QUALITY SERVICE DELIVERY BETWEEN SERVICE FAILURE AND SERVICE RECOVERY- HOSPITALITY INDUSTRY A PLACE FOR ENJOYMENT

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Abstract

Having a good customer satisfaction by providing excellent quality services are important in running a successful hospitality business for this, management of any establishment needs to deliver a quality service and quality product because Guzo R (2010, Gronoos, 1990; Parasuraman et Guzo R, al., 1988) believe having customer satisfaction are critical factors for success of any business. Also, Managers need to understand how to encourage their staff to implement quality measures to assure service guaranty and retain customer relationship to implicate the re-visit and deliver positive word of mouth. Kristen A and Kozub R (2008). Given the above considerations and highlight the importance of the customer satisfaction, this study stresses the significant of delivery quality service and recover the service failure in order to guarantee promises company make to improve customer satisfaction

Key Words: Customer, Quality Service, Hospitality, Organisation, satisfaction.

Introduction

Customer Satisfactions are a complicated process linked to variety of elements and today’s customers are more demanding as they collect more experiences to meet their standards managers need to be more focused on their needs and wants. As Zeithaml and Bitner (2003), states customer satisfactions are associated with the way how to deliver the services and products in terms of
customer’s understanding of the five dimensions the reliability, responsiveness, assurance, Empathy, and tangibles.

Guzo P (2010) believes quality service and customer satisfaction are critical factors for success of any business (Gronoos, 1990; Parasuraman et al., 1988). Also, the author believes delivered service quality and customer satisfaction are two important key factors in the battle to obtain competitive advantage and customer retention. When a customer experience a product or a service in tourism or hospitality business, they expect a certain quality to meet their needs and to obtain satisfactory feelings. Also, it is strongly suggesting that the product and service offer will be customised, or possibly even personalised, in line with the specific requirements of multiple target segments to build high value customer relationships Brotherton and Adler (1999).

Additionally, In order to attain good customer relationship, many tourism company use a communication technique, it is normally used of most company’s strategy, and contributes to be unique towards increase revenue and value its customer through maintaining and improving relationship with existing customers. “A Strategy describes how an organization can create value for its customers while differentiating itself from its competitors.” A, Rizgar et all (2019)

In this sense, employee performance and their empathy toward customers is of highly important by delivery quality service. Therefore, most organisation’ Service Development Manager are to update their employees and to shape and organise a good connection with the company’s customers. Additionally, staff needs a proper training by organisation or an outsourcer to improve staff competences, skill and knowledge to meet customers’ needs. For example, in hotel service when a guest arrives it is important to show them they will be taken care with passion and good performance by helping them with their language without keeping them too long at registration and explain the hotel’ policy and facilities available at hotel with a big smile.

Guzo R (2010) claims every delivered services have values, and customers nowadays have a highly expectations about these values therefore, any organisation who have courage to inter these market and compete about these values has to evaluate its competence and staff abilities to meet its customer’s expectations otherwise a potential failure awaiting them in the market place.
Service Quality, in Theories and Models

There are numerous scholars illuminated the way how to deliver Service qualities however, the first one who identified the five dimension of quality services were Parasuraman et al. (1985) as it is one of the most excepted examination within the guest organizations:

1. Reliability: ability to rapidly deliver a service.
2. Assurance: taking service quality into consideration,
3. Tangibility: A service recognised clearly with customers’ pleasure
4. Empathy: this technique involving guest’s more personalised.
5. Responsiveness: Service delivered after the request is received

Based on the upon dimensions it is vital that the management of the tourism organisation to monitor the performances of service staff, pricing, competitors and handling customer complaints effectively because these dimensions together comprises the customer needs . The quality of service in recent year has been a big topic in hospitality industry as it is linked to customer’s personality and in some cases it is more significant than the price itself for example, Kandampully J and Suhartanto, D (2000) assert, hotels that try to improve their market share by reducing price, however, run the serious risk of having a negative impact on the hotel's medium- and long-term profitability. Also the authors believes that it is quality of service rather than price that has become the key to a hotel's ability to differentiate itself

In other hand, Ladhari, (2009,) has other opinion about the service quality level, the authors argue that it is not standard since its dimension appears to be depending on the category of the service delivered observed. Therefore, in many places concerns about carried out services and dissatisfaction are still likely observed however, a well performed manager needs to rapidly and effectively detect such a failure and dissatisfaction to retain guest loyalty otherwise if service failure stays ignored the dissatisfaction will stay as a fact leading the company gradually to loss of revenue.

Service Failure and service recovery
Service recovery is the method or a mean to correct a service failure or compensate a customer to offset a mistake that took place when delivering a service. The recovery methods are a mixture between personalize and respect the guest and economic compensation, one apology or one sorry or a free meal may have a substantial positive effect on the guests’ satisfaction for many years to retain them and have them as a good word for mouth. David Bamford and Tatiana Xystouri (2005) share this opinion by underlining that company’s revenue is linked to guest satisfaction because an upset costumer after a service failure may never come back. In this sense customer have more options to choose e.g. by not pay for the product/ service or ask for compensation or in worst case scenario they can switch to the rivals within the marketplace.

![Complaints](image)

*Picture 1*

The most two common service failure usually costumer faces are, the delay of the delivery of the services especially in hotel check in or check out because many times guest has a schedule to follow up and the second one is poor staff performance especially, when the gust requirement be ignored or not clearly pay attention to guest order at restaurants or the guest continuously
receive wrong services or products Lewis B, R, and McCann P (2004). Therefore, reliability of the quality of service matter since service failures normally take place especially when the service organisations do not meet the promised expectations or fail to deliver the service and this is due to a gap generated between customer’s perceptions and how the services are delivered. Such gaps can result in changeability, inconsistency, short of facilities, and many more in the service delivery, by the service providers.

In some cases it spread a negative word-of-mouth that cause customers switch providers, or in some extreme cases it can lead to legal actions against the Service providers

According to Conlon and Murray (1996, Kozub 2008) the most of the existing service recovery focused on the short-term recovery efforts (i.e. compensation and apology) and failed to explore the drives of service recovery satisfaction. The author stress one important thing and that is the customer experience relating the service guarantee and customer satisfaction. Customers’ expectation usually is higher than a single word of apology or a free meal, according to the author these methods does not guarantee customer revisit. For example, Ruyter and Wetzels (2000, Kozub 2008) revealed that there are relationship between service recovery and service quality variables (i.e. on-going customer satisfaction, loyalty and behavioural intentions) and therefore, Colgate and Norris (2001) believes that a commitment to a continuous quality improvement process could only be achieved by tracking the number and severity of service failures. In this sense, the organisations have to decrease the service failure over the entire establishment such as, staff performance, cleanliness, delivery of the quality food and quality service because organization’s quality of response to the customer and problem resolution is critical to the customer’s satisfaction, loyalty and intentions to return or recommend.

**Implementing the methods of service recovery**

It is of highly significant that every hospitality establishment have a good recovery technique and this is because of the strong competition among companies in the market place, many scholars today share the idea that staff enjoyment with work environment and managements are crucial for customer satisfaction, because staff have power purposely or because poor
performance may ruin the company’s reputation especially the front office as they come in contact with costumer Bamford and Xystouri (2005).

There are many methods a manager can practice to recover a service failure for example, in order to understand customer’s needs and rapidly respond to their complaints, staff needs to go through a proper training and having a well performed teamwork. Also, there are more recovery tools to be used effectivity for example Lewis B, R, and McCann, P (2004) came with the following measures to avoid the service failure

1. Staff empowerment, well trained and well performed staff will be able to handle the situation accordingly
2- Responding effectively, when a customer asking for a service staff needs to stop what he or she doing they must immediately respond to costumer’ needs
3- Customers relations, through a special team customers need to be asked and getting feedback from them for the service they receive.
4- Customers databases, establish a database to record customer’s data such as their preferences and habits.

Service Guarantee

Service guarantee is about what you promise for the service or quality provide the same for example, what you offer in your advertisement for meal offer the same quality on the guest table to assure honesty and loyalty. If the service provided to the customer other that the one promised, customers need an apology from mangers or a compensation needs to be discussed with the customer. Hays and Hill (2006) claims that every hospitality establishment have to set up a clear strategy called service quality standards for the benefit of the company and for the care they can take for the customer also. Any failure to meet these standards, a compensation in question needs to brings up directly to satisfy the customer. According to authors service guarantee is a significant basis for enhanced service quality that leads to customer satisfaction. Likewise, Crisafulli and Singh (2016) also stresses when delivered service not performed accordingly and it is a subject for service failure, a service guarantee needs to put in the place immediately as a
recovery measures. When a service fails, the guarantee policy of the firm can be employed as a recovery strategy.

Significance of the study

This study has revealed that quality service and customer satisfaction are critical factors for success of any hospitality and tourism business. The background section of this chapter has also appraised the significant of the staff performance and understanding tourists need and demand because both delivery quality service and staff performance are considered critical to success of the business.

If there are dearth in meeting customer’s experience and their level of the satisfactions then this study also considered important to show the effect of recovery on service failure because of the following factors:

**Picture 2**
1- When establishments meet the customer’s expectation they will return
2- When the staff perform exceptionally toward the guest they can convey a good worth of mouth and this is matter for the guest satisfaction.
3- The ability of management by recover service failure and apply service guarant believed to have positive and indirect effect on revenue.

Statement of the problem

In hospitality industry it is utmost important to deliver the service that is in line with the promises given to the customer. Pre-visit customers have always a sorts of the perception about the establishment they visit, if any failure takes place in the delivered service it leads immediately to dissatisfaction and complaints. Therefore, service failure or poor staff performance creates a gap between delivery service quality and improved tourist experience that lead to customer dissatisfaction and causing loss of the profits. This study can provide a good examination of the cause of service failure and service recovery to show that management of tourism industry can improve their plan by providing an excellent service recovery and improved staff performance

Aim and objectives

The aim of this study is to explore the effect of delivery of quality service and service recovery on tourism satisfaction including the success of the business. The exploration involves how to recover a service failure and how to improve employee performance through examination the gap between management and customer’s expectation and

The aim of the research is achieved through the following objectives:

1. To review the theories and models of the quality service
2. To analyses the key characteristics of Service Failure and service recovery
3. To study the rationale of implementing the methods of the service recovery
4. To provide a better understanding of the implementing service guaranty in order to retain customer re-visit

Assumptions, limitations, and scope

Due to the nature of this research, a main limitation this study can face is that the use of focus group in some cases disagreeable when a group discussion is do not meet the standard
Morgan and Krueger (1993, in Dilshad R and Latif M, 2013). For example, the topic can get different direction or different discussion out of the research goal, therefore the simplest test for whether the focus groups are appropriate for a research is to ask how enthusiastically and simply the participants would like to discuss the topic Morgan (1997). Regarding the scope of the study, it must be specified that this research will focus on a specific area of examine the guest satisfaction where it is directly influenced by the delivery of quality service and service recovery therefore this research is not applicable for other area in hospitality industry.

Methodology

In this research as a part of the qualitative research the focus group interviewing is used to obtain the adequate information from the participants and to get to their perception in term of their notion to assess the delivery of the quality service and the techniques of recovery approach after showing the service failure. The use of interview method is to gain research-relevant information from the interviewee, it is evident that the result of the interview is to be subject for achieving the research objectives of describing, predicting or explaining the phenomenon (Cohen & Manion, 2007 in Dilshad R and Latif M, 2013). Therefore, as a part of the qualitative research, the focus group interviewing is used to obtain adequate information from the participants and to get to their perception in terms of their notion to assess the delivery of the quality service and the techniques of recovery approach after showing the service failure.

Analysis and Discussion

To achieve the objective of this research, six hotel guests and two employees from two different hotels have been chosen from a variety of age backgrounds, gender, and professions. According to Prince and Davies’ (2001), Al-Ababneh et al, (2016) “small-sized’ groups of four to six will be most productive since they encourage members to partake in the discussion”. Also, (Krueger & Casey (2000), & Rabiee F 2004) suggest between six and eight participants in a focus group are manageable. Before the interview starts the researcher asked the group if they ever used focus groups for any reason, they all together were agreed that they are not. Also, the research title and the research purpose have been highlighted for the participants including the ethics of the focused group to generate the best results of the group discussion. The venue of the focus group
was a reserved room in a café restaurant in Erbil in a convenient environment. A Dictaphone has been recorded in the spoken group discussion to ease the data analysis and to safeguard against selective perception and to minimize the potential bias presented in the analysis. (Krueger & Casey 2000 & Rabiee F 20

Table 1. Guest profile

| Age | Gender | Purpose of visit | Profession | Nationality |
|-----|--------|-----------------|------------|-------------|
| 20  | F      | Work            | Executive  | British     |
| 30  | M      | Leisure         | Student    | American    |
| 40  | F      | Business        | Owner      | Canadian    |
| 50  | M      | Family          | Manager    | Australian  |

Picture 3. Guest profile

Nine questions have been selected from the research literature in which they were relevant for the research objective and the questions were as the following category:

- Service quality and customer satisfaction are key factors in the battle to obtain competitive advantage and customer retention.
- Collecting data such as customer feedback also considered a key factor for service recovery.
A brief index and transcription of the responses

(Ritchie & Spencer 1994), describes a method used in analyzing the thematic discussion which involves several different interconnected stages. The Authors outline the methods like the following: familiarization; identifying a thematic framework; indexing; charting; mapping and interpretation. The data analysis for this research is compatible with the Ritchie & Spencer framework analysis, the researcher started to analyses the data since the participant started in discussion and at some time a Dictaphone been placed to record their spoken interview to collect data to observe notes from the interview.

This stage has been monitored by listening to the participants and getting familiar with the data recorded on the Dictaphone. Through this process, the major themes began to appear. For example:

When the first question (Service quality and customer satisfaction are key factors in the battle to obtain competitive advantage and customer retention. Do you agree and why?) has been forwarded to the group, all of them with no hesitation were agreed because they found to deliver quality service and customer satisfaction are two major factors in the success of hospitality operation and they are two strong tools to meet the market standard. However, when the second
question been asked again everyone was agreed to pay more for the service except participant NO. 3 who believe that five starts hotel should not be paid extra, they should continuously deliver quality service and quality product.

When the researcher of this paper started to take memos from the participants’ descriptive statements to develop it into the discussion and carried out an analysis that was the second stage of the Ritchie & Spencer theory analysis.

When the seventh question been delivered to the group a big contradiction between the group took place because at the start 7th of them were agreed that employees should be given empowered opportunity however, after a long discussion two of them (No. 7 and 8) changed mine and they were not sure to decide No. 3 withhold his opinion by saying not all the time employees must be given power as they might abuse their power and create the situation. By making comparisons between groups phrases are meet with the third stage of the Ritchie & Spencer theory analysis where the fourth stage has already been charted when the original quotes from the group have been formed in more newly or academic development. Lastly, the interpretation reduction of data from the spoken interview along the literature of this paper is the fifth stage of the Ritchie & Spencer theory of analysis.

**Conclusion and Recommendation**

This research explored the significant of delivery of service quality within the hospitality establishment to attain customer satisfaction also, the process of improved staff performance and customer relationship through service recovery and service guarantee have been highlighted. The measure to recover customer service failure and how to have a clear policy to meet the recovery standard has been introduced to gain customer loyalty. This study recommends that more investigation in the field of delivery service quality is needed because the tourism and hospitality market growing rapidly and customer’s experience growing as well therefore, hospitality management and their staff can not only recover a service failure through a simple sorry however services needs to be free from mistakes otherwise changing service provider is inevitable.
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