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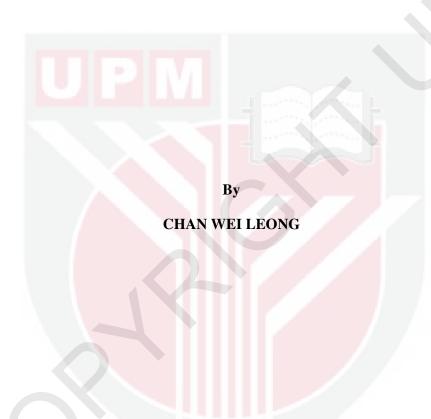
COMPARING RESTAURANT SERVICE FAILURE AND RECOVERY BETWEEN ONLINE AND OFFLINE COMPLAINT CHANNELS

CHAN WEI LEONG

FSTM 2013 4



COMPARING RESTAURANT SERVICE FAILURE AND RECOVERY BETWEEN ONLINE AND OFFLINE COMPLAINT CHANNELS



Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia, in Fulfilment of the Requirements for the Degree of Master of Science

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Master of Science

COMPARING RESTAURANT SERVICE FAILURE AND RECOVERY BETWEEN ONLINE AND OFFLINE COMPLAINT CHANNELS

By

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May 2013

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Customer complaint behavior has been an important issue to both consumer researchers and marketers. Foodservice organizations have developed a number of channels to facilitate customer complaint solicitation. These channels range from the conventional means such as phone, fax, and face-to-face to the innovative ways like e-mail, Facebook, and website. With the advancement in the computer technology, the ease and real time information management, as well as the increasing number of technological savvy consumers, sourcing service problems from the online channels is the future direction. However, it remains a research question to what extent that the customer complaints sourced from the online channels are representative. This research was undertaken to validate the online complaint with the information collected from the offline situation. The validation was executed by qualitatively (to assess the coverage) and quantitatively (to assess the pattern) analyzing the data on service failures and recovery expectations. In addition, the research proposed a new

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scheme of service failure categorization based on the services marketing mix.

The online complaint data were obtained from two locally-established restaurants and categorized through content analysis. On the other hand, interviews were carried out with approximately 400 respondents from the two restaurants. Respondents described their dissatisfactory dining experience, may lodge face-to-face complaint yet no complaint was filed online (is termed offline complaint). The analyses achieved inter-judge reliability values of 0.91 (failure incidents) and 0.93 (recovery expectations) for the online condition and 0.89 (failure incidents) and 0.86 (recovery expectations) for the offline situation.

The findings of the study revealed seven and six main categories of service failures and recovery expectation, respectively. The new service failure categorization schemes appeared to be appropriate. Process-, people-, and product-related were the three main categories of service failures but in different sequence for online and offline channels. This study also highlighted the distinctions between upon-failure and after-failure recovery expectations. Corrective and empathetic actions upon service failure were equally important for online complainers. However, empathetic was more critical to offline complainers. Compensatory actions were not as important, especially among the online complainers, as the attention paid by researchers. As for the context of after-failure, management actions were highly expected.

Overall, the results of quantitative analysis yielded somewhat different patterns between the online and offline complaints in terms of service failures and recovery expectations. However, the qualitative analysis revealed that online complaints are more extensive and comprehensive than the offline complaints in both the types of

service failure and recovery expectations. Hence, online channel could be useful and as the future means for companies to understand service failures and recovery expectations of customers.



Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Master Sains

MEMBANDING KEGAGALAN PERKHIDMATAN RESTORAN DAN PEMULIHAN ANTARA SALURAN ATAS TALIAN DAN BAWAH TALIAN

Oleh

CHAN WEI LEONG

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Tingkah laku aduan pelanggan merupakan satu isu yang penting untuk kedua-dua penyelidik pengguna dan pemasar sejak dekad yang lalu. Organisasi perkhidmatan makanan telah membangunkan pelbagai saluran, dari cara-cara konvensional seperti telefon, faks, dan muka-ke-muka ke cara-cara inovatif seperti e-mel, Facebook, dan laman web, untuk memudahkan aduan pelanggan. Dengan kemajuan teknologi komputer, kemudahan pengurusan maklumat semasa, serta peningkatan dalam bilangan pengguna teknologi celik, mengenali masalah perkhidmatan dari sumber Internet, terutamanya laman web rasmi syarikat dan e-mel, merupakan hala tuju masa depan. Walau bagaimanapun, setakat manakah aduan pelanggan atas talian dapat mewakili keseluruhan aduan kekal merupakan persoalan penyelidikan. Kajian ini telah dijalankan untuk menangani persoalan penyelidikan tersebut melalui perbandingan dengan sumber aduan bawah talian. Validasi dilaksanakan melalui penganalisaan data kegagalan perkhidmatan dan jangkaan pemulihan secara kualitatif (demi menentukan liputan/perwakilan) dan kuantitatif (demi menentukan corak). Di samping itu, penyelidikan ini membentangkan satu skima pengelasan

kegagalan perkhidmatan yang baru berdasarkan elemen-elemen pemasaran perkhidmatan.

Data aduan atas talian diperolehi dari dua restoran tempatan dan dikategorikan melalui analisis kandungan. Manakala, temu bual telah dijalankan dengan kira-kira 400 responden dari kedua-dua restoran tersebut di atas. Responden menghuraikan pengalaman mereka yang tidak memuaskan, mungkin telah mengadu secara bersemuka, namun tiada aduan difailkan atas talian (dinamakan aduan bawah talian). Analisis kajian mencapai nilai *kebolehpercayaan antara-penilai* 0.91 (kegagalan perkhidmatan) dan 0.93 (jangkaan pemulihan) bagi aduan atas talian serta 0.89 (kegagalan perkhidmatan) dan 0.86 (jangkaan pemulihan) bagi aduan bawah talian.

Keputusan penyelidikan ini mengenalpasti tujuh kategori utama kegagalan perkhidmatan dan enam kategori utama jangkaan pemulihan. Skima baru pengelasan kegagalan perkhidmatan adalah bersesuaian. Kegagalan perkhidmatan berkaitan dengan proses, manusia, dan produk merupakan tiga kategori utama bagi saluran atas talian dan bawah talian, tetapi dalam order kepentingan yang berlainan. Kajian ini juga menyerlahkan perbezaan jangkaan pemulihan antara sebaik-kegagalan dan selepas-kegagalan. Kepentingan tindakan pembetulan dan empathetic sebaik-kegagalan adalah setara bagi pengadu atas talian. Manakala, empathetic adalah lebih kritikal kepada pengadu bawah talian. Tindakan pampasan, terutamanya bagi pengadu atas talian, tidak sepenting sebagaimana penekanan yang diberi para penyelidik. Untuk konteks selepas-kegagalan, jangkaan tindakan daripada pengurusan adalah yang amat tinggi.

Secara keseluruhan, keputusan daripada analisis kuantitatif menunjukkan corak yang agak berbeza dari segi kegagalan perkhidmatan dan jangkaan pemulihan antara pengadu atas talian dan bawah talian. Namum, analisis kualitatif mendedahkan bahawa aduan atas talian adalah lebih menyeluruh daripada aduan bawah talian bagi kedua-dua aspek kegagalan perkhidmatan dan jangkaan pemulihan. Maka, saluran atas talian akan mendatangkan manfaat dan berfungsi sebagai sumber saluran masa depan kepada syarikat-syarikat untuk memahami kegagalan perkhidmatan dan jangkaan pemulihan pelanggan.

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I certify that a Thesis Examination Committee has met on 17 May 2013 to conduct the final examination of Chan Wei Leong on his thesis entitled "Comparing Restaurant Service Failure and Recovery between Online and Offline Complaint Channels" in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Master of Science.

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DECLARATION

I declare that the thesis is my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously, and is not concurrently, submitted for any other degree at Universiti Putra Malaysia or at any other institution.

CHAN WEI LEONG

Date: 17 May 2013

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