Research on the Influence Factors of Front-line Employee Service Recovery on Customer Satisfaction

Jiao Yabing

Shandong Yingcai University, Jinan, China

Jiaoyabing@163.com

Keywords: service recovery, customer satisfaction

Abstract: This study is to explore the influence of employees' remedial intention on service recovery. In the case of service recovery behavior, organizational identification and employee psychological empowerment will affect employees' willingness to service remedies. Through the positive service recovery intention and service recovery behavior of employees, it positively affects the performance of service recovery and achieves customer satisfaction.

1. Introduction

For enterprises, as long as there is service behavior, service failure is inevitable. No matter how well the service process is designed and how skilled employees are trained, a certain degree of failure between service customers and service providers is positive (lee&Hu 2004). Services have four basic features: invisibility, synchronism, heterogeneity, and perishability, so it is difficult to do everything in the service of service, and once the service fails, the dissatisfaction of the customer may have an impact on his subsequent consumption behavior (such as word of mouth, repurchase, etc.), or even to the other. Enterprises. Therefore, how to make timely service recovery to satisfy consumers two times is a question worth discussing.

Many enterprises are also aware of the importance of service recovery, and take some measures to recovery it, but sometimes it has little effect. Enterprises spend a lot of attention and cost on service recovery, but most customers do not appreciate the remedial results. Therefore, in order to make a successful recovery in the case of failure , the manager of the enterprise should understand what kind of recovery make the customer better and most satisfied. The research shows that, although some service failures are inevitable, the dissatisfied customers can be avoided because it is not the failure to achieve the desired service that leads to the dissatisfaction of the customer, but the improper way for the employees to cope with the failure.

The purpose of this study is to explore the influence of employees' Remedial intention on service recovery. In the case of service recovery behavior, organizational identification and employee psychological empowerment will affect employees' willingness to service remedies. Through the positive service recovery intention and service recovery behavior of employees, it positively affects the performance of service recovery and achieves customer satisfaction.

2. Research on service recovery

In the eyes of customers, front-line employees are directly contacted by them and represent enterprises. First line employees are the ties between the customer and the organization. They understand, filter and interpret the information from the customers, but also bear huge work pressure. So the employees' identification to the organization, and the psychological empowerment of the employees are positively affecting the service remedies of the employees, and of course, the resources of the enterprise to remediate their employees. Support is also essential. Therefore, the design model of this study is shown as follows(Figure 1) .

Copyright © (2018) Francis Academic Press, UK DOI: 10.25236/icemct.2018.074

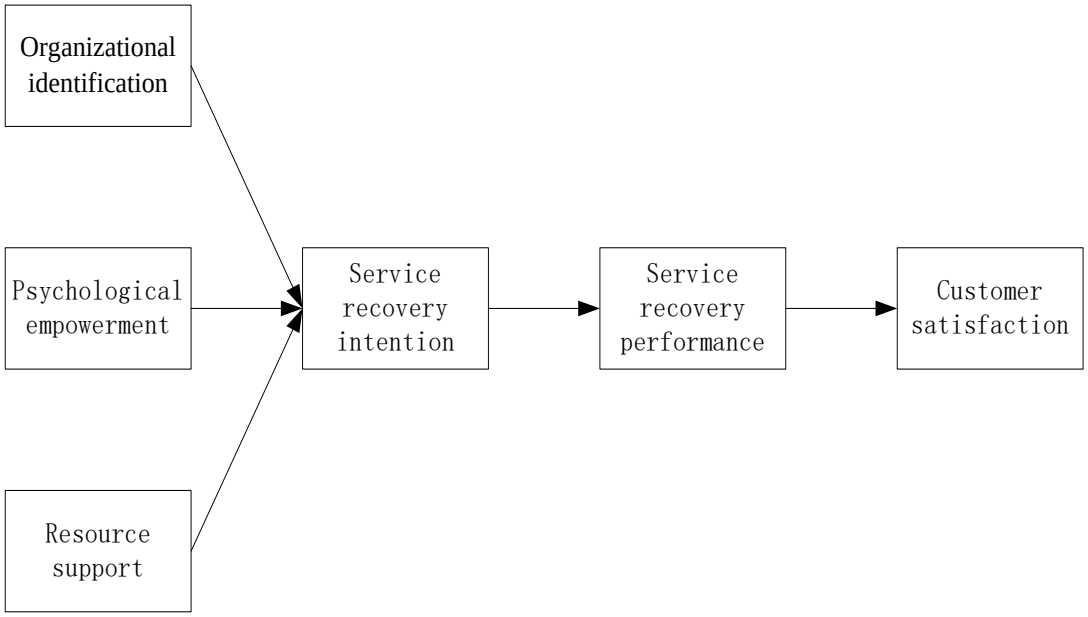

Figure 1.Service Recovery model

In order to better understand the relationship between the remedial intention of the front-line staff, the remedial performance and the remedial satisfaction, the following criteria are drawn up in the consideration of the selection of the hypotheses and the model.

(1) a representative organization. This research is based on the service recovery research conducted by the organization that produces the service failure behavior, so it will select representative service enterprises. It is planned to conduct investigation and study from the following industries. Restaurants, travel companies, 4S companies and online stores.

(2) the enterprise is in a rapid growth period, with a certain user scale, and the results of the research on the psychology and behavior of employees and users are also easily supported, so that the necessary sample size can be obtained in the investigation.

(3) comparative analysis of different industries. From the selected enterprises, we can see that some services are tangible, such as 4S automobile sales company, some enterprises' services are invisible, such as restaurants, hotels and so on. Tangible and intangible services will produce different results in terms of remedial quality and customer satisfaction. Through comparative analysis of different industries, we intend to compare and analyze the remedial intention and remedial behavior of front-line employees, hoping to get valuable and valuable results.

The organization's recovery for service failure is passed by front-line employees to customers. Front-line employees should be faced with customer complaints as the implementers of direct services. One part of the complaint is caused by the failure of business operations and management systems, while front-line employees become "targets" for customers to vent their discontent or anger, which inevitably leads to negative emotional reactions, or the lack of autonomy and resource allocation to solve customer complaints. The sense of helplessness, job stress and dissatisfaction of the front-line service workers ultimately result in low level of service recovery. The organization's psychological empowerment and organizational identification can enhance employee's service recovery intention and enhance the quality of service recovery.

3. Summary

The purpose of this study is to investigate the impact of employees on the quality of service recovery. When engaged in service recovery behavior, organizational identification and psychological empowerment of employees and resource support of enterprises will have an impact on employees' service recovery intention. Through the positive service recovery intention and service recovery behavior of employees, it positively affects the performance of service recovery and achieves customer satisfaction.

Acknowledgments

This research was financially supported by the financial support of the humanities and Social Sciences project in Shandong Province.

References

[1] Lorenzoni N, Lewis B R. Service recovery in the airline industry: a cross-cultural comparison of the attitudes and behaviours of British and Italian front-line personnel[J]. Managing Service Quality: An International Journal, 2004, 14(1): 11-25.

[2] Alameri A. Front-line service employees' service recovery performance: a practice theory-based study into customer complaint handling in the Abu Dhabi Police Force[D]. Nottingham Trent University, 2018

[3] Nasr L, Burton J, Gruber T. When good news is bad news: the negative impact of positive customer feedback on front-line employee well-being[J]. Journal of Services Marketing, 2015, 29(6/7): 599-612.

[4] Zhang R, Redfern K, Newman M A, et al. If You Are Emotionally Intelligent: The effects of customer-related social stressors on counterproductive work behavior for front-line service employees [J]. International Journal of Selection and Assessment, 2016, 24(3): 260-271.

[5] Daskin M, Arasli H, Kasim A. The impact of management commitment to service quality, intrinsic motivation and nepotism on front-line employees' affective work outcomes[J]. International Journal of Management Practice, 2015, 8(4): 269-295.