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## **Quality Service Delivery Between Service Failure and Service Recovery in Hospitality Industry: A Place for Enjoyment**

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#### **ABSTRACT**

Having good customer satisfaction by providing excellent quality services are important in running a successful hospitality business. Every establishment needs to deliver quality service and quality products, which are critical, factors for the success of any business. Also, Managers need to understand how to encourage their staff to implement quality measures to assure service guarantee and retain customer relationships to implicate the re-visit and deliver the positive word of mouth. This study aims 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 of the gap between management and customer's expectation. This study has revealed that quality service and customer satisfaction are critical factors for the success of hospitality and tourism business. In this research as a part of the qualitative research, the focus group interviewing is used to obtain adequate information from the participants to understand their perception to assess the delivery of the quality service and the techniques of recovery approach after showing the service failure.



## **1. Introduction**

Customer satisfactions are a complicated process linked to a 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 satisfaction are associated with the way how to deliver the services and products in terms of customers' understanding of the five dimensions reliability, responsiveness, assurance, empathy, and tangibles.

Guzo P (2010) believes quality service and customer satisfaction are critical factors for the 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 experiences a product or a service in the tourism or hospitality business, they expect a certain quality to meet their needs and to obtain satisfactory feelings. Also, it is strongly suggested that the product and service offer will be customized, or possibly even personalized, in line with the specific requirements of multiple target segments to build high-value customer relationships (Brotherton and Adler 1999).

Additionally, to attain good customer relationships, many tourism companies use a communication technique, which is normally used in most companies' strategies and contributes to being unique towards increasing revenue and value its customer through maintaining and improving relationships 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 highly important by delivering quality service. Therefore, most organizations' Service Development Managers are to update their employees and to shape and organize a good connection with the company's customers. Additionally, staff needs proper training by an organization or an outsourcer to improve staff competencies, skills 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 of with passion and good performance by helping them with their language without keeping them too long at

registration and explaining the hotel' policy and facilities available at the hotel with a big smile.

Guzo R (2010) claims every delivered service have values, and customers nowadays have a high expectation about these values therefore, any organisation who dare to enter 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.

### ***1.1 Service Quality, in Theories and Models***

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

- Reliability: ability to rapidly deliver a service.
- Assurance: considering service quality,
- Tangibility: A service recognised clearly with customers' pleasure
- Empathy: this technique involves guests more personalised.
- Responsiveness: Service delivered after the request is received

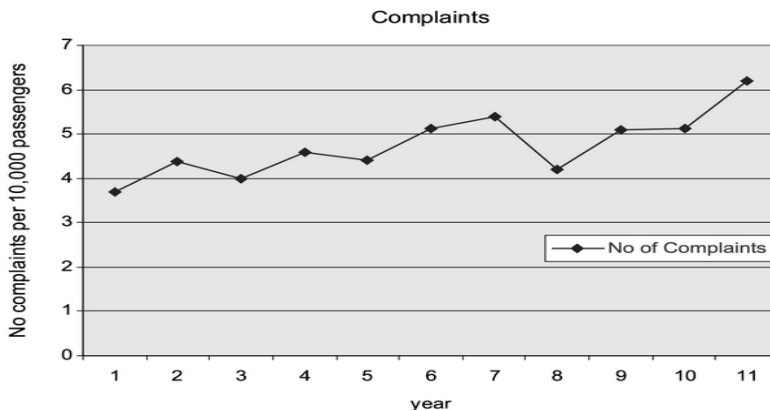
Based on the dimensions the management of the tourism organisation must monitor the performances of service staff, pricing, competitors and handling customer complaints effectively because these dimensions together comprise the customer needs. The quality of service in recent years has been a big topic in the 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 harming the hotel's medium- and long-term profitability. Also, the authors believe that it is quality of service rather than the price that has become the key to a hotel's ability to differentiate itself

On other hand, Ladhari, (2009,) has another 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.

**1.2 Service Failure and service recovery**

Service recovery is the method or a means 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 of personalizing and respecting 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 a company’s revenue is linked to guest satisfaction because an upset customer after a service failure may never come back. In this sense, customers have more options to choose e.g. by not paying for the product/ service or asking for compensation or in the worst-case scenario they can switch to the rivals within the marketplace.



**Figure1:** Number of complaints per 10,000 passengers

David Bamford Tatiana Xystouri, (2005),"A case study of service failure and recovery within an international airline", *Managing Service Quality: An International Journal*, Vol. 15 Iss 3 pp. 306



The most two common service failures usually customer faces are the delay in 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 guest requirement be ignored or not 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 matters 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 customers' perceptions and how the services are delivered. Such gaps can result in changeability, inconsistency, shortage of facilities, and many more in the service delivery, by the service providers.

In some cases, it spread negative word-of-mouth that causes customers to 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), 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 to 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 is a relationship between service recovery and service quality variables (i.e. ongoing 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 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.



***a. Implementing the methods of service recovery***

Significantly, every hospitality establishment have a good recovery technique and this is because of the strong competition among companies in the marketplace, many scholars today share the idea that staff enjoyment with the work environment and management is 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 customer Bamford and Xystouri (2005).

There are many methods a manager can practice to recover from a service failure, for example, to understand customers' needs and rapidly respond to their complaints, staff needs to go through proper training and have well-performed teamwork. Also, there are more recovery tools to be used effectivity for example Lewis B, R, and McCann, P (2004) came up 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 does they must immediately respond to the customer's needs
- 3- Customers relations, through 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 customers' data such as their preferences and habits.

***b. Service Guarantee***

Service guarantee is about what you promise for the service or quality provided 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 is provided to the customer is other than the one promised, customers need an apology from managers or compensation needs to be discussed with the customer. Hays and Hill (2006) claim that every hospitality establishment has 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, the compensation in question needs to bring up directly to satisfy the customer. According to the authors,

a service guarantee is a significant basis for enhanced service quality that leads to customer satisfaction. Likewise, Crisafulli and Singh (2016) also stress when delivered service is not performed accordingly and it is a subject for service failure, a service guarantee needs to be put in the place immediately as a recovery measure (Vinnaras Nithyanantham, et al.2022). When a service fails, the guarantee policy of the firm can be employed as a recovery strategy.

### **1.5 Significance of the study**

This study has revealed that quality service and customer satisfaction are critical factors for the success of any hospitality and tourism business. The study will apprise the significance of the staff performance and understanding tourists' needs and demands because both delivery quality service and staff performance are considered critical to the success of the business. If there is a dearth in meeting customer's experience and their level of satisfaction, then this study is also considered important to show the effect of recovery on service failure because of the following factors:

- 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 a matter for the guest satisfaction.
- 3- The ability of management to recover service failure and apply service guaranty is believed to have a positive and indirect effect on revenue.

### **1.6 Statement of the problem**

In the hospitality industry, it is of utmost importance to deliver a service that is in line with the promises given to the customer. Pre-visit customers have always a sort of 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 causes loss of profits. This study can provide a good examination of the cause of service failure and service recovery to show that management of the tourism industry can improve their plan by providing an excellent service recovery and improved staff performance.



### **1.7 Aims and Objectives**

This study aims 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. The aim of the research is achieved through the following objectives:

1. To review the theories and models of the quality service
2. To analyse 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 guarantee to retaining customer re-visit

### **1.8 Scope and Limitation of the study**

Due to the nature of this research, the main limitation this study can face is the use of focus groups because in general, the participants in the focus group many of them are unfamiliar with the research goal in spite they have been told about the research goal however, some of them seems to be unfamiliar to this kind of discussion environment to be committed to the main question. Therefore, the researcher many times has to get involved to remind the group to stay on the topic to be focused. In some cases, disagreement in between when a group discussing a question does not meet the standard especially when the researcher asks if staff empowerment leads to customer satisfaction, the answers were from a personal point of view rather than to be from the guests' needs' view. Morgan and Krueger (1993, in Dilshad R and Latif M, 2013). Therefore, the simplest attempt for testing a focus group is to ask how enthusiastically and simply the participants would like to discuss a topic and the actual question needs to be directed to the participant based on his or her notion of the hospitality environment. Regarding the scope of the study, it must be specified that this research will focus on a specific area of examining guest satisfaction where it is directly influenced by the delivery of quality service and service recovery therefore this research does not apply to another area in the hospitality industry.





### **3. Research Methodology**

In this research 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. The use of the 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). To achieve the objective of this research randomly, six five Star hotel guests and two employees from two different hotels have been chosen from a variety of age backgrounds, gender, and professions in Erbil. The number of the focus group participants have been chosen based on the following authors for instance; Prince and Davies' (2001), Al-Ababneh et al, (2016) indicates that "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.

#### **3.1. Analysis and Discussion**

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. 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 to safeguards against selective perception and to minimize the potential bias presented in the analysis. (Krueger & Casey 2000 & Rabiee F 2001)

**Table 1. Guest profile**

Prepared by researchers

	Participant 1	Participant 2	Participant 3	Participant 4	Participant 5	Participant 6	Participant 7	Participant 8
Age	31	24	35	44	22	39	38	34
Gender	Male	Male	Male	Male	Male	Male	Female	Female
Purpose of visit	Business		Business	Business		Tourist	Business	Tourist
Profession	oil company	Hotel Staff	oil company	building company	Hotel Staff	Lecturer	Business man	Lecturer
nationality	Arab	Assyrian	Arab	Turk	Assyrian	Indian	Turk	Indian

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:

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

(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 analyse the data since the participant started in discussion and at some time a Dictaphone was 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 was asked again everyone was agreed to pay more for the service except participant NO. 3 who believe that five starts hotels should not be paid extra, they should continuously deliver quality service and quality products.

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

When the seventh question was 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 empowering opportunities, 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 met 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.

#### **4. Conclusion and Recommendations**

This research explored the significance 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 experience growing as well, therefore, hospitality management and their staff can not only



recover from a service failure through a simple sorry however services need to be free from mistakes otherwise changing service provider is inevitable.

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## **Appendix**

The Interview Questions:

- 1- Service quality and customer satisfaction are key factors in the battle to obtain competitive advantage and customer retention. Do you agree and why?
- 2- Are you ready pay little extra more to receive better quality service?
- 3- There is a strong relationship between revenue and customer satisfaction, do you agree?
- 4- Do you consider long waiting times at hotel check in-check out regarded as service failure?
- 5- Many scholars are agreeing that satisfying employees lead to satisfying customers.
- 6- Collecting data such as customer feedback also considered as a key factor for the service recovery. Do you agree and why?
- 7- Do you agree staff empowerment is improving customer satisfaction?
- 8- Do you take an apology as service guaranty?
- 9- Do you believe that the success of a business linked to the effective delivering quality services on the raise the profile of an organizations?

**Responses through the Interviews:**

The table below highlights the profile of the participants

	Partici pant 1	Partici pant 2	Partici pant 3	Partici pant 4	Partici pant 5	Partici pant 6	Partici pant 7	Partici pant 8
Age	31	24	35	44	22	39	38	34
Gender	Male	Male	Male	Male	Male	Male	Female	Female
Purpose Of visit	Busine ss		Busine ss	Busine ss		Touris t	Busine ss	Tourist
Professi on	oil compa ny	Hotel Staff	oil compa ny	buildin g compa ny	Hotel Staff	Lectur er	Busine ss man	Lectur er
national ity	Arab	Assyria n	Arab	Turk	Assyri an	Indian	Turk	Indian

**A brief index and transcription of the questions**

	P. 1	P.2	P.3	P.4	P.5	P.6	P.7	P.8
Q. 1	Strongly agree	yes	agree	Yes	yes	agree	agree	agree
Q. 2	pay more	agree	Partially agree	agree	yes	pay more	pay more	yes
Q. 3	Yes agree	agree	agree	No	yes	yes	not sure	Yes
Q. 4	Yes   agree	agree	Yes	Yes	Partially agree	True	Yes	inefficiency
Q. 5	for sure	agree	Yes	Yes	yes	Very True.	Yes	agree
Q. 6	Yes agree	agree	Yes	Yes	yes	Partially agree	Yes	Yes if
Q. 7	yes agree	agree	Sometime no	Yes	yes	agree	not sure	not sure
Q. 8	yes sure	agree	no	Yes	yes	One time	no	Yes once
Q. 9	yes agree	agree	yes	Yes	yes	agree	True	agreed

## پیشکش کردنی خزمەت گوزاری پرکوالیتی له تیوان شکستی خزمەت گوزاری و باشکردنی له کۆمپانیای میوانداری: شوینیک بۆ چیژ وەرگرتن

### پوختە:

هه‌بوونی ره‌زامه‌ندییه‌کی باشی میوان به‌پیشکش‌شکردنی خزمه‌ت‌گوزارییه‌کی ئاست به‌رز زۆر گرنگه له‌به‌ریوه‌بردنی کۆمپانیای میوانداری. هه‌موو دامه‌زراوه‌یه‌ک پێویسته خزمه‌ت‌گوزارییه‌کی باش و به‌رهه‌مێکی باش پیشکش بکات که ئەمه فاکتەرێکی زۆر گرنگه بۆ سه‌رکه‌وتنی کۆمپانیاکه. هه‌روه‌ها به‌رێوه‌به‌ره‌کان پێویسته له‌وه تیبگه‌ن که کارمه‌نده‌کانیان هان‌به‌ده‌ن که چاره‌یه‌کی پرکوالیتی جێبه‌جێبکهن بۆ به‌ده‌سته‌پێنانی گه‌ره‌نتی خزمه‌ت‌گوزاری و به‌ده‌سته‌پێنانی په‌یوه‌ندییه‌کی باش له‌گه‌ڵ میواندا تا بتوانن میوانه‌کان بگه‌رێنه‌وه بۆ لایان و به‌زمانیکی باش باسی کۆمپانیا بکهن.

ئهم توێژینه‌وه‌یه هه‌واخوازه پێشانی بدات که پیشکش‌شکردنی خزمه‌ت‌گوزاری پرکوالیتی وه‌باش‌کردنی کاریگه‌ری له‌سه‌ر ره‌زامه‌ندی میوان و سه‌رکه‌وتنی کۆمپانیا هه‌یه. ئهم توێژینه‌وه‌یه په‌یوه‌ندی به‌وه‌یه که چۆن خزمه‌ت‌گوزارییه‌کی خراب باش بکه‌ی وه‌چۆن هه‌لسوکوتی کارمه‌ند باش بکه‌ی له‌رێگه‌ی پشکنینی ئه‌و که‌لێنه‌ی که له‌نیوان به‌رێوه‌به‌رو چاوه‌روانی میوان هه‌یه. ئهم توێژینه‌وه‌یه پێشانی ده‌دات که به‌پیشکش‌شکردنی خزمه‌ت‌گوزارییه‌کی ئاست به‌رزو رازیبونی میوان فاکتەرگه‌لیکی گرنگ بۆ سه‌رکه‌وتنی کۆمپانیا میواندارییه‌کان و گه‌شتیاریه‌کان.

ئهم توێژینه‌وه‌یه که به‌شیکه له‌ گه‌ران به‌دوای کوالیتی، چاوپێکه‌وتنی به‌کۆمه‌لکراوه به‌شیاوی (فۆکس گروپ) بۆ به‌ده‌سته‌پێنانی زانیاری زۆر و ورد له‌به‌شداربووان بۆ تیبگه‌شتنیه‌کان له‌هه‌لسه‌نگاندنی پیشکش‌شکردنی خزمه‌ت‌گوزارییه‌کی کوالیتی وه‌ته‌کنیکی باش‌کردنی خزمه‌ت‌گوزاری باش فه‌شله‌ی ئه‌و خزمه‌ت‌گوزارییه



## **تقديم الخدمات بجودة عالية بين فشل الخدمة وإنعاش الخدمة في صناعة الضيافة: كمكان للاستمتاع**

### **الملخص:**

إن تحقيق رضا العملاء من خلال تقديم خدمات عالية الجودة أمر مهم في إدارة أعمال الضيافة الناجحة، حيث تُعتبر تقديم خدمات أو منتجات ذو جودة عالية عاملاً حاسماً لنجاح أي عمل تجاري. كما يحتاج المدراء إلى فهم كيفية تشجيع موظفيهم على تنفيذ مقاييس الجودة لضمان تقديم خدمة جيدة والاحتفاظ بعلاقات عملاء جيدة بهدف تحفيزهم لتكرار الزيارة وتقديم الدعاية الشفوية الإيجابية. يهدف هذا البحث إلى دراسة أثر تقديم خدمة عالية الجودة وإنعاش الخدمة على الرضا السياحي بما في ذلك نجاح الأعمال. ويتضمن البحث كيفية إنعاش فشل الخدمة وكيفية تحسين أداء الموظف من خلال فحص الفجوة بين الإدارة وتوقعات العميل. توصل البحث إلى أن جودة الخدمة ورضا العملاء من العوامل الحاسمة لنجاح أي عمل في مجال الضيافة والسياحة. في هذا البحث كجزء من البحث النوعي، تم استخدام أسلوب مجموعات النقاش المركزة للحصول على معلومات كافية من المشاركين للتوصل إلى تصوراتهم الخاصة بتقييم جودة الخدمة المقدمة وتقنيات منهج إنعاش الخدمة بعد فشلها.