Journal of Retailing and Consumer Services 42 (2018) 65–77

Contents lists available at ScienceDirect

Journal of Retailing and Consumer Services

journal homepage: www.elsevier.com/locate/jretconser

How to influence consumer mindset: A perspective from service recovery

Ahasan Harun[a,*], Md Rokonuzzaman[b], Gayle Prybutok[c], Victor R. Prybutok[a]

[a] Department of Information Technology and Decision Sciences, College of Business, University of North Texas, Denton, TX, USA
[b] Department of Management and Marketing, College of Business, University of Wisconsin-Eau Claire, Eau Claire, WI, USA
[c] Department of Rehabilitation and Health Services, College of Health and Public Service, University of North Texas, Denton, TX, USA

ARTICLE INFO

Keywords:
Service failure
Positive word-of-mouth
Perception of justice
PLS-SEM
IPMA

ABSTRACT

This research examines a theoretical framework that evaluates the effectiveness of service recovery strategies in influencing post-complaint consumer mindset. Based on the Justice Theory (Adams, 1963), this study investigates the interrelationships among the focal constructs related to consumers' behavioral and attitudinal factors after experiencing service failure. We evaluate the proposed framework through the partial least squares structural equation modeling (PLS-SEM). This study contributes to the extant literature by: a) identifying the antecedents of positive word-of-mouth in service recovery context, b) helping service industry practitioners by showing a way to tailor their service recovery strategies through the use of importance-performance map analysis (IPMA) at both the construct and indicator levels, and c) providing a unique platform by analyzing real consumer experiences as opposed to the most extant researches which examine simulated consumer behaviors based on hypothetical scenarios. The results of this study indicate that through effective execution of service recovery strategies, it is possible to create strong sense of justice in a consumer's mind, which then service industry practitioners can leverage through loyalty to create more impact on post-complaint consumer mindset. This study also provides several theoretical and managerial implications.

1. Introduction

Avoiding service failure and consumer complaint is almost impossible (Mattila and Cranage, 2005; Kau and Loh, 2006; Shapiro and Nieman-Gonder, 2006; Sengupta et al., 2015). If a service failure occurs, a business's response can either strengthen loyalty or worsen the situation by driving the consumer to a competitor (Smith et al., 1999; Knox and Van Oest, 2014; Hazée et al., 2017). Thus, service failures and ineffective recovery steps are influential in provoking consumers' switching behavior (Gelbrich and Roschk, 2011; Bougoure et al., 2016). As a result, the service industry must effectively address service recovery situations to continue positive relationships with consumers (del Río-Lanza et al., 2009; Wen and Chi, 2013). This study seeks to provide an operational guideline and strategic decision-making process for service failure and recovery, thereby helping industry practitioners to maintain consumer relationships and subsequently, achieve superior financial performance.

Although there has been a proliferation of research works in service recovery domain, there are many issues that remain unclear and worthy of further investigation. First, service recovery literature considers perception of justice a critical antecedent in influencing post-complaint behavior. However, the extant research findings regarding the influences of various service recovery strategies on justice are inconsistent (Bradley and Sparks, 2012). Moreover, service recovery literature has not sufficiently investigated the comparative effects of various service recovery strategies on perception of justice. Therefore, it is necessary to delve deeper into the subject matter and to understand the comparative effects of service recovery strategies. Second, extant literature has analyzed perception of justice's effects on various post-complaint behaviors through different mediators such as satisfaction and trust. However, no research on service recovery has yet examined the relation between perception of justice and positive word-of-mouth through loyalty as a mediator. Especially, we separate positive word-of-mouth from traditional word-of-mouth concept, which is a mix of both positive and negative word-of-mouth. In addition, studies on the effects of justice on behavioral outcomes are not conclusive (Wang et al., 2011; Urueña and Hidalgo, 2016). Therefore, more insights are necessary for researchers and industry practitioners alike. Third, extant research mainly focuses on laboratory experiments involving hypothetical scenarios rather than actual experience. As a result, although consumers are exposed to manipulated circumstances, these may have little relation to what they will express in a real service-recovery situation based

---

* Correspondence to: College of Business, University of North Texas, 1155, Union Circle #311277, Denton, TX 76201, USA.
E-mail addresses: MdAhasanUddin.Harun@unt.edu (A. Harun), rokonuzm@uwec.edu (M. Rokonuzzaman), Gayle.Prybutok@unt.edu (G. Prybutok), Victor.Prybutok@unt.edu (V.R. Prybutok).

https://doi.org/10.1016/j.jretconser.2018.01.012
Received 26 October 2017; Received in revised form 9 January 2018; Accepted 24 January 2018
0969-6989/ © 2018 Elsevier Ltd. All rights reserved.

on their actual service failure experiences. Therefore, adopting survey design based on actual service failure and recovery experience is likely to shed better insights. For these reasons, in this study, we explore the following research questions:

1) What are the comparative effects of service recovery strategies on fostering perception of justice in post-complaint consumer mind?
2) Does loyalty mediate the association between perception of justice and positive word-of-mouth?

To address these questions, we have two goals in this study that are different from the existing research works in some important ways. The first objective is to come up with a research framework that incorporates various service recovery strategies into one study and simultaneously evaluates their comparative influences on perception of justice. Second, we seek to give industry practitioners insights about the underlying framework by carrying out importance-performance map analysis (IPMA) at both the construct and indicator levels. The IPMA helps to pinpoint the exogenous constructs that have a relatively high importance or significant influence on the final focal construct but performs below par. Therefore, this study will help business strategists to shape their strategies by zooming in on the key constructs and indicators as outlined in our research.

Our work proceeds as follows. After discussing the relevant theoretical foundation and background literature, we lay out a sketch of our framework. Then, by focusing on relevant constructs, we posit our research hypotheses. Afterwards, we discuss the research methodology and the derived findings from it. At the final phase, we highlight research contributions and lay out avenue for conducting future research.

2. Literature review and theoretical background

2.1. Service recovery strategies

Service recovery effort is the organizational response created to reduce the negative influences of service failure and to satisfy the consumer (Danaher and Mattsson, 1994; Wen and Chi, 2013). Previous studies evaluated various types of service recovery approaches such as compensation, reaction speed, voluntary remedial measures, excuse, apology, justification, empathy, discount, coupons, no response, and explanation (Hart et al., 1990; Greenberg, 1990; Conlon and Murray, 1996; Smith et al., 1999; Bhandari et al., 2007; Gelbrich and Roschk, 2011; Bradley and Sparks, 2012; Mostafa et al., 2015). However, previous studies evaluated these service recovery efforts in isolation. Moreover, existing works provide mixed findings concerning the effectiveness of recovery strategies. Furthermore, strategy like apology has not been extensively considered (Bradley and Sparks, 2012). Therefore, in our framework, we incorporate recovery efforts such as response speed, problem solving, explanation, courtesy, and apology for several reasons. First, we focused specifically on the roles of customer service employees. Strategy like offering compensation is contingent on business policy and therefore, might be outside the control of such employees. Second, in addition to advancing the existing research, our study will not only offer a different view of the recovery strategies but also try to address inconsistent results found in literature (Bolkan and Daly, 2009; Bobocel and Zdaniuk, 2005; Wang et al., 2011). Third, by providing a unified framework, our study offers the opportunity to evaluate these key strategies simultaneously and gives us the scope to examine their comparative effects. Thus, our study provides a foundation for thorough evaluation and paves a unique perspective for further substantial exploration. We argue that recovery efforts undertaken by front line employees convey a willingness to solve the problem and signals cares about consumers' wellbeing (Bell and Zemke, 1990; Migacz et al., 2017). Thus, when a business initiates recovery efforts, the recovery experience will affect the service experience. Hence, the behavioral decision-making in terms of evaluation will end on a positive tone. Thus, when a business carries out effective execution of service recovery strategies, these are going to create a sense of perceived justice on post-complaint consumer mindset.

2.2. Perception of justice

In the service recovery literature, perception of justice, introduced by Adams in 1963 (Adams, 1963), has been defined as the extent to which consumers have been fairly treated after launching complaint about a service failure (Maxham and Netemeyer, 2002; Tax et al., 1998). We argue that perception of justice is the base for measuring effectiveness of the recovery process. Extant research suggests that perception of justice is a key criterion in a consumer's evaluation of the firm's post-complaint performance (Tax et al., 1998; Hazée et al., 2017). Perception of justice is nothing but subjective evaluation of the organizational responses (Smith et al., 1999). Perception of justice is a three-dimensional construct that consists of distributive, procedural, interactional justice (Tax et al., 1998). Distributive justice is the perceived result of an exchange. It embraces the subjective benefits a consumer receives to counter the inconvenience resulting from a firm's service failure (Smith et al., 1999). Procedural justice refers to how a consumer with a complaint views conflict resolution and the decision-making process of the firm (Lind and Tyler, 1988; Wen and Chi, 2013). A consumer considers a complaint procedure just if it is easily accessible, flexible, and is resolved in an appropriate and well-timed way (Tax et al., 1998). Interactional justice refers to how a consumer perceives the way she/he has been treated (Bies and Shapiro, 1987; Swanson and Hsu, 2011). A consumer considers treatment fair if information is exchanged and the outcomes are obtained in a respectful way (Patterson et al., 2006). According to some studies in the literature, among the five selected service recovery strategies for this study, problem solving represents distributive justice; response speed corresponds to procedural justice; the other three strategies- explanation, courtesy, and apology usually represent interactional justice (Smith et al., 1999; Mostafa et al., 2015). However, such categorization has been called into question by other scholars because research suggests that each recovery strategy can affect all three dimensions simultaneously (Homburg and Fürst, 2005; Gelbrich and Roschk, 2011). In addition, extant researches also express doubt about the separation of the three justice dimensions (Davidow, 2003; DeWitt et al., 2008) for various reasons. First, it has been argued that various dimensions of consumers' perception of justice are likely to be correlated (Liao, 2007). Second, halo effects prevent consumers from such differentiation (Gelbrich and Roschk, 2011). Therefore, following the recommendations of Ambrose and Dan arnaud (2005), Colquitt et al. (2005), and Liao (2007), and in line with the works of DeWitt et al. (2008), De Matos et al. (2009), Urueña and Hidalgo (2016) in our framework, we have decided to represent perception of justice as one latent construct. This approach of giving less emphasis among various justice dimensions allows us to acknowledge their interdependence. Moreover, it allows giving more emphasis on perception of justice's contribution on consumer's behavioral outcomes.

2.3. Loyalty

We also want to investigate the perception of justice's impact on loyalty. Loyalty refers to a consumer's intent to carry on transactions with a business (De Ruyter and Wetzels, 2000). More often than not, as the relation between a business and its loyal consumers lengthens, they spend more (Levesque and McDougall, 1992). Successful service recovery helps to increase consumer loyalty (Kelley et al., 1993; Kim et al., 2012; Migacz et al., 2017). It is also helpful that loyal consumers may tolerate deviation to a certain extent from usual performance

دریافت فوری ← **متن کامل مقاله**

ISIArticles
مرجع مقالات تخصصی ایران

- ✓ امکان دانلود نسخه تمام متن مقالات انگلیسی
- ✓ امکان دانلود نسخه ترجمه شده مقالات
- ✓ پذیرش سفارش ترجمه تخصصی
- ✓ امکان جستجو در آرشیو جامعی از صدها موضوع و هزاران مقاله
- ✓ امکان دانلود رایگان ۲ صفحه اول هر مقاله
- ✓ امکان پرداخت اینترنتی با کلیه کارت های عضو شتاب
- ✓ دانلود فوری مقاله پس از پرداخت آنلاین
- ✓ پشتیبانی کامل خرید با بهره مندی از سیستم هوشمند رهگیری سفارشات