

SERVICE RECOVERY STRATEGIES FOR THE SERVICE PROVIDERS IN HUMAN CAPITAL MARKET*

BY

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Abstract:

Purpose – The purpose of this paper is to investigate the Service Recovery Strategies that affect service recovery performance (SRP) of customer service employees in Human Capital Market. Human Capital Market in India are facing stiff competitions due to growing challenges in hiring market, changing consumer choices and expectations. SRP is very important aspect in the Human Capital Market toward retaining the customer and one of the key competitive advantages for sustainability and adding value to the organization in the future.

Design/methodology/approach – The data obtained from 47 customer service employees of Recruitment Service Providers and 20 Clients (Takers of Recruitment Services) based on convenience sampling were analyzed using regression and hierarchical analysis.

Findings – There are four factors, Quality of Past Service Experience, Customer's Expectations of Relationship Continuity, Attribution of Stability, Communication, affecting the SRP. The employment status moderated the relationship between reward and SRP. Out of the 4 factors three factors have significant effect on Service Recovery namely Customer's Expectations of Relationship Continuity, Attribution of Stability, Communication.

The limitations of this study have been noted and further research suggestions are also included that are very important for SRP.

Originality/value – This study has added knowledge regarding the factors that affect SRP, in general, and precisely in Human Capital industries in Indian context.

Keywords: Service recovery, Employment status, HR factors.

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Introduction

One of the areas to retain the experienced employees, tap the market and serve the customers better is by looking into service recovery performance (SRP). SRP from staff point of view, especially Hiring Executives, will be paramount to improve bottom line of company, continue to attract new market and new customer and to ensure a strong and long-term customer– employee relationship. . The influential employees that receive the complaint will highly affect the successful of service recovery (Tax et al., 1998; Boshoff and Allen, 2000). Even though there are various studies regarding SRP in Western countries, there are so far no studies being carried out particularly in Human Capital Market

and, furthermore, models developed in particular cultural conditions and socioeconomic nature cannot be completely used and generalized to different places (Yavas et al., 2003). Jayasimha and Murugaiah, (2008) had suggested that more studies need to be done to understand and improve the service recovery of Human Capital Market. Service recovery is a vital aspect of employee performance (Nik et al., 2011). The study will be carried out in a specific context to examine whether there is a relationship between organizational (customer service orientation and top management commitment), human resource management (rewards, training, teamwork and empowerment) and personal (affective organizational commitment, role ambiguity, role conflict and emotional exhaustion) variables toward SRP by customer service employees. There are some limitations in using specific context but it will help in contributing to service recovery literature by carrying out preliminary studies on ignored areas in service research.

Literature Review: Many researchers in services marketing have suggested that the quality of a customer-organization relationship affects customers' responses to service failures (Berry 1995; Goodman et al., 1995; Kelley and Davis 1994). Some propose that customer relationships provide an important buffer to service firms when service failures occur, resulting in less customer dissatisfaction. Berry (1995) suggested that customers may exhibit greater tolerance for failures when service personalization and customization lead to social relationships with the service provider (e.g., regular communications, continuity with the same employee, name recognition, and service augmentation). Ronald et al (2011) focused on customers' expectation of relationship continuity and observed that service recovery (following a perceived service failure) either acts as a buffer or magnify the impact of recovery on relationship quality, something which is closely related to service recovery paradox. This relationship quality is also expected to be affected with customers' service recovery expectations. Customers' service recovery expectations are customers' beliefs about the level of reparation that is appropriate after a service failure (Zeithaml, Berry, and Parasuraman 1993). Ronald et al (2011) found that customers' service recovery expectations are significantly affected by (a) severity of the failure, (b) customers' causal attributions regarding the failure, and (c) customers' expectations of relationship continuity. The dynamic nature of service transactions can be attributed to high probability of service failures and subsequent recovery initiatives. According to previous studies, build-up and decay impacts are modelled by impulse-response function (IRF) in dynamic models. Build-up means the increasing impact before IRF reaches its peak impact point, while decay refers to the decreasing impact over time from the peak impact point to zero (Bronnenberg et al. 2008; Pauwels and Hanssens 2007). Other studies have proposed 'persistence' or 'dynamic erosion effects' (Bronnenberg et al., 2009; Bronnenberg et al., 2000) and an adjusting period (Pauwels et al, 2002) or dust-settling period (Nijs et al. 2011) are likely to influence the recovery process. The causal attributions, such as, stability attribution and controllability (Ronald, 2011). Services are bundles containing the core service and the service experience depending on employees' relations with customers, the organization and its facilities. Most of services are first sold and then concurrently produced and consumed (Berry, 1999). Service recoveries concern toward customer complaint are caused by service problems (Smith et al., 1999). Service recovery is characterized as "the actions of a service provider to mitigate and repair the damage to a customer that results from the providers' failure to deliver a service as designed" (Hoffman and Kelley, 2000) Service recovery goal is to retain current customers while attracting new ones as a bonus (Andreassen, 2001). SRP of customer service

employees refers to the personal evaluations of the service that he or she delivers to customers. SRP defined by Ashill et al. (2005) as the understanding of employees' capability and actions in solving service failure to customer satisfaction According to Hui (2007), SRP consists of three features, namely, performance of customer service employees, particular types of employee behaviors and a multidimensional construct. SRP refers to particular types of employee behaviors. This conceptualization of SRP is consistent with the general approach of defining performance as employee behaviors that are relevant to organizational goals (Motowidlo, 2003) and with the view of customer service performance as "an employee performing specific behaviors in particular ways to increase customer perceptions of service" (Ryan and Ployhart, 2003, p. 380). SRP, thus, is differentiated from its results; SRP focuses on what employees do and say in handling customer complaints, whereas results of SRP refer to customer perceptual, affective, intentional and behavioral outcomes that may be influenced by SRP, such as customer satisfaction and repurchase intent. Defining SRP as behaviors has two conceptual and practical advantages (Motowidlo, 2003). First, results may be influenced by factors that are beyond the employee's control; thus, equating performance to behaviors is less contaminated by situational constraints and opportunities. Second, employee behaviors are more amenable to intervention than is the outcome of the behaviors, thus allowing researchers to apply most fruitful psychological principles to managing SRP behaviors. SRP is a multidimensional construct. Prior studies have examined in isolation different types of recovery efforts following service failures, including reimbursement refund, replacement, repair, extra compensation, correction, apology, assuming responsibility, timing-speed, explanation- causal account, politeness, empathy and effort (Sparks and McColl-Kennedy, 2001; Tax et al., 1998). To provide a unified framework of SRP, the current study integrates this literature to examine these key recovery behaviors simultaneously and categorize them into five dimensions, including making an apology, problem-solving, being courteous, providing an explanation and prompt handling. Providing extra compensation to the customers has been identified as another important service recovery strategy (Smith et al., 1999; Tax et al., 1998). However, whether an employee is able to offer extra compensation depends on the company's policy, and thus may be beyond the direct control of the employee. Types of employees' behavior studied by Hui (2007) such as making an apology, problem-solving, being courteous, providing an explanation and prompt handling was found positively affected customer satisfaction and customer repurchase intention through customer-perceived justice as mediator.

Objectives of The Study:

1. To Study the impact of Service Recovery Strategies on Service Recovery in Human Capital Market
2. To Identify the factors that are of High Impact in Service Recovery.

Identified Variables:

Quality of Past Service Experience, Customer's Expectations of Relationship Continuity, Attribution of Stability, Communication.

Hypothesis:

- H1. Quality of Past Service Experience are positively related to SRP
- H2. Customer's Expectations of Relationship Continuity is positively related to SRP

H3. Attribution of Stability is positively related to SRP.

H4. Communication is positively related to SRP

Sample Size: 67 (47 Service Providers and 20 Clients)

Reliability:

Client:

Reliability Statistics

Cronbach's Alpha	N of Items
0.820	50

Service Providers:

Reliability Statistics

Cronbach's Alpha	N of Items
0.859	23

Rotated Component Matrix^{a,b}

	Component			
	1	2	3	4
(Quality of Past Service Experience): Satisfactory Past Service Experience help to recover any Service Failure	0.065	0.632	0.315	0.084
(Quality of Past Service Experience): Efforts of the Service Providers to Recover Service Failure is a positive factor to manage future Service Failure	0.286	0.745	0.047	0.302
(Quality of Past Service Experience): Rewards for past Service Failure have a positive effect on the future Service Failure	-0.028	0.489	0.172	0.792
(Customers Expectations of Relationship Continuity): Quality Employee Training Service Recovery Initiatives have a positive effect on future Service Failure Recovery.	0.367	0.723	0.323	0.026
(Customers Expectations of Relationship Continuity): Employee Empowerment in handling Service Failure have a positive impact on the Recovery of Future Service Failure.	0.715	0.435	0.175	0.160
(Customers Expectations of Relationship Continuity): A Well Defined and Trained Service Recovery Team always plays an important role in handling future Service Failure.	0.737	0.559	0.005	0.012
(Attribution of Stability): Consistent Efforts from the Service Providers to handle Service Failure create a Sense of Stability in the mind of the Clients.	0.300	0.684	0.163	0.125
(Attribution of Stability): Service Continuity even in Case of Service Failure give the Clients a sense of Stability	0.344	0.154	0.716	0.094

(Attribution of Control-ability): If Clients have a perceived Control over the situation during a Service Failure then it has a positive impact on the future service failure recovery.	0.343	0.042	0.108	0.855
(Attribution of Control-ability): Positive Behavioral Intentions of the Service Providers During Service Failure Recovery Initiative plays an important role future service failure recovery	0.751	0.284	0.036	0.404
(Attribution of Control-ability): If the Clients have direct control through Technological Platforms during Service Failure Recovery Process that will have positive impact future similar instances	- 0.014	0.426	0.723	0.182
(Compensation): Strategic Compensation to the clients during an Service Failure have a positive impact in maintaining Loyalty of the Clients.	0.784	0.343	0.165	0.145
(Compensation): Appropriate Compensation can ensure Service Continuity during any Service Failure	0.549	0.434	0.524	0.068
(Compensation): Compensation has a positive impact on any Service Recovery Initiatives	0.625	- 0.067	0.438	0.358
(Communication): Proper Candid Communication during any service failure can maintain trust among the Clients	0.596	0.308	0.504	0.007
(Communication): Involving Clients in the Recovery Process can have a positive effects during Future Service Failure Situations.	0.697	0.051	0.311	0.110
(Communication): Recovery Process Communication in every stages can help to maintain client's loyalty during any Service Failure	0.893	0.168	0.101	0.046

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. GROUP = CLIENT

Rotated Component Matrix^{a,b}

	Component					
	1	2	3	4	5	6
(Quality of Past Service Experience): Satisfactory Past Service Experience help to recover any Service Failure	0.381	0.288	- 0.095	- 0.005	0.739	0.066
(Quality of Past Service Experience): Efforts of the Service Providers to Recover Service Failure is a positive factor to manage future Service Failure	0.784	- 0.047	- 0.078	- 0.430	0.195	0.035
(Quality of Past Service Experience): Rewards for past Service Failure have a positive effect on the future Service Failure	- 0.894	- 0.086	0.105	0.272	0.073	0.224
(Customers Expectations of Relationship Continuity): Quality Employee Training Service Recovery Initiatives have a positive effect on future Service Failure Recovery.	0.866	- 0.083	- 0.044	- 0.372	0.048	- 0.160

(Customers Expectations of Relationship Continuity): Employee Empowerment in handling Service Failure have a positive impact on the Recovery of Future Service Failure.	0.394	0.298	-	-	-	-
(Customers Expectations of Relationship Continuity): A Well Defined and Trained Service Recovery Team always plays an important role in handling future Service Failure.	-	-	-	-	-	0.279
(Attribution of Stability): Consistent Efforts from the Service Providers to handle Service Failure create a Sense of Stability in the mind of the Clients.	0.226	0.226	0.254	-	0.793	-
(Attribution of Stability): Service Continuity even in Case of Service Failure give the Clients a sense of Stability	0.566	0.386	0.170	0.042	-	-
(Attribution of Control-ability): If Clients have a perceived Control over the situation during a Service Failure then it has a positive impact on the future service failure recovery.	-	0.044	-	-	-	0.943
(Attribution of Control-ability): Positive Behavioral Intentions of the Service Providers During Service Failure Recovery Initiative plays an important role future service failure recovery	0.072		0.034	0.036	0.010	
(Attribution of Control-ability): If the Clients have direct control through Technological Platforms during Service Failure Recovery Process that will have positive impact future similar instances	-	0.021	0.133	0.867	0.088	0.045
(Compensation): Strategic Compensation to the clients during an Service Failure have a positive impact in maintaining Loyalty of the Clients.	0.298					
(Compensation): Appropriate Compensation can ensure Service Continuity during any Service Failure	-	0.069	-	0.899	-	-
(Compensation): Compensation has a positive impact on any Service Recovery Initiatives	0.325		0.066		0.041	0.073
(Communication): Proper Candid Communication during any service failure can maintain trust among the Clients	0.698	0.134	0.333	0.025	0.175	0.427
(Communication): Involving Clients in the Recovery Process can have a positive effects during Future Service Failure Situations.	0.001	0.603	-	0.083	-	0.384
(Communication): Recovery Process Communication in every stages can help to maintain client's loyalty during any Service Failure	-	-	0.938	-	0.032	-
	0.126	0.261		0.065		0.047
	-	0.217	0.907	0.195	0.118	0.122
	0.006					
	-	0.897	-	0.297	0.069	-
	0.034		0.092			0.007
	0.174	-	0.122	0.382	-	-
		0.774			0.206	0.112

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. GROUP = SERVICE PROVIDER

Mean

	GROUP			p Value	Significance
	CLIENT	SERVICE PROVIDER	Total		
(Quality of Past Service Experience): Satisfactory Past Service Experience help to recover any Service Failure	4.11	3.85	4.03	0.154	Not Significant
(Quality of Past Service Experience): Efforts of the Service Providers to Recover Service Failure is a positive factor to manage future Service Failure	4.11	4.05	4.09	0.744	Not Significant
(Quality of Past Service Experience): Rewards for past Service Failure have a positive effect on the future Service Failure	3.80	3.65	3.76	0.429	Not Significant
(Customers Expectations of Relationship Continuity): Quality Employee Training Service Recovery Initiatives have a positive effect on future Service Failure Recovery.	4.11	4.35	4.18	0.293	Not Significant
(Customers Expectations of Relationship Continuity): Employee Empowerment in handling Service	3.94	3.25	3.73	0.008	Significant

Failure have a positive impact on the Recovery of Future Service Failure.					
(Customers Expectations of Relationship Continuity): A Well Defined and Trained Service Recovery Team always plays an important role in handling future Service Failure.	4.26	3.80	4.12	0.136	Not Significant
(Attribution of Stability): Consistent Efforts from the Service Providers to handle Service Failure create a Sense of Stability in the mind of the Clients.	4.04	4.05	4.04	0.954	Not Significant
(Attribution of Stability): Service Continuity even in Case of Service Failure give the Clients a sense of Stability	3.93	3.25	3.73	0.009	Significant
(Attribution of Control-ability): If Clients have a perceived Control over the situation during a Service Failure then it has a positive impact on the future service failure recovery.	3.57	3.25	3.48	0.277	Not Significant

(Attribution of Control-ability): Positive Behavioral Intentions of the Service Providers During Service Failure Recovery Initiative plays an important role future service failure recovery	4.04	3.40	3.85	0.016	Significant
(Attribution of Control-ability): If the Clients have direct control through Technological Platforms during Service Failure Recovery Process that will have positive impact future similar instances	4.13	3.35	3.90	0.014	Significant
(Compensation): Strategic Compensation to the clients during an Service Failure have a positive impact in maintaining Loyalty of the Clients.	4.09	3.75	3.99	0.358	Not Significant
(Compensation): Appropriate Compensation can ensure Service Continuity during any Service Failure	4.11	4.20	4.13	0.392	Not Significant
(Compensation): Compensation has a positive impact on any Service Recovery Initiatives	3.94	3.90	3.93	0.696	Not Significant

(Communication): Proper Candid Communication during any service failure can maintain trust among the Clients	4.19	2.70	3.75	0.000	Significant
(Communication): Involving Clients in the Recovery Process can have a positive effects during Future Service Failure Situations.	3.89	4.67	4.11	0.007	Significant
(Communication): Recovery Process Communication in every stages can help to maintain client's loyalty during any Service Failure	4.21	3.30	3.94	0.000	Significant

Interpretation:

1. Employee Empowerment in handling Service Failure have a positive impact on the Recovery of Future Service Failure is significant.
2. Communication in every stages can help to maintain client's loyalty during any Service Failure is significant.
3. Proper Candid Communication during any service failure can maintain trust among the Clients is significant.
4. If the Clients have direct control through Technological Platforms during Service Failure Recovery Process that will have positive impact future similar instances is significant
5. Positive Behavioral Intentions of the Service Providers During Service Failure Recovery Initiative plays an important role future service failure recovery is significant
6. Service Continuity even in Case of Service Failure give the Clients a sense of Stability is significant
7. Employee Empowerment in handling Service Failure have a positive impact on the Recovery of Future Service Failure. Is significant.

Conclusion: Service transactions are typified with uncertainty and risk. This triggers a risk-aversion attitude in both buyer and seller which makes the dyad extremely complex to interpret. The quantum of non-monitory cost involved in accessing services makes it a lesser switch-prone industry and hence the relationship inertia sets in. But, unlike product market, the relationship in service market is multilayered. Research, thus far, has only focused on a static layer of relationship with an assumption that service transactions are successful at every instance. But given the high probability of failure due to unpredictable and non-standardized human interactions, the relationships are expected to be dynamic

with recovery initiatives apprehended to inflict a major buffering or a magnifying impact on the quality of relationship.

H1. Quality of Past Service Experience are positively related to SRP is rejected as this factors is not found significant.

H2. Customer's Expectations of Relationship Continuity is positively related to SRP is accepted as Customer's Expectations of Relationship Continuity is important factor for Service Recovery in Human Capital Market.

H3. Attribution of Stability is positively related to SRP is accepted.

H4. Communication is positively related to SRP is accepted.

Service providers can use more of Customer's Expectations about Relationship Continuity as a Service Recovery Strategies. Business Stability also act as Service Recovery Strategy in Human Capital Market. Clear and Candid Communication always play a very important role in service recovery in Human Capital Market.

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