

SERVICE FAILURE AND CUSTOMER SATISFACTION IN INDIA



Dissertation

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Title:

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Satisfaction in India

Declaration

We, Group 9 declare that this dissertation and the work presented in it are our own and has been generated by us as the result of our own original research.

Research Title: Service Failure & Customer Satisfaction in India

We confirm that:

1. This work was done wholly or mainly while in candidature for a B. Sc. International

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2. Where we have quoted from the work of others, the source is always given. With the

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Abstract:

Customer satisfaction and service failure are crucial aspects of the service industry, including in the context of India. With the growth of the service sector in India, understanding customer satisfaction and service failure becomes imperative for businesses to thrive in a highly competitive market. This abstract presents an overview of the literature on customer satisfaction and service failure in India, highlighting key concepts, theories, and research findings.

The concept of customer satisfaction is multifaceted and influenced by various factors such as service quality, perceived value, customer expectations, and cultural norms. Several studies have explored customer satisfaction in the Indian context, revealing that factors such as service quality, responsiveness, reliability, and empathy play a significant role in shaping customer satisfaction. Additionally, cultural factors, including collectivism, hierarchical orientation, and social norms, impact customer satisfaction in India.

Service failure, on the other hand, refers to instances when service providers fail to meet customer expectations, resulting in dissatisfaction. Service failures can arise from various reasons, such as service quality issues, communication breakdowns, and employee behaviour. Studies on service failure in India have identified factors such as inadequate service quality, lack of responsiveness, and cultural differences as significant causes of service failures in the Indian context.

Furthermore, the relationship between customer satisfaction and service failure in India is complex. While customer satisfaction can mitigate the negative impact of service failure, the cultural context of India may influence how customers perceive service failures and subsequently their satisfaction. For instance, in collectivist cultures like India, customers may be more tolerant of service failures due to cultural norms of avoiding confrontation or conflict.

Understanding customer satisfaction and service failure in India has implications for businesses and policymakers. Businesses need to prioritize service quality, responsiveness, and cultural sensitivity to enhance customer satisfaction and mitigate service failures. Policymakers can play a role in promoting a customer-centric approach and providing a conducive regulatory environment to encourage businesses to focus on customer satisfaction.

In conclusion, customer satisfaction and service failure are critical factors in the Indian service industry, and their dynamics are influenced by various factors, including service quality, cultural norms, and customer expectations. Further research in this area can contribute to a deeper understanding of customer behaviour

and service management in the Indian context, leading to improved strategies for enhancing customer satisfaction and addressing service failures.

Chapter-1

Introduction

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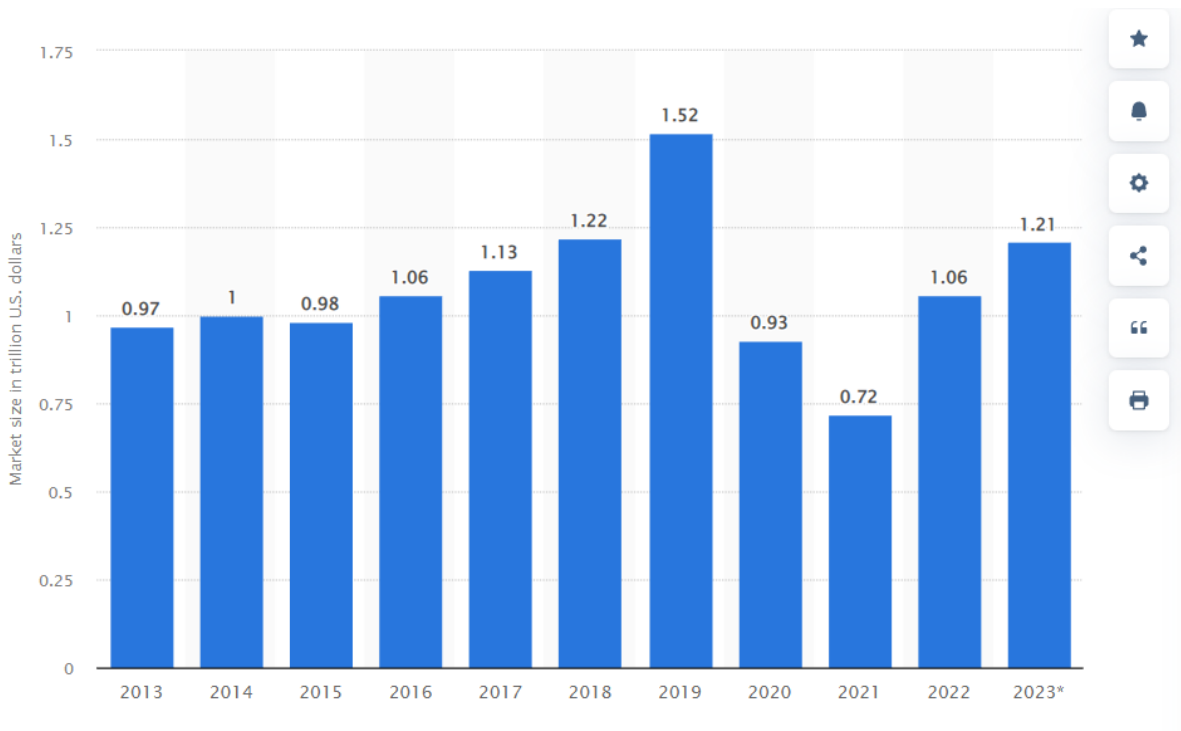
Introduction

One of the most lucrative industries is hospitality, which employs over 8% of the labour force and has generated an estimated 15 million new employment in recent years. It is one of the top industries in the nation luring FDI, or Foreign Direct Investment. Simply put, hospitality is a warm welcome of visitors that includes amusement and leisure time at a chosen location. India has a reputation for being a country that welcomes visitors with open arms because its citizens still adhere to this old tradition. India is renowned for having a strong sense of hospitality. Nonetheless, westernization and quick economic growth are credited with turning it into a commercial business. The hospitality industry in India broadly includes: Lodging and boarding, Transportation, Food and drinks, Amusement parks, Theme parks, etc. The hospitality sector in India is expected to attain a value above Rs. 1,000 bn by the end of 2023. Some of the major hotel chains in India include Marriott International, ITC Hotels, Oberoi hotels & Resorts, ITC, Accor Hotels, Radisson hotel groups, Hayatt Hotels and IHG.

1.1 Background

Hotel and Resort growth around the world

The market size of the hotel and resort sector worldwide peaked at 1.52 trillion U.S. dollars in 2019. As a result of the coronavirus (COVID-19) pandemic, the market size dropped below one trillion in 2020 and 2021. In 2023, the market size was forecast to reach 1.21 trillion U.S. dollars.



Hotel Industry in India

Due to the increasing number of international visitors and business delegations arriving, the hotel sector in India is predicted to reach a value of INR 1,210.87 Bn by the end of 2023, growing at a compound annual growth rate (CAGR) of 13% during the 2018–2023 period. Marriott International, The Indian Hotels Company Limited (including brand Ginger), Radisson Hotel Group, ITC Hotels, Accor Hotels, Hyatt Hotels, Sarovar Hotels, Intercontinental Hotels Group, Lemon Tree Hotels, and Oberoi Hotels & Resorts were the principal hotel brands present in India in 2018. During FY 2017 and FY 2018, the largest hotels in India had a rise in occupancy rate (the percentage of days for which rooms are booked in a particular period) of 65%.

Hotel Industry in India (2018-2023) Overview, [Net scribes \(India\) Pt. Ltd.](#), April, 2019.

1.1.1 Hotels

Hotels are commercial establishments that provide lodging, accommodation, and related services to travellers and tourists. They play a crucial role in the hospitality and tourism industry, offering a temporary home away from home for guests who require a place to stay during their travels for various purposes such as business, leisure, or special events. Hotels can range from budget accommodations to luxury resorts, catering to diverse needs and preferences of travellers.

Hotels typically offer a range of services and amenities designed to provide comfort, convenience, and hospitality to guests. These services may include room accommodations, dining options, event spaces, recreational facilities, and other amenities such as Wi-Fi, room service, housekeeping, and concierge services. Hotels may also provide additional services like transportation, spa and wellness facilities, and business services to cater to the needs of different types of travellers.

One of the key functions of hotels is to provide lodging or accommodation to guests. Hotels offer various types of rooms or suites, which may differ in size, layout, and amenities, to cater to the diverse needs of guests. These rooms may include standard rooms, deluxe rooms, suites, or specialty rooms, each offering different levels of comfort, facilities, and pricing. Hotels may also provide accessible rooms for guests with special needs, such as those with disabilities.

Dining options are also an important aspect of hotels. Many hotels have in-house restaurants or cafes that offer a range of culinary experiences, ranging from casual dining to fine dining, providing guests with convenient dining options during their stay. Some hotels may also offer room service, where guests can order food and beverages to be delivered to their room for added convenience.

Event spaces are another essential feature of hotels. Hotels often have facilities to host various events, such as conferences, meetings, weddings, and social gatherings. These event spaces may include conference rooms, ballrooms, banquet halls, and outdoor venues, equipped with audio-visual equipment, seating arrangements, and catering services to accommodate different types of events.

Recreational facilities are also common in hotels. These may include amenities such as swimming pools, fitness centres, spas, and sports facilities, providing guests with opportunities for relaxation, exercise, and entertainment during their stay. These facilities can be important factors that influence guests' choices when selecting a hotel, as they offer opportunities for leisure and relaxation during their stay.

In addition to the physical amenities and services, hotels also prioritize customer service and hospitality. Providing exceptional guest experiences and ensuring customer satisfaction is a fundamental aspect of the hotel industry. Hotels strive to create a welcoming, comfortable, and safe environment for guests, anticipating their needs and providing personalized services to enhance their stay. Guest feedback and reviews play a crucial role in shaping the reputation of hotels and influencing the decisions of prospective guests.

1.1.1.1 Types of Hotels

According to Wikipedia, the markets the hotel tries to draw visitors from, it can be divided into several categories. Hotels for conventions and conferences can be found in the business, airport, suites, residential, resort, timeshare, and gaming industries.

Business Hotels: Hotels that cater largely to business travellers make up the largest group of hotel categories. These establishments are typically found in urban areas or commercial districts. Business hotels may offer complementary newspapers, morning coffee, free local calls, breakfast, etc. to their guests.

Airport Hotels: These hotels typically cater to business travellers, air travellers with overnight layovers or flight cancellations, and airline crews or workers. Some hotels offer complimentary transportation to and from the airport. In addition to the standard daily and nightly rates, some airport hotels also charge their guests by the hour.

Suite hotel: These hotels are the newest craze and the sector of the hotel business that is expanding the quickest. A living room and a separate bedroom are features of these motels. Accountants, attorneys, businessmen, and executives are examples of professionals

Resort Hotels: Resort hotels are typically found away from cities, on an island, in the mountains, or in some other exotic setting. These hotels include landscaped grounds, golf, tennis, sailing, skiing, and swimming as well as recreational amenities. The positive experiences guests have when staying in resort hotels persuade them to return.

1.1.4 Mediating factors- Customer Satisfaction

Customer satisfaction is defined as a measurement that determines how happy customers are with a company's products, services, and capabilities. Customer satisfaction information, including surveys and ratings, can help a company determine how to best improve or changes its products and services.

1.1.5 Moderating Factor- Brand Reputation & Coping Strategies.

Reputation is the perception that customers, employees, partners and others have of a brand. The stronger the reputation is, the more that people will trust and advocate for the brand.

The hotel main focus is the retain and build its brand or property reputation in the market.

Coping is the term for the behaviours or ways of thinking that people employ to deal with stressful situations. By adjusting the relationship or controlling the emotions, the coping strategies are intended to change the distressed customer-environment relationship. In this work, we suggest an eight-coping-strategy multidimensional measure.

In the current study, we suggest that assessing a service failure leads to several coping mechanisms that affect how well the service encounter was judged. Customers are more likely to have a negative opinion of the service experience when they use coping mechanisms like action coping or instrumental support seeking. As customers focus more on the reasons for failure and potential remedies, these coping mechanisms are linked to increased distress and anxiety. As a result, it is anticipated that customer satisfaction and behavioural intentions will decrease. Yet, coping techniques like positive thinking, logical reasoning, and seeking out emotional support lead to a reinterpretation of the stressful situation. As a result, the service encounter is evaluated more favourably. Increased consumer satisfaction and behavioural intentions are so anticipated. Similar to how consumers dismiss bad experiences when they utilise avoidance and denial. Worse customer satisfaction could result, though, if customers don't appropriately deal with the residual unpleasant sentiments.

1.1.6 Background Theory

This research investigates the role of brand reputation in coping with service failure and the mediating role of coping strategies in influencing satisfaction and behavioural intentions.

1.1.7 Stakeholders

Hotels, hotel guests, managers, employees, industrial tycoons, community at large can be considered as the stakeholders.

1.2 Definitions

Service Failure Severity	<u>Y Tsurenko</u>
Author defines the characteristics of religiosity, spirituality, and emotional intelligence and the severity of service failure affect emotional and decisional forgiveness as a response to service failure	

Brand Reputation	Spence 1974
Spence 1974 defines reputation is the perception that customers, employees, partners and others have of a brand. The stronger the reputation is, the more that people will trust and advocate for the brand	

Coping Strategies	R. L. Polk
R.L Polk defines the coping strategies that people use after a stroke may influence recovery. Coping measures are generally used to assess the mediating behaviour between a stressor and the physical or psychological outcome of an individual.	

Coping Strategies	Folkman, Lazarus, Gruen, and DeLongis (1986)
Coping is the “constantly changing cognitive and behavioural efforts to manage specific external and/or internal demands that are appraised as taxing or exceeding the resources of the person.	

Coping Strategies	Lazarus & Folkman, (1987)
Lazarus & Folkman, (1987) defines coping strategies are aimed at changing the distressed customer-environment relationship by either altering the relationship and/or by regulating the emotions	

Coping Strategies	Duhachek (2005)/ (Carver, Scheier, & Weintraub, 1989; Yi & Baumgartner, 2004).
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Duhachek (2005)/ (Carver, Scheier, & Weintraub, 1989; Yi & Baumgartner, 2004). Defines a similar framework of coping was proposed consisting of expressive coping, active coping and avoidance/denial coping. While these studies have conceptualized coping with greater specificity, other researchers have argued for diverse coping strategies that are more parsimonious, empirically derived and theoretically rich

Coping Strategies	Lazarus (2006)
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Lazarus (2006) defines the distinction of coping as problem focused and emotion-focused is too simple, and inaccurate of the way customers use coping strategies to manage stressful encounters. Thus, in this study we propose a multidimensional measure consisting of eight coping strategies.

Customer Satisfaction	Lehtinen and Lehtinen 1982
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Lehtinen and Lehtinen 1982 defines customer satisfaction is defined as a measurement that determines how happy customers are with a company's products, services, and capabilities. Customer satisfaction information, including surveys and ratings, can help a company determine how to best improve or changes its products and services.

Brand loyalty	Nikbin et al, 2015
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Brand loyalty repeat purchases of a particular brand based on the perception of higher quality and better service than any competitor—is not dependent on price.

Brand loyalty	(Dick and Basu, 1994)
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Value laden terms such as ‘true loyals’ are used to describe those buyers who exhibit both attitudinal and behavioural loyalty, and ‘spurious loyals’, to describe those buyers who show behavioural loyalty without attitudinal loyalty.

Brand loyalty	(Keller, 1998)
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According to the American Marketing Association a ‘brand’ is a name, term, sign, symbol or design or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors

Brand loyalty	Sheth and Park (1974)
<p>Brand Loyalty is multi-dimensional and comprise three dimensions namely, the emotive tendency towards the brand; the evaluative tendency towards the brand and third the behavioural tendency towards the brand. They theorised that all three dimensions are present in every situation where brand loyalty prevails.</p>	
Brand loyalty	Lau et al
<p>The marketers should emphasize to develop trust in the consumer's mind as it will basically leads toward the brand loyalty. This trust can only be gained by providing quality services, superior values and ultimate satisfaction</p>	
Brand loyalty	Krishnamurthi et al
<p>Loyal customers are not too much sensitive of price while choosing the brand but when the times come of quantity selection then they become conscious about that. Price elasticity has its impact on brand loyalty which means that when a brand will go to exploit its customers more than they can bear then the loyalty will diminish.</p>	

1.3 Significance of the study

Researchers in the part studied the following on “Service Failure and Customer Complaints” topic

Sr no	Title	Author	Aim	Finding
1	CUSTOMER COMPLAINTS AND THE EFFECTIVENESS OF SERVICE GUARANTEES IN THE HOTEL INDUSTRY	Aslinda Mohd Shahril Yuhanis Abdul Aziz	This study examines the relationship between service guarantee and service quality in four- and five-star hotels in Malaysia	The study found a significant relationship between service guarantee and service quality; service guarantee and empowerment and confirmed that empowerment mediates the relationship between service guarantee and service recovery. Empowerment mediates the relationship between service guarantees and employee responsiveness in a service recovery. Employee responsiveness in a service recovery effort will have a positive relationship with the service quality. The service quality will have a

				positive relationship with customer satisfaction
4	The Evaluation of Complaint Handling Processes in Five Star Hotels and its Reflection on Customers' Satisfaction	Sima Ghaleb Magatef, Raed Ahmad Momani, Ghaiath Altrjman	A study was conducted on the “evaluation of customers’ complaints handling and its reflection on customer’s satisfaction in five-star hotels.	A significant shortage in the procedures, regulations and instructions in these hotels. Weakness in the management system, and lack of interest of these hotels to address complaints in a radical way to ensure that they will not be repeated later with other customers is essential. Hence, the effective role of the customers’ complaints handling process is clear in influencing their satisfaction and creating desired loyalty towards the five-star hotels in Jordan
5	Consumer Complaints and Complaint Management	Müjde Aksoy & Özer <u>Yilmaz</u>	<i>The aim of this chapter is to emphasise the importance of the concept of complaint as an important part of customer relations</i>	<i>While the effective management and resolution of complaints should be seen as a goal by</i>

	in the Tourism Sector		<i>management and an effective marketing tool for the tourism sector</i>	<i>every tourism business, it is vital that they understand customer complaint behaviours, the factors affecting this behaviour and how complaints should be managed in a way that will result in favour of the business.</i>
6	Effects of customer engagement behaviours on action loyalty: moderating roles of service failure and customization	Chao Zhang, Shuang Ma, Songming Li & Arjun Singh	This paper aims to investigate multidimensional customer engagement behaviours (CEBs) as antecedents of action loyalty in hospitality contexts and examine service conditions that inhibit and facilitate the former relationship.	By integrating transaction-related CEBs with non-transaction-related CEBs, this paper found that three CEB constructs (i.e., feedback, mobilizing and cross-buying) contribute significantly to action loyalty in hospitality contexts. These effects vary depending on the inhibitor (service failure) and the facilitator (service customization).

7	How customers cope with service failure? A study of brand reputation and customer satisfaction	Aditi Sarkar Sengupta a, M.S. Balaji b, Balaji C. Krishnan	In this paper we examine the different coping mechanisms used by customers when they confront service failure. It was found that the coping mechanism used by customers changes depending on the severity of the service failure	It was observed that brand reputation moderates the relationship between severity of service failure and coping strategies, customer satisfaction and behavioural intentions under different conditions. We conducted an experimental study in an airline travel context. The data supports the proposed model.
8	Customer responses to airline companies' service failure and recovery strategies: the moderating role of service failure habit	Ahmed Mohamed Elbaz, Mohammad Soliman, Alamir Al-Alawi, Bassam Samir Al-Romeedy and Moustafa Mekawy	The purpose of this study is to investigate the perceived severity of service failure (PSSF) and service recovery strategies (SRSs) as antecedents of customer forgiveness (CF), customer reconciliation, negative word-of-mouth and re-patronage intention as outcomes across two Middle Eastern countries: Egypt and Oman.	The results of this study show that service failure severity has a negative influence on the effectiveness of SRSs. In turn, proper SRSs strongly and positively affect both Egyptian and Omani CF. Furthermore, the findings of this study indicate that service failure habit plays an important role in

				<p>increasing the negative influence of perceived service failure severity on Egyptian, but not Omani, CF. Overall, results suggest that CF differs considerably between Egyptians and Omanis.</p>
9	<p>Customer perceptions of service quality in luxury hotels in New Delhi, India: an exploratory study</p>	<p><u>Asad Mohsin,</u> <u>Tim Lockyer</u></p>	<p>The aim of the study is to assess the service quality perception of customers of luxury hotels, New Delhi in India and to help the hotel management identify areas that need attention to meet and exceed customer expectations</p>	<p>The importance-performance analysis shows that, for responses relating to front office, room service and in-house café/restaurant, the importance score is statistically significant to and higher than the performance rating. Overall, the results indicate significant difference between expectations of the guests and actual experiences, thus highlighting</p>

				managerial implications
10	Hearing employee voice and handling grievance: Views from frontline hotel and travel agency employees	Ahmed Mohamed Elbaz Islam ElbayoumiSale m Adah-KoleOnjewu Mohammad NabilShaaban	This study aims to explore the association between employees' voice and grievance handling, and how this relationship influences job satisfaction as a condition for decreasing leave intention.	the results show significant disparities between travel agencies and hotels in the correlations examined. Overall, the findings cohere with extant views that the higher the job satisfaction the lower employees' leave intention.
11	Customer Satisfaction & Loyalty and Organization al Complaint Handling: Economic Aspects of Business Operation of Airline Industry	Rizwan Raheem Ahmed, Jolita Vveinhardt, Usman Ali Warraich, Syed Shabib ul Hasan, Akhtar Baloch	The undertaken study examines economic aspects of business operations of the airline industry vis-à-vis organizational complaint handling and customer loyalty.	Customer relationship, executives' attitude and brand loyalty do not have significant influence on the customer satisfaction and customer loyalty. Thus, it is concluded that the immediate response to customer complaint handling enhances the

				customer satisfaction and customer loyalty that increases the economic aspects of business operation in the airline industry.
12	Effects of Brand Relationship Quality on Responses to Service Failure of Hotel Consumers	XIE DANHONG	To gain new insights in this important area, this study aims to examine the applicability of BRQ in hospitality context, and to investigate the effects of BRQ on the behaviour of hotel consumers under the circumstance of service failures in high-class hotels. Specifically, it compares the differences of post-failure responses between high-BRQ and low-BRQ consumers, and examines the moderating or mitigating effect of BRQ on service failure.	The concept of BRQ is applicable in the hospitality industry. All the BRQ dimensions are unique and distinct from one another; love/passion may play a special dominating effect among these dimensions. BRQ was found to be helpful in shielding a hotel organization from the negative effects of service failures

13	Expressing gratitude versus empathetic apology: which one is better to use as an initial recovery strategy after a service failure?	Arash_Ahmadi,_ _Sohrab_Fakhi mi	The main purpose of this work is to evaluate the different psychological impacts of two initial verbal recovery strategies (gratitude vs empathetic apology) on the consumers' loyalty after a service failure.	The results of Study 1 revealed the supremacy of gratitude to empathetic apology in maintaining consumers' loyalty after service failure recovery. The better impact of gratitude expressed in increasing post-recovery loyalty is mediated through the elevation of consumers' forgiveness, the reduction of consumers' anger and consumers' self-esteem. The findings of Study 2 indicated that gratitude increases more post-recovery loyalty through individuals with a high level of self-oriented perfectionism.
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14	Literature review on service quality in hospitality and tourism (1984-2014): Future directions and trends	Ivan K.W._Lai,_Michael_Hitchcock,_Ting_Yang,_Tun-Wei_Lu	The purpose of this study is to examine the development of service quality research in hospitality and tourism from 1984 to 2014, to identify research gaps and to suggest directions for future research.	– The study identifies 17 research themes that comprise two main research themes, seven sub stems, six outer-leaves and two little-leaves. The developments of service quality research in each theme are explored. The role of each theme in service quality study is revealed. Finally, this study identifies research opportunities for service quality research within each theme
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1.5 Objectives of the Study

1. To study the impact of perceived justice on Customer Satisfaction
2. To study the impact of service failure on Behavioural Intentions
3. To study in Service Failure impacts Customer Coping Strategies
4. To study if Coping Strategies explain the relationship
5. To study if Brand Reputation strengthens/weakness the relationship between failure severity and coping strategies
6. To study if Brand Reputation strengthens/weakness the relationship between failure severity and customer satisfaction
7. To study if Brand Reputation strengthens/weakness the relationship between failure severity and behavioural intentions

1.6 Research Questions/Hypotheses

1. H1. Service failure has a significant main effect on customer satisfaction and behavioural intentions such that service failure severity is negatively related to (a) customer satisfaction, and (b) behavioural intentions.
2. H2. Service failure has a significant main effect on customer coping strategies such that service failure severity is positively related to a) action coping, b) instrumental support seeking, c) emotional venting, and negatively related to d) rational thinking, e) positive thinking, f) emotional support seeking, g) avoidance and h) denial.
3. H3. The coping strategies mediate the relationship between failure severity and customer satisfaction.
4. H4. Brand reputation moderates the relationship between failure severity and coping strategies.
5. H5. Brand reputation moderates the relationship between failure severity and customer satisfaction such as for less severe failures customers experience greater satisfaction for high reputed brands than less reputed brands.
6. H6. Brand reputation moderates the relationship between failure severity and behavioural intentions such as for high reputed brands customers experience greater behavioural intentions than less reputed brands for both high and less severe failures.

1.7 Methodology

We have used a table as can be seen below to illustrate the framework of the research design.

Sr.no	Methodology	Remarks
1	Unit of Analysis	Managers and Customers of 5-star Hotel
2	Sample Size	Qualitative- 7 managers and 12 Customers Quantitative- 300 managers
3	Sampling Method	Purposive Sampling
4	Period of Data Collection	4 January 2023 – 6 January 2023
5	Nature of Data	Primary Data
6	Data Collection Tool	Qualitative- In-depth Interview Quantitative- Survey using questionnaire
7	Data Collection Procedure	1.Made questionnaire for Managers and customers 2.Taking Appointments from the hotels 3.Approached Selected Hotels 4.Taking Interview of Managers and Customers
8	Measurement Instrument	Interview Questions
9	Method used for Data Analysis	Pie Charts

1.8 Scope of study

The study conducted will benefit the hotel by better enabling it to comprehend its target market and its marketing initiatives connecting, engaging, and developing new connections with hotel guests helping the brand's co-values. It will provide a better idea to the management to cope with complaints and inconvenience the guest faces during their stay/visit at the hotel. This research will also help new employees to understand why a customer complaint, their motive, psychology and other factors behind it and effectively handle the complaint and follow up often during the service recovery period. The strategies applied will help the brand retain the customer loyalty towards the brand.

1.9 Limitations

Upon interviewing some of the managers and employees of hotels we found out some limitations found in Customer satisfaction and service failure are:

1. Lack of Proper Redressal Mechanism
2. Cultural Sensitivity
3. Infrastructure Challenges
4. Language barrier
5. Limited Awareness of Consumer Rights
6. Expectation v/s reality gap

1.10 Managerial implication

From the research conducted the managers of hotels can understand what a guest wants when he complains. The hotel can strive to fine tune the way they deal with complains which will not only give the guest a pleasant stay but also help in building the brand reputation. We as future employees or future managers in the hospitality industry can also vastly benefit from this as complains are a major thing in this industry.

1.11 Organisation of Dissertation Report.

- Chapter-1 Introduction.
- Chapter 2 Literature Review, Objectives and Hypotheses
- Chapter 3 Research Methodology
- Chapter 4 Data Analysis
- Chapter 5 Findings, Contribution, Managerial Implications, Future Research Area.
- References
- Annexures

Chapter-2

Literature Review

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2.1 Independent Variable:

2.1.1 Hotel

According to the markets the hotel tries to draw visitors from, it can be divided into several categories. Hotels for conventions and conferences can be found in the business, airport, suites, residential, resort, timeshare, and gaming industries.

Business Hotels: Hotels that cater largely to business travellers make up the largest group of hotel categories. These establishments are typically found in urban areas or commercial districts. Business hotels may offer complementary newspapers, morning coffee, free local calls, breakfast, etc. to their guests.

Airport Hotels: These hotels typically cater to business travellers, air travellers with overnight layovers or flight cancellations, and airline crews or workers. Some hotels offer complimentary transportation to and from the airport. In addition to the standard daily and nightly rates, some airport hotels also charge their guests by the hour.

Suite hotel: These hotels are the newest craze and the sector of the hotel business that is expanding the quickest. A living room and a separate bedroom are features of these motels. Accountants, attorneys, businessmen, and executives are examples of professionals

Resort Hotels: Resort hotels are typically found away from cities, on an island, in the mountains, or in some other exotic setting. These hotels include landscaped grounds, golf, tennis, sailing, skiing, and swimming as well as recreational amenities. The positive experiences guests have when staying in resort hotels persuade them to return.

2.1.1.1 History of research in this area

The research paper aims to explore the relationship between employee voice and grievance handling. This paper studies and examines the aspect of business operations of airline industry. It looks at complaint handling and customer loyalty.

The paper concluded that attitude and brand loyalty do not significantly influence customer satisfaction and loyalty. It concluded that the immediate response to the complaint enhance the customer satisfaction and increases customer loyalty.

This study examines the applicability of BRQ in hospitality context and investigates the effects of BRQ on the behaviour of hotel consumers under the circumstance of service failures in high-class hotels. It compares the differences of post-failure responses between high-BRQ and low-BRQ consumers, and examines the moderating or mitigating effect of BRQ. All BRQ dimensions are unique and distinct from one another, with love/passion playing a special dominating effect. BRQ was found to be helpful in shielding a hotel organization from the negative effects of service failures.

This study examines the development of service quality research in hospitality and tourism from 1984 to 2014. It identifies 17 research themes that comprise two main research themes, seven sub stems, six outer-leaves and two little-leaves. The role of each theme in service quality study is revealed, and the study identifies research opportunities for service quality research within each theme. Three steps were taken to generate a structural map, conduct an online literature search, and investigate the content of top-tier journals or frequently cited ones in three different stages.

In the paper, it aims to help business strategies different customer service failures which will help in achieving a competitive advantage for the business. This paper helps us understand factors like Perception of justice, Recovery satisfaction, Brand equity and Loyalty, Positive word of mouth. We learn a lot from this paper and that is the positive and negative effects that contribute to the daily task of the business. We can adapt the research and the findings by implementing them throughout our study.

In the paper, they mainly focuses on small business and their problems. This helps us study in-depth the problems that they face in their day-to-day business this also helps us study the indications and attributions of their business. This paper helps us closely study the relationship between a customer and the brand. It also helps us understand the difficulties and gives us an overview on how to overcome them.

These studies show us the many ways in which airlines make mistakes which in turn makes the customers unsatisfied and upset. This isn't great for the airlines as it affects them directly from the guest where he spread the negative review that he has experienced because of the company's service, and indirectly where he posts about his experience online where anyone who wants to check the company out can see what he has to say. Now in every single company in the world mistakes will always happen, there is no perfect company. Now considering these mistakes or errors made, the company now needs to perform some sort of action in order to re satisfy the customer's, this is known as service recover. Service recovery could vary between a small discount and a free flight based on the severity of the mistake made. The servers also tell us about the guest's point of view when such mistakes occur and how the guest react when he is provided with a service recovery and wherever the guests are satisfied or not.

This paper emphasizes the concept of complaint as an as important part of customer relations management. The study shows how a complaint can be used as an effective marketing tool. The findings suggest that every organization should manage and resolve complaints effectively, but it is crucial that they are aware of the behaviour that the customer exhibits while complaining and the factors that influence these behaviours. This can be used to best handle the complaint in the favour of the business.

The paper aims to investigate multidimensional customer engagement behaviour (CEB) as antecedents of action loyalty in hospitality contexts and examine service conditions that inhibit and facilitate the former relations.

The CEBs are feedback, mobilizing and cross buying which increase the customer's frequency of stay. Feedback is the voluntary cognitive knowledge contribution intended to influence other. Mobilization occurs when existing members recommend and share their own membership with others. Cross Buying happens when customers experience different products from the same business.

2.1.1.2 Definition of Independent Variable

In experimental research, an independent variable is one that you change or alter to examine its effects. It is named "independent" because it is unaffected by any other research factors.

2.1.1.3 Dimensions of Independent Variable

- Service Failure Severity
- Brand reputation

2.1.2 Independent Variable

Service Failure Severity- Failure severity refers to the magnitude or intensity of the service failure. Customers who experience severe failure are likely to perceive greater loss, evaluate the service unfavourably and report dissatisfaction. They show aversion towards continuing relationship and indulge in negative word-of-mouth towards the service provider (del Río-Lanza, Vázquez-Casielles, & Díaz-Martín, 2009; Kalamas, Laroche, & Makdessian, 2008; Smith et al., 1999). When customers perceive the service failure as severe, they may deliberately take efforts to reduce the greater perceived loss and negative emotions. They ponder on the causes and consequences of the failure and actively engage in effortful actions to resolve the situation. Further, severe failures evoke anger which intensifies expressive tendencies and retaliatory behaviours (Bonifield & Cole, 2007). Thus, we expect customers to use action coping, emotional venting, and instrumental-support seeking to manage high severe service failures. On the contrary, when customers experience less severe failures, they evaluate the potential loss as low and might ignore the negative emotions. In such situations customers are less likely to blame the service provider and try to remove themselves from the stressful situation (Gelbrich, 2010). This would suggest the use of coping strategies such as rational thinking, positive thinking, emotional-support seeking, avoidance, and denial

Brand reputation- Brand reputation refers to the customers' perception of service quality associated with the brand name (Selnes, 1998). Prior studies indicate that favourable brand reputation protects the firm during the crisis by creating a buffer or shield (Hess, 2008). Customers attribute the firm to be less responsible for the crisis and give the benefit of doubt to the organization. They discount the negative information and focus on the positive aspects associated with the firm. In a study, Huang (2011) successfully showed that brand equity moderates the relationship between service recover and satisfaction, such that for high equity brands, distributive justice results in higher recovery satisfaction than low equity brands. It was argued that the strong and favourable quality associations with high equity brands help customers attribute the service failure as temporary and unstable, resulting in lower dissatisfaction. Contrarily, Hess (2008) argued that excellent reputation does not buffer the negative effects of service failure as it did not reduce customers' attribution of failure. Similarly, Brady et al. (2008) suggested that customer satisfaction and behavioural intentions are dependent on the evaluation of the recovery efforts, irrespective of the equity attached with the brand. These mixed findings suggest the need for further work to evaluate the role of brand reputation in customer reactions to service failure. The present study uses key insights from expectancy-disconfirmation theory and uncertainty management theory in hypothesizing the role of brand reputation on service failure outcomes. The expectancy disconfirmation theory suggests that customers form expectations of service performance prior to purchase (Oliver & Burke, 1999). When customers encounter service failure, negative disconfirmation occurs as product performance fails to meet the expectations. For high reputed brands,

customers have high expectations that result in greater negative disconfirmation and dissatisfaction with the service failure. They might experience 'shock' or 'betrayal' on encountering service failure in high reputed brands (Brady et al., 2008). This betrayal or shock displaces the positive attitudes and beliefs associated with the brands resulting in unfavourable evaluation of service failure

2.2 Dependent Variable

2.2.1 Definition

A dependent variable is one that is altered as a result of the modification of an independent variable. Your independent variable "depends" on the outcome you're interested in measuring.

2.2.2 Dimensions of Dependent Variable

Customer Satisfaction- Customer satisfaction and behavioural intention means by failure severity and by brand reputation condition. Customers experiencing less severe failures were found to engage in rational-thinking, positive thinking, avoidance and denial coping strategies. Although these coping strategies lead to favourable customer outcomes, behavioural research has shown that suppressing feelings lead to depression and anxiety (Ramstetter, 2008). In such cases, service managers should devise recovery strategies that provide emotional support and show concern and empathy that customers are seeking. Understanding the role of brand reputation is important given its influence on evaluation of service failure and recovery. Our findings show that the positive quality associated with high reputation brands influences the service failure evaluations resulting in favourable post-failure satisfaction and behavioural intentions. Thus, brand-building can be used as a recovery strategy to influence repurchase intentions. Though the results suggest that high brand reputation fails to shield the detrimental effects of high severe failures, it does not prevent customers from re-patronizing the brand.

2.3 Influence of Independent Variable on Dependent Variable

Service failure refers to situations where a customer's expectations are not met due to a failure or breakdown in the service provided by a business or organization. It can occur in various forms, such as late deliveries, product defects, rude customer service, billing errors, and other service-related issues. The influence of service failure on customer satisfaction can be significant and can impact a customer's perception of the business, their loyalty, and their likelihood to continue using the service or recommending it to others. Let's explore some of the key ways in which service failure can affect customer satisfaction:

Dissatisfaction and Disappointment: When customers experience service failure, they may become dissatisfied and disappointed with the business or organization. Their expectations were not met, and this can result in negative emotions and perceptions. Customers may feel frustrated, angry, or disappointed, which can lower their overall satisfaction with the service.

Trust and Credibility: Service failure can also erode trust and credibility between the business and the customer. Trust is a critical factor in building and maintaining customer relationships. When a service failure occurs, customers may question the reliability and competence of the business, which can impact their trust and confidence in future interactions. This loss of trust can have long-term effects on customer satisfaction, as customers may be hesitant to engage with the business again.

Customer Loyalty: Service failure can significantly impact customer loyalty. Satisfied customers are more likely to be loyal and continue doing business with a company, whereas dissatisfied customers may switch to competitors or stop using the service altogether. Service failure can lead to a loss of repeat business and customer retention, resulting in decreased customer loyalty.

Word of Mouth and Reputation: Unsatisfactory service experiences can also lead to negative word-of-mouth (WOM) communication and damage the business's reputation. Dissatisfied customers are more likely to share their negative experiences with others, both offline and online, through reviews, social media, and other channels. This negative WOM can spread quickly and influence the perceptions of potential customers, resulting in decreased customer satisfaction and potential loss of business.

Costs of Recovery: Service failures may require businesses to invest resources, such as time and money, to rectify the situation and recover customer satisfaction. These costs of recovery, such as refunds, discounts, or compensations, can further impact a business's profitability and customer satisfaction.

Opportunity for Service Recovery: On the other hand, effective service recovery efforts can mitigate the negative impact of service failure and even enhance customer satisfaction. When businesses acknowledge service failures, take prompt actions to resolve the issues, and provide fair and satisfactory solutions, it can actually turn a dissatisfied customer into a satisfied one. Effective service recovery efforts can help rebuild trust, restore customer satisfaction, and even strengthen customer loyalty.

In conclusion, service failure can have significant impacts on customer satisfaction, loyalty, trust, and reputation. However, businesses that effectively address service failures through timely and satisfactory service recovery efforts can minimize the negative effects and turn them into opportunities to enhance customer satisfaction and loyalty. It is crucial for businesses to proactively manage service failures and prioritize customer satisfaction to maintain a positive relationship with their customers.

2.4 Gap 1 and research questions: Independent Variable and Dependent variable

While the focus on research until recently has been on service failure (Mattila, 2004; Smith et al., 1999), the different coping strategies customers use to deal with the service failure have not yet been thoroughly examined. Further, Erdem, Swait, and Louviere (2002) contend that brands serve as an effective signal to communicate information and quality expectations. Thus, we study the coping strategies customers use to manage service failures occurring in the case of high reputed brands and low reputed brands.

2.5 Mediating Variable

Coping Strategies- Coping refers to the actions or thoughts that people use in dealing with stressful encounters. As Folkman, Lazarus, Gruen, and DeLongis (1986) point out, coping is the “constantly changing cognitive and behavioural efforts to manage specific external and/or internal demands that are appraised as taxing or exceeding the resources of the person (p. 993).” The coping strategies are aimed at changing the distressed customer-environment relationship by either altering the relationship and/or by regulating the emotions (Lazarus & Folkman, 1987). Most coping research has been based on Folkman and Lazarus's (1985) seminal work that classified coping into two distinct but complementary strategies: emotion-focused coping and problem-focused coping. A similar framework of coping was proposed by Duhachek (2005) consisting of expressive coping, active coping and avoidance/denial coping. While these studies have conceptualized coping with greater specificity, other researchers have argued for diverse coping strategies that are more parsimonious, empirically derived and theoretically rich (Carver, Scheier, & Weintraub, 1989; Yi & Baumgartner, 2004). According to Lazarus (2006), the distinction of coping as problem focused and emotion-focused is too simple, and inaccurate of the way customers use coping strategies to manage stressful encounters. Thus, in this study we propose a multidimensional measure consisting of eight coping strategies

In the present study, we propose that appraisal of the service failure triggers different coping strategies that influence the evaluation of the service encounter. Gabbott, Tsarenko, and Mok (2011) showed that when customers employ coping strategies such as action coping or instrumental support seeking, they are likely to evaluate the service encounter as unfavourable. These coping strategies are associated with greater distress and anxiety as customers pay greater attention to the causes of failure and the possible solutions (Folkman et al., 1986). Thus, it is expected to result in lower customer satisfaction and behavioural intentions. On the other hand, the use of coping strategies such as positive thinking, rational thinking, and emotional-support seeking results in reinterpretation of the stressful encounter (Gabbott et al., 2011). This results in a more favourable evaluation of service encounter. Thus, it is expected to result in greater customer satisfaction and behavioural intentions. Similarly, when customers use avoidance and denial, they ignore the negative experiences. However, when customers inadequately address the lingering negative emotions, it could lead to lower customer satisfaction.

2.6 Theoretical Lenses

The Expectancy Disconfirmation Theory is one theoretical framework that may be used to examine customer satisfaction and service failure in hotels. (EDT).

According to the Expectancy Disconfirmation Theory, the discrepancy between consumers' expectations and their views of the actual service received affects customer satisfaction. Customers build expectations about the service they will receive, in accordance with EDT, based on a variety of cues, including advertising, word-of-mouth, and prior experiences. Customers assess the service after using it and contrast their impressions with their prior expectations. Customers are likely to be happy if the service meets or surpasses their expectations. Customers may encounter service failure and develop a negative attitude if the service does not live up to their expectations.

Customers may have expectations for many parts of the service in the context of hotels, such as cleanliness, comfort, facilities, employee conduct, and responsiveness to their demands. When there is a perceived gap between guests' expectations and their actual experiences with the hotel's service, service failure can happen. This may show up as problems like dirty rooms, unfriendly employees, sluggish response times, or a failure to adhere to certain client preferences or requirements.

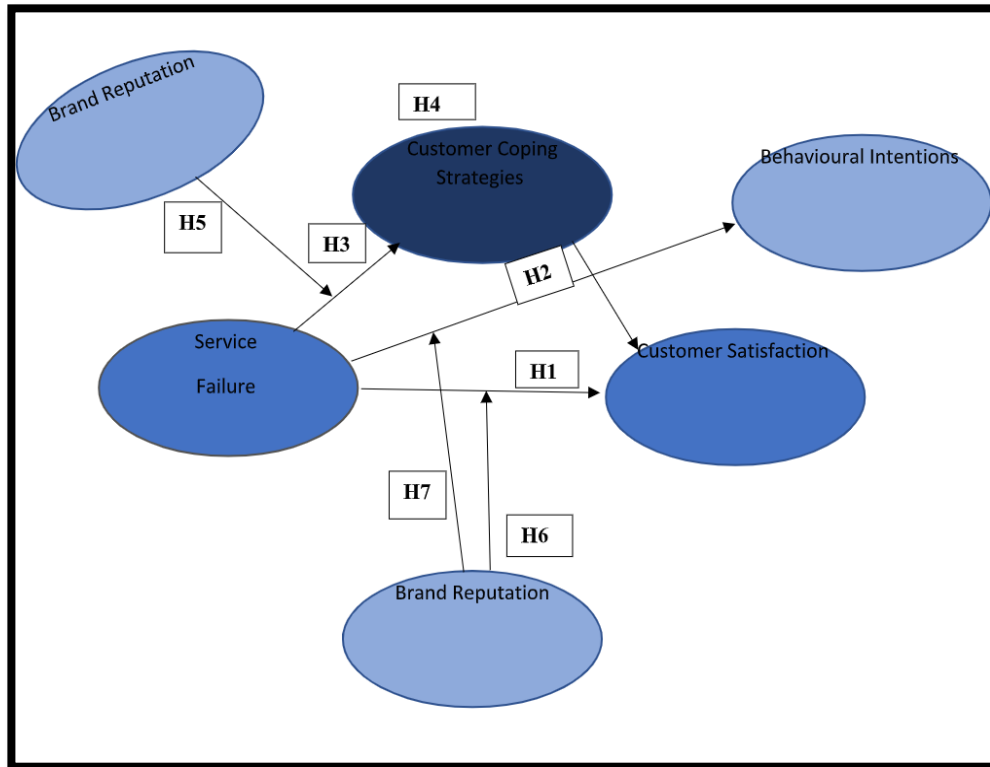
Researchers and practitioners can examine how consumers' initial expectations, their perceptions of the actual service received, and the difference between these two aspects affect customer satisfaction by using the EDT lens. Additionally, it may be used to pinpoint particular areas where customer satisfaction suffers from service failures.

2.7 Independent Variable and Moderating Variable

Brand Loyalty- In the case of a service failure, it is necessary to focus on consumer satisfaction because it influences consumers' behaviours in a positive way (Nikbin et al., 2015). Satisfied consumers are less prone to be sensitive to cost, and more likely to continue the relationship with the business. Extant research indicates that greater satisfaction results in a stronger bond with the service provider (Balaji et al., 2017). As per Wirtz and Mattila (2004), if service recovery meets expectations, recovery satisfaction affects behavioural outcomes. Lin et al. (2011) demonstrated that if consumers are satisfied with service recovery, they exhibit greater loyalty than when the service failure has not taken place at all. Thus, in the case of a service failure, satisfied consumers are likely to continue to maintain loyalty to the service provider (Urueña and Hidalgo, 2016). Therefore, in a banking service failure, we posit that banking consumers' recovery satisfaction is positively correlated with loyalty. Engagement in post service failure PWOM Downloaded by University of Texas at Dallas at 11:03 10 March 2019 (PT) Customers whose loyalty gets stronger after effective service recovery will engage in PWOM and will exchange this affirmative experience with others (Gelbrich and Roschk, 2011). We posit that these customers will participate in PWOM to reciprocate and to diminish cognitive dissonance. Stated differently, after fruitful service recovery, to deal with the improved confidence in the service provider, these loyal customers will attempt to reassure themselves about the decision to remain loyal. They try to do so by informing others that the service entity has made an effort to increase their satisfaction, and thus they will engage in PWOM. Therefore, in the context of banking service recovery, we posit that loyalty is positively correlated with PWOM intention. In addition, as noted earlier, recovery satisfaction positively relates to brand loyalty, which in turn relates positively to PWOM behaviour. Hence, we expect brand loyalty to mediate the relationship between recovery satisfaction and PWOM (Baron and Kenny, 1986)

2.12 Overall Model

A. Model



2.13 Operational Definitions

Service Failure Severity	<u>Y Tsurenko</u>
Author defines the characteristics of religiosity, spirituality, and emotional intelligence and the severity of service failure affect emotional and decisional forgiveness as a response to service failure	

Brand Reputation	Spence 1974
Spence 1974 defines reputation is the perception that customers, employees, partners and others have of a brand. The stronger the reputation is, the more that people will trust and advocate for the brand	

Coping Strategies	R. L. Polk
R.L Polk defines the coping strategies that people use after a stroke may influence recovery. Coping measures are generally used to assess the mediating behaviour between a stressor and the physical or psychological outcome of an individual.	

Coping Strategies	Folkman, Lazarus, Gruen, and DeLongis (1986)
Coping is the “constantly changing cognitive and behavioural efforts to manage specific external and/or internal demands that are appraised as taxing or exceeding the resources of the person.	

Coping Strategies	Lazarus & Folkman, (1987)
Lazarus & Folkman, (1987) defines coping strategies are aimed at changing the distressed customer-environment relationship by either altering the relationship and/or by regulating the emotions	

Coping Strategies	Duhachek (2005)/ (Carver, Scheier, & Weintraub, 1989; Yi & Baumgartner, 2004).
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Duhachek (2005)/ (Carver, Scheier, & Weintraub, 1989; Yi & Baumgartner, 2004). Defines a similar framework of coping was proposed consisting of expressive coping, active coping and avoidance/denial coping. While these studies have conceptualized coping with greater specificity, other researchers have argued for diverse coping strategies that are more parsimonious, empirically derived and theoretically rich

Coping Strategies	Lazarus (2006)
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Lazarus (2006) defines the distinction of coping as problem focused and emotion-focused is too simple, and inaccurate of the way customers use coping strategies to manage stressful encounters. Thus, in this study we propose a multidimensional measure consisting of eight coping strategies.

Customer Satisfaction	Lehtinen and Lehtinen 1982
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Lehtinen and Lehtinen 1982 defines customer satisfaction is defined as a measurement that determines how happy customers are with a company's products, services, and capabilities. Customer satisfaction information, including surveys and ratings, can help a company determine how to best improve or changes its products and services.

Brand loyalty	Nikbin et al, 2015
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Brand loyalty repeat purchases of a particular brand based on the perception of higher quality and better service than any competitor—is not dependent on price.

Brand loyalty	(Dick and Basu, 1994)
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Value laden terms such as ‘true loyals’ are used to describe those buyers who exhibit both attitudinal and behavioural loyalty, and ‘spurious loyals’, to describe those buyers who show behavioural loyalty without attitudinal loyalty.

Brand loyalty	(Keller, 1998)
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According to the American Marketing Association a ‘brand’ is a name, term, sign, symbol or design or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors

Brand loyalty	Sheth and Park (1974)
<p>Brand Loyalty is multi-dimensional and comprise three dimensions namely, the emotive tendency towards the brand; the evaluative tendency towards the brand and third the behavioural tendency towards the brand. They theorised that all three dimensions are present in every situation where brand loyalty prevails.</p>	
Brand loyalty	Lau et al
<p>The marketers should emphasize to develop trust in the consumer's mind as it will basically leads toward the brand loyalty. This trust can only be gained by providing quality services, superior values and ultimate satisfaction</p>	
Brand loyalty	Krishnamurthi et al
<p>Loyal customers are not too much sensitive of price while choosing the brand but when the times come of quantity selection then they become conscious about that. Price elasticity has its impact on brand loyalty which means that when a brand will go to exploit its customers more than they can bear then the loyalty will diminish.</p>	

2.14 Hypothesis

H1- Service failure has a significant impact on customer satisfaction.

H2- Service failure has a significant impact on behavioural intention.

H3- Service failure has a significant impact on customer coping strategies.

H4- Coping strategies mediates the relationship failure severity and customer satisfaction.

H5- Brand reputation moderates the relationship between service failure and coping strategies.

H6- Brand reputation moderates the relationship between service failure and customer satisfaction.

H7- Brand reputation moderates the relationship between service failure and behavioural intention.

Chapter-3

Research

Methodology

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3.1 Section 1

Qualitative Study – Case Analysis

The overall aim of the study was to examine the impact of Customer Satisfaction and Service Failure has on the guests of hotels they've resided in and if the mediating variable, obtained by the unit of analysis, explain the relationship between Independent Variable and Dependent Variable of unit of analysis.

This was initially gained through a systematic literature review which pointed to the possibility of relationships between the constructs under study, namely Customer Satisfaction and Service Failure in India

However, to capture the hypothesised relationship in fuller context, a qualitative study of

was undertaken at the following hotels:

- 1) Taj Exotica Resort and Spa, Benaulim
- 2) Double Tree Hilton, Kadamba Plateau
- 3) Marriott Praia Del Rey Golf Resort, Portugal

After the case studies, cross-case analysis was done to compare the answers from different unit if analyses

3.2.1. Protocol For the Case Studies:

A protocol was first designed and followed in carrying out the case of the above-mentioned hotels and customers/guests for the analysis as follows:

The group members contacted the hotel's HR in order to avail and schedule an appointment with the respective managers. The members were able to contact the managers personally because of their work history with them. We visited some of the hotels present in Goa personally to gather information. Some hotels refused to provide information as it was against their company policies. Some instances were registered by the students itself from their previous experiences during their academic and other internships at the hotels.

3.2.1.1 Objectives:

8. To study the impact of service failure on Customer Satisfaction
9. To study the impact of service failure on Behavioural Intentions

10. To study in Service Failure impacts Customer Coping Strategies
11. To study if Coping Strategies explain the relationship
12. To study if Brand Reputation strengthens/weakness the relationship between failure severity and coping strategies
13. To study if Brand Reputation strengthens/weakness the relationship between failure severity and customer satisfaction
14. To study if Brand Reputation strengthens/weakness the relationship between failure severity and behavioural intentions.

3.2.1.2 Methodology:

We have used a table as can be seen below to illustrate the framework of the research topic. This section contains a detailed and elaborated explanation of the topic The methodology has been divided into 3 major sections which are namely respondents towards the research, instrumentation used to conduct the research, and the steps required for the collection of data along with its analysis. The data analysis will help us in ascertaining and understanding our primary data.

Sr.no	Methodology	Remarks
1	Unit of Analysis	Managers and Customers of 5-star Hotel
2	Sample Size	Qualitative- 7 managers and 12 Customers Quantitative- 300 managers
3	Sampling Method	Purposive Sampling
4	Period of Data Collection	4 January 2023 – 6 January 2023
5	Nature of Data	Primary Data
6	Data Collection Tool	Qualitative- In-depth Interview Quantitative- Survey using questionnaire
7	Data Collection Procedure	1.Made questionnaire for Managers and customers

		2.Taking Appointments from the hotels 3.Approached Selected Hotels 4.Taking Interview of Managers and Customers
8	Measurement Instrument	Interview Questions
9	Method used for Data Analysis	Pie Charts and Statistical Package for Social Studies

3.2.1.3 Unit of analysis:

Our groups has targeted the respective managers of the respective hotels for Qualitative analysis. For the quantitative analysis we have targeted 300 guests who have stayed or visited the hotel.

3.2.1.4 Sample frame:

The sampling frame of this study consists of a set of a minimum of 7 and 12 semi-structured interviews of unit of analysis, conducted from 2 January 2023 to 6 January 2023. Polit and Beck (2003) say that the main purpose of the qualitative study is to have a holistic view of the subject under study and to have a small sample and extract the maximum information from it, hence the correct choice of sampling may not be convenience sample. The respondents were purposively selected from among the hotels.

3.2.1.5 Questions Asked (Qualitative)

For the managers:

1. What kind of complaints did you come across till date?
2. What was the customer type?
3. Classification of the complaints
 - Severe
 - Mild
 - Moderate
4. How did you handle the complaint?
5. How long did it take to resolve the conflict?
6. Was the customer satisfied after the resolution?
7. What measure were taken to calm the guest?

For the Customers:

1. Age?
2. Qualification?
3. Profession?
4. Would you warn others not to come to the hotel ever again?
5. Have you ever complaint?
6. How did the hotel handle the complain?
7. What measures did the hotel take?
8. Would you ever visit the hotel/brand ever again?
9. Overall, how did you feel about the whole situation?
10. Would your perspective change after the incident?
11. Would you still be loyal to the brand?

12. Do you think you were satisfied with the outcome?

3.2.2 Case Analysis

3.2.2.1: Unit of Analysis

Praia Duas Reys Golf and Beach Resort, Portugal



The exclusive Praia D'Elly Rey Golf & Beach Resort is home to miles of golden beaches, a world-class golf course and long days of plentiful sunshine. Set along the pristine shores of Portugal's Silver Coast, the resort offers a host of spectacular villas, holiday residences and of course, the luxury accommodation of the 5-star Marriott Hotel.

Number of employees- 400

No of room- 177

No of Restaurants-3

- Tempera

Its gastronomic diversity and themed buffets are accompanied by a stunning view of the sea. In the restaurant or on the terrace, you will spend tasty family moments.

- Contato

Enjoy relaxing in a friendly atmosphere, ideal for relaxing and socialising. Share unique moments savouring Snacks and Tapas with the sea as an ideal backdrop.

- Emprata

The most distinctive in the Resort – intends to become a gastronomic reference in the West, in a sophisticated environment with a personalized service. It proposes a contemporary and creative approach of Portuguese cuisine that incorporated products, ingredients and traditions of the region

In the hotel I interned at, a situation arose where a guest received a sandwich with raw chicken and improperly baked bread, the situation was handled by offering an apology to the guest and asking if they would like another sandwich, the guest accepted the offer and requested another sandwich, so in this case the issue was resolved immediately and without further incident.

3.2.2.2: Taj Exotica Resort & Spa, Goa



In luxury's own lap at Taj Exotica Resort & Spa, Goa, embrace the languid and laid-back life that is so characteristic of this sunny beach state. Located in Benaulim on the southwest coast of Goa and overlooking the Arabian Sea, this Mediterranean-inspired resort in Goa will slow down your time to a tranquil tempo.

Number of employees- 300

No of Rooms- 140

No. of Restaurants-

- Sala da Pranzo

It is a beautiful Italian-Portuguese themes restaurant that provides a great and interesting ambience to the diners. The restaurant is popular for its world cuisine that includes Indian, Continental, Oriental, Pan Asian, Mediterranean and Italian. The restaurant is an all-day dining and is operational for breakfast, lunch, coffee and dinner. The restaurant can accommodate up to 240 pax in one sitting. Private dining rooms are also available at the restaurants upon prior reservation.

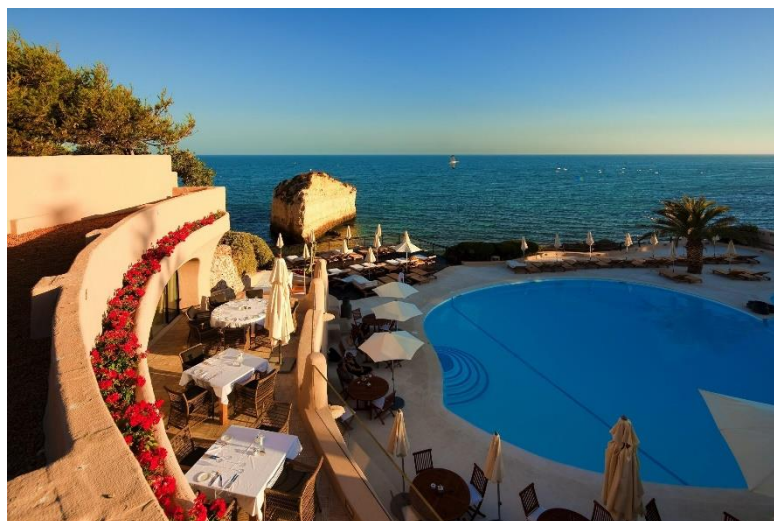
- Miguel Arcanjo

Miguel Arcanjo is a formal, fine dining restaurant located in the west end of the main building at the lobby level. The award-winning specialty restaurant serves authentic Goan- Portuguese cuisine. The restaurant also has a special seating outdoors (balcony) known as the Alfresco which offers an absolutely beautiful view of the Arabian sea. The restaurant can seat up to 40 pax in one sitting.

- Lobster Village shack

The beautiful seasonal beach side restaurant overlooking the Arabian sea, also with an open-air ambience. The restaurant is famous for its grilled seafood preparation to those who savour fresh seafood. The menu offers a very limited vegetarian options, but however other than seafood, it also serves various meat preparation as well. The restaurant is seasonal and starts its operations post monsoon season, i.e., in October till the next monsoon season.

3.2.2.3: Vilalara Thalassa Resort



The **five-star Vilalara Thalassa Resort** is an exclusive space in a unique landscape with access to a golden sand beach, and totally dedicated to your well-being. Everything in Vilalara is thought to your total comfort, all blended in to the surrounding hills and cliff tops.

Number of employees- 300

No. of room- 300

No of restaurants- 3

- Grotta Rotonda

The **Grotta Rotonda Trattoria** is ideal for a dinner with family and friends while savouring a pizza romana, a classic recipe of pizza distinguished by its lightness and freshness. It is located in the centre of Vilalara at Loureiro's pool

- B&G Restaurant

Focused on minimalism, B&G Restaurant offers a new menu inspired by the richness and quality of the products that Portugal and our local region have to offer.

- = Terrace Grill

With nature as a backdrop and a magnificent view of the sea and the swimming pool by the cliff, this seasonal restaurant serves fresh fish, seafood and barbecues, and has live music during the summer.

3.2.2.4: Troia Design Hotel



The Tróia Design Hotel is a contemporary 5-star hotel, integrated in a nature reserve with breath-taking views over the Marina, the Atlantic Ocean, the River Sado and the Serra da Arrábida, which stands out for the innovative design.

Number of employees- 200

No of room- 210

No of restaurants-3

- The B&G restaurant

It is a sophisticated space, with a contemporary design and a magnificent view of the sea and the marina of Troia. It offers a menu based on delicious Portuguese cuisine and inspired by the flavours of the region. The restaurant has opening hours from 19:30 to 22:30, has a maximum capacity for 45 people and the type of service is à la carte

- The Salinas Brasserie

Is headquartered by chef Miguel Soares and is a space that extends to the outside through a large terrace and stands out for its cuisine of Atlantic origin with a strong flavour of sea flavours. The restaurant has opening hours from 19:30 to 22:30, has a maximum capacity for 190 people and the type of service is buffet

- The Paprika Pool Bar

The Paprika is the pool bar, which has a magnificent view of the Serra da Arrábida. Its opening hours are from 11:30 to 19:30 and it is only open part of the year, meaning it is seasonal

3.2.2.5: Fairfield by Marriott Benaulim



Find the beauty of simplicity at Fairfield Goa Benaulim in South Goa, India. Our tropically inspired hotel is just minutes from the pure sands of Benaulim Beach. Here, a cool sea breeze flows gently through the lobby, where tropical plants and cascading water emulate the natural elements of Goa. A generous pool, terrace and lounge complete the seamless design at the centre of the hotel. Take advantage of our gymnasium and spa to satisfy your need for your fitness routine and well-deserved relaxation. Or blend business with pleasure when you host your meeting in our versatile ballroom space with room for up to 300 attendees. When you've had your fill of hotel activities or exploring Goa, rest well in one of our 144 guest rooms with natural lighting, balconies and comforting amenities. Experience the calm of South Goa and count on warm hospitality at Fairfield Goa Benaulim

Number of employees- 200

No of rooms-144

Restaurant-2

- Kava Restaurant

Experience the flavours of India with a visit to Kava. Our all-day eating place and espresso shop with a place of 4,300 sq. feet and a seating ability of 120 Pax. start your day with a scrumptious breakfast buffet or join us right here for a sweet supper later inside the evening.

- Alfresco

Our AI fresco is an extension of Kava. dealing with a lush inexperienced landscape and our pool deck. Its layout specializes in capturing the vibrant and sunlit pool deck throughout the day and the tranquil atmosphere of the Pool Bar at some point of the evenings as a consequence imbibing the spirit of Goa. Open for breakfast lunch and dinner and it has a sitting of 40pax.

3.2.2.6: Jumeirah Al Naseem



Jumeirah is a coastal residential area of Dubai, United Arab Emirates mainly comprising low rise private dwellings and hotel developments. The Jumeirah Group was created in 1997 and became part of the Dubai Holding in 2004, which is Sheikh Mohammed bin Rashid al-Maktoum's personal corporate portfolio. Professional golfer Rory McIlroy was the company's global ambassador from 2007 to 2012.

Total number of employees – 650

Number of Rooms- 430

Number of restaurants- 7

- Rockfish
- Blind Tiger
- Summer Beach Club
- Kalsa Pool Bar
- Kayto

- Al Mandhar Lounge
- The Palmery

3.2.2.7 Double Tree by Hilton, Panjim



DoubleTree by Hilton Goa Panaji overlooks the beautiful Mondovi River. Our contemporary rooms and suites offer views of the city, Old Goa, the Mondovi River or the infinity pool. Enjoy your own balcony; Sweet Dreams sleep experience, Executive Lounge access for suites with complimentary breakfast and refreshments. Recreational facilities include a pool, a fitness centre, Spa and Kids Club. This Goa Panaji hotel offers a stunning ballroom for up to 500 guests and an outdoor poolside area, ideal for parties. We look forward to welcoming you with our signature chocolate chip cookie upon arrival.

Number of employees- 200

Number of rooms- 170

No of restaurants- 4

- Comida

This modern all day dining restaurant is inspired by Portuguese architecture and Goan lifestyle, offering live cooking stations with Western, Indian and Asian fare, and the very best of the local produce. Located on the lower ground floor, the restaurant boasts a large outdoor terrace and an adjacent bar, COMIDA, which comes alive in the evening and is perfect for drinks. The restaurant serves a varied breakfast buffet and delicious a la carte options for lunch and dinner. The menus are a combination of all the elements of world cuisine and local specialties represented in a truly international way, with innovative live cooking elements to give a creative atmosphere and focus on fresh products and innovative presentation of the meals.

- Feliz

Resonating the essence of Goa, Feliz provides a relaxed ambiance with an outdoor-only seating overlooking the picturesque Mondovi River. Feliz serves a fine and handcrafted selection of Goan and Coastal cuisines and showcases a wide array of unique cocktails and fine wines to create memorable dining experiences across Lunch and Dinner. The artisanal menu curated by celebrated chef Vidhya Gawas, offers authentic home-cooked Goan cuisines and gourmet delights. An open-air ambience and trendy music.

- Rio Salao

Relax with a book and a cup of tea or coffee during the day in Rio Salao, and by the evening wind down with a cool beverage and enjoy the breeze. Overlooking Mondovi River, the lobby lounge is also a great meeting space for socializing and enjoying traditional afternoon tea. With a focus on local and international teas and coffees as well as a selection of non-alcoholic beverages, the lounge offers an assortment of sandwiches, fresh confectionery and a small bites menu for lunch and dinner. Rio Salao is the perfect oasis to relax over drinks while taking in Goa's magnificent sunset views

3.2.3 Data analysis and interpretations

A- Cross tabulation of the Hotels

Hotel 1	Hotel 2	Hotel 3	Hotel 4	Hotel 5	Hotel 6	Hotel 7
1. What kind of complaints did you come across till date?						
One such incident I have come across is a guest receiving a raw sandwich	Missed airport pickup; Late night airport pickup. Travel desk failed to arrange a car for a VIP guest as the reservation department failed to update the pickup details on Opera for the particular guest. The guest was furious upon learning there is no one to receive him at the airport.	Complaints due to negligence of the employee, insects in the room	One such incident I have come across is a guest receiving a cold burger	There was an incident where the guest ordered the food to his room and the food never went to his room	This hotel receives very less complaints, like in restaurants guests are sometime complain about waiting for their tables.	Usually, the complaint is due to food and rarely on the service side

Hotel 1	Hotel 2	Hotel 3	Hotel 4	Hotel 5	Hotel 6	Hotel 7
2. How did you handle the complaint?						
The situation was handled by offering an apology to the guest and asking if they would like another sandwich which would be paid off by the restaurant	Upon receiving the phone call from the guest (travel desk) and learning about the situation, firstly I apologised for the inconvenience caused and handled the situation by saying “The car had already left for the airport but had a flat tire on the way to the airport and another car has been sent and the ETA would be 30 mins.” The guest wasn’t happy to learn this fact and asked if he should wait at the airport for 30 mins. To which I replied “There are airport taxis available at the airport you could avail, and the hotel shall bear the taxi charges” to which the guest	Electric sports car not being charged after being requested by the guest. The guest requested that his car be fully charged at night and that he would be going out in the morning. Somehow due to some communication gap between the receptionist, the car was not charged and the guest was very upset in the morning. The receptionist apologized and gave him a taxi for free, a bottle of rose wine was placed in the room and a free dinner was	The situation was handled by offering an apology to the guest and asking if they would like another burger which was on the house.	So, the situation was handled by offering an apology and providing them complementary food.	My Sous chef handle the problem very well and offered special meal	I first talk to my team. I understand what the problem is, then I go and explain to the guest what has happened. I then understand the guest and come to a solution. Here the guest found a coconut husk in the food and mistook it to be a hair.

	agreed and took an airport taxi.	offered to the guest.				
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Hotel 1	Hotel 2	Hotel 3	Hotel 4	Hotel 5	Hotel 6	Hotel 7
3. What was the customer type?						
The guest that experienced this problem was a guest who came for lunch at one of our restaurants who was from England	The customer was categorised as a VIP guest as he was booked in a private pool Villa and was a long staying guest.	Usually, a foreign national. Usually calm and understanding, rarely aggressive.	The guest that experienced this problem was a guest who was a business man and was from Portugal	The guest that experienced this problem was from India, a newly married couple who came to stay at the hotel for 4 days	The customer was an Indian, but was very rude to me compared to other customers	Every day we have different types of customers. We can't put them in a certain category.

Hotel 1	Hotel 2	Hotel 3	Hotel 4	Hotel 5	Hotel 6	Hotel 7
4. Classification of the complaints						
Mild	Mild	Mild	Mild	Mild	Moderate	Mild

Hotel 1	Hotel 2	Hotel 3	Hotel 4	Hotel 5	Hotel 6	Hotel 7

5. How long did it take to resolve the conflict?						
The conflict was solved there and there its self which didn't take much time.	The issue was resolved immediat ely and within 5 mins.	It took about 20 minutes to resolve the complain	The conflict was solved there and there its self which didn't take much time.	So, the conflicts was solved at the reception and the took about 45 min.	It was handled swiftly and the customer was very pleased	Depends on the situation but mostly 10 mints maximum

Hotel 1	Hotel 2	Hotel 3	Hotel 4	Hotel 5	Hotel 6	Hotel 7
6. Was the customer satisfied after the resolution?						
Yes, the guest was satisfied but was still disappointed that they got this experience through a 5-star hotel.	The guest was satisfied after resolving the inconvenienc e caused by the hotel.	The customer was moderatel y satisfied.	Yes, the guest was satisfied but was still disappointe d that they got this experience through a 5- star hotel.	The customer was not at all satisfied but was happy the way they handled the situation of him talking rudely to the staff.	Yes	Yes, the guest understood that it was part of the coconut and accepted it. So yes, he was satisfied

Hotel 1	Hotel 2	Hotel 3	Hotel 4	Hotel 5	Hotel 6	Hotel 7
7. What measure were taken to calm the guest?						

<p>The guest didn't cause any problem so there were no measures taken to calm them down.</p>	<p>The guest was booked in the private pool villa for 6 nights and had a room change on the 2nd night, the duty manager blocked the room he was checking in for all the 6 nights so there is no room change. The guest was given an in-room check-in and an in room dining as it was late in the night. The guest was extremely happy with the kind gesture</p>	<p>Guest was angry because his key card didn't work after getting it replaced by the reception. The guest was very angry and was using foul language. The guest was moved to a location away from the other guests, he was given a room upgrade and a free dinner.</p>	<p>The guest didn't cause any problem so there were no measures taken to calm them down</p>	<p>The guest was very rude at the start but the front office and F&B manager spoke to him in a kind way tried their best to cool him down and also offered them complementary dinner.</p>	<p>A special dish was prepared for the guest and served him complementary drinks</p>	<p>We first apologized, then we realized what the issue was and explained it to the guest. The guest understood the issue and it didn't take a lot of efforts to calm him down</p>
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Interpretation

All of the hotel and restaurant managers provided the information that our group collected. With the information they provided, we were able to determine how issues were resolved and how complaints were handled. Most managers stated that they were unable to speak to customers because they were revered as gods in the industry, so most issues were resolved by offering an apology before moving on to address the complaints.

The managers responded to the situation by first apologising and then compensating with an upgrade of a room or a free dinner provided by the hotel or restaurant. The majority of the complaints were deemed to be minor.

The complaints were handled very calmly and most of the guest weren't that rude to the management team excluding rarely occurred situations in which the problem would be solved after a week or two.

Conclusion

The hotels experiences customer complaints and inconveniences caused to them on a regular basis. As a successful hotel, hiring trained staff is extremely important to handle such situations to save the face of the hotel. Situation and complaint handling, also finding a resolution to the inconvenience caused to the guest is equally important.

Handling the complaint determines the factor of customer satisfaction towards the hotel or the brand during their stay. Different ways of handling the complaint is implemented by the staff/manager depending on the type and severity of the complaint with one main focus to calm and satisfy the guest. The situation can also vary from the type of the guest, and proper and smart steps are taken accordingly by the staff/manager to resolve the complaint. Upon learning the facts from each hotel, the time taken to resolve any kind of complaint was immediately and done effectively with timely follow up. The measures taken by the hotel to calm and make the guest feel satisfied were practical. The staff

The hotel will consider the complaint to the most important level and will do low up was done with the guest until their checkout to ensure top quality service.

B- Cross Tabulation of People

Question 1: About yourself	
Customer 1	Age - 53 Profession-Business Qualification – BTech MBA CFA
Customer 2	Age- 24 Profession- Hotelier Qualification- Graduate
Customer 3	Age- 30 Profession-IT Qualification- B. E
Customer 4	Age- 44 Profession-Software Engineer Qualification- BE
Customer 5	Age- 49 Profession-Software Engineer Qualification-

	MTech
Customer 6	Age- 23 Profession- Social Entrepreneur Qualification- Graduate

Customer 7	<p>Age- 56</p> <p>Profession- Manager Qualification- MA</p>
Customer 8	<p>Age- 45</p> <p>Profession- Social Entrepreneur- Graduate</p>
Customer 9	<p>Age- 19</p> <p>Profession- student</p> <p>Qualification- BBA (pursuing)</p>
Customer 10	<p>Age- 62</p> <p>Profession- B.Sc.</p> <p>Qualification- Govt.Service</p>
Customer 11	<p>Age- 23</p> <p>Profession- Manager</p> <p>Qualification- IT</p>

Customer 12	Age- 37 Profession-Hotelier Qualification- BSc Hotel Management
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Question 2: Have you ever complained?

Customer 1	Many Times,
Customer 2	Yes
Customer 3	Yes
Customer 4	Yes
Customer 5	Yes
Customer 6	Yes
Customer 7	Yes
Customer 8	Yes
Customer 9	Yes
Customer 10	Yes
Customer 11	Yes
Customer 12	Yes

Question 3: How did the hotel handle the complain?

Customer 1	Immediately
Customer 2	smoothly
Customer 3	Staff were calm to understand the problem
Customer 4	Not really
Customer 5	Mostly bad, some did handle better
Customer 6	Gave me a compensation against me complain
Customer 7	They were initially reluctant then took it seriously
Customer 8	Handled the issue well. My key card was not working and I got locked out of my room
Customer 9	Well
Customer 10	They were prompt in apologizing and resolving the issue
Customer 11	There was an issue with the water not running in the bathroom. after informing the reception the problem was solved within 20 minutes. Apparently, there was an issue with the plumbing and it was rectified without entering the room.
Customer 12	The hotel staff was quite unprofessional and the hotel straight up told us that the snacks was over. (Wedding at a well-known resort)

Question 4: What measures did the hotel take?

Customer 1	Spoke to other guests
Customer 2	Good enough
Customer 3	Order was replaced
Customer 4	Nothing
Customer 5	Some hotel took care of it
Customer 6	To solve my complaint
Customer 7	They took corrective action by speaking to the other party
Customer 8	The hotel asked for my id and gave me a new key card.
Customer 9	Gave me a complimentary dinner at the hotel
Customer 10	They ensured appropriate remedial measures were taken by offering to replace the dish and not charging for it.
Customer 11	The hotel tried to quickly fix the issue
Customer 12	The hotel really didn't do much. When we asked for plates, they just said that the manager said to give this many plates, then when we told them that the chicken was raw, they said they will rectify it and didn't do anything. Later they just said that the snacks were over.

Question 5: Would you ever visit the hotel/brand ever again?

Customer 1	Some hotels no, Some yes
Customer 2	Yes
Customer 3	Yes
Customer 4	Yes, because other than this small problem everything else was good
Customer 5	Yes
Customer 6	Yes
Customer 7	Yes
Customer 8	Yes
Customer 9	Yes
Customer 10	Yes, I will. Being a reputed brand and because - i. It was a one-off incident ii. they had effective complaint redressal mechanism in place iii. customer care also encompasses how well the org. takes care of the customer when a service mishap occurs
Customer 11	I was satisfied by the resolution and would not mind visiting the hotel again
Customer 12	I would probably never visit the hotel again.

Question 6: Overall, how did you feel about the whole situation?

Customer 1	Not great
Customer 2	satisfied
Customer 3	I was disappointed about it as I had high expectations. Better to avoid
Customer 4	Bad, Unpleasant
Customer 5	Really bad
Customer 6	Gracefully handled
Customer 7	A little annoyed
Customer 8	Very satisfied, the key card is a normal issue and the hotel solved the issue well
Customer 9	Disappointed but then was fine with the measures taken by the hotel.
Customer 10	Felt good and taken care of.
Customer 11	Felt that the hotel cared about its guests and a sense of belonging was observed.
Customer 12	Very bad. Felt like we were treated like dogs

Question 7: Would your perspective change after the incident?

Customer 1	A bit
Customer 2	A little bit
Customer 3	It depends on the seriousness of the issue faced
Customer 4	May be yes
Customer 5	That the hotel cares for the employee
Customer 6	Yes
Customer 7	Yes
Customer 8	Yes
Customer 9	Yes
Customer 10	Yes, for good. Because in a service industry the stakeholders should be prompt in accepting the mistake, apologise and take remedial action with lots of TLC-tender, love and care.
Customer 11	No
Customer 12	Yes

Question 8: Would you still be loyal to the brand?

Customer 1	Depends on how critical the issue is and how the brand deals with it
Customer 2	May be
Customer 3	No
Customer 4	Not really some time, it depends
Customer 5	Very much
Customer 6	Yes
Customer 7	Yes
Customer 8	Yes
Customer 9	No
Customer 10	YES, will continue to be loyal to the brand, in fact, appreciate it more.
Customer 11	Yes, the brand was quick in rectifying the problem, and I would be loyal to the hotel.
Customer 12	Never. I would spread the word around to never visit the hotel again

Question 9: Do you think you were satisfied with the outcome?

Customer 1	Kind off
Customer 2	No
Customer 3	Maybe yes
Customer 4	Sometimes yes
Customer 5	Very Satisfied
Customer 6	Yes

Customer 7	Yes
Customer 8	Yes
Customer 9	Yes
Customer 10	Yes, for the above-mentioned reasons
Customer 11	I was very satisfied with the outcome
Customer 12	Very unsatisfied

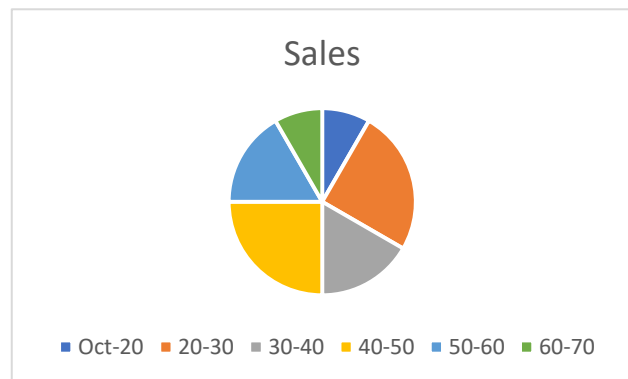
Question 10: Would you warn others not to come to the hotel ever again?

Customer 1	No
Customer 2	No
Customer 3	I wouldn't recommend
Customer 4	May be to close people
Customer 5	No
Customer 6	Yes
Customer 7	No, not in this case (but if it's a very serious issue I may speak about it to others)
Customer 8	No
Customer 9	Yes
Customer 10	No. Mistakes do happen in service industry which are sometimes beyond the control of the org, more so, if it is a one-off incident
Customer 11	No
Customer 12	Yes

Interpretation

Question 1:

- We have interviewed people from different age group i.e.
- 10-20 years we have 1 person
- 20-30 years we have 3 people
- 30-40 years we have 2 people
- 40-50 years we have 3 people
- 50-60 years we have 2 people
- 60-70 years we have 1 person



Question 2:

From the above Answers we can conclude that every hotel has made some or the other mistakes and the guest have had an issue with it and complained.

Question 3:

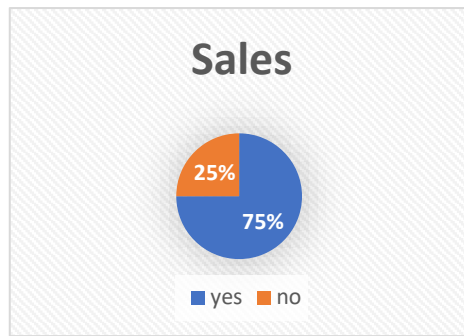
Upon studying the responses from the guest, it was seen that almost all the hotel and the staff of the hotel addressed the complaint and did resolve the inconvenience caused. The guest was happy by the ways the hotel handles their complaints. Minority

Question 4:

From this question we understand that every hotel has its own way of dealing with situations when it comes to dealing with guest. From all the managers we have interviewed it shows that putting themselves in the shoes of the customers given them the best results. The best way to solve a conflict is to offer something in kind to the guest.

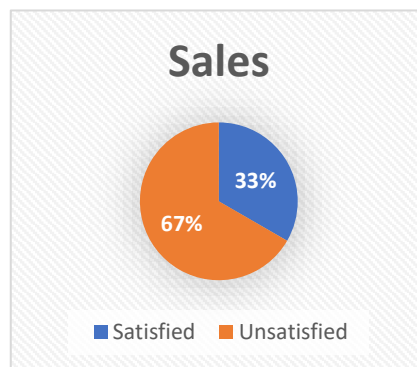
Question 5:

From the question no. 5 we understand that majority of the people would visit the hotel/brand again but a few numbers of people wouldn't go back.



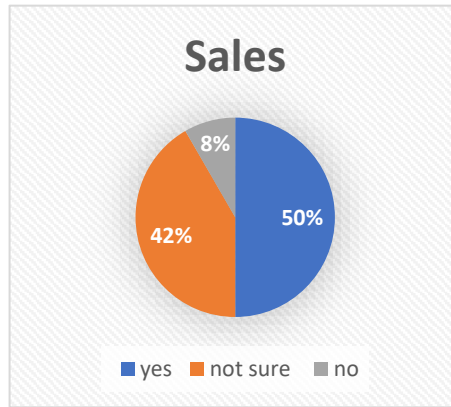
Question 6:

The 6th question shows us that how did the guest feel about the whole situation and what was their emotional state of mind. So, from the studies we understand that majority or the people were unsatisfied only few of them were satisfied.



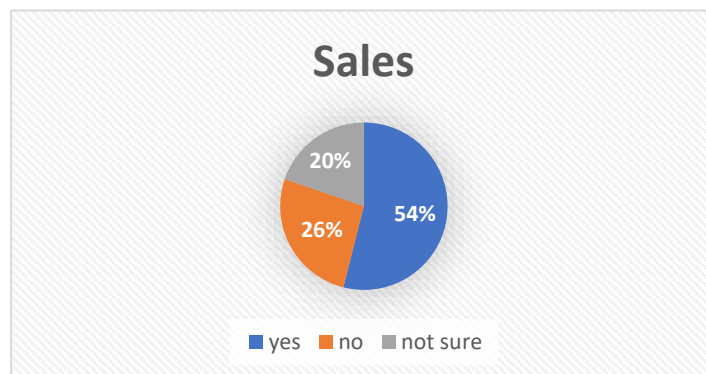
Question 7:

The 7th question results show that majority of the people 's perspective would change but a lot of the other people are not sure whether that incident would change their minds regarding the hotel and few of the people firmly said yes



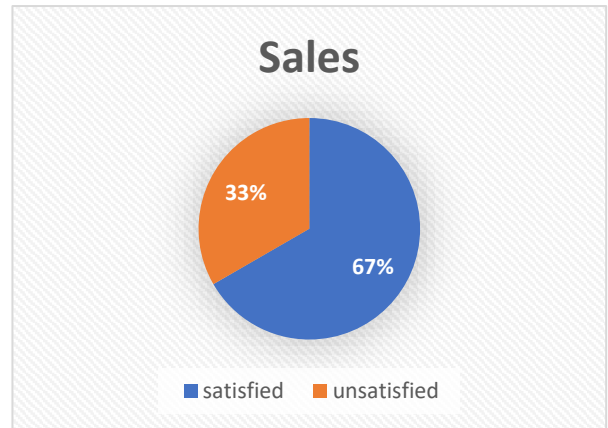
Question 8:

Question number 8 shows us a ratio of how many guests would still be loyal to the hotel/brand. So, majority of the customers will still continue to be loyal but on the other than few of them would not. But in this scenario, we have few guests who are not sure if they would still be loyal or not.



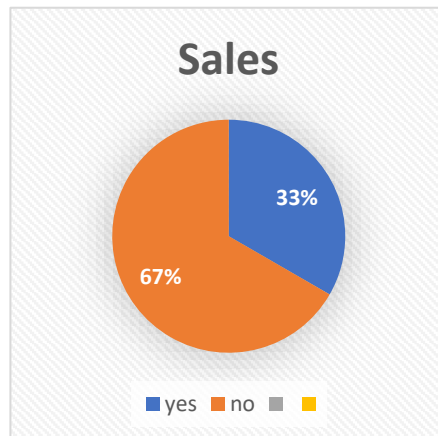
Question 9:

This scale shows how many customers were satisfied with the outcome overall. A lot of hotels have a different take on approaching a complaint, but at the end it is up to the guest and how they felt about the whole situation. Majority of the guest were satisfied but a lot of the guest were not.



Question 10:

This shows how many of the guest would bad mouth and share their experience with another guest. Bad word of mouth can be a very crucial for the hotel/brand. From our survey majority of the guest would not share their opinions but a few guests would go ahead and warn other.



Conclusion

To conclude, as per the series of questions asked, we can say that from the following candidates that we have questioned, we have an age group of people between 20-65. This widens the search and gives us a bigger perspective to look at for the research. As per the responses, every single person has complained to the hotel with regards to a problem that they may have faced. The prompt action taken by the hotel with regards to the problem was a bit different towards each of the guests. Majority of the people said that the hotel dealt with their problem as soon as possible and efficiently, whereas few of them had different opinions on it. This just shows us that different hotels have different responses which could differ based on the staff member handling the problem and the brand in itself. Hotels generally try to rectify the complaints the guest may have as soon as possible. This ensures that the guest would be more likely to let the problem go and continue with his/her stay. This reduces the amount of negative feedback that might've occurred. Not resolving the issue as soon as possible only aggravates the guest, making it a bigger problem for the hotel. Guests whose problems were resolved as soon as possible would love to revisit the resort whereas the guests that had a bad experience at the hotel.

Section-2 Quantitative Study

3.3.1 Unit of Analysis and Sampling

For this study is Customers of hotels who have stayed at any 5-star property and have complained are the unit of analysis.

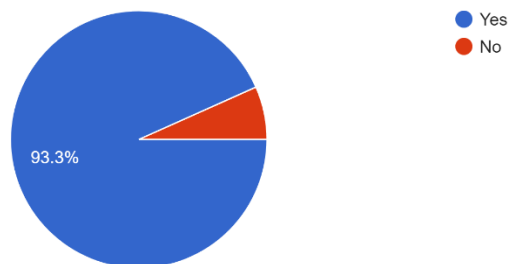
For the quantitative study convenience sampling technique was used to select respondents, based on their availability and willingness to be part of this study. Care was taken to include sufficient representation from different groups of residents (age, gender, educational qualification etc.) the total sample was 210 samples.

3.3.1.1 Sample

Size

A total of 210 responses were recorded. 14 (6.7%) samples were discarded as the respondents had not stayed in a hotel. (Q. Have you ever stayed at a hotel). The survey period was conducted from _____ to 26 February 2023.

Have you visited/ stayed at a hotel
210 responses

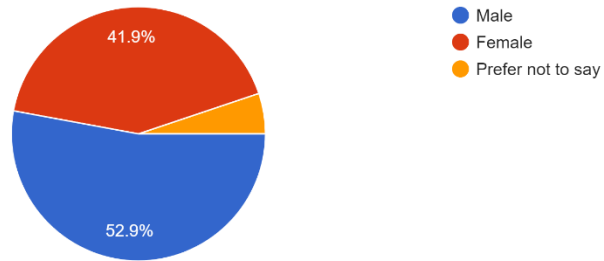


Demographic details of sample

From Table it can be seen that given

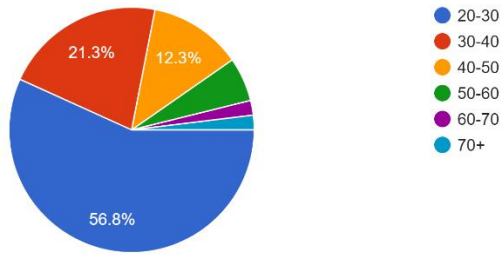
- 52.9% of male, 41.9% of female and 5.2% preferred not to say.

Gender
155 responses



- Age varied from:
 - 20-30: 56.8%
 - 30-40: 21.3%
 - 40-50: 12.3%
 - 50-60: 5.8%
 - 60-70: 1.9%
 - 70+: 1.9%

Age
155 responses



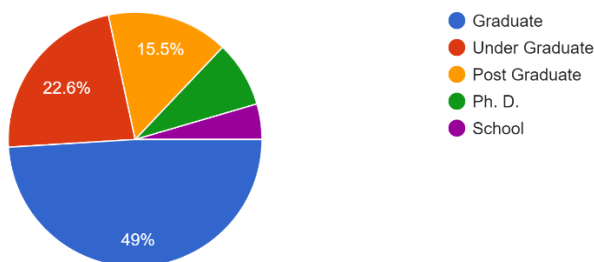
Common place of residency was Goa itself with few responses from Mumbai and Pune.

Country of residency showed India as the major country with one response from Qatar

Average qualification:

- Graduate: 49%
- Under Graduate: 22.6%
- Post graduate: 15.5 %
- Ph.D.: 8.4%
- School: 4.5%

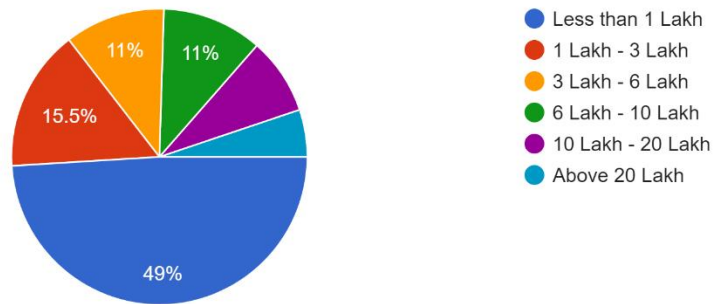
Qualification
155 responses



Average annual income/ income per annum.

Annual Income/ Income per Annum

155 responses



3.3.2 Data Collection tools

A questionnaire with 8 sections was designed for the study. The first section collected the demographic details and information. Section 2 focused on questions mainly based on the Service quality on a five scale Likert scale (1 being strongly agree to 5 being strongly disagree). Section 3 measured the Customer satisfaction, which had subsections like if the hotel did follow ups, how was the customers experience. Section 4 studied the behavioural intentions with further sub questions like avoidance and denial. Section 5 measured the customer coping strategies with subsections of action coping, rational thinking and positive thinking. Section 6 measured the brand reputation with subsection like behavioural intentions w.r.t brand reputation. Attributions of controllability, Attributions of stability. Section 7 measure service failure with subsections of distributive, procedural and interactional.

Questionnaire.

Have you visited/ stayed at a hotel

Have you complained to/against the staff of the hotel?

SECTION 1- SOCIO-DEMOGRAPHIC DETAILS

-Gender

-Age

-City/town/village of Residency & State of Residence Country of Residency

-Qualification

-Annual Income/ Income per Annum

SECTION 2- SERVICE QUALITY

-Your impression of the hotel was good

-The hotel staff were helpful and friendly staff

-First contact with the hotel staff was good

- The check-in and out of the hotel was good
- The furnishings in the room was decent and good
- They had a variety of food on menu
- The overall quality of food was good
- The overall selection of beverages had good items
- Prompt room service if used was useful and efficient
- Quality of the restaurant food was consumable
- The appearance of the staff was good
- Dealing with complaints was quick
- Timely service was done
- The staff handled receiving confirmation on reservation well
- Ambience of the restaurant looked amazing

SECTION 3- CUSTOMER SATISFACTION

Follow up done by the hotel

- Developed a plan to investigate complaints reported by customers
- Respond to customer problems
- Follow customers' complaints
- Care about their management system
- Evaluated problem and give priority.

Experiences

- The value of money is equal to the services provided by the hotel Customer satisfaction
- The amount and quality of food is sufficiency
- The overall services of the hotel are beyond my imagination
- I explore enjoyment and new dimensions of hotel services

SECTION 4- BEHAVIOURAL INTENTIONS

Avoidance

- I distract myself to avoid thinking about this experience
- I avoid thinking about this experience
- I try to take my mind off of this experience with the hotel by doing other thing

Denial

- Refuse to believe that the problem had occurred
- Pretend that this never happened
- Deny that this encounter ever took place

SECTION 5- CUSTOMER COPING STRATEGIES

Action coping

- The hotel tried to make a plan of action
- The hotel thought about the best ways to handle the problem
- The hotel generated potential solutions to solve the problem
- The employees put efforts on doing something about the problem

- The hotel concentrated on ways to solve the problem

Rational thinking

- The hotel tried to keep my emotions in control
- The hotel tried to keep my feeling in check and act rationally
- The employees had to restrain me to avoid me acting rashly
- The employees tried to step back from the situation and be objective

Positive thinking

- I focused on the positive aspects of the problem
- I look for the good in what happened
- I tried to look at the brighter side of the problem

SECTION 6- BRAND REPUTATION

Behavioural intentions

- You would choose this hotel brand again if you have a choice
- You would say positive things about this hotel brand to other people.
- You would recommend this hotel brand to someone who seeks your advice
- You would encourage your friends and relatives to choose this hotel brand
- You would switch to another hotel brand in the future
- You would return to this hotel if you visit the same destination again

Attributions of controllability

- I feel that the cause of the issue could have been predicted by the hotel

- I feel that the hotel could have done something to avoid the problem
- The cause of the issue was controllable by the hotel

Attributions of stability

- The issue is very likely to be permanent (it cannot be eliminated)
- The cause is very likely to be solvable only temporarily (so it will re-occur)
- The issue is very likely to appear very frequently
- The same problem is very likely to occur again in the near future

SECTION 7- SERVICE FAILURE

Perceived Justice

- I did not get what I deserved
- In resolving the problem, the service organization gave me what I needed
- The outcome I received was not right
- The outcome I received was fair

Procedural

- The service organization showed adequate flexibility in dealing with my problem
- The length of time taken to solve my problem was longer than necessary

Interactional

- The employees did not put the proper effort into resolving my problem
- The employees' communications with me were appropriate
- The employees did not give me the courtesy I was due

- The employees were appropriately concerned about my problem

Data collection Procedure

The data for the quantitative study were collected online through google form questionnaires. The questionnaires were administered through WhatsApp, Emails and iMessages. The structure of the questionnaire, its objective and the rating scheme was explained to the respondents in the beginning. It was ensured that the respondents were explained about their confidentiality through the disclaimer at the beginning of the questionnaire. The respondents belonged to a different gender, age groups, income groups, occupation backgrounds and educational backgrounds.

Chapter-4

Data Analysis

Index

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Data was collected online through google forms. The data was then downloaded into an Excel sheet and coding was done. This was then extracted in the SPSS software spreadsheet.

Demographic Details

Table 4.1: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	41	37.3	37.3	37.3
Male	62	56.4	56.4	93.6
Other	7	6.4	6.4	100.0
Total	110	100.0	100.0	

From the above given table, we have to found out that the majority of the people are males more than females. Males show a majority of 97.6% whereas females are the remaining 37.3%

Table 4.2: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	68	61.8	61.8	61.8
2	20	18.2	18.2	80.0
3	8	7.3	7.3	87.3
4	9	8.2	8.2	95.5
5	2	1.8	1.8	97.3
6	3	2.7	2.7	100.0
Total	110	100.0	100.0	

As shown in table above, given above we have found out that the majority of the people are within the age group of 20 to 30 which is 54.8% whereas the minority here is within the age group of 40 to 50 with 5.5%.

Table 4.3: Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	57	51.8	51.8	51.8
2	25	22.7	22.7	74.5
3	14	12.7	12.7	87.3
4	9	8.2	8.2	95.5
5	5	4.5	4.5	100.0
Total	110	100.0	100.0	

From the above given table, we have to found out that the majority of the people that are 65.8% who have completed their Bachelor's degree whereas the minority here is 16.4% who have only completed their education till High school.

Table 4.4: Income

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	57	51.8	51.8	51.8
2	14	12.7	12.7	64.5
3	9	8.2	8.2	72.7
4	11	10.0	10.0	82.7
5	11	10.0	10.0	92.7
6	8	7.3	7.3	100.0
Total	110	100.0	100.0	

From the above given table, we have to found out that the majority of the people which is about 54.8% who are students whereas the minority here is 9.6% for both Employed and Retired.

Reliability

First the demographic details were analysed and frequency was calculated. Next the Scales were checked for reliability by calculating the Cronbach's alpha. As seen from Table 2 all the scales were found to have Cronbach's alpha greater than 0.7 and hence were found reliable.

Table 4.5: Reliability Test of every scale

Sr. No	Constructs	Cronbach's Alpha
1.	Service Quality (SQ)	0.953
2.	Customer Service (CS)	0.834
3.	Customer Service Experience (CSE)	0.800
4.	Behavioural Intentions Avoidance (BIA)	0.798
5.	Behavioural Intentions Denial (BID)	0.848
6.	Customer Coping Strategies Action Coping (CCSA)	0.810
7.	Customer Coping Strategies Rational Thinking (CCSR)	0.741
8.	Customer Coping Strategies Positive Thinking (CCSP)	0.762
9.	Brand Reputation Behavioral Intentions (BRB)	0.889
10.	Brand Reputation Attribution Controllability (BRA)	0.824
11.	Brand Reputation Attribution of Stability (BRAS)	0.833
12.	Service Failure Distributive (SFD)	0.718
13.	Service Failure Procedural (SFP)	0.677
14.	Service Failure Interactional (SFI)	0.735

CONVERGENT VALIDITY

Next the correlation between the items of each construct were calculated to check if they measured the same construct. The correlations were found to be moderate i.e., between 0.3 and 0.7 and hence the convergent validity was achieved.

Table 4.6: Correlations between items of SQ

SQ1	SQ2	SQ3	SQ4	SQ5	SQ6	SQ7	SQ8	SQ9	SQ10	SQ11	SQ12	SQ13	SQ14	SQ15	
SQ1	1	.701**	.515**	.389**	.367**	.379**	.502**	.547**	.604**	.571**	.443**	.547**	.429**	.472**	.463**
		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110
SQ2	.701**	1	.653**	.594**	.410**	.663**	.597**	.718**	.562**	.728**	.568**	.624**	.528**	.700**	.596**
			.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110
SQ3	.515**	.653**	1	.587**	.654**	.565**	.724**	.539**	.499**	.548**	.755**	.568**	.566**	.638**	.777**
		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110
SQ4	.389**	.594**	.587**	1	.702**	.745**	.579**	.598**	.366**	.639**	.698**	.624**	.717**	.712**	.521**
		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110
SQ5	.367**	.410**	.654**	.702**	1	.697**	.613**	.313**	.331**	.436**	.612**	.595**	.808**	.661**	.635**
		.000	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.000	.000	.000
	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110
SQ6	.379**	.663**	.565**	.745**	.697**	1	.605**	.586**	.353**	.540**	.617**	.734**	.736**	.823**	.628**
		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110
SQ7	.502**	.597**	.724**	.579**	.613**	.605**	1	.641**	.517**	.587**	.735**	.489**	.679**	.710**	.788**
		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110
SQ8	.547**	.718**	.539**	.598**	.313**	.586**	.641**	1	.676**	.701**	.529**	.485**	.399**	.597**	.579**
		.000	.000	.000	.001	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110
SQ9	.604**	.562**	.499**	.366**	.331**	.353**	.517**	.676**	1	.621**	.581**	.317**	.294**	.347**	.526**
		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.001	.002	.000	.000
	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110
SQ10	.571**	.728**	.548**	.639**	.436**	.540**	.587**	.701**	.621**	1	.629**	.520**	.447**	.599**	.558**
		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110
SQ11	.443**	.568**	.755**	.698**	.612**	.617**	.735**	.529**	.581**	.629**	1	.578**	.595**	.572**	.648**
		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110
SQ12	.347**	.624**	.568**	.624**	.595**	.734**	.489**	.485**	.317**	.520**	.578**	1	.630**	.719**	.518**
		.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.000	.000
	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110
SQ13	.429**	.528**	.566**	.717**	.808**	.736**	.679**	.399**	.294**	.447**	.595**	.630**		.803**	.591**
		.000	.000	.000	.000	.000	.000	.000	.002	.000	.000	.000		.000	.000
	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110
SQ14	.472**	.700**	.638**	.712**	.661**	.823**	.710**	.597**	.347**	.599**	.572**	.719**	.803**	1	.686**

	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110
SQ15	.463**	.596**	.777**	.521**	.635**	.628**	.788**	.579**	.526**	.558**	.648**	.518**	.591**	.686**	1
	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110

**Correlation is significant at the 0.05 level (2-tailed).

The correlations in the above table lie between 0.3 and 0.7. The highlighted numbers are above 0.7 as the respondents did not understand the questions.

Table 4.7: Correlations between items of CS

Correlations

		CS1	CS2	CS3	CS4	CS5
CS1	Pearson Correlation	1	.577**	.361**	.266**	.235*
	Sig. (2-tailed)		.000	.000	.005	.013
	N	110	110	110	110	110
CS2	Pearson Correlation	.577**	1	.583**	.657**	.483**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	110	110	110	110	110
CS3	Pearson Correlation	.361**	.583**	1	.586**	.569**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	110	110	110	110	110
CS4	Pearson Correlation	.266**	.657**	.586**	1	.728**
	Sig. (2-tailed)	.005	.000	.000		.000
	N	110	110	110	110	110
CS5	Pearson Correlation	.235*	.483**	.569**	.728**	1
	Sig. (2-tailed)	.013	.000	.000	.000	
	N	110	110	110	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The correlations in the above table lie between 0.3 and 0.7. The highlighted numbers are above 0.7 as the respondents did not understand the questions.

Table 4.8: Correlations between items of CSE

Correlations

		CSE1	CSE2	CSE3	CSE4
CSE1	Pearson Correlation	1	.570**	.490**	.299**
	Sig. (2-tailed)		.000	.000	.001
	N	110	110	110	110
CSE2	Pearson Correlation	.570**	1	.531**	.497**
	Sig. (2-tailed)	.000		.000	.000
	N	110	110	110	110
CSE3	Pearson Correlation	.490**	.531**	1	.625**
	Sig. (2-tailed)	.000	.000		.000
	N	110	110	110	110
CSE4	Pearson Correlation	.299**	.497**	.625**	1
	Sig. (2-tailed)	.001	.000	.000	
	N	110	110	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

The correlations in the above table lie between 0.3 and 0.7. The highlighted numbers are above 0.7 as the respondents did not understand the questions.

Table 4.9: Correlations between items of BIA

Correlations

		BIA1	BIA2	BIA3
BIA1	Pearson Correlation	1	.676**	.488**
	Sig. (2-tailed)		.000	.000
	N	110	110	110
BIA2	Pearson Correlation	.676**	1	.537**
	Sig. (2-tailed)	.000		.000
	N	110	110	110
BIA3	Pearson Correlation	.488**	.537**	1
	Sig. (2-tailed)			
	N	110	110	110

Sig. (2-tailed)	.000	.000	
N	110	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

The correlations in the above table lie between 0.3 and 0.7. The highlighted numbers are above 0.7 as the respondents did not understand the questions.

Table 4.10: Correlations between items of BID

Correlations

		BID1	BID2	BID3
BID1	Pearson Correlation	1	.666**	.629**
	Sig. (2-tailed)		.000	.000
	N	110	110	110
BID2	Pearson Correlation	.666**	1	.657**
	Sig. (2-tailed)	.000		.000
	N	110	110	110
BID3	Pearson Correlation	.629**	.657**	1
	Sig. (2-tailed)	.000	.000	
	N	110	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

The correlations in the above table lie between 0.3 and 0.7. The highlighted numbers are above 0.7 as the respondents did not understand the questions.

Table 4.11: Correlations between items of CCSA

Correlations

		CCSA1	CCSA2	CCSA3	CCSA4	CCSA5
CCSA1	Pearson Correlation	1	.608**	.429**	.253**	.242*
	Sig. (2-tailed)		.000	.000	.008	.011
	N	110	110	110	110	110
CCSA2	Pearson Correlation	.608**	1	.545**	.556**	.295**
	Sig. (2-tailed)	.000		.000	.000	.002
	N	110	110	110	110	110
CCSA3	Pearson Correlation	.429**	.545**	1	.574**	.594**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	110	110	110	110	110
CCSA4	Pearson Correlation	.253**	.556**	.574**	1	.628**
	Sig. (2-tailed)	.008	.000	.000		.000
	N	110	110	110	110	110
CCSA5	Pearson Correlation	.242*	.295**	.594**	.628**	1
	Sig. (2-tailed)	.011	.002	.000	.000	
	N	110	110	110	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The correlations in the above table lie between 0.3 and 0.7. The highlighted numbers are above 0.7 as the respondents did not understand the questions.

Table 4.12: Correlations between items of CCSR

Correlations

		CCSR1	CCSR2	CCSR3	CCSR4
CCSR1	Pearson Correlation	1	.541**	.486**	.288**
	Sig. (2-tailed)		.000	.000	.002
	N	110	110	110	110
CCSR2	Pearson Correlation	.541**	1	.602**	.374**
	Sig. (2-tailed)	.000		.000	.000
	N	110	110	110	110
CCSR3	Pearson Correlation	.486**	.602**	1	.271**
	Sig. (2-tailed)	.000	.000		.004

	N	110	110	110	110
CCSR4	Pearson Correlation	.288**	.374**	.271**	1
	Sig. (2-tailed)	.002	.000	.004	
	N	110	110	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

The correlations in the above table lie between 0.3 and 0.7. The highlighted numbers are above 0.7 as the respondents did not understand the questions.

Table 4.12: Correlations between items of CCSP

Correlations

		CCSP1	CCSP2	CCSP3
CCSP1	Pearson Correlation	1	.458**	.418**
	Sig. (2-tailed)		.000	.000
	N	110	110	110
CCSP2	Pearson Correlation	.458**	1	.665**
	Sig. (2-tailed)	.000		.000
	N	110	110	110
CCSP3	Pearson Correlation	.418**	.665**	1
	Sig. (2-tailed)	.000	.000	
	N	110	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

The correlations in the above table lie between 0.3 and 0.7. The highlighted numbers are above 0.7 as the respondents did not understand the questions.

Table 4.13: Correlations between items of BRB

Correlations

		BRB1	BRB2	BRB3	BRB4	BRB5	BRB6
BRB1	Pearson Correlation	1	.687**	.500**	.400**	.406**	.338**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	110	110	110	110	110	110
BRB2	Pearson Correlation	.687**	1	.633**	.707**	.413**	.634**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	110	110	110	110	110	110
BRB3	Pearson Correlation	.500**	.633**	1	.594**	.569**	.585**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	110	110	110	110	110	110
BRB4	Pearson Correlation	.400**	.707**	.594**	1	.705**	.767**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	110	110	110	110	110	110
BRB5	Pearson Correlation	.406**	.413**	.569**	.705**	1	.686**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	110	110	110	110	110	110
BRB6	Pearson Correlation	.338**	.634**	.585**	.767**	.686**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	110	110	110	110	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

The correlations in the above table lie between 0.3 and 0.7. The highlighted numbers are above 0.7 as the respondents did not understand the questions.

Table 4.14: Correlations between items of BRA

Correlations

		BRA1	BRA2	BRA3
BRA1	Pearson Correlation	1	.640**	.557**
	Sig. (2-tailed)		.000	.000
	N	110	110	110
BRA2	Pearson Correlation	.640**	1	.633**
	Sig. (2-tailed)	.000		.000
	N	110	110	110
BRA3	Pearson Correlation	.557**	.633**	1
	Sig. (2-tailed)	.000	.000	
	N	110	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

The correlations in the above table lie between 0.3 and 0.7. The highlighted numbers are above 0.7 as the respondents did not understand the questions.

Table 4.15: Correlations between items of BRAS

Correlations

		BRAS1	BRAS2	BRAS3	BRAS4
BRAS1	Pearson Correlation	1	.568**	.580**	.326**
	Sig. (2-tailed)		.000	.000	.001
	N	110	110	110	110
BRAS2	Pearson Correlation	.568**	1	.574**	.696**
	Sig. (2-tailed)	.000		.000	.000
	N	110	110	110	110
BRAS3	Pearson Correlation	.580**	.574**	1	.595**
	Sig. (2-tailed)				
	N	110	110	110	110

	Sig. (2-tailed)	.000	.000		.000
	N	110	110	110	110
BRAS4	Pearson Correlation	.326**	.696**	.595**	1
	Sig. (2-tailed)	.001	.000	.000	
	N	110	110	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

The correlations in the above table lie between 0.3 and 0.7. The highlighted numbers are above 0.7 as the respondents did not understand the questions.

Table 4.16: Correlations between items of SFD

Correlations

		SFD1	SFD2	SFD3	SFD4
SFD1	Pearson Correlation	1	.370**	.383**	.110
	Sig. (2-tailed)		.000	.000	.260
	N	107	107	107	107
SFD2	Pearson Correlation	.370**	1	.453**	.608**
	Sig. (2-tailed)	.000		.000	.000
	N	107	109	109	109
SFD3	Pearson Correlation	.383**	.453**	1	.396**
	Sig. (2-tailed)	.000	.000		.000
	N	107	109	109	109
SFD4	Pearson Correlation	.110	.608**	.396**	1
	Sig. (2-tailed)	.260	.000	.000	
	N	107	109	109	109

** . Correlation is significant at the 0.01 level (2-tailed).

The correlations in the above table lie between 0.3 and 0.7. The highlighted numbers are above 0.7 as the respondents did not understand the questions.

Table 4.17: Correlations between items of SFP

Correlations

		SFP1	SFP2
SFP1	Pearson Correlation	1	.512**
	Sig. (2-tailed)		.000
	N	110	110
SFP2	Pearson Correlation	.512**	1
	Sig. (2-tailed)	.000	
	N	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

The correlations in the above table lie between 0.3 and 0.7. The highlighted numbers are above 0.7 as the respondents did not understand the questions.

Table 4.18: Correlations between items of SFI

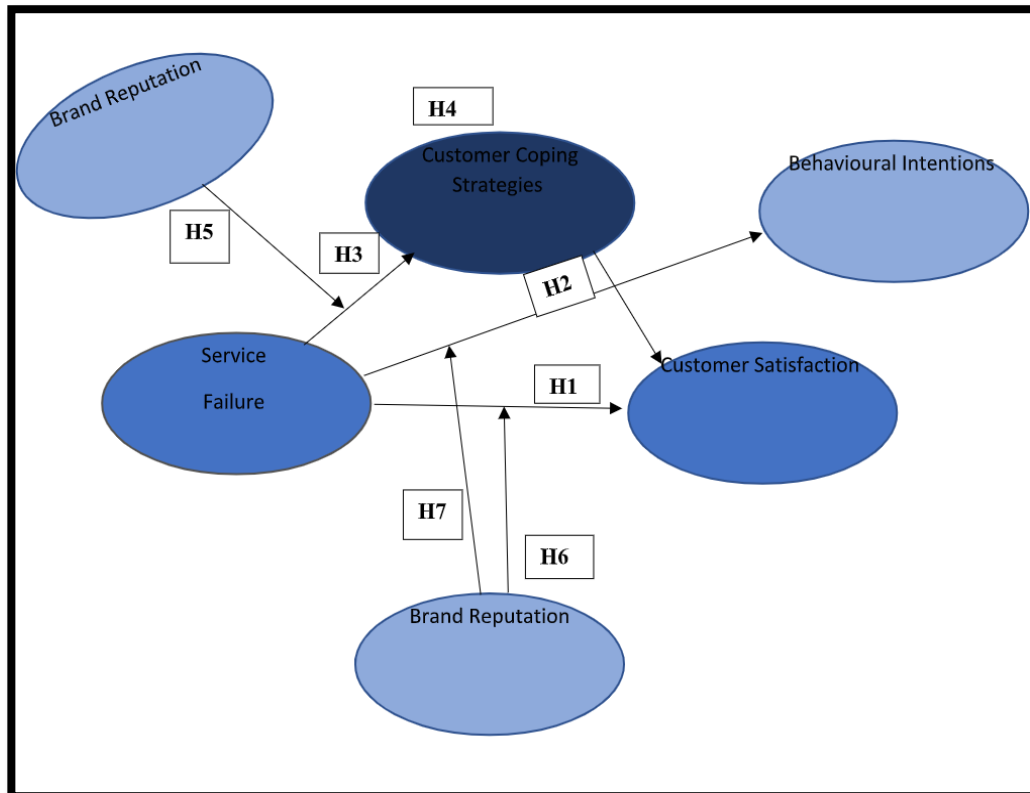
Correlations

		SFI1	SFI2	SFI3	SFI4
SFI1	Pearson Correlation	1	.331**	.544**	.232*
	Sig. (2-tailed)		.000	.000	.015
	N	110	109	110	110
SFI2	Pearson Correlation	.331**	1	.302**	.648**
	Sig. (2-tailed)	.000		.001	.000
	N	109	109	109	109
SFI3	Pearson Correlation	.544**	.302**	1	.367**
	Sig. (2-tailed)	.000	.001		.000
	N	110	109	110	110
SFI4	Pearson Correlation	.232*	.648**	.367**	1
	Sig. (2-tailed)	.015	.000	.000	
	N	110	109	110	110

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The correlations in the above table lie between 0.3 and 0.7. The highlighted numbers are above 0.7 as the respondents did not understand the questions.



Régression Analysais

$$Y = \text{constant} + ax_1 + e$$

$$\text{Dependent variable} = \text{constant} + a * (\text{Independent Variable}) + e$$

- **H1- Service failure impacts Customer Satisfaction**

$$CS = 4.69 + .275SFD + .079SFP + .429SFI + e$$

From the equation above, it can be seen that SPF impacts CS greater than the impact of SFD and SFI

$$CS=4.745+.294SF+e$$

$$R^2= .472$$

Which means service failure influences customer satisfaction by 47.2% and other variables influence by 52.8%

The VIF is < 3 which implies there is no multi-Co-linearity

- **H2- Service failure impacts Customer coping strategies**

$$SF = 9.024 + .546CCSA + .409CCSR + .723CCSP + e$$

From the equation above, it can be seen that CCSP impacts SF greater than the impact of CCSA and CCSR

$$SF = 9.191 + .537CCS + e$$

$$R^2= .618$$

Which means service failure influences customer satisfaction by 61.8% and other variables influence by 38.2%

The VIF is < 3 which implies there is no multi-Co-linearity

- **H3- Service Failure impacts Behavioural Intentions**

$$SF= 14.538 + -.009BIA + 1.233BID + e$$

From the equation above, it can be seen that BID impacts SF greater than BIA

$$SF= 13.993 + .690BI + e$$

$$R^2= .251$$

Which means service failure influences behavioural intentions by 25.1% and the other variables influence by 74.9%

- **H4- Customer coping strategies impact Customer satisfaction**

$$CCS = 15.138 + 1.114CS + e$$

$$R^2 = .372$$

Which means customer coping strategies influences customer satisfaction by 37.2% and the other variables influence by 62.8%

The VIF is < 3 which implies there is no multi-Co-linearity

Chapter-5

Findings, Contribution,

Managerial Implications,

And

Further Research Areas

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5.1 FINDINGS AND THEORETICAL CONTRIBUTION

5.1.1 Case Studies

The first contribution of the case studies is the detailing of the hotel managers and employees about the initiatives taken to resolve the inconveniences caused and providing customer satisfaction. The second contribution is experiences shared by the hotel guests about their stay at the hotel and how the hotel acted to resolve, and the guest's perception towards the hotel. Thus, providing the management of the hotels an insight on how can they improve their service failure and customer satisfaction in India.

5.1.2 H1- Service Failure impacts Customer Satisfaction

Service failure refers to a situation where a customer's expectations are not met or where the service provided falls short of what was promised or expected. Service failures can occur in various industries, including hospitality, retail, telecommunications, finance, and more. When service failures happen, they can have a significant impact on customer satisfaction, leading to negative consequences for businesses.

Customer satisfaction is a key factor that influences customer loyalty, repeat business, and positive word-of-mouth recommendations.

5.1.3 H2- - Service Failure impacts Customer coping strategies

When customers experience service failures, they may resort to coping strategies to deal with the negative emotions and outcomes resulting from the service failure. Coping strategies are psychological and behavioural responses that individuals employ to manage stressful situations, such as service failures. The impact of service failure on customer coping strategies can vary depending on factors such as the severity of the failure, the customer's personality and emotional intelligence, and the customer's past experiences with the service provider.

5.1.4 H3-- Service Failure impacts Behavioural Intentions

Service failures can have a significant impact on customers' behavioural intentions, which are the predispositions or inclinations that customers have towards taking certain actions or behaviours in response to their experiences with a service provider. Behavioural intentions are

important because they can shape customers' future actions and behaviours, such as whether they continue to do business with a company, recommend the company to others, or engage in positive or negative word-of-mouth.

5.1.5 H4- Customer coping strategies impacts Customer satisfaction

Indeed, customer coping strategies can have a direct impact on customer satisfaction. Coping strategies are the psychological and behavioural responses that customers employ to manage stressful situations, such as service failures. How customers cope with service failures can influence their overall satisfaction with the service provider.

5.2 Implications

From the research conducted the managers of hotels can understand what a guest wants when he complains. The hotel can strive to fine tune the way they deal with complains which will not only give the guest a pleasant stay but also help in building the brand reputation. We as future employees or future managers in the hospitality industry can also vastly benefit from this as complains are a major thing in this industry.

5.3 Limitations

There are several limitations of service failure on customer satisfaction in India, which may include:

Lack of Proper Redressal Mechanism: In India, the process of addressing service failures and resolving customer complaints may not always be efficient and effective. Customers may face challenges in finding proper channels to register their grievances and may not receive timely and satisfactory resolution, leading to dissatisfaction.

Cultural Sensitivity: India is a diverse country with multiple cultures, languages, and regional preferences. Service providers may face challenges in understanding and addressing the unique needs and expectations of customers from different regions, which can lead to service failures and subsequent dissatisfaction.

Infrastructure Challenges: India's infrastructure, especially in smaller towns and rural areas, may not always be up to the mark. Service providers may face limitations in delivering quality

services due to inadequate infrastructure, such as unreliable internet connectivity, power outages, and transportation issues, which can negatively impact customer satisfaction.

Language Barrier: India has a diverse linguistic landscape with multiple languages spoken across the country. Service providers may face challenges in communicating effectively with customers who may not be fluent in English or the dominant local language. This can result in misunderstandings, misinterpretations, and service failures, leading to customer dissatisfaction.

Limited Awareness of Consumer Rights: Many consumers in India may not be fully aware of their rights and may not know how to seek recourse in case of service failures. This lack of awareness can result in customers not demanding proper redressal for their grievances, which can further impact their satisfaction levels.

Expectations vs. Reality Gap: Service failures in India may occur due to a gap between customer expectations and the actual service delivered. Customers may have high expectations based on factors such as advertising, word-of-mouth, or previous experiences, and if the service falls short of those expectations, it can result in dissatisfaction.

In conclusion, service failures in India can be influenced by various factors such as lack of proper redressal mechanism, cultural sensitivity, infrastructure challenges, limited-service provider options, language barrier, limited awareness of consumer rights, socio-economic factors, and expectations vs. reality gap. Addressing these limitations can be crucial in improving customer satisfaction levels in the Indian market.

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