

Satisfaction with Service Recovery-A Study of Educational Sector in Pakistan

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Abstract

The aim of the research is to study the effect of attribution, service recovery effort and justice on satisfaction with service recovery which shows toward positive or negative word of mouth under the moderating role of age and education. Convenience sampling technique was used to collect data. The proposed hypotheses are test by using AMOS. The findings reveal that attribution; inter justice, procedural justice, online word of mouth and convent word of mouth has significant relationship with satisfaction. However, the results of moderation of education and age are not proved in our study. Our paper will help managers to improve their service quality to eliminate any failure.

Keywords: Satisfaction, Causal Attribution and Justice

1. Introduction

In the process of providing service, it is very difficult for any type of firm to remove all failures even the firms who are providing excellent performance and work according to the customer demands, they may also face failure in the process of service provision (Rio et al., 2009). Service failure is unavoidable in institutions. When customers receive service failure and not handled properly then this creates negative perception and lead customer to change the service provider or lead to negative word-of-mouth. Many studies indicates that even firms are highly investing in service quality process and total quality management process but the complaints about the dissatisfaction and service failure still very high (Consumer Reports, 2012) because it is not possible to provide free of error services. Recovering the customer is therefore crucial to avoid these negative consequences and reestablish relationships.

In Pakistan service failure and recovery is a basic issue for both service supervisors and researchers. Service failure is a pushing factor that drives client exchanging conduct and effective recovery isn't simple. Thusly, associations are confronting more exceptional customer benefit weights than any other time in recent memory. At the time of service failure, the association's reaction has the prospective either to regain consumer loyalty and fortify. Service recovery is testing since recuperation is activated by a service failure. Service recovery efforts are also occasionally addressed in the literature, and many researchers highlight that service recovery with satisfaction is depending on the effort and procedures of firm's recovery.

The extensive research into service recovery continues to be of most importance for academics and managers. The literature proposes various antecedents of service recovery with satisfaction such as perception of justice, perceived severity of failure, disconfirmation of recovery expectations or, more recently, customer observation of a service recovery(Wang, Wu, Lin, & Wang, 2011).

In this research, we rely on some authors who emphasize that recovery satisfaction is mainly based on consumer cognitive factors. From this cognitive perspective, service recovery research has extensively used justice theory as the principal theory and has paid little attention to causal attributions as antecedent of recovery satisfaction. Some researchers investigate causal attributions on satisfaction and word-of-mouth.

We consider that consumer perception of recovery efforts received little attention in the literature. However currently, there is so limited research work available on the nature of customer perception following services Therefore, recovery has been identified as a neglected area requiring additional research (Gremler, Gwinner, & Brown, 2001).

Several empirical evidences show that this satisfaction has a significant impact on word-of-mouth behavior, both conventional (personal) and online(Chan & Ngai, 2011) We have analyzed the direct effect of the causal attributions and perception of recovery efforts on satisfaction and satisfaction on conventional and online word-of-mouth intentions. This study has the following contributions. First, whether causal attributions have the impact on satisfaction with service recovery and how recovery efforts influence such satisfaction? Second, whether word-of-mouth behavior, conventional or online has more impact on satisfaction?

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2 Literature Review

2.1 Service Failure

Any issue which happens in the participation between the client and producer is known as service failure. Past research on services clarify that consumer satisfaction is by and large lower for services contrasted with items (Gremler2001). Analysts contend that items have larger amounts of fulfillment than satisfaction (Wikipedia). Effective firms urge clients to grumble against forceful corporate approaches and the activities of workers. Normal firms adopt a detached strategy to services. An organization is transforming a possibly negative circumstance into a positive one. Service recovery is about how one reacts to a mistake (Bruynooghe, 2014). At the point when an organization applies service recovery effectively, clients trust and responsibility increments.

One may assume that fulfillment with the procedure of issue determination will be more critical than early satisfaction features in influencing general fulfillment and those expectations (Booms, & Tetreault, Bitner, 1990). To some level, general fulfillment in a service failure circumstance is controlled by two factors, the result of the first administration experience in light of particular service attributes (Singh, 1991) and characteristics related with the administration recuperation process. Service recovery process is those exercises in which an organization connects with to address a client objection in regards to a perceived service failure (Edvardsson, Tronvoll, & Höykinpuro, 2011).

Quality service is the best approach to keeping up a productive service business. Services affiliations commonly look for after impeccable organization as an immaculate target. Regardless, service disappointment is routinely difficult to avoid in genuine business conditions. A service disappointment happens when clients' perspective of service conveyance don't meet client wants. Service disappointment may prompts dissatisfaction of client. Along these lines, suitable service recovery is an essential progress for changing disappointed clients into fulfilled clients and keeping up positive relationship with them. The noteworthiness of service recovery has been especially revealed in past studies (Smith and Bolton, 1998). On the off chance that recovery endeavors are productive, disappointed client could end up being significantly more satisfied than they would have been regardless. This is regularly alluded to as the service recovery Catch 22. As showed by Moliner, if client are content with the way their disagreements are dealt with, disappointment can be reduced and the probability of repurchase may even be expanded. A fulfillment with service recovery may reestablish repurchase aims.

A satisfactory service recovery may reestablish repurchase goals. Researcher believes this sort of satisfaction. First, we analyze the proposed antecedents

(causal attributions, perception of service recovery efforts and justice in service recovery), then the consequences in the form of word-of-mouth intentions (Conventional and Online) lastly, the moderating impact of customer age and education.

2.2 Causal Attributions

As indicated by (Bernard Weiner 2000) attributions are the clear causes that individuals select or work for events in their lives. A major assumption of attribution theory is that a man's appreciation of the purposes behind past events, impacts his or her future exercises. In this method, individuals see the reasons behind the achievement or disappointment of their experience using three criteria: root, dependability and control (Folkes, 1984). Therefore, when considering service failure situations, consumers may make the following three types of attributions.

Origin or locus attributions involve to the search for the origin. Consumers may perceive causes as internal if they assume that they themselves have caused the problem, external if they attribute the problem to the service provider and situational if they assign the causes to factors in the environment or third parties (chance, other consumers, etc).

Stability attributions are made when individuals evaluate the stability of causes, questioning the possibility of the cause of the problem arising again. A cause is stable or lasting when individuals understand that it will happen again in the future, whereas an unstable or temporary cause is perceived as being one-off. Several works associate stability attributions with satisfaction. For example, (Smith & Bolton, 1998) cease that perception of stable causes has a negative effect on customer satisfaction. (Díaz & Ruíz, 2002) also find that satisfaction is lowest when consumers perceive that the problem occurs repeatedly. And according to (Velázquez, Saura, & Contrí, 2010) stability attributions significantly affects level of dissatisfaction.

Control attributions are detail when people examine whether someone is responsible of the service failure has some control over the causes. Whether it can check it. A situation is controllable or avoidable if consumers think that the party causing the problem can involve to halt it, and an uncontrollable or unavoidable condition is where consumers think that the person in charge cannot act to prevent the failure (Folkes, 1984) Empirical evidence shows the impact of control attributions on satisfaction. For example, (Choi & Mattila, 2008) find that if consumers perceive that the firm does nothing to solve the problem but has the ability to prevent it, they are less satisfied than those who do not know what degree of control the provider has. (Markowski, & Honeycutt, Magnini, Ford, 2007) also confirm that satisfaction is greater when the consumer perceive that the company has limited control over the cause.

H1: Causal attributions positively and significantly influence customer satisfaction with service recovery.

2.3 Service Recovery Efforts

Service recovery efforts can be characterized as "Process that recognizes service failure, viably settle customer issues, arrange their main drivers and acquiesces information that could be joined with different measures of execution to survey and enhance the service framework." (Tax and Brown, 2000). Michel (2009) have characterized this procedure as the: "Aggregate moves an organization makes to re-build up consumer loyalty and reliability after the failure of service (customer recovery), to guarantee that failure occurrences empowers learning and process change (process recovery) and to prepare and remunerate workers for this reason (representative recovery).

There are three elements in the recovery process: customer, process and employees (Edvardsson 2011). Service recovery therefore has a twofold dimension of results and process. Compensation has been identified as a worthy instrument for effective recovery. Such compensation classified as tangible and psychological (Sundaram & Webster, 1998). Tangible compensation may include, for example, returning the service or contribution of discounts on a future purchase. Psychological compensation involves showing deal for the consumer's needs and wants. However, in some situations, compensation must be conducted by explanations from employees and a rapid response to have any significant impact on consumer assessments (Grewal, Roggeveen, & Tsiros, 2008).

Empirical studies shows that when customers perceive that the firm is forming an effort to repair the service failure, their level of satisfaction increases (Balaji & Sarkar, 2013), even if the final results are not satisfactory (Bhandari, Tsarenko, & Polonsky, 2007). Several works also confirm the positive effect of customer perception of service recovery efforts on satisfaction with the recovery process (Balaji & Sarkar, 2013) on loyalty (Lin, 2009) and, in particular, on word-of-mouth purposes (McQuilken, 2010). For example, (Bradley & Sparks, 2012) conclude that satisfaction with recovery and attitudes to the firm are more positive as the compensation and explanations offered to the customer.

H2: Service recovery efforts positively and significantly influence customer satisfaction with this recovery.

2.4 Justice with Service Recovery

Customer and service provider can't keep the incidents that happen in exchange procedure. In this manner, they expect reasonable conduct from each other and they do their assessment in light of perceived justice. Adams (1963) equity theory expresses that in each trade that happens, individuals measure the contributions against

the results and contrast them and those of others in comparable circumstances. If there is an equivalent harmony between them, the trade is considered as 'reasonable', yet in the event that the results don't meet with the individual's desires, at that point these outcomes in imbalance. Ancient research on benefit recovery and failure has exhibited extensive confirmation of the appropriateness of the idea of justice as a reason for understanding the procedure of service recovery and its results (Tax 1998).

Procedural justice refers to the strategies the organization uses to manage the issues emerging amid service delivery in perspectives, for example, availability, timing/speed, process control, deferral and adaptability to adjust to the purchaser's recovery needs. Procedural equity likewise incorporates approaches, techniques, and devices that organizations use to help correspondence with clients and particularly, the lengthy process objections and to touch base at a choice. In service recovery setting, procedural equity implies the customer's impression of equity for the few phases of methodology and procedures needed to recover the failed service. Procedural justice concentrates in transit that the result is come to. In light of past writing, there are six sub-measurements for procedural equity, specifically, adaptability, openness, process control, choice control, reaction speed and acknowledgment of obligation. (Lanza 2009).

Interpersonal justice concentrates on social coordinated efforts in the midst of the method of administration conveyance. It suggests the appraisal of how much the customers have experienced justice in human associations from the workers of administration association amid the recuperation procedure (Sparkles and McColl-Kennedy, 2001). In benefit recuperation setting, international justice infers the appraisal of how much the client have experienced justice in human correspondences from the specialists of administrations firms in the midst of the recuperation technique. Past investigations expresses that there are six sub-estimations for International value. These sub-estimations are: shakiness, validity, offering elucidations, sensitivity, attempt, and offering propitiatory suppositions (Clemmer, 1988).

In our investigation we take the two measurements of justice procedural and interpersonal justice.

H3: Procedural Justice with service recovery positively influences the customer satisfaction with this service recovery.

H4: Interpersonal Justice with service recovery positively influences the customer satisfaction with this service recover

2.5 Word-Of-Mouth

Word of mouth is the passage of data from individual to individual through oral correspondence, which could be

as simple as telling someone the time of day. Narrate is a typical WOM type in which an individual tells others a story about a real occasion or something invented. Most buyers will participate in some types of WOMs compared to their consumer activities (Bruynooghe, 2014). WOM correspondences are for the most part perceived as essential since they are not "persuaded simply by enlightening contemplations but rather likewise by an expectation to impact activities of companions and relatives" (Singh and Wilkes, 1996).

The test reveals that customer WOMs and repurchase practices depend on the recovery response to a service failure (Bitner 1990). The general impacts of successful recovery have been analyzed, but studies exploring the impacts of customer assignments on repurchase operations and WOM practices are rare, particularly in hospitality. Research is needed to improve our understanding of basic hospitality experience, as WOM largely affects data research, evaluation and leadership as opposed to more formal advertising exchanges.

Word-of-mouth (WOM) communication includes data transmission between a non-commercial communicator (ie someone who is not paid) and a recipient of a trademark, an article. The procedure in which the sender of WOM communication is remunerated is rewarded as word marketing. This procedure depends on the additional validity of the individual to the individual correspondence, an individual suggestion. Informal (WOM) has long been recognized as a remarkable effect on what individuals know, feel and do (Buttle, 1998). Without a doubt, endeavors to comprehend WOM have antiquated inceptions (Aristotle, trans. Roberts, 1924).

Both positive and negative WOM are deliberately vital on the grounds that WOM is ordinarily connected with extraordinary satisfaction or dissatisfaction. WOM is essential for organizations (Solis, 2011) and there is prove that organizations that are equipped for utilizing WOM for promoting reasons for existing are more effective (Mason, 2008).

Due to its informal, interpersonal nature, word of mouth (WOM) is a potentially powerful and credible communication source. Previous research has examined WOM as an outcome variable (Harrison-Walker, 2001) although less attention has centered on the moderating or conditional factors that surround WOM (de Matos, Henrique, & Alberto Vargas Rossi, 2007). As Internet is the channel for online word-of-mouth communication, individuals can share information through three channels: one-to-one (mail or instant messaging), one-to-many (e.g. Web sites) and many-to-many (e.g. blogs, virtual communities or forums) (Chan & Ngai, 2011). Speed, the absence of face-to-face human pressure and the

possibility for companies to interact with customers are important characteristics of online word-of-mouth (Serra Cantalops & Salvi, 2014).

H5: Customer satisfaction with service recovery positively influences conventional word-of-mouth intention.

H6: Customer satisfaction with service recovery positively influences online word-of-mouth intention.

2.6 The Moderating Role of Customer Educational Level

This literature deals with different moderating variables in the service recovery process. Research has been conducted to check the moderating effect of variables such as type of service (online vs offline), age, stability and control attributions, seriousness of the failure, gender, type of compensation, brand equity and the degree of consumer involvement on recovery satisfaction. As regards the moderating effect in the relationship between satisfaction with the recovery and loyalty, the most studied variables are the "type of relationship" the customer has with the firm (relational customer vs transactional customer), gender, and seriousness of the failure, brand equity and justice. Various studies of the relationship between satisfaction and customer retention suggest that cultural and socio-demographic characteristics like age, gender, income and educational level (Cambra 2013) may influence consumer behavior.

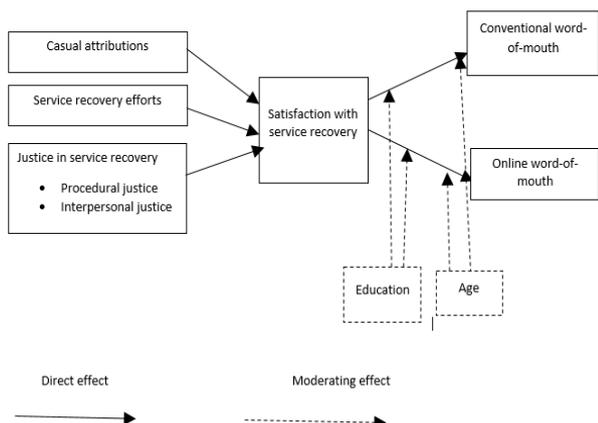
From all of these studies, we consider that in our study context, customer educational level will have a moderating effect on the relationship between satisfaction and subsequent conventional and online word-of-mouth intentions. In particular, we assume that younger consumers are less loyal and more demanding; they need more motivation to make traditional or personal recommendations. That is why they need to be more satisfied with the service recovery to have conventional word-of-mouth intentions. In the case of older consumers, following (Simon & Usunier, 2007), we consider that these individuals may have fewer cognitive skills in the use of communication technologies and be less willing to make online recommendations. Although they are more loyal and less demanding, these consumers need to be more motivated.

H7: Customer educational level moderates the effect of satisfaction with service recovery in conventional word-of-mouth.

H8: Customer educational level moderates the effect of satisfaction with service recovery in online word-of-mouth intentions.

Research Framework

Proposed model:



3. Methodology

3.1 Research Design and Sample

This is a cross sectional study among a sample of customers who faced service failure problems in different universities in Gujranwala. The data were collected by using questionnaire as research instrument. In January 2016, 300 questionnaire were distributed and 249 respondents were filled out the questionnaire. Out of 249 responses, 9 were excluded at data screening process due to missing value. Under the light of the present study hypothesis.

3.2 Measures

All scales used in our study were measured by using 5 point Likert scale and ranged from 1(strongly disagree) to 5(strongly agree). To check cross validity reverse questions also included. We use Maxham and netemeyer (2002) and Wirtz and Mattila (2004) scale for causal attributions it contain 8 items. Service recovery efforts are examined by using Bradley and spark (2012) scale which contain 3 items. Goodwin and Ross (1992) scale was adopted to check the satisfaction with service recovery which contain 12 item. Conventional word-of-mouth and online word-of-mouth was examined by using Maxham and netemeyer (2002); zeithaml et al. (1996) which contain 6 items. Blodgett et al. (1997); De matos et al. (2009) scale was adopted to .measure the justice with service recovery it contain 8 items. Questionnaire is divided two segments first segment contain demographic of respondents including their age, gender, education level, department which is measured by nominal scale. Second segment is related to the question relevant to under study variables namely causal attributions, service recovery efforts and justice in service recovery. Total 34 items were used in questionnaire. SPSS (Statistical Package for Social Sciences) and AMOS are used.

4. Results

4.1 Demographic Profile

Table No.1

Name of Demographics	Demographic feature	Frequency	Percentage %
1. Gender	Male	82	34.16
	Female	158	65.83
2. Age group	Under 18	6	2.5
	18-21	55	22.91
	22-24	90	37.5
	24+	89	37.08
3. Education	Intermediate	52	21.67
	Bachelor	89	37.08
	Masters	93	38.75
	Above Masters	6	2.5
4. Department	Business	80	33.34
	Non-Business	160	66.67

A total of 300 questionnaires were distributed among different educational institutions out of which 189 were correctly filled. Male and female fill questionnaire.82 males and107 females were respondents and the percentage is 43.3% and 56.6% respectively. The percentage of age group is 3.17%, 29.1%, 47.6% and 20.1%. It proves that most of our respondents were between the 22-24age groups. Similarly the percentage of Education is 2.11%, 45.5%, 49.2% and 3.17% respectively it reveals that most of our respondents were the students of Masters. The percentage rate of department was 42.3% and 57.6% which shows that most of respondents were Non-Business students.

4.2 Confirmatory Factor Analysis Results

Table No.2

Factor	Items	St.lambda	Cronbach's α	CR	
Causal attributions	CA2	0.869	0.80	0.900	CMIN/DF=15 GFI=0.874 AGFI=0.800 TLI=0.966 CFI=0.953 RMSEA=0.07
	CA5	0.837			
Service efforts	CA6	0.890	0.85	0.800	
	SE2	0.820			
	SE4	0.707			
	SE6	0.737			
Interpersonal justice	J12	0.729	0.80	0.868	
	J14	0.720			
	J15	0.458			
	J16	0.803			
Procedural justice	JP1	0.881	0.85	0.778	
	JP3	0.894			
	JP5	0.875			
Online WOM	JP6	0.782	0.82	0.914	
	WO4	0.530			
	WO5	0.876			
	WO6	0.793			
Convention al WOM	WC1	0.972	0.96	0.879	
	WC2	0.893			
	WC3	0.910			
	WC4	0.917			
	WC5	0.866			
	WC6	0.920			
	SAT1	0.923			0.97
SAT2	0.914				
SAT3	0.920				
SAT4	0.895				
SAT5	0.944				
SAT6	0.950				
SAT7	0.910				

We utilized AMOS 22 for this reason. The consequences of the confirmatory factor analysis demonstrate change rates going around 0.9, and in this way show a worthy attack of the model. The integrity of fit records demonstrates that model fit the information exceptionally well. CMIN/DF = 355, GFI = 0.748, CFI = 0.826, TLI= 0.669, AGFI= 0.700 and RMSEA = 0.144. These qualities are inside the scope of suggested esteems by hair et al (2010). From the outcomes appeared in Table 2,

we can affirm the unwavering quality of the scales, as both composite reliabilities and Cronbach's alpha coefficients are over the suggested estimation of 0.8 for all builds, the differences separated are over 50 for each penny and the institutionalized factor loadings are measurably huge for all things. This enables us to affirm the merged legitimacy of the model.

4.3 Correlation

Table No.3

Variables	Mean	St.Dev	SAT	CA	SR	WOMC	WOMO	JUSP	JUSI
SAT	2.60	0.359	1						
CA	3.72	0.281	.212	1					
SR	4.01	0.447	.201	0.63	1				
WOMC	3.69	0.536	.266**	0.36**	.502	1			
WOMO	3.58	0.600	.104	0.39**	.350**	0.75	1		
JUSP	3.66	0.567	.309**	.135	.154	.090	.220	1	
JUSI	3.85	0.383	-.177*	-0.49	0.24	.056	-.094	-.080	1

*P<.05; N= number of participants; SD= standard deviation; SAT= satisfaction; CA= Causal attributions;

SR=Service recovery efforts; WOMC= word-of-mouth conventional; WOMO= word-of-mouth online; JUSP=procedural justice; JUSI= interpersonal justice

The mean value of satisfaction is 2.60 close to 3 it means that the majority of the respondents were neutral and the value of standard deviation is 0.359 which shows 35.9% variation among respondents. Moreover, satisfaction is positively and significantly correlated (r=.212, .201, .266**, .104, .309**) with causal attribution, service recovery efforts, conventional word-of-mouth, online word-of-mouth, procedural justice and negatively correlated (r=-.177*) with interpersonal justice at p<.05 respectively. The mean value of causal attribution is 3.72 which is close to 4 which means that the majority of respondents were agree and the value of standard deviation is 0.281 which shows that 28.1% variation among respondents, causal attribution is positively and significantly correlated (r=0.63, 0.36**, 0.39, .135) with service recovery efforts, conventional word-of-mouth, online-word-of-mouth, procedural justice and negatively correlated with (r=-.049) with interpersonal justice. The mean value of service recovery efforts 4.01 which is close to 4 it shows that majority of respondents were agree and the value of standard deviation is 0.447 it reveals that 44.7% variations among responses. Service recovery efforts is positively and significantly correlated with (r=.502, .350, .154 and 0.24) with conventional word-of-mouth, online word-of-mouth, procedural justice and interpersonal justice. The mean value of conventional word-of-mouth is 3.69 which is close to 4 it shows that majority of respondents were agree and the value of standard deviation is 0.536 it reveals that 53.6% variations among responses. Conventional word-of-mouth is positively and significantly correlated with (r= 0.75, 0.090, and 0.56) online word-of-mouth and procedural justice and interpersonal justice respectively. The mean value of online word-of-mouth is 3.58 which is close to 4 it shows that majority of respondents were

agree and the value of standard deviation is 0.600 it reveals that 60.0% variations among responses. Online word-of-mouth is positively correlated (r= .220) with procedural justice and negatively correlated (r=-.094) with interpersonal justice. The mean value of procedural justice is 3.66 which is close to 4 it shows that majority of respondents were agree and the value of standard deviation is 0.567it reveals that 56.7% variations among responses. Procedural justice is negatively correlated (r=-.080) with interpersonal justice. The mean value of interpersonal justice is 3.85 which is close to 4 it shows that majority of respondents were agree and the value of standard deviation is 0.383 it reveals that 38.3% variations among responses.

4.4 Path Analysis

The outcomes in Table 4 demonstrate that all connections that had been guessed with the assistance of writing survey. In this manner, causal attributions (H1) don't impact fulfillment with benefit recuperation (p=.103) so H1 rejected. H2 (p=.002) demonstrates that this speculation is additionally acknowledged. As per (H2) benefit recuperation endeavors have a positive and noteworthy association with the fulfillment (p=***). Thus, procedural equity don't affects fulfillment with the administration recuperation (p=.916). (H4) has been rejected. As indicated by H5 the fulfillment with benefit recuperation affects online verbal (p=***). In this manner, it is acknowledged. Besides H6 clarifies that the fulfillment with benefit recuperation affects ordinary verbal it is likewise demonstrated (p=***).The general model fit is adequate in light of the fact that the fit lists are around the prescribed estimation of 0.9 and RMSEA is beneath the reference estimation of 0.08 and level of flexibility is 115. The estimation of CFI is 0.953.

Table No.4

Hypothesis	Relationship	Estimate	S.E	C.R	P.value	Results
H1	Satisfaction<--Causal attribution	-.108	.076	-1.514	.103	Rejected
H4	Satisfaction<--Inter Justice	.244	.078	3.153	.002	Accepted
H2	Satisfaction<--service effort	.272	.108	3.540	***	Accepted
H3	Satisfaction<-Proceed Justice	.007	.110	.105	.916	Rejected
H6	Online WOM<-Satisfaction	1.002	.036	26.70	***	Accepted
H5	Convent WOM<-Satisfaction	1.009	.042	24.76	***	Accepted

4.5 Moderating Effect of Education and Age

To test the moderating effect of education and gender we use multi group moderation technique. We divide education into two groups high and low. Similarly age is also divided into two groups. Two models (constrained and unconstrained) are used to check the data. Due to no difference between constrained and unconstrained model, we ignore these moderator and didn't include them for further analysis.

5. Conclusion

5.1 Summary and Conclusions

Research into consumer assessments and responses to service failures is the focus of attention at any academic and practical level. This work studies the process of service recovery in unsatisfactory experiences at retail establishments. We have analyzed the direct effect of the causal attributions and perception of recovery efforts on satisfaction and of satisfaction on conventional and online word-of-mouth intentions.

This investigation additionally analyzes the impact of saw equity in regards to benefit recuperation endeavors with two measurements of equity on fulfillment with benefit recuperation. Hypothetically, this examination was led on an indistinguishable establishment from past investigations that managed equity hypothesis in understanding administration recuperation.

The results show that causal attributions for the causes of the failure influence the degree of satisfaction with service recovery. Causal attributions negatively influence satisfaction, whereas positively with the interpersonal justice. When students face a problem in the institutions, they feel less satisfied with the solution, however, if they perceive that the cause is temporary and that institution could not have avoided the problem, they feel more satisfied with the service recovery. These results are similar to those reported in previous studies on the role of attributions in consumer satisfaction (Choi & Mattila, 2008). We assumed that the procedural justice is positively impact the satisfaction with service recovery but it is rejected because when consumers perceive that the failure is temporary, they feel well-rewarded and well-treated by employees, they will be more satisfied and have more intention of telling others about their experience (Weiner 1985).

Perception of the institution's recovery efforts has also been shown to be an important antecedent of student satisfaction with the solution to the failure, as confirmed by previous empirical studies (Bradley & Sparks, 2012). The results show that this variable is the second most important antecedent of satisfaction.

Similarly, satisfaction with service recovery stimulates intention to make word-of-mouth comments (Farquhar and Panther 2007). In our case, we have verified that satisfaction has a greater impact on conventional word-of-mouth than on online word-of-mouth. We think this difference may be due to certain limitations of online word-of-mouth behavior. The consumer who intends to make electronic recommendations expends time, effort and resources (e.g. computer, mobile, Internet, Wi-Fi) that are not required to make recommendations offline. The results also show that word-of-mouth intentions differ according to age (Simon and Usunier, 2007).

5.2 Managerial implication

From the managerial perspective, the management of the institutions must be aware of the importance of customer perception of the causes of the failure and the recovery efforts. If causal attributions are the most important in satisfaction process, managers should improve services continuously and try to eliminate any repeat failures. If a service failure occurs, these actions could increase the perception that this is due to a specific cause. Concerning recovery efforts, educational institutions should design an appropriate protocol for solving problems.

When consumers perceive the failure as temporary and they feel well-rewarded and well-treated by employees, they will be more satisfied and have more intention of telling others about their experience.

The present research also suggests that management should adapt services and complaint handling actions to the adulthood stage of their customers. If older consumers need to be more satisfied than young people to make online recommendations, it would be interesting to analyze the importance of services according to customer age. Offering more adapted services to the needs and desires of each age and improving online resources (e.g. easy access to the Web site, incentives for online participation) could help to stimulate recommendations.

5.3 Limitations and Future Directions

First, our study is based on real experiences of students in different educational institutions. Other institutions may

also take into consideration. The sample is limited to Gujranwala city of Pakistan. We therefore propose to extend the sample to other cities of different sizes to generalize the results. Second, despite the advantages of single-item scales, future studies should use multi-item scales to measure casual attributions. Finally, we suggest that further study of satisfaction with service recovery should examine other important antecedents highlighted recently in the literature, such as equity and students perceptions or other variables could also be analyzed. These analyses will further our understanding of the variables that influence the relationship between satisfaction with service recovery and subsequent word-of-mouth behavior.

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