



ARE CUSTOMERS WILLING TO ACT BEYOND POSITIVE WORD-OF-MOUTH AFTER SERVICE RECOVERY? A PLS-SEM APPROACH IN THE RESTAURANT INDUSTRY

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The first principle in service delivery is to do it right the first time. However, the occurrence of problem is inevitable during service exchange especially in the restaurant industry. Due to the highly competitive environment of restaurant business, it is vital to understand how disgruntled customers could be saved by performing service recovery as it was recognized as one of the strategies in maintaining long term relationship. Built on justice theory, the current study examines the three dimensions of service recovery (distributive justice, procedural justice, and interactional justice) on recovery satisfaction and brand evangelism. This study enhances current literature by integrating the extension of word-of-mouth (brand evangelism) in the context of service recovery. A total of 338 usable data gathered from customers who encountered service failure and recovery were analyzed by employing Partial Least Squares-Structural Equation Modelling (PLS-SEM) approach. The findings indicate positive relationship between all three dimensions of service recovery and recovery satisfaction. Recovery satisfaction was also found to have positive effect on brand evangelism. Further analysis reveals the significant mediating role of recovery satisfaction on the relationship between service recovery and brand evangelism.

Keywords: Service recovery, Recovery satisfaction, Brand evangelism, Restaurant, PLS-SEM.

Introduction

In the fierce competition of service industry, a small margin of error during service delivery can increase the likelihood of customer defection. Given the unique characteristics of service industry, it is vital to ensure appropriate measures are taken to re-satisfy disgruntled customers whenever service failure occurred. Despite the negative emotions displayed by the upset customers during the unfavourable service encounter (Greenberg, 1996), an immediate action to recover the service may help to restore customer satisfaction (Kruger, Mostert, & De Beer, 2015). The fact that service failure is unavoidable to any service businesses (Kuo & Wu, 2012) should not limit the effort of service providers in delivering superlative service to the customers. The positive outcomes of performing service recovery have been highlighted in numerous service marketing literature. Service recovery is known as one of the prominent

drivers to achieve customer satisfaction and positive behavioural intentions (Ok, 2004; Siu, Zhang, & Yau, 2013).

The current research contributes to the literature by investigating the critical role of service recovery towards recovery satisfaction and brand evangelism. Although various dimensions have been used to represent service recovery in existing research, this study adopts the three dimensions of justice theory as the basis for evaluating service recovery. Emerged from the equity and social exchange theory (Adams, 1963; Homans, 1974), justice theory has been claimed as one of the most well-known theories in service recovery. In brief, justice theory takes into account the aspect of distributive justice, procedural justice, and interactional justice in measuring service recovery. The other valuable contribution of this study lies on the integration of brand evangelism as the dependent variable. The inclusion of brand evangelism enhances existing literature as limited attention has been devoted to understand its role in the context of restaurant's service recovery. As brand evangelism is known as the extension of word of mouth and researchers are starting to recognize this term recently, it is imperative to examine how service recovery can affect customers' post-recovery satisfaction and brand evangelism.

Service Recovery and Recovery Satisfaction

Service recovery is regarded as one of the most discussed topics in service marketing. The crucial role of service recovery in restoring customer satisfaction has been evidenced in various contexts such as restaurant (Hocutt, Bowers, & Donovan, 2006; Ok, 2004; Siu et al., 2013), airline (Nikbin, Armesh, Heydari, & Jalalkamali, 2011), telecommunication (Nikbin, Ismail, Marimuthu, & Armesh, 2012), retailing (Lin, Wang, & Chang, 2011), and tourism (Bernardo, Llach, Marimon, & Alonso-Almeida, 2013). Service recovery is considered as one of the most important customer service strategies due to its ability to promote recovery satisfaction, positive word of mouth, loyalty, repurchase intention, commitment, and trust (Chang & Chang, 2010; Ghalandari, Babaeinia, & Jogh, 2012; Huang & Lin, 2011; Lii, Pant, & Lee, 2012; Ok, 2004; Riscinto-Kozub, 2008; Sabharwal, Soch, & Kaur, 2010; Santos & Basso, 2012; Wen & Chi, 2013). In this study, service recovery is represented by three dimensions namely distributive justice, procedural justice, and interactional justice. These three dimensions of service recovery were adapted from justice theory. Being claimed to derive from the equity and social exchange theory (Adams, 1963; Homans, 1974), justice theory was originally used in the context of organizational behaviour to assess employees' perceptions toward their employer, however the theory was later applied in the context of marketing to examine the perception of customers toward the service provider (Bagozzi, 1975). The utilization of justice theory in service recovery studies has been documented in numerous marketing literature and it has been recognized as one of the leading theoretical foundations to understand customers' reactions following negative service encounters (Patterson, Cowley, & Prasongsukarn, 2006; Wen & Chi, 2013). Further discussions pertaining to distributive justice, procedural justice, and interactional justice are presented next.

Distributive justice concerns with the tangible aspect of compensation that the customer should obtain from the service provider following a service failure (Dong, Evans, & Zou, 2008; McColl-Kennedy & Sparks, 2003). The level of compensation should be equal to the amount of loss to re-balance the service exchange. In consonant with the equity and social exchange theory, mutual satisfaction can only be achieved if both customer and service provider agree on the amount of input and output (Adams, 1963; Homans, 1974). Therefore, the service provider needs to provide sufficient amount of compensation during service recovery to ensure customer can be returned to the state of satisfaction. As a result, recovery satisfaction can be attained and the goal of mutual exchange is accomplished. Distributive justice can be represented in the form of cash refund, voucher, coupon, product replacement, performing the service again, and discount (Mattila, 2001; Maxham & Netemeyer, 2002b; Sparks & McColl-Kennedy, 2001). According to Aurier and Siadou-Martin (2007), distributive justice is required whenever the failure involves unfair service exchange in terms of consumption experience, product or service

quality, price, wasted time, biased treatment, and the feeling of having been cheated. The significant role of distributive justice in restoring customer satisfaction has been demonstrated in previous studies by Wirtz and Mattila (2004), Huang and Lin (2011), Nikbin, Ismail, Marimuthu, and Jalalkamali (2010), Maxham and Netemeyer (2002b), and Lii et al. (2012). This indicates that satisfaction can be returned to the disgruntled customers if they feel the service provider has taken sufficient effort to compensate their loss. Thus, the following hypothesis is derived based on the aforementioned discussion:

H1: Distributive justice is positively related to recovery satisfaction.

Procedural justice is defined as the policies, procedures, and processes involved in solving customers' problems (Mattila, 2001; McColl-Kennedy & Sparks, 2003; Ok, 2004). Generally, procedural justice measures the service recovery processes based on the aspects of timeliness, promptness, flexibility, and execution (Kim, Kim, & Kim, 2009; Lin et al., 2011). Procedural justice is important as it involves decision making process during the critical time of service encounter (Smith, Bolton, & Wagner, 1999). Less time should be taken to solve customers' problems and the complaint management procedures should not be complicated as it may worsen the problem. The policies and procedures used during service recovery should be flexible as each customer's problem is unique and the strategies should be adjustable in line with customer demands (Kuo & Wu, 2012). The critical role of procedural justice to save frustrated customers were evidenced in the studies by Chang and Chang (2010), Wirtz and Mattila (2004), Kim et al. (2009), and Lii et al. (2012). The findings of these studies suggested the positive relationship between procedural justice and recovery satisfaction. Therefore, the following hypothesis is proposed based on the preceding discussions:

H2: Procedural justice is positively related to recovery satisfaction.

Interactional justice concerns with the aspects of human interaction and interpersonal treatment that takes place during the problem resolution process (Maxham & Netemeyer, 2003; Tsai, Yang, & Cheng, 2014). In a broader perspective, interactional justice includes behaviours such as sincerity, empathy, courtesy, transparency, fair treatment, and appropriate effort in resolving the problem (Hocutt et al., 2006; Kuo, Yen, & Chen, 2011; Tax, Brown, & Chandrashekar, 1998). The communication process between the customer and service provider is crucial during service recovery to ensure the problem can be solved effectively. The manner how service provider react to customer's complaint can be seen as the 'moment of truth' to test the relationship that has been established (Smith & Bolton, 1998). In addition, the treatment received by the customers during service recovery may either restore their satisfaction or lead to double deviations (multiple failures due to poor service recovery) (Casado-Díaz, Más-Ruiz, & Kasper, 2007). The substantial role of interactional justice in promoting recovery satisfaction has been demonstrated in the studies by Chang and Chang (2010), Wirtz and Mattila (2004), Nikbin et al. (2010), Lii et al. (2012), and Siu et al. (2013). Thus, the following hypothesis is suggested based on the above discussions:

H3: Interactional justice is positively related to recovery satisfaction.

Brand Evangelism

Brand evangelism is the extension of word-of-mouth marketing (Doss, 2010). The concept of brand evangelism is not only limited to the act of sharing positive words pertaining to any specific product or service with other customers, however it encompasses the act of proactively influencing others to consume the same brand, dissuading others from using the competitor's brand, defending the brand from negative word-of-mouth, and the willingness to be an 'unofficial' spokesman to the product / service (Andaleeb & Conway, 2006; Becerra & Badrinarayanan, 2013; Doss, 2010). Brand evangelism is

acknowledged as one of the ways to display support towards a particular brand (Andaleeb & Conway, 2006) and it can be demonstrated by a strong consumption of a particular product or service (Becerra & Badrinarayanan, 2013). Brand evangelism is still at infant stage (Muhammad Hafiz & Fauziah, 2014) and limited literature are available pertaining to its concept especially in the area of service recovery. However, as brand evangelism is strongly rooted in the concept of word of mouth, a number of service recovery studies that discusses the effect of customer satisfaction with service recovery towards positive word of mouth were used as the basis for hypothesis development in this study. The role of brand evangelism is vital to be examined in the context of service recovery as existing literature claimed that customers will have tendencies to share positive words to other twenty individuals if they are satisfied with a particular product or service (Becerra & Badrinarayanan, 2013). Thus, it is hypothesized that the same condition may applies to customers who are satisfied with service recovery. Additionally, previous studies that have demonstrated positive relationship between customer recovery satisfaction and positive word of mouth includes Maxham and Netemeyer (2002a) and Wen and Chi (2013). These studies reveal that customer satisfaction with service recovery as a significant antecedent to positive word-of-mouth and thus, the current study postulate that it may reflect the customers' intentions to become brand evangelists too. Therefore, the following hypothesis is proposed based on the aforementioned discussions:

H4: Recovery satisfaction is positively related to brand evangelism.

The Mediating Role of Recovery Satisfaction

Based on the literature pertaining to the concept of service recovery, recovery satisfaction, and brand evangelism discussed above, the researchers postulate that the link among these constructs cannot be solely limited to direct relationship. As shown in Figure 1 below, the role of recovery satisfaction could be extended as a mediating construct on the relationship between service recovery and brand evangelism. Consonant with Mansori, Tyng, and Ismail (2014), the indirect effect could potentially exist as recovery satisfaction is placed as a central construct in the conceptual framework. Besides, a study by Maxham and Netemeyer (2002b) indicated that recovery satisfaction is a significant mediator on the relationship between service recovery and word of mouth intention. Thus, it can be said that the role of service recovery is not limited to fortify satisfaction, however it may subsequently affect customers' intentions to become brand evangelists. The following hypothesis pertaining to the mediating role of recovery satisfaction is proposed based on the preceding discussion:

H5: Recovery satisfaction mediates the relationship between distributive justice and brand evangelism.

H6: Recovery satisfaction mediates the relationship between procedural justice and brand evangelism.

H7: Recovery satisfaction mediates the relationship between interactional justice and brand evangelism.

Conceptual Framework

In light of the underlying theories and literature pertaining to distributive justice, procedural justice, interactional justice, recovery satisfaction, and brand evangelism, a conceptual framework is proposed as shown in Figure 1.

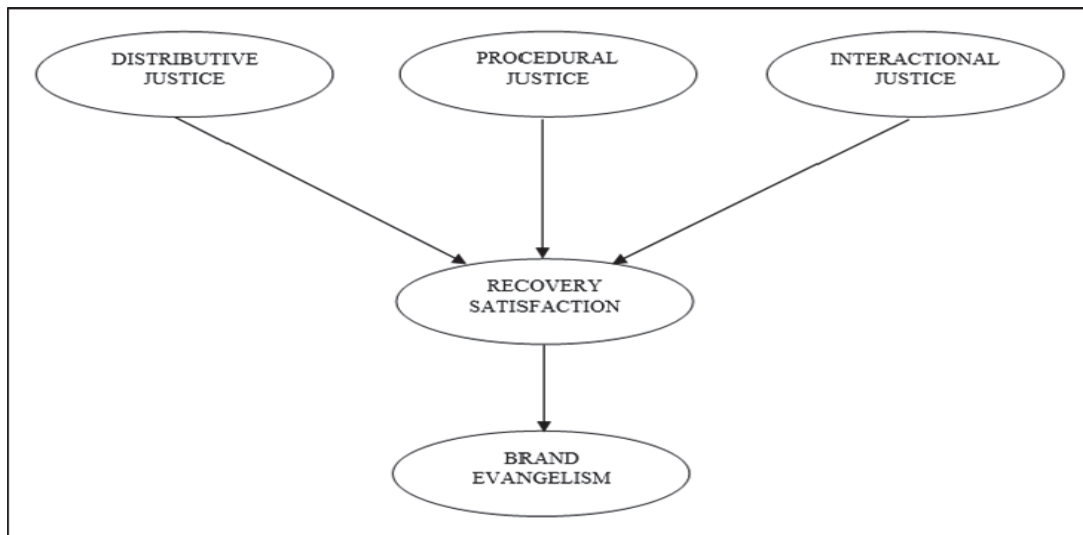


Figure 1. Conceptual framework

Methodology

The current research was conducted using quantitative approach which is consistent with positivism research paradigm. Quantitative approach is appropriate as the purpose of this study was to examine the relationships among the constructs of interest and a large number of respondents were required for the purpose of data collection. Thus, a total of 400 self-administered questionnaires were distributed to customers who experienced service failure and recovery in casual restaurant settings around the urban areas of Kuala Lumpur, Selangor, Penang, and Johor in Malaysia. The survey return rate was 97.25% and a total of 51 responses were discarded due to issues such as outliers, straight-linings, and service failure incidents that occurred more than one year. The justification for only retaining responses with service failure incidents that occurred within one year was to minimize the effect of memory bias (Nikbin, Marimuthu, Hyun, & Ismail, 2014). In this study, multiple items were used to represent each construct of interest as it can increase the reliability and validity in measurement analysis (Ting & Thurasamy, 2016). The items were adapted from previous research with minor modifications to accommodate current research setting. Items for the constructs of distributive justice, procedural justice, interactional justice, recovery satisfaction, and brand evangelism were adapted from Vázquez-Casielles, Suárez Álvarez, and Díaz Martín (2010), Smith et al. (1999), Nikbin et al. (2012), Maxham and Netemeyer (2002b), Becerra and Badrinarayanan (2013), and Matzler, Pichler, and Hemetsberger (2007). Statistical Package for Social Science (SPSS) was used for data cleaning and preliminary analysis before the final 338 cases were analyzed using Partial Least Squares – Structural Equation Modelling (PLS-SEM). The utilization of PLS-SEM was appropriate since this study emphasizes on the prediction of latent constructs (Hair, Hult, Ringle, & Sarstedt, 2014). In addition, PLS-SEM was also suitable due the integration of a newly-introduced construct (brand evangelism) that was seldom being examined in previous studies (Peng & Lai, 2012).

Results

The conceptual model was empirically analyzed using SmartPLS version 3 (Ringle, Wende, & Becker, 2015). The examination of a PLS-SEM model typically involved two stages – measurement model and structural model (Hair et al., 2014). The measurement model was first analyzed prior to the assessment of

the structural model. The following sections further discuss on the analysis of the measurement and structural model for the current study.

Measurement Model

The assessment of the measurement model is critical to confirm the validity and reliability in the data of the study (Hair et al., 2014). In this study, the measurement model was evaluated based on the internal consistency reliability, indicator reliability, convergent validity, and discriminant validity. According to Gefen, Straub, and Boudreau (2000) and Nunally (1978), the value of Cronbach's Alpha and composite reliability (CR) should be more than 0.70 to achieve internal consistency reliability. Additionally, the outer loadings of the items should exceed 0.70 to confirm indicator reliability (Hulland, 1999) and the average variance extracted (AVE) value above 0.50 is recommended to accomplish convergent validity (Hair et al., 2014; Lowry & Gaskin, 2014). The following Table 1 indicates the results pertaining to the internal consistency reliability, indicator reliability, and convergent validity which were all above the suggested values. Thus, no item was removed from each of the construct.

Table 1. Internal consistency and convergent validity

Construct	Item	Loading	Cronbach's Alpha	AVE	CR
Distributive justice (DJ)			0.930	0.741	0.945
	DJ1	0.820			
	DJ2	0.853			
	DJ3	0.853			
	DJ4	0.875			
	DJ5	0.871			
	DJ6	0.889			
Procedural justice (PJ)			0.867	0.715	0.910
	PJ1	0.827			
	PJ2	0.879			
	PJ3	0.827			
	PJ4	0.849			
Interactional justice (IJ)			0.924	0.725	0.941
	IJ1	0.867			
	IJ2	0.891			
	IJ3	0.862			
	IJ4	0.830			
	IJ5	0.816			
	IJ6	0.842			
Recovery Satisfaction (RS)			0.943	0.815	0.956
	RS1	0.917			
	RS2	0.923			
	RS3	0.888			
	RS4	0.902			

	RS5	0.882			
Brand evangelism (BEV)			0.962	0.840	0.969
	BEV1	0.888			
	BEV2	0.929			
	BEV3	0.896			
	BEV4	0.931			
	BEV5	0.918			
	BEV6	0.935			

Subsequently, the procedures for assessing discriminant validity was performed to observe how a particular construct is different from the other construct in the study (Lowry & Gaskin, 2014). The differences among constructs typically exist due to the adoption of different theories in the study (Hair et al., 2014; Lowry & Gaskin, 2014). The criteria suggested by Fornell and Larcker (1981) is frequently used as a guideline in evaluating discriminant validity. Discriminant validity is established if the correlations for each construct in the study does not exceed the square root of the AVE. Thus, it is sufficed to claim that discriminant validity was achieved based on the results in Table 2. Accordingly, diagonals represent the square root of the AVE while the other entries represent the correlations.

Table 2. Results of discriminant validity

	BEV	DJ	IJ	PJ	RS
Brand Evangelism	0.916				
Distributive justice	0.455	0.861			
Interactional justice	0.519	0.526	0.852		
Procedural justice	0.526	0.664	0.681	0.846	
Recovery satisfaction	0.610	0.654	0.754	0.746	0.903

On the other hand, discriminant validity can also be examined based on the cross-loadings of the indicators. According to Hair et al. (2014), discriminant validity is evidenced if an indicator’s loadings on its own construct are higher than all of its cross-loadings with other constructs. Thus, the results in Table 3 shows that discriminant validity was established based on the assessment of the cross-loadings.

Table 3. Cross-loading of the indicators

	BEV	DJ	IJ	PJ	RS
BEV1	0.888	0.430	0.513	0.547	0.594
BEV2	0.929	0.451	0.520	0.558	0.611
BEV3	0.896	0.361	0.423	0.417	0.514
BEV4	0.931	0.419	0.488	0.475	0.557
BEV5	0.918	0.410	0.443	0.431	0.513
BEV6	0.935	0.422	0.456	0.444	0.551
DJ1	0.324	0.820	0.382	0.485	0.488

DJ2	0.307	0.853	0.376	0.504	0.499
DJ3	0.372	0.853	0.451	0.554	0.565
DJ4	0.402	0.875	0.473	0.553	0.553
DJ5	0.445	0.871	0.494	0.641	0.606
DJ6	0.470	0.889	0.513	0.661	0.641
IJ1	0.497	0.515	0.867	0.660	0.703
IJ2	0.467	0.492	0.891	0.645	0.705
IJ3	0.453	0.477	0.862	0.582	0.611
IJ4	0.408	0.476	0.830	0.606	0.621
IJ5	0.416	0.328	0.816	0.458	0.584
IJ6	0.405	0.379	0.842	0.504	0.612
PJ2	0.472	0.636	0.521	0.827	0.626
PJ3	0.489	0.591	0.588	0.879	0.658
PJ5	0.389	0.499	0.591	0.827	0.596
PJ6	0.427	0.517	0.605	0.849	0.641
RS1	0.544	0.617	0.670	0.676	0.917
RS2	0.509	0.630	0.673	0.671	0.923
RS3	0.508	0.493	0.727	0.648	0.888
RS4	0.531	0.583	0.682	0.703	0.902
RS5	0.652	0.621	0.651	0.665	0.882

Structural Model

The structural model was analyzed using SmartPLS version 3 (Ringle et al., 2015) after the evaluation of measurement model was completed. Multicollinearity assessment was first done before performing the hypotheses testing as the existence of multicollinearity may lead to a problematic regression model (Pallant, 2013). In addressing multicollinearity issues, a variance inflation factor (VIF) below 5.0 is recommended to prove that the constructs under study do not suffer from multicollinearity (Hair et al., 2014; Wong, 2013). Based on the results in Table 4, it is sufficed to conclude that multicollinearity was not an issue for this study as all the VIF values were below 5.0.

Table 4. Variance inflation factor (VIF)

Predictors	Variance Inflation Factor (VIF)
Distributive justice	1.842
Procedural justice	2.466
Interactional justice	1.919
Recovery satisfaction	1.000

Subsequently, PLS algorithm was used to test the hypotheses. Additionally, bootstrapping resampling technique with 5000 sub-samples were employed to ensure the accuracy of the PLS estimates (Hair et al., 2014). Based on the results in Table 5, all path coefficients were found to be significant at 99% confidence interval (DJ → RS, $\beta = 0.228$, $p < 0.01$; PJ → RS, $\beta = 0.303$, $p < 0.01$; IJ → RS, $\beta = 0.427$, $p < 0.01$; RS → BEV, $\beta = 0.610$, $p < 0.01$). Thus, it can be concluded that the four hypothesized relationships in this study are supported.

Table 5. Path co-efficient assessment

	Relationship	Path Coefficients	Standard Error	t-value	Decision
H1	Distributive justice > Recovery satisfaction	0.228	0.044	5.240**	Supported
H2	Procedural justice > Recovery satisfaction	0.303	0.047	5.942**	Supported
H3	Interactional justice > Recovery satisfaction	0.427	0.051	9.009**	Supported
H4	Recovery satisfaction > Brand evangelism	0.610	0.033	18.693**	Supported

** $p < 0.01$, * $p < 0.05$

Following the assessment of the hypothesized relationships, the values of coefficient of determination (R^2), predictive relevance (Q^2), and effect size (f^2) were also obtained and presented in the following Table 6. The R^2 values represent the amount of variance in the endogenous construct that can be explained by all the exogenous constructs linking to it (Astrachan, Patel, & Wanzenried, 2014). Based on the results, the R^2 values of 0.697 and 0.372 suggest that the exogenous constructs in this study explain 69.7% of variances in recovery satisfaction and 37.2% of variances in brand evangelism. As recommended by Chin, Peterson, and Brown (2008), the R^2 values of 0.67, 0.33, or 0.19 were used to classify the endogenous construct as substantial, moderate, or weak respectively. Accordingly, the endogenous constructs of recovery satisfaction and brand evangelism can be described as substantial and moderate respectively. The Q^2 values represent the predictive capability of the model and it was obtained using blindfolding procedure (Hair et al., 2014). Based on the results, the Q^2 values for recovery satisfaction and brand evangelism were 0.565 and 0.309 respectively. Thus, it can be described that all exogenous constructs possess predictive relevance over the endogenous constructs as the Q^2 values were all above zero as outlined by Hair et al. (2014). The f^2 values represent the effect size of a specific exogenous construct on the endogenous construct (Hair et al., 2014). According to the results in Table 6, the effect size of distributive justice, procedural justice, and interactional justice were 0.092, 0.122, and 0.313 respectively. Thus, it can be interpreted that the effect of distributive justice on recovery satisfaction is small, procedural justice on recovery satisfaction is small, and interactional justice on recovery satisfaction is medium based on the guidelines provided by Cohen (1988).

Table 6. Determination of co-efficient (R^2), predictive relevance (Q^2), and effect size (f^2)

Construct	R^2	Q^2	f^2	Size of effect
BEV	0.372	0.309		
RS	0.697	0.565		
DJ			0.092	Small
PJ			0.122	Small
IJ			0.313	Medium

Mediation Analysis

This section discusses the procedures undertaken in analyzing the mediation role of recovery satisfaction on the relationship between service recovery and brand evangelism. Mediation analysis was performed based on the procedures suggested by Hayes (2013). Accordingly, a bootstrapping technique with 5000

samples were employed as PLS-SEM makes no assumption regarding data distribution and the use of bootstrapping is regarded as one of the powerful approaches for mediation analysis (Hair et al., 2014; Hayes, 2013). The results of mediation analysis are presented in Table 7 which includes the indirect effect, standard error, *t*-value, lower boundary, and upper boundary. Based on the results, all three indirect effects are significant with *t*-values of 5.143, 5.646, and 7.804 respectively. Mediation effects were also evidenced as zero did not straddle between the values of lower and upper boundary (Hayes, 2013).

Table 7. Results of mediation analysis

	Relationship	Indirect Effect	Standard Error	<i>t</i> -value	Lower Boundary	Upper Boundary	Decision
H5	Distributive justice > recovery satisfaction > brand evangelism	0.139	0.027	5.143**	0.088	0.195	Supported
H6	Procedural justice > recovery satisfaction > brand evangelism	0.185	0.033	5.646**	0.115	0.243	Supported
H7	Interactional justice > recovery satisfaction > brand evangelism	0.261	0.033	7.804**	0.203	0.333	Supported

** $p < 0.01$, * $p < 0.05$

Discussion and Conclusion

The empirical findings of this study demonstrated the importance of service recovery in promoting recovery satisfaction and brand evangelism. The significant effect of distributive justice on recovery satisfaction testifies that providing appropriate compensation is vital to re-satisfy frustrated customers. The finding is consonant with the studies conducted by Jha and Balaji (2015), Waqas, Ali, and Khan (2014), and Muhammad Hafiz, Fauziah, and Rahayu (2016). Additionally, the nature of compensation is not limited to cash refund, however the restaurateurs may consider giving voucher, discount, coupon, or free meal on the subsequent visit (Kuo & Wu, 2012; McColl-Kennedy & Sparks, 2003). On the other hand, the finding also verified the significant effect of procedural justice on recovery satisfaction. This is consistent with the studies established by Waqas et al. (2014) and Río-Lanza, Vázquez-Casielles, and Díaz-Martín (2009). The finding shows that proper policies and procedures in managing customer's complaint should not be neglected. Restaurateurs are suggested to have a systematic complaint management system to ensure the problem can be resolved immediately. Besides, a significant relationship between interactional justice and recovery satisfaction was also evidenced in this study. In fact, interactional justice was found to have the largest effect size on recovery satisfaction as compared to distributive and procedural justice. The finding is consistent with the studies conducted by Chang and Chang (2010) and Lii et al. (2012). Interactional justice was found to have the largest effect on recovery satisfaction possibly due to the nature of restaurant business that requires frequent interaction between the customer and restaurant employee (Jha & Balaji, 2015). Adequate and proper interaction are essential

particularly during service recovery as customer may display negative emotion (Oliver, 2010) due to service failure. Restaurant employees should be able to demonstrate empathy and communicate effectively to ensure disgruntled customer could be returned to the state of satisfaction. Furthermore, the finding of the study also found positive relationship between recovery satisfaction and brand evangelism. As such, it can be claimed that customers who are satisfied with service recovery will have tendencies to act beyond the positive word-of-mouth behaviour. Stated differently, customers who are contented with the restaurant's service recovery effort will exhibit positive intention to become brand evangelists. The customers are willing to proactively promote the restaurant to others, defend the restaurant from negative word-of-mouth, and will not hesitate to consider themselves as the spoke-person to the restaurant. Further analysis of the data revealed the significant mediating role of recovery satisfaction on the relationship between service recovery and brand evangelism. This finding demonstrates the importance of performing service recovery to satisfy upset customers which will subsequently lead to the creation of brand evangelist. It can be claimed that recovery satisfaction needs to be achieved prior to the intention to act beyond positive word-of-mouth. The task to transform initially dissatisfied customers into brand evangelists may seem challenging, however it is possible with the existence of effective service recovery strategies. Restaurateurs have to ensure that the three aspects of service recovery (distributive justice, procedural justice, and interactional justice) are taken into account as these elements are related to each other and it is useful in promoting positive behavioural intentions (Smith et al., 1999).

Overall, the present study provides further insight pertaining to the area of service recovery in the restaurant industry. This study enhances the current stock of knowledge by integrating the extension of word-of-mouth behaviour (brand evangelism) into the context of service recovery. The findings proved that effective service recovery will not only lead to customer satisfaction, however it may influence customer to go beyond the act of positive word-of-mouth. Restaurant employees are suggested to pay attention to the aspect of compensation (distributive justice), complaint management procedures (procedural justice), and human interaction (interactional justice) during service recovery as these three elements are vital to ensure long-term business success. Service failure should not be seen as the end of the customer-service provider relationship, however it should be positively perceived as an opportunity to learn from mistake in order to better serve the customers. Finally, future researchers are suggested to adapt this study in different service industry as it may yield different results and comparison between industries could be established. Also, future research may consider to integrate relevant moderating variable to enhance the current research framework.

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