Service failure recovery strategies and their influence on satisfaction and behaviour intention towards restaurants in Rishikesh (Uttarakhand), India

Dr Nirmal Singh
Professor Tourism Management

Abstract

The purpose of present study is to discover the service failure recovery strategies experienced by tourists and to investigation the influence of these strategies on satisfaction and behaviour intention of tourists towards restaurant visited in Rishikesh in Uttarrakhand, India. The study was quantitative in nature and investigates responses collected from three hundred eighty eight tourists in Rishikesh by a self-constructed questionnaire. Descriptive statistics was used to highlight the service failure recovery strategies, satisfaction and behavioral intentions of tourists. Inferential statistics used to study the impact of service recovery and service failure on satisfaction and behavioral intentions. The result of the study indicated decisive result on service failure and recovery strategies among restaurants located in Rishikesh. The study further found a positive and significant influence of service failure recovery strategies on satisfaction and behaviour intentions of tourists. The findings of the study provide insight for restaurant industry to understand major service failure and suitable recovery strategies. The restaurant practitioners also note the impact of service failure recovery strategy on satisfaction and behavioral intention which will lead to successful handling of customers in their business.

Keywords: Service failure, recovery, strategies, satisfaction, intention, loyalty.

Introduction

The service sector including tourism and hospitality industry play an important role in the global economy. The food and beverages sector emerged as a important part of growing hospitality industry (Hanafiah *et al*.,2010; Kong and Jogaratnam,2007). The development of foodstuff industry open new avenues of business for this field. The opening of number of hospitality organizations resulted in to increased competition and concern regarding service quality in their businesses. This paradigm shift gave birth to rationalization among customers to carefully evaluate the quality of products and service. Therefore, the

management of services becomes an important issue in hospitality industry so that they can deliver error free services and products to customers (Zainol,2012; Abou and Abou, 2013).

Kong and Jogaratnam (2007) highlighted that in order to successful survival of restaurant industry, it is imperative for them to delivery high quality services and products which met customer expectations by providing satisfactory experience. The concept of service quality has been considered by researchers and business as it influence the satisfaction and behavioral intentions of the customers (Parasuraman *et al*.,1988; O'Neill and Palmer, 2004). The dynamic nature of this phenomena resulted in decreasing number of customers in successive year of business with environment in which service failure may occur(Mack *et al*.,2000). Hence it is important to understand the concept of service failure and remedial measures taken to remain competitive.

Reviewing the reason behind occurrence of service failure helps to formulate suitable measures i.e. recovery strategies which can be implemented to ensure high satisfaction index. It also helps to overcome negative feedback of the customers which resulted in enhanced loyalty among customers (Tax and Brown, 2000; Miller *et al*., 2000; De Tienne *et al*., 2008). Some researchers in the field of hospitality industry comprehended important recovery strategies such as free gift, complement food and drink, discounted tariff of services, apologize by management, rectification, substitute and not appraising (Hoffman *et al*., 1995).

On experiencing service failure and recovery strategies, the customer may respond differently such as they can walkout from the restaurant and never return again, they can spread the negative word of mouth among potential customer or they can delight from recovery and remain loyal to organization (Susskind,2000). This type of diverse customer reaction influenced customer behaviour such as experience, satisfaction, intention to repurchase and so on (de Matos *et al*.,2007;Orsingher *et al*.,2010) and measurement of customer intention in hospitality and restaurant sector is considered essential for growth of businesses. The present study, therefore extended to explore the following areas:

(1) service failure and service recovery strategies experienced by tourists in restaurants during their visit in Rishikesh;

(2) tourist satisfaction and behavioral intentions towards restaurants of Rishikesh;

(3) influence of service failure recovery on tourist satisfaction and behavioral intentions towards restaurants visited during their stay in Rishikesh.

Literature Review

Tourism and hospitality sector is designated as highly service failure perceptive field as it has staff-customer interaction to a large extent and due to large level of human encounters the service failure in tourism and hotel sector may occur any time (Fisk *et al*.,1993; Lewis and McCann, 2004), hence it is impossible to avoid service failure in this industry.

The concept of service failure defined in several ways. A service failure may be defined as an inaccuracy, fault, discrepancy, difficulty experienced by customer during service delivery and consumption process (Namasivayam and Hinkin,2003). Holloway and Beatty (2003) described service failure as condition in which the performance of service is not matching customer expectations.

Furthermore, consideration efforts has been made in literature to provide the categorical presentation of the service failure (Bitner *et al*.,1990;Kelley *et al*.,1993;Kivela and Chu,2001) and categorized the service failure in three categories including system service failure, inherent or unambiguous customer failure, impulsive or unwanted behaviour of service personnel. Similarly, Bitner *et al*.(1994) introduced problematic service failure including different categories such as drunkenness, verbal/physical mistreatment, flouting policies/regulations and poor cooperation. Hoffman *et al* (1995) identified eleven sub categories of service failures in restaurant industry. The first category covers product defects involves burnt or cold food, long waiting time for service delivery, bad or dirty silverware, not accepting credit card and inadequate menu supply. The second category may involve personnel response to customer requests including food not cooked as per order and seating problem. The last category may includes rude or poor response, delivery of wrong food to table misplaced customer order and incorrect price charged for item. The service failure broadly categorized as two types including product failure and procedure failure (Michel,2001; Smith and Bolton,2002; Coulter,2009). The earlier deals with the failure in response to core services offerings which includes deprived products and facilities, overbooking, wrong order taken by waiter in restaurant and later one dealt with way in which service is delivered to customer such as offensive behaviour of hotel staff at checking-in process, lengthy waiting time for delivery, poor communication competency of the staff. In a recent research study, Dutta and Venkatesh (2007) identified more dimensions of service failures as operation failure consisting of food and beverage quality, inefficiency of staff, reservation missing, wrong billing and other customer misbehavior. He also identified hygiene failure, behaviour and physical substantiation.

Zainol (2012) in empirical research on resort customers in Langkawi Isalnd reported four major categories of service failures as service delivery failure which includes product problem, capacity issues, slow service, unavailable service, poor layout .The natural environment failure as noise, beach, weather failure. The employee error includes attitude and action of employees towards personnel. The value failure covering star rating and price failure. From empirical analysis, the study further identified service delivery system failure and natural environment failure as most problematic service failure category in the resort. Silber *et al*. (2009) in a study on hotel and restaurant industry identified most problematic service failures as unfortunate behaviour of service provider personnel, time-consuming service delivery, and foodstuff spillage.

Ogbonna and Igbojekwe (2015) in a study on hotel industry idientified major service failure as poor response to need and wants of guest, inadequacy of technology adoption, poor product/service knowledge level among personnel. Anand *et al*. (2018) in a study on hotel industry in Kumbakonam of India noted important services failures such as poor service quality, lack of coordination among different divisions of hotel, poor quality of foodstuff, improper communication channels. The study further described that such service failures may cause customer disappointment in hotel.

Service failure can be resulted into increased number of dissatisfied customers which in turn intimidate the survival and expansion of the service sector (Koc,2006; Coulter,2009; Koc, 2010; Wang *et al*.,2014). Service failure also brings negative experience and negative customer intentions to businesses (Mattila, 2001; Wan and Chi, 2013). Othman *et al*. (2013) stressed that these types of failure chucked out the restaurants from business and hence, it become essential for restaurant sector to adopt some provisions to avoid service failure and take remedial strategy to improve services. Service recovery discussed by many studies (such as, Tax and Brown, 2000;Michel,2001;Johnston and Mehra, 2002;Dong *et al*.,2008; Michel *et al*.,2009) and described as a process to find out the service failure and competently resolve the failure experienced by the customer. Service recovery strategies are designated as crucial marketing approach to provide another chance to hospitality organizations to delight their customer (Carange, 2004; Karatepe,2006; Butcher and Heffermen,2006). The implementation of recovery strategies to improve the number of satisfied customer which in turn enhance the profit maximization and loyal customer (De Tienne *et al*.,2008; Namkung and Jung, 2010). Hence identification and understanding of service recovery strategies is crucial for service providing organizations.

The service recovery concept in the field of restaurant and hotel sector considered by Hoffman *et al.* (1995) and explored different service recovery measures as free food, charged discounted price of meal served, offering discount vouchers, inventing by manger level staff to dealt with failure, substituted food/drink serving, delivery of amended food/meal, apologize the failure and non accomplishment of failure. In a similar study, Warden *et al.* (2008) in an empirical research study on hotel and restaurants noted the crucial services recovery in eight different aspects including offer free food, charged discounted price, offer voucher/coupon to customer, managerial intervention, substitute of foodstuff ordered, correction in failure, acknowledgment of failure and initiative no effort. Abou and Abou (2013) identified important service recovery strategies like apologize the failure, penitence, facilitation, speedy action, justification, endeavor, attention, reward and take no action.

McCollogh (2000) after understanding relationship between service recovery and satisfaction of consumer suggested to evaluate the different service recovery strategies to find out the effective one and drop the less effective strategies. Therefore, some studies evaluated the different service recovery elements and noted that compensating the customer through offering free food, upgradation of order, discounted price and vouchers is the most suitable method to recover the service failure in comparison to other measures (Hoffman *et al.*,1995; Boshoff, 1997; Tsai and Su, 2009). Opposite to this, apologizing, improvement and take no step, uncooperative attitude of customers were noted as less effective recovery strategies in failure situations (Kelly *et al.*, 1993; Bitner *et al.*,1994). Silber *et al.* (2009) discovered intervening by management, replacing the order/service, improvement and apologize the failure as more crucial strategies related to compensating the customer as they intend the immediate solution of their problem. On the other hand, the apology and level of empathy also noted as effective remedies to recover the failure of service (Miller *et al.*,2000; Maxham,2001). Hocutt *et al.*(2006) noted the acceptance and receptiveness, courteous and empathetic behaviour of employees as important recovery strategies to gratify their customer. In this way, the result of service recovery strategy found significantly related with customer perception and satisfaction towards hospitality firms (Cranage,2004; Lewis and McCann,2004; Sparks and Fredline,2007; Orilio,2007;Hassan *et al.*,2014). In a study on guest overall satisfaction in hotel sector in context of service failure and service recovery indicated that the customer satisfaction decreased due to service failure but the satisfaction arises as the recovery strategies were applied in hotel sector (Fu and Daniel,2007). Superapto (2010) discovered service recovery strategies like compensating in lieu of failure, speedy recovery of service failure and apologizing the failure situation have significant influence of customer satisfaction.

The satisfaction of customer is considered as prime requirement for positive behavioral intention and considered by various studies (Yi, 1990; Oliver,1999; de Matos *et al*.,2007; Namkung and Jang,2009). The satisfaction that customers gained by efficient handling of service failure through service recovery strategy significantly related to their willingness to revisit and recommend to peer group and behavioral intention of customer are considered crucial part of restaurant sector (Syzmanski and Henard2001; Ok *et al*.,2005; Swanson and Hnu, 2009).

The extensive review of literature noted that service failure and recovery has a strong effect on customer satisfaction and behaviour intentions, but despite this fact very few studies has been conducted so far as well as no specific study has been conducted in Indian context. This creates a research gap in the research area. Hence, the researcher intended to fill this existing research gap by conducting an important study and proposed the following hypotheses:

H1.   The identified service failure recovery in restaurants sectors of Rishikesh significantly influenced tourist satisfaction

H2.   The identified service failure recovery in restaurants sectors of Rishikesh significantly influenced tourist influenced tourist behavioral intentions.

Methodology

Rishikesh is located in the northern state, Uttarrakhand of India and frequent footsteps of international and domestic tourists were noted during recent years. The year 2017 witnessed the arrival of 678041 for different purposes. Rishikesh is easily accessed from the major towns and cities of the India. It has numerous tourist places related to religious tourism, spiritual tourism, adventure tourism, yoga and wellness tourism. The hotels and restaurants are sufficiently available in India. The multi-cuisine restaurants of Rishikesh are providing wide range of food and beverages such as Indian, Chinese, Italian and many other global cuisines with excellent customer services and facilities. However, due to increase in rationale among tourists, the restaurants still facing some challenges in order to matching expectations of tourists hence encounter some service failure. So, in order to survival of restaurant business in Rishikesh, it is of paramount importance to discover the service failure and recovery strategies as well as their impact of tourist satisfaction and behavioral intentions. The present study is significant as it can be useful for restaurant managers to guide them to learn effective service recovery strategies to reduce failure in their business to ensure success with minimum negative word of mouth.

The tourists visited Rishikesh from April, 2017 to March, 2018 were considered as study population and it was noticed that thousands of tourists visited the area for several reasons including religious, adventure, pilgrimage, spiritual, wellness, leisure vacation and so on. Hence, due to frequent visits of tourists in Rishikesh the restaurants are becoming important component of attracting tourists. In this way, the visit of tourists at various restaurants in study area has a great importance to manage their business. Therefore, it becomes crucial for them to identify the service failure and rectify them through formulating suitable service recovery strategies for increasing tourist satisfaction and positive behavioral intentions towards their restaurant.

Primary data for the study collected from tourists visited the restaurants of Rishikesh through a self-administered questionnaire distributed among tourists. An extensive review of literature was conducted for the selection of variables to be used in the study. The convenient sampling technique has been used to distribute the questionnaire to record tourist responses towards service failure and recovery strategies and their influence to satisfaction and behavioral intentions. A total of 600 tourists were contacted and only 388 completely filled the questionnaire with a response rate of 64.67 percent. The collected data was put in to SPSS programme for application of suitable statistical tools. The descriptive statistics such as percentage, mean, standard deviation were used to highlight various service failure, service recovery, satisfaction and behavioral intentions. The inferential statistics i.e. regression analysis used to note the influence of service failure and service recovery on satisfaction and behaviour intentions of the tourists.

Analysis of Result

The socio-demographic features of the respondents indicated that most of the respondents were male as compared to their female counterparts. In terms of age wise classification, every age group visited the study area ranging from young age group to senior group tourists. Mostly respondents indicated themselves as married status. The one third respondents were domestic travelers as compared to foreign tourists. More than half of the respondents were having at least graduate or above qualification. The respondents were showing variation in terms of occupation including students, serviceperson, businessperson and others. A notable variation was also found in income of the respondents such as budget class, high class and others. Only one fifth of the respondents searched about restaurants from travel professionals and remaining used others sources of information such as word of mouth and printed and electronic media. Most of the respondents preferred to visit to restaurant in groups or families as compared to those who visited alone. On searching the dining, the majority of respondents found frequently visits to restaurants as compared to

those who rarely visited the restaurant and restaurants. On probing about the reason to visit the restaurants variation was noted for pleasure, business, celebration and other reasons.

Table I: Service failure experienced by tourist in restaurants (N=388)

Service Failure	Variables	Mean	S.D.
Service delivery system failure	Product defects	4.33	.830
	Unnecessarily slow service	3.78	.763
	Vague guest policy	4.36	1.124
	Out of stock supply menu	3.84	.914
	Average Score	**4.08**	
Operation failure	Food and beverage quality problem	3.87	1.064
	Specialist not available	3.35	.859
	Other tourist misbehaviour	3.75	.986
	Reservation missing	3.79	.791
	Incorrect billing	3.37	.937
	Average Score	**3.63**	
Cleanliness failure	Poor cleanliness	4.21	.938
	Staff appearance is not appealing	3.82	.896
	Untidy and unkempt Staff	3.22	1.078
	Facility problem	3.18	.836
	Average Score	**3.61**	
Tourist request failure	Served food not as per order	3.32	1.002
	Poor attention to tourist queries	4.01	.720
	Poor responsiveness	3.48	.834
	Average Score	**3.60**	
Employee action failure	Unfriendly and unhelpful staff	3.48	.984
	Staff not prompt	3.92	.725
	Poor knowledge of staff	3.81	.829
	Supply of wrong order	2.93	.943
	Average Score	**3.54**	
Design failure	Poor seating arrangement	2.83	1.028
	Inaccurate menu items	3.32	.971

	Unpleasant ambience of dine area	2.79	1.104
	Average Score	**2.98**	

Table number I, demonstrated the mean, standard deviation of different service failure aspects and their variables. The summary of the table the tourists indicated service delivery system failure as most problematic service failure aspect as compared to other service failure aspects. Furthermore, the respondents rated design failure as least significant service failure aspects.

Table II: Service recovery strategies in restaurants (N=388)

Service Recovery	Mean	S.D.	Rank
Prompt solution to problem	4.35	.725	1
Apologize for failure	4.21	.746	2
Coupon in lieu of failure	3.85	.832	3
Free food offered	3.44	1.096	4
Replacement of order	3.26	.904	5
Managerial intercession	3.11	.988	6
Discounted price of items	2.91	1.005	7
Explanation	2.73	1.001	8

The result regarding service recovery strategy presented table number II through use of mean, standard deviation and rank method. From the analysis, the tourists noted prompt solution to problem as most appropriate service recovery strategy that restaurant can adopt in encounter of service failure situation. In contrary to this, explanation about failure is considered as least significant service recovery strategy among all strategy under study as it has minimum or less impact on tourist after occurrence of service failure.

Tourist Satisfaction Level

Respondents were also questioned to rate their satisfaction level towards their visit to selected restaurants in Rishikesh. From the descriptive analysis, a moderate level of satisfaction was found towards service experience in restaurants. The overall average satisfaction level of the respondents derived from their experience in restaurants was noted as 3.52, which tended the higher end of the satisfaction scale.

Table III: Satisfaction level of tourists (N=388)

Satisfaction Index	Mean	S.D.
I feel highly disappointed after visit this restaurant	3.50	0.951
I feel somewhat disappointed after visit restaurant	3.14	1.001
This restaurant did not match my expectation	3.21	0.997
I feel pleased after visit this restaurant	3.95	0.886
I feel extremely pleased after visit this restaurant	3.78	0.913
Overall satisfaction score	3.52	

Tourist behavioral intention

Table number IV highlighted various tourist behavioral intentions after occurrence of service failure and recovery strategy. Two aspects of behavioral intentions were identified such as negative aspects and positive aspects. The positive intentions such as recommend the restaurant to others, revisit restaurants during next visit in the city, say positive things about restaurants to others and still have trust in this restaurants were indicated high mean rating as compared to negative aspects. Further, very low responses were noted towards negative aspects noted intensions such as not to return to restaurant again in future, say negative things about the restaurants to others and switch to other restaurants. This indicates that the recovery strategies are helpful in enhancing tourist experience even after the occurrence of failure in the restaurants.

Table IV: Behaviour intention of tourists (N=388)

Action	Mean	S.D.
Recommend this restaurant to others	3.75	.707
Revisit the restaurant again during next visit in city	3.99	.930
Say positive things to others about this restaurants	3.86	.836
Encourage friends and relatives to visit restaurant	3.49	.945
I still have trust in this restaurant	3.96	.758
Not to return to this restaurant again in future	3.36	.919
Say negative things about this restaurants to others	2.81	1.012
Switch to other restaurants	2.82	1.141

Average Intention Mean	3.51	

In order to detect the influence of service failure recovery strategies on tourists' satisfaction and behavioral intention level multiple regression analysis was performed as it provide the most accurate interpretation of the independent variables on dependent variable. The independent variables including service failure recovery strategies were expressed in terms of the standardized factor scores (beta coefficients). The dependent variable i.e. summated tourist satisfaction and behavioral intention were measured on a 5 point Likert scale type and was used to assess whether independent variables (service failure recovery strategies) explained a significant influence on dependent variable (tourists satisfaction and behavioral intention). Table V presented the result of the regression analysis. To predict the goodness-of-fit of the regression model, the multiple correlation coefficients (R), Coefficient of Determination (R^2), and F ratio were examined.

The equation for tourist satisfaction was expressed in the following equation:

$Y_s = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8$

Where, Y_s= satisfaction level of tourists, β_0= Constant (coefficient of intercept) and $\beta_1 X_1$ to $\beta_8 X_8$= variables of service failure recovery strategies.

Table V: Influence of service failure recovery on tourist satisfaction

Model Summary					
R	R Square	Adjusted R Square		Std. Error of Estimate	
.678	0.471	0.463		0.498	
F=42.765, Sig=0.00					
Variables	Un standardized Coefficient		standardized Coefficient	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.34	0.26	0.11	1.50	0.11
Prompt solution to problem	0.14	0.06	0.08	2.67	0.01*
Apologize for failure	0.10	0.07	0.02	1.83	0.06
Coupon in lieu of failure	0.19	0.05	0.24	5.65	0.02*
Free food offered	0.09	0.06	0.11	2.61	0.03*
Replacement of order	0.15	0.06	0.14	2.70	0.01*

Managerial intercession	0.16	0.05	0.25	3.55	0.01*
Discounted price of items	0.23	0.03	0.16	5.07	0.00*
Explanation	0.07	0.04	0.12	0.04	0.92

The table number V from the result of regression analysis examined that the tourist satisfaction was not significantly influenced by service failure and service recovery strategies. The R of the independent variables (variable of service failure recovery strategies) and the dependent variables (tourist satisfaction) is 0.678, which indicated service failure recovery strategies have positive relationship tourist satisfaction. The R^2 is 0.471, suggesting that 47 percent of the variation in tourist satisfaction explained by these eight variables which is sufficiently significant. Moreover, the F ratio is 42.765 showing whether the result of the regression model could have occurred by chance. The p value is 0.00(<0.05), which also found significant. Hence, the result of regression analysis presented in table number V indicated that the service failure recovery strategies have significant influence on tourist satisfaction level towards restaurants in Rishikesh. Therefore, the hypothesis H1 is rejected and it is concluded that the tourists' satisfaction towards restaurants in Rishikesh is significantly influenced by service failure recovery strategies.

Table number VI highlighted the influence of service failure recovery strategies on behavioral intentions of the tourists. The equation for tourist behaviour intention was expressed in the following equation:

$$Y_s = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8$$

Where, Y_s= Tourist behavioral intention, β_0= Constant (coefficient of intercept) and $\beta_1 X_1$ to $\beta_8 X_8$= variables including service failure recovery strategies.

Table VI: Influence of service failure recovery strategies on tourist behavioral intention

Model Summary			
R	R Square	Adjusted R Square	Std. Error of Estimate
.455	0.211	0.173	0.565
F=12.314, Sig=0.00			
Variables	Un standardized Coefficient	standardized Coefficient	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.253	0.263		8.042	0.000

Prompt solution to problem	0.103	0.041	0.138	2.745	0.006*
Apologize for failure	0.148	0.039	0.173	3.529	0.000*
Coupon in lieu of failure	0.147	0.047	0.167	3.019	0.002*
Free food offered	0.109	0.058	0.132	2.216	0.023*
Replacement of order	0.137	0.062	0.124	2.181	0.031*
Managerial intercession	0.009	0.033	0.037	0.571	0.515
Discounted price of items	0.132	0.043	0.176	3.179	0.004*
Explanation	0.061	0.028	0.045	0.942	0.346

In table number VI, the influence of service failure recovery strategies on tourist behavioral intention was identified and it was noted that the R of the independent variables (service failure recovery strategies) and the dependent variables (tourist behavioral intention) is 0.455, which found positive association with tourist behavioral intention. The R^2 is 0.211, suggesting that 21 percent of the variation in tourists' behavioral intention explained by these eight variables of service failure recovery strategies. The F ratio is 12.314 showing whether the result of the regression model could have occurred by chance. The p value is 0.01(<0.05), which also found significant. Therefore, the hypothesis H2 is also rejected and summarized that tourist behavioral intention in restaurants in Rishikesh is significantly influenced by service failure recovery strategies adopted by the restaurants in Rishikesh.

Discussion and conclusion

From the past few decades, Rishikesh destination is emerging as major tourist hub in India. The restaurant practitioners in Rishikesh put their sincere efforts to delight their guest, but increased competitive environment them to come up with lucrative strategies by identifying the service failure and to adopt measures in the form of service recovery strategies to please their customers and improve future intentions.

The present study discovered major service failure faced by tourists in restaurants of Rishikesh as system service delivery failures, operation failure, cleanliness failure, tourist request failure, employee reaction failure and design failure. The measures adopted in the form of prompt solution to problem, apology, coupon, free food, replacement and managerial intercession as momentous recovery strategy whereas the discounted price and explanation were noted as least effective recovery strategies. On investigation, of its effect of service recovery strategies, a a positive and significant influence on satisfaction and behavioral intentions was noted from the regression table. This result support the previous studies ((Cranage,2004;

Lewis and McCann,2004; Sparks and Fredline,2007; Orilio,2007;Hassan *et al*.,2014) which postulates a positive association   of service recovery strategies with satisfaction and behavioral intentions among customers.

The findings of the study has practical implication for restaurants practitioners as this help them in identification of major service failure in their restaurants and to formulate recovery strategies to tackle these failure in order to enhancement of satisfaction and positive intentions among present and potential customers. The further investigation of different perspective based studies such as cross-culture comparison of customer behavior, comparison of repeat and new customer will provide more insight to the restaurant practitioners.

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