine the respondents' company experience, which can assist determine whether they have sufficient experience to deliver accurate and dependable information.

**Table 4.5: Year of Company Experience**

Experience	Frequency	Percent (%)
0-3	22	13.9
6-Apr	31	19.6
9-Jul	39	24.7
Above 10	66	41.8
<b>Total</b>	<b>158</b>	<b>100</b>

**Source:** own Survey (2022) using SPSS 25

The results of Table 4.4 above indicate that 41.8 percent of respondents have worked for more than ten years. This experience demonstrates that the responders have in-depth knowledge of the business and are capable of providing accurate information.

#### 4.4 Descriptive Statistics of Basic Research Questions

Examining the effects of Service recovery on Ethio Telecom Corporate Enterprise subscribers is the goal of this study. The following questionnaires were brought up and debated as a result. This section examined the impact of independent variables / Service recovery variables and customer satisfaction on overall service recovery (Distributive Justice, Procedural Justice and Interactional Justice).

The replies were measured using a Likert scale with the following options: 1 = Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree, and 5 = Strongly Disagree. SPSS software was used to analyze the questionnaires.

##### 4.4.1 Distributive Justice

Table 4.6: Distributive Justice

S.N	Question Statements	Measurements				
		Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
1	Given the efforts made by the Ethio Telecom staff to make me happy, the treatment I received is reasonable.	54(34.2%)	66(41.8%)	19(12%)	15(9.5%)	4(2.5%)
2	I was adequately compensated as a result of the failure.	4(2.5%)	35(22.2%)	62(39.2%)	45(28.5%)	12(7.6%)
3	What I deserved, I got.	22(13%)	63(39.9%)	48(30.4%)	20(12.7%)	5(3.2%)
4	I expected a high-end experience when I choose Ethio Telecom, and I received exactly what I desired.	21(13.3%)	61(38.6%)	51(32.3%)	19(12%)	6(3.8%)

**Source:** own Survey (2022) using SPSS 25

Table 4.5 shows the results, with 54 (34.2%) of respondents strongly agreeing, 66 (41.8%) agreeing, 19 (12%) neutral, 15 (9.5%) disagreeing, and 4 (2.5%) severely disagreeing. Since ethio Telecom handles its clients fairly in order to keep them happy, the majority of respondents concurred.

According to the findings for the second statement, 4 (2.5%) respondents strongly agreed, 35 (22.2%) agreed, 62 (39.2%) were indifferent, 45 (28.5%) disagreed, and 12 (7.6%) severely disagreed. This shows that 36% of respondents did not believe that the pay they receive is appropriate, while 39% of respondents were unsure of their opinions. Ethio Telecom should therefore concentrate on compensation and other related concerns.

According to the results for the third statement, 22 (13.9%) respondents highly agreed, 63 (39.9%) agreed, 48 (30.4%) were neutral, 20 (12.7%) disagreed, and 5 (3.2%) severely disagreed. This indicates that, in terms of relational service recovery, the vast majority of respondents were in agreement that the customer received what they deserved.

According to the findings, 61 (38.6%) respondents highly agreed with the fourth statement, 61 (38.6%) agreed, 51 (32.3%) were neutral, 19 (12%) disagreed, and 6 (3.8%) strongly disagreed. This shows that the majority of those surveyed were in agreement that consumers get the premium service they expect in the way they want.

#### 4.4.2 Procedural Justice

**Table 4.7:** Procedural Justice

S.N	Question Statements	Measurements				
		Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
1	The rules and regulations are clear and suitable.	11(7%)	63(39.9%)	50(31.6%)	33(20.9%)	1(0.6%)
2	The policies and practices of the organization are adaptable.	10(6.3%)	47(29.7%)	62(39.2%)	32(20.3%)	7(4.4%)
3	When resolving the issue, the company's policies and processes took my status into account.	13((8.2%)	49(31%)	56(35.4%)	35(22.2%)	5(3.2%)
4	My problem was resolved in a reasonable amount of time.	12(7.6%)	52(32.9%)	59(37.2%)	30(19%)	5(3.2%)
5	The policies and procedures are appropriate for the issues I had.	12(7.6%)	48(30.4%)	62(39.2%)	33(20.9%)	3(1.9%)

**Source:** own Survey (2022) using SPSS 25

Table 4.6's findings show that 11 (7% of respondents) were in agreement, 63 (39.9%) were greatly in agreement, 50 (31.6%) were neutral, 33 (20.9%) were disagreed, and 1 (0.6%) were strongly disagreed.

Because of this, the vast majority of respondents said that Ethio Telecom's service recovery rules and processes were simple.

Results for the second statement show that 32 (20.3%) disagreed and 7 (4.4%) strongly disagreed, whereas 10 (6.3%) respondents highly agreed, 47 (29.7%) agreed, 62 (39.2%) were indifferent, and 32 (20.3%) agreed. This indicates that 36% of respondents agreed, while 39% were unsure whether they supported or opposed the flexibility of Ethio Telecom Policies & Procedures. This implies that the rules and processes that need to be reviewee's flexibility is being called into doubt.

According to the findings for the third statement, 13 (8.2%) respondents strongly agreed, 49 (31%) agreed, 56 (35.4%) expressed no opinion, 35 (22.2%) disagreed, and 5 (3.2%) strongly disagreed. This shows that 39% of respondents agreed with various levels, whereas 35% were neutral or opposed to the businesses. The position of the client is considered in policies and procedures. As a result, a new policy and procedure that considers the position of the consumer should be taken into account.

According to the findings for the fourth statement, 12 (7.6%) respondents strongly agreed, 52 (32.9%) agreed, 59 (37.2%) were neutral, 30 (19%) disagreed, and 5 (3.2%) strongly disagreed. This means that 40% of respondents agreed, to varying degrees, that their problem had been handled in accordance with the criteria, but 37% were neutral about the company's decision to take the time necessary to address customer concerns in accordance with the standard. Ethio Telecom should thus review the standard and make any necessary adjustments.

According to the findings for the fifth statement, 12 (7.6%) respondents highly agreed, 48 (30.4%) agreed, 62 (39%), were neutral, 33 (20.9%) disagreed, and 3 (1.9%) strongly disagreed. Accordingly, 38% of respondents agreed, to varying degrees, that the company's rules and procedures were acceptable for the circumstances at hand, while 39% either did not support or opposed the policies and procedures. Ethio Telecom should therefore evaluate its policies and processes to make sure that they are suitable for the current client situation.

#### 4.4.4 Interactional Justice

**Table 4.8: Interactional Justice**

S.N	Question Statements	Measurements				
		Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
1	The worker(s) expressed regret for the error and addressed my situation with professionalism.	28(17.7%)	83(52.5%)	37(23.4%)	10(6.3%)	0(0%)
2	The employee(s) provided me with sincere answers to my inquiries.	22(13.9%)	75(47.5%)	55(34.8%)	6(3.8%)	0(0%)
3	Throughout the entire procedure, the employee(s) gave me thoughtful treatment.	20(12.7%)	86(54.4%)	45(28.5%)	7(4.4%)	0(0%)
4	The individual or employees were helpful and courteous.	21(13.3%)	81(51.3%)	47(29.7%)	8(5.1%)	1(0.6%)
5	The employee(s) displayed patience, self-assurance, and empowerment.	14(8.9%)	67(42.4%)	60(38%)	17(10.8%)	0(0%)
6	The employee(s) went above and above to resolve my issue and were considerate and understanding.	18(11.4%)	79(50%)	53(33.5%)	8(5.1%)	0(0%)

**Source:** own Survey (2022) using SPSS 25

Table 4.7's findings show that of the respondents, 28 (17.7%) agreed, 83 (52.5%) strongly agreed, 37 (23.4%) were neutral, and 10 (6.3%) disagreed. This shows that the majority of respondents concur that consumers have apologized to when a mistake is made by Ethio Telecom staff.

22 (13.9%) respondents strongly agreed with the second statement, 75 (47.5%) agreed, 55 (34.8%) were neutral, and 6 (3.8%) disagreed, according to the second set of data. This suggests that the majority of respondents think workers are honest in their justifications for issues that emerge.

The results for the third statement show that 20 (12.7%) respondents strongly agreed, 86 (54.4%) agreed, 45 (28.5%) were neutral, and 7 (4.4%) disagreed. Therefore, the majority of respondents agreed that throughout the process, personnel handled customers with care.

In response to the fourth statement, the results show that 21 (13.3%) respondents highly agreed, 81 (51.3%) agreed, 47 (29.7%) were neutral, 8 (5.1%) disagreed, and 1 (0.6%) severely disagreed.

This indicates that the majority of respondents agreed that staff members were courteous and eager to assist customers.

According to the findings for the fifth statement, 14 (8.9%) respondents strongly agreed, 67 (42.4%) agreed, 60 (38%) were neutral, and 17 (10.8%) disagreed. This suggests that 51% of respondents agreed that Ethio Telecom employees were understanding, self-assured, and equipped to handle any issues.

According to the findings for the sixth statement, 18 (11.4%) respondents agreed strongly, 79 (50%) agreed, 53 (33.5%) were neutral, and 8 (5.1%) disagreed. According to this, 61% of respondents said that the company's staff members were sympathetic, caring, and eager to go above and beyond for clients.

#### **4.4.5 Which one of the below do you think was most important regarding the service failure and recovery process?**

**Table 4.9: Most important in service failure/ recovery Process**

<b>Handling the Service Failure</b>	<b>Frequency</b>	<b>Percent (%)</b>
The Final service recovery outcome	89	56.3
The efforts of the company(s) to handle the problem	39	24.7
The company's policies and procedures used to handle the failure	30	19
Total	158	100

**Source:** own Survey (2022) using SPSS 25

The results in Table 4.8 above demonstrate that 89 respondents, or 56.3 percent, prioritized the success of the service recovery, followed by 39 respondents, or 24.7 percent, who gave priority to company employees' efforts to manage issues, and 30 respondents, or 19 percent, who placed emphasis on Ethio Telecom's policies and procedures for handling issues.

#### 4.4.6 Are you satisfied with the overall service failure handling process?

**Table 4.10: Satisfaction level**

S.N	Question Statements	Measurements				
		Strongly Agree	Agree	Neutral	Disagree	Strongly Agree
1	The results of the service recovery satisfy me	39(24.7%)	78(49.4%)	37(23.4%)	4(2.5%)	0(0%)
2	I was pleased with my encounters with Ethio Telecom staff members during the entire process.	22(13.9%)	80(50.6%)	45(28.5%)	11(7%)	0(0%)
3	I am happy with the rules and practices followed to deal with my issue.	20(12.7%)	80(50.6%)	50(31.6%)	8(5.1%)	0(0%)
4	I am delighted with the overall service recovery process.	23(14.6%)	81(51.3%)	46(29.1%)	8(5.1%)	0(0%)

**Source:** own Survey (2022) using SPSS 25

Table 4.9's findings show that 39 (24.7%) respondents strongly agreed, 78 (49.5%) agreed, 37 (23.4%) neutral but weren't sure, and 4 (2.5%) disagreed. As a result, 74 percent of respondents concurred that the results of the service recovery are satisfactory on a variety of dimensions.

Table 4.9's findings show that 39 (24.7%) respondents strongly agreed, 78 (49.5%) agreed, 37 (23.4%) agreed but weren't sure, and 4 (2.5%) disagreed. As a result, 74 percent of respondents concurred that the results of the service recovery are satisfactory on a variety of dimensions.

According to the findings for the third statement, 20 respondents (or 12.7%) strongly agreed, 80 respondents (or 50.6%) agreed, 50 respondents (or 31.6%) were neutral, and 8 respondents (or 5.1%) disagreed. This indicates that 63 percent of respondents are satisfied with the policies and practices in place to address any problems.

The results for the fourth statement show that 23 (14.6%) respondents strongly agreed, 81 (51.3%) agreed, 46 (29.1%) were neutral, and 8 (5.1%) disagreed. This indicates that 65% of the respondents approved of and were content with the entire service recovery process.

## 4.5 Inferential statistics analysis

### 4.5.1 Correlations analysis

Using two-tailed Pearson correlation analysis, the association between the variables was examined. The link between the variables was examined using the Pearson Correlation Coefficient (Distributive Justice, Procedural Justice, Interactional Justice and overall customer satisfaction). Many writers consider this statistical approach to be quite effective in determining the strength of a relationship between variables (Mugenda and Mugenda, 2003; Cooper and Schindler, 2006; Saunders et al., 2009). Herman established the general guidelines that should be followed when analyzing the R-value derived from inter correlation analysis, which is shown in Table 4: 10 below. Hinkle, et al.

**Table 4.11: Interpreting the R-value for Inter Correlations R-value**

R-Value	Relationship
Above 0.70	Very Strong Relationship
0.50 - 0.69	Strong Relationship
0.30 - 0.49	Moderate Relationship
0.10 - 0.29	Low Relationship
0.01 - 0.09	Very low Relationship

Source; Hinkle (1998).

**Table 4.12: The Relationship between Independent Variable and Customer Satisfaction with overall service recovery.**

Correlations					
		Distributive Justice	Procedural Justice	Interactional Justice	Overall Customer Satisfaction
Distributive Justice	Pearson Correlation	1	.637**	.658**	.645**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	158	158	158	158
Procedural Justice	Pearson Correlation	.637**	1	.572**	.598**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	158	158	158	158
Interactional Justice	Pearson Correlation	.658**	.572**	1	.691**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	158	158	158	158
Overall Customer Satisfaction	Pearson Correlation	.645**	.598**	.691**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	158	158	158	158

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

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

**Source:** own Survey (2022) using SPSS 25

According to the findings in Table 4.11, there is a positive correlation between Customer Satisfaction and Service recovery dimensions, with correlation coefficients of  $r=.645^{**}$ ,  $r=.598^{**}$ , and  $r=.691^{**}$ , respectively. As a result, all variables have a positive statistical correlation.

In conclusion, there is a strong correlation between customer satisfaction and interactional justice, with a  $r$  value of 0.50 to 0.69. However, despite having a lower  $r$  value between 0.50 and 0.69 than the two, overall customer satisfaction with procedural justice is still good.

#### 4.6 Multi Linear Regression analysis

The multiple linear regression analysis was conducted on the dependent variable determined by the independent variables and the results are discussed as follows.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 <sup>a</sup>	0.565	0.556	0.50823
a. Predicators: (Constant), Interactional Justice, Procedural Justice and Distributive Justice leads better customer satisfaction				
b. Dependent Variable: Customer satisfaction on overall service recovery				

**Table 4.13: Model Summary and interpretation**

**Source:** own Survey (2022) using SPSS 25

The value of  $R$ ,  $R$  square, and modified  $R$  square can be found in the model summary above (table 4.12). For this data,  $R = 0.751$  (shows the strength of relationships between the dependent variable (i.e., customer satisfaction), which can be influenced by the independent variables (customer satisfaction will be higher for distributive justice, procedural justice, and interactional justice),  $R$  square = 0.565, and adjusted  $R$  square = 0.556.

This shows that, on average, the independent variable can explain or justify around 55.6 percent of the variation in customer satisfaction. Other factors outside the scope of this model account for the remaining 43.4 percent of the variation in customer satisfaction.

The amount of variance in the Service Recovery measure that is explained by the underlying independent variables is shown in the regression model above. To further elaborate on R, R<sup>2</sup>, adjusted R<sup>2</sup>, and Durbin–Watson

**R:** The value of the various correlation coefficients between the predictors and the outcome, with a range of 0 to 1, where a higher number denotes a stronger correlation and a value of 1 indicates an equation that completely predicts the observed value (Pedhazur, 1982). According to the model summary, the dependent variable was significantly predicted by the linear combination of the three independent variables (Distributive justice, procedural justice, and interactional justice will experience increased Customer satisfaction on overall service recovery;  $R=.751a$ ) (customer satisfaction on the overall service recovery).

**R Square (R<sup>2</sup>):** The percentage of the dependent variable's variance that a linear combination of the independent factors can explain. R<sup>2</sup> measures the proportion of the outcome's variance that can be accounted for by the predictors. Additionally, R<sup>2</sup> values range from 0 to 1. (Pedhazur, 1982). 56.5 percent of the variance in Customer satisfaction on overall service recovery is explained by the linear combination of independent variables or predictors, such as Distributive Justice, Procedural Justice, and Interactional Justice, while the remaining 43.5 percent is explained by auxiliary variables not taken into account in this regression model. In other words, whereas other factors contribute for 43.5 percent of the variation in Customer satisfaction on total service recovery, changes in the aforementioned independent variables account for 56.5 percent of it.

**Adjusted R Square (R<sub>2</sub>):** The adjusted R<sup>2</sup> provides some indication of how effectively the model generalizes, and its value is the same as or very similar to the value of R<sup>2</sup>. In other words, it modifies R<sup>2</sup>'s value to better reflect the population under study (Pedhazur, 1982). The difference for the final model is negligible; in fact, it is  $(0.565 - 0.556 = 0.009)$ , or around 0.9 percent, between R<sup>2</sup> and Adjusted R<sup>2</sup>. This reduction indicates that the model would account for around 0.9% less variance in the result if it were derived from the population as opposed to a sample.

**Durbin–Watson:** This statistic determines whether or not the assumption of independent errors is reasonable. Values less than 1 or larger than 3 should surely raise red flags, as the conservative rule advised (Field, 2005). For this data, the value is 0.508, which is so little than half that the assumption is almost unclear, such that the intended result is when the value is less than half.

**Table 4:14 ANOVA and Interpretation**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.595	3	17.198	66.583	.000 <sup>b</sup>
	Residual	39.778	154	0.258		
	Total	91.373	157			
a. Dependent Variable: Customer Satisfaction with overall service recovery process						
b. Predictors: (Constant), Distributive, Procedural & Interactional Justice						

**Source:** own Survey (2022) using SPSS 25

The multiple linear model summary table in the aforementioned table 4.16 ANOVA helps to ensure that the model is a statistically significant predictor of overall customer satisfaction, and the fact that the sig value is less than 1 percent demonstrates this. So a sizable portion of customer happiness is jointly controlled by independent variables.

The overall regression model is significant,  $F = 66.583$ ,  $p < 0.01$ ,  $R$  is 0.751, and it can be concluded that the model significantly predicts customer satisfaction on the overall service recovery. Consequently, variables found statistically and significantly predictive to ethio telecom Corporate enterprise customers. (That is, the regression model fits the data well or adequately.)

**Table 4.15: Multiple Linear Coefficients**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.312	0.146		2.131	0.035
	Distributive Justice	0.184	0.060	0.240	3.082	0.002
	Procedural Justice	0.171	0.059	0.208	2.903	0.004
	Interactional Justice	0.425	0.075	0.414	5.655	0.000
a. Dependent Variable: Customer Satisfaction on overall Service Recovery Process						

**Source:** own Survey (2022) using SPSS 25

According to coefficient table 4.17 above, all beta values are positive, indicating that practically all the variables have positive relationships.

## 4.7 Focus Group Discussion

Ethiopian Airlines, St. Paulo's Hospital Millennium Medical College, and Bemedia Media Program are the three clients I've selected to take part in the debate, representing three different business sectors (airline, hospital, and media industry). Each client conversation is represented by the following:

One of the most significant clients of Ethio Telecom is Ethiopian Airlines, which has subscribed to a number of services, the most notable of which is a broadband service with different capacity. The airline currently has a dedicated account manager assigned by Ethio Telecom who is in charge of all service requests and post-sale services. Currently, one of the links are provided from core switch. The connectivity interruption, which was principally brought on by a fiber cut at an international gateway, had a significant negative impact on the industry, according to the discussion. All flights were impacted during that period, therefore in order to keep things going smoothly, they had to communicate the outage clearly and promote their link to other less crowded gateways. As a result, we have chosen to use several gateways' redundant lines and backup links as a fix.

The second client we speak with is St. Paulo's Hospital Millennium Medical College, who is also incredibly significant to the company's business. The similar situation affects the Hospital. The entire spectrum of telecommunications services is managed by a professional account manager at SPMMC. In order to provide patients with long-term services, the majority of hospitals have established an electronic medical record system, which requires reliable connectivity. Although they now think the link is solid, they still need to look for ways to improve it in order to guarantee the service's long-term viability. Finally, they consented to sign a service level agreement with Ethio Telecom in order to guarantee the services.

One of Kana and CANAL TV's most significant clients, Bemedia Media Program, was finally invited to a meeting. Ethio Telecom views the customer as being of utmost importance given the nature of the business. The customer now uses two links from separate routes, one from the Bole exchange and the other from the Legehar exchange, each with a diverse service (Dedicated internet access (DIA), Fixed Broadband). Nearly all live broadcasting operations are supported by stable connectivity (FBB). Even though the experience is highly regarded, it can be difficult to tell the international gateway from.

According to conversations with three clients, the biggest issue with redundancy/back up lines that can be provided from several network elements. A non-congested gateway must be advertised as a temporary fix while the primary gateway is being repaired due to the second significant issue, international gateway disruptions. The customer experience has generally improved, but more

infrastructure development is still required to deliver dependable services, lower downtime, and raise overall customer satisfaction with relation to service recovery.

N.B: Focus group discussion participant customer has selected based on the departments customer's mission criticality, business criticality and value creation. (Source: Corporate Enterprise Customer Management Procedure, 2020)

## **4.8 Discussion of the Result**

This study's objective was to demonstrate how broadband service recovery impacts customer happiness, particularly among corporate enterprise customers. Distributive justice, procedural justice, and interactional justice were picked as independent variables, as was described in the literature review section.

According to the survey, there is a clear male dominance because the majority of respondents (107)67.7% are male and the remaining (51)32.3 percent are female. There are 65 respondents that are between the ages of 35 and 44. (41.1 percent). This also means that 41.1 percent of the study's respondents were older than 30. (Adults).

According to the responses, the most common types of service failures experienced by Ethio Telecom Corporate Enterprise Clients were, the top service failure locations identified by the respondents include power outages (38 percent), network quality (32 percent), network signal strength (34 percent), and broadband service failure encounters (27 percent).

According to the study's findings, respondents who were asked about their method of addressing service issues with Ethio Telecom indicated that they would contact the 980 Contact Center (60 percent) and track the status with an account manager (50 percent).

Individual assessments of each of the three service recovery dimensions were conducted, and the majority of replies on distributive justice are (neutral, disagree and strongly disagree). The majority of the differences of opinion are in regards to the compensations that the respondents received in connection with their failure, which is consistent with earlier study findings (Andreassen, 2000; Maxham and Netemeyer, 2002, 2003; Tax et al., 1998; Va'zquez-Casielles et al., 2010).

The replies for procedural justice were equally on the disagreeable side, with the most disagreeable point being that the company's policies and procedures are rigid. The majority of the replies received when respondents were asked about their contacts were positive. The most widespread agreement

concerned the employees' sincere justifications. Using the table below, we can draw the following conclusions on the general hypothesis of perceived justice dimensions: -

Table 4.16 Summary of the Hypothesis

HYPOTHESIS	ANALYSIS	RESULT
H1:Distributive Justice has positive significant effect on Customer Satisfaction	Regression Analysis	Accepted
H1:Procedural Justice has positive significant effect on Customer Satisfaction	Regression Analysis	Accepted
H1:Interactional Justice has positive significant effect on Customer Satisfaction	Regression Analysis	Accepted

# CHAPTER FIVE

## SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

### Introduction

This section provides a summary of the major findings, conclusions, and suggestions related to the study's objectives about the Effect of Broadband Service Recovery on Customer Satisfaction based in Addis Abeba.

### 5.1 Summary of Major Findings

According to perceived fairness, the study discovered a significant positive relationship between service recovery and customer contentment that will fix all of the issues raised. The study also found a connection between customer contentment and service recovery. The study contributes to the body of knowledge already available on service recovery in developing nations.

- ✦ Out of 158 participants in the study, 107 (67.7%) were men, 51 (32.3%) were women, 65 (41.1%) were in the age range of 35 to 44, and 78 (49.9%) were degree holders. Additionally, 76 (48.1%) of the respondents held staff positions, and 66 (41.8%) had more than 10 years of experience, according to the demographics of the respondents.
- ✦ According to the responses, the most common types of service failures experienced by Ethio Telecom Corporate Enterprise Clients were, the top service failure locations identified by the respondents include power outages (38 percent), network quality (32 percent), network signal strength (34 percent), and broadband service failure encounters (27 percent).
- ✦ According to the study's findings, respondents who were asked about their method of addressing service issues with Ethio Telecom indicated that they would contact the 980 Contact Center (60 percent) and track the status with an account manager (50 percent).
- ✦ When it comes to overall customer satisfaction with service recovery, the majority of respondents believe that power outages are the most common cause of service failure.
- ✦ The majority of respondents are concerned on network quality.
- ✦ On the other side, the international gateway has frequently been unavailable, impacting client enterprises.
- ✦ Because it merely counts the days and disregards the effect on client business, the compensation for service failure is nonsensical.

- ✦ There is a deficit that respondents highlighted with regard to service recovery rules and procedures.
- ✦ The majority of respondents had positive things to say about how staff members at the company responded to the service recovery.

## **5.2 Conclusion**

The results of the study, which looked at how broadband service recovery affected customer satisfaction, are shown below:

- ✦ Consumers complain that staff do not pay enough attention to their complaints, recovery periods are lengthy, and the operator does not explain the primary cause of the failure or how long it will take to recover, in addition to issues with standard operating procedures.
- ✦ Customers are beginning to lose faith in Ethio Telecom's treatment of their complaints because they think the procedure for recovering broadband service is inconsistent. Customers' right to know how their service recovery is going seems to be denied.
- ✦ Service provider response is what counts; service failure cannot be prevented. A successful service recovery can increase customer satisfaction, loyalty, and good word of mouth. Information that can be used to improve service as part of a continuous improvement effort is provided by a well-designed and well-documented service recovery strategy. However, neglecting to restore service to its prior condition has the opposite effect.
- ✦ Ethio Telecom's network coverage and performance cannot be guaranteed; frequent interruptions to the broadband connection include failures of the international gateway, power outages, modems failure, and line cutting.
- ✦ Corporate customers are given precedence in Ethio Telecom's processes for recovering broadband service. Corporate Enterprise customers of Ethio have been reassigned to the "980" toll-free contact center. For connectivity recovery, a half-day fault resolution period has been allocated. But the fault resolution time still takes more than a day period.
- ✦ The methods of operation are grounded on the view that once a trouble ticket opened, everything will go according to plan until the customer receives a resolution. The application, on the other hand, requires coordination between numerous network departments, making it a far more difficult and time-consuming procedure.

- ✦ Although customers may easily monitor the progress of service recovery, the feedback process is still difficult, especially when technical teams refuse to pinpoint the root cause of the issue, which is essential for future improvement.

### **5.3 Recommendation**

- ✦ By recording and disseminating the history of frequently reported service failures as well as the recovery techniques employed by staff, Ethio Telecom can expedite root cause study and handle similar issues. Additionally, it makes knowledge transfer between employees and work units easier.
- ✦ To gather feedback on the current service recovery experience and better the business going forward, the organization should host an event with corporate enterprise clients.
- ✦ Ethio Telecom has entered a new, competitive market and needs to improve the technical proficiency of its employees who are providing services to a crucial client.
- ✦ The Operator should concentrate on expanding the capacity of its gateway with redundancy in order to reduce the number of failures. This needs to be put into practice as quickly as feasible.
- ✦ The policies and methods for managing faults should be updated to take into account the nature of extremely demanding clients.
- ✦ To lessen associated issues, Ethio Telecom should endeavor to standardize cabling.
- ✦ The operator should work on its own power supply in order to protect clients who are affected by a commercial power outage.
- ✦ To minimize service outages, customers should be encouraged to sign up service level agreement for redundant or backup lines from different network components.
- ✦ Establishing infrastructure to prevent future service failures by cooperation with numerous service providers, including EEU, AAWSA, and all city governments.
- ✦ Forming a partnership with a client to gain additional support for handling broadband-related issues and failures.
- ✦ Enhancing broadband quality through network optimization and the use of alternative connectivity sources.
- ✦ Working with Ethiopian Electric Power to install fiber optic connections on their power poles to secure the infrastructure.

- ✦ In order to ensure full implementation, the organization must keep an eye on how working processes are being used. Regular reviews of each recovery stage are necessary, and any necessary corrections should be made to prevent activities from being finished before all necessary steps have been taken. Continuous monitoring should include adapting work practices in light of existing personnel resources and competencies.
- ✦ Corporate Enterprise contact center "980" employees are the first to respond to customer complaints about broadband service outages, but they do so virtually. Conversely, the authority of contact center advisors is restricted to providing information and creating and sending trouble tickets to the relevant department in charge of resolving the issue. Even after receiving trouble ticket, advisors might not be aware of which department is responsible for a problem. By creating a culture of transparency and giving 980 contact center employees the authority to record every stage of the recovery process, the communication gap between departments and customers will be closed, leading to quicker recovery times and higher levels of customer satisfaction.
- ✦ In order to provide first-level assistance, the organization should concentrate on building the capacity of front-line staff who are in charge of receiving complaints. Along with handling client complaints, account managers should be able to provide comprehensive information regarding the alleged service failure and first-level support.
- ✦ Ethio Telecom Will get in touch with consumers to ask for feedback after each successful service recovery in order to improve the recovery process. As a result, the business should focus on getting customer feedback once the recovery phase is done.

## **5.4 Limitations and directions for further research**

There are several restrictions on this study, despite all efforts being made to make it strong. In order to address some of the study's flaws in future research, the next section will discuss some of them.

One of the study's biggest flaws is that it only looks at service recovery initiatives for broadband services provided by the operator; it excludes fixed line, ISDN, ISP, and mobile services. The study excludes other competitive carriers from its analysis, limiting it to assessing the impact of 100% service recovery on customer satisfaction for state-owned monopoly Ethio Telecom.

Future studies can examine the recently merged operator, Safaricom Telecommunications PLC, which is headquartered in Addis Abeba, as well as how the problem compares to its rivals. To improve results, researchers may also steer clear of all the study's drawbacks in subsequent investigations.

## Reference

Afzal, Shabbir, S., Faisal, M., & Shabbir, S. (2016). Relationship Between Negative Customer Behavior and Turnover Intentions: Exploring Interventions of Emotional Exhaustion and Job Satisfaction in Call Centers Agents. *International Business Management*, 10(14), 2649-2659. doi: 10.3923/ibm.2016.2649.2659

Bell, 1992, P.58-63 The Service Recovery of Training department for enterpriser

Bitner, M.J (1990), Evaluating service encounters: The effects of physical surroundings and employee responses, *Journal of Marketing*, P.71-84.

*Boshoff, C. 1999. RECOVSAT: An Instrument to Measure Satisfaction with Transaction-Specific Service Recovery. Journal of Service Research, 1(3): 228 – 241.*

Chaudhuri, A. and Flamm, K. (2005, January). The Future of Broadband: Wired & Wireless? A paper to be presented at the Global Communications Consortium, Florida

Connect Minnesota (2012). How satisfied are Minnesotans with their Broadband Services? Retrieved September 01,2013

Ethio Telecom (2022). Company Profile. Addis Ababa.

Jianbo Fu, 2008, Southwest Jiao Tong University, Chengdu 610030, China, International Journal of Business and Management, Vol. 3, No 10, October 2008.

Potluri (Dr.), an Assessment of Ethiopian Telecom Customer Satisfaction, Vol. 10 Issue 4 (Ver 1.0) June 2010.

Liaw, Y.-J., Chi, N.-W., & Chuang, A. (2010). Examining the mechanisms linking transformational leadership, employee customer orientation, and service performance: The mediating roles of perceived supervisor and coworker support. *Journal of Business and Psychology*, 25(3), 477-492.

Ozge Ozgen and Sumeyra Duman Kurt (2012). Pre-recovery and post-recovery emotions in the service context: a preliminary study. Dokuz Eylul University, Izmir, Turkey

Peterson, Y. and Berma, G.H. (2017). Effective service recovery: means of gaining competitive advantage in organizations. International Journal of Service Management, vol. 19 (2) 30-40.

Tele Negarit. (2007). Bird's Eye View of the Ethiopian Telecommunications Corporation in the Past Millennium, 44 (1), 40-43.

Tax, S.S., Brown, S.W. and Chandra shekaran, M. (1998), "Customer evaluation of service complaint experiences: implications for relationship marketing", Journal of Marketing, Vol. 62, April, pp. 60-76.

## **APPENDIX I**

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

**Dear respondents,**

I, Melaku Tefera, a Master of Marketing Management student at Addis Ababa University School of Commerce, am researching The Effect of Broadband Service Recovery on Customer Satisfaction: The Case of Ethio Telecom Corporate Enterprise Customers' Satisfaction as part of my academic program. The goal of this questionnaire is to determine the elements (both organizational and employee-related factors) that have been affecting ethio Telecom's ability to successfully engage in service recovery to bring dissatisfied customers back to a state of contentment. Since the findings of your responses will only be used for academic purposes and will, if required, be handled confidentially, you, our valued Corporate enterprise client respondents, are kindly welcome to supply us with your open and unfiltered feedback.

Thank you very much for your understanding.

Source: Zevor(2020), Njeri(2017)

### General Instructions

- You are not required to write your name
- Answered by placing a tick (✓) mark within the box. You can choose more than one option in this case.

**Thank you in advance for your kind cooperation.**

If you have any questions to ask, please do not hesitate to contact me at any time through the following address:

Melaku Tefera

Phone: 0911509755

Email: melakufan@gmail.com

## **PART 1: Demographic Profile of Respondents**

1. Please indicate your gender status  Male  Female
2. Please indicate your age [in years]:  
 18-24  25-34  35-44  45-54  above 55
3. What is your educational level?  
 Diploma  1st Degree  Masters  PHD
4. What is your current job position?  
 Director  ICT Manager  General service Manager  Sales manager  Others
5. How long have you been working in this position?  
 1 – 3 years  4 – 6 years  7 – 9 years  10 years and more

## **Part II General Questions**

6. What kind of business are you involved with?
  - Financial Institutions
  - Service Enterprise
  - Production/Manufacturing
  - International Organizations and Embassies
  - Governmental Organization
7. Have there ever been service outages with Ethiopian Telecom?
  - Yes
  - No
8. How many times a year do you experience broadband service failure?
  - Once
  - Rarely
  - Sometimes
  - Frequently
9. List the many types of broadband service issues you have come across.
  - Equipment failure
  - Line cut

- Power interruption
- Configuration problem
- LAN problem
- Gateway failure
- Other please specify -----

**10. How do you notify Ethio Telecom of a service failure?**

- Through 980 contact centers
- Through Account Manager
- Through Point of sales
- Through complaint letter
- Through Company social media (Facebook, Twitter, Telegram...)
- Other please specify-----

**11. How do you monitor the service recovery's progress?**

- Through 980 contact center service
- Through Account Managers
- Through Point of sales
- Through Company social media
- Only when FN O&M Team call us
- Through SMS
- Other

**Part III. Network Quality Related Questions:**

**12. Do you agree with each of the following assertions, and if so, to what extent?**

5 Strongly Disagree; 4 Disagree; 3 Neutral; 2 Agree & 1 Strongly Agree

S/N	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
12.1	The network's quality is consistent.	5	4	3	2	1
12.2	The network signal is consistently of good quality and strength.	5	4	3	2	1

## **Part IV. Ethio Telecom's service recovery Dimension**

**Instruction:** Please circle the alternative number that best represents your opinion to indicate your level of agreement or disagreement with the following statements related to variables influencing brand choice. Where, 1=Strongly Agree, 2=Neutral, 3=Disagree, 4=Disagree, and 5=Strongly Disagree.

### **Distributive Justice**

**13.** Were you satisfied with the service recovery process?

<b>S/N</b>	<b>Statements</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
13.1	Given the efforts made by the Ethio Telecom staff to make me happy, the treatment I received is reasonable.	5	4	3	2	1
13.2	I was adequately compensated as a result of the failure.	5	4	3	2	1
13.3	What I deserved, I got.	5	4	3	2	1
13.4	I expected a high-end experience when I choose Ethio Telecom, and I received exactly what I desired.	5	4	3	2	1

### **Procedural justice**

**14.** In light of the service failure you experienced, what do you think of the company's policies and practices?

<b>S/N</b>	<b>Statements</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
14.1	The rules and regulations are clear and suitable.	5	4	3	2	1
14.2	The policies and practices of the organization are adaptable.	5	4	3	2	1

14.3	When resolving the issue, the company's policies and processes took my status into account.	5	4	3	2	1
14.4	My problem was resolved in a reasonable amount of time.	5	4	3	2	1
14.5	The policies and procedures are appropriate for the issues I had.	5	4	3	2	1

### **Interactional justice**

**15.** How was the failure handled by the Ethio Telecom team?

S/N	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
15.1	The worker(s) expressed regret for the error and addressed my situation with professionalism.	5	4	3	2	1
15.2	The employee(s) provided me with sincere answers to my inquiries.	5	4	3	2	1
15.3	Throughout the entire procedure, the employee(s) gave me thoughtful treatment.	5	4	3	2	1
15.4	The individual or employees were helpful and courteous.	5	4	3	2	1
15.5	The employee(s) displayed patience, self-assurance, and empowerment.	5	4	3	2	1
15.6	The employee(s) went above and above to resolve my issue and were considerate and understanding.	5	4	3	2	1

**16.** Which of the following, in terms of the service breakdown and recovery procedure, do you believe was the most important? Please rank 1 to 3, (where 1=most important and 3=least important).

- a. The actions taken by the employee(s) of the organization to address the issue....

- b. The policies and processes followed by the business to address the failure .....
- c. The final result of the service recovery .....

**Part V. Overall satisfaction**

**17.** Do you approve of how the service failure handling process is conducted overall?

<b>S/N</b>	<b>Statements</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
17.1	The results of the service recovery satisfy me.	5	4	3	2	1
17.2	I was pleased with my encounters with Ethio Telecom staff members during the entire process.	5	4	3	2	1
17.3	I am happy with the rules and practices followed to deal with my issue.	5	4	3	2	1
17.4	I am delighted with the overall service recovery process.	5	4	3	2	1

**APPENDIX II**

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

**Focus Group Questions**

<b>S/N</b>	<b>Questions</b>
1	Which Ethio Telecom services support your vital systems, can you name?
2	Are you aware of the physical routings your network services follow once they leave your premises, where they connect to the Ethio Telecom core network, and how they connect?
3	Does the same cable depart your property for all of your services?
4	Do you get notifications from Ethio Telecom about proposed engineering downtime, network updates, or other status quo changes?
5	Do you have a primary and backup mode of communication with Ethio Telecom (such a phone number or email)?

**Thank You**