

---

## The Extent to which Dimensions of Strategic Recovery of Service have been achieved in some Departments of the Presidency of University of Baghdad

---

HAIDER FADHEL KADHEM<sup>1</sup>, ABDULNASER ALAG HAFEDH<sup>2</sup>

<sup>1</sup>Lecturer Assistant, Public Administration Department, College of Administration and Economics, University of Baghdad, Baghdad, Iraq.

<sup>2</sup>Lecturer Assistant Doctor, Ministry of Higher Education and Scientific Research, Baghdad, Iraq.  
Email:<sup>1</sup>hader@uobaghdad.edu.iq, <sup>2</sup>abdulnaser@rdd.edu.iq

---

**Abstract:** The research aims to explicit the role of Strategic Recovery of Service (SRS). It relies on how organizations response to the failure of provided services and seeks to reduce the level of failure in order to gain the beneficiaries' confidence, satisfaction and loyalty. The research problem is not paying enough attention to (SRS) dimensions, compensation- distributive justice, speed of recovery- procedural justice, and apology- initiation - interactional justice, through dealing with some issues regarding to employees' stratification, productivity, and quality of outputs. The importance of research stems from highlighting the weaknesses and implications of not take into consideration (SRS) dimensions in an administrative workplace. The (Checklist) was employed to check the extent of application of (SRS) dimensions at some departments within the Presidency of the University of Baghdad. The current layout of the researched organization does not achieve the required convergence among departments to complete their assigned tasks in time and reduce overall efforts and costs.

**Keywords:** Strategic recovery of service (SRS), compensation, speed to recovery, apology

---

### INTRODUCTION

The concept of service recovery in the framework of service was used for the first time in British Airways by (Zemke & Schaaf in 1989), to focus and work on placing the customer in the first priority within its interests. It aims to enhance customer's perception more than being strived to restore things to their normal process and progress conditions. That cannot be achieved unless there is a cooperation of decision-makers at the higher levels of the organization (Sciarelli, Nagm, Dakrory, Tani, & Khashan, 2017).

Before addressing the concept of strategic service recovery, internal service recovery (ISR) should be clarified in the scope of organizations. In 1981, Berry initially used the internal marketing theory, emanating from the concept of internal service recovery, to solve high-quality service problems. His theory simply employed available tools to attract more external consumers and internal employees by making employees work in satisfied and enjoyed environment. This will help them to perform their daily tasks properly as a result of treating them like internal customers. In the eighties and nineties of the twentieth century, more scientists began to pay greater attention to internal marketing plus the concept of (ISR). It became the dynamic measure to deal with psychological pressure of employees who suffered from frustration, negative attitudes, and damage resulting from mistakes occurred while providing services (Huang, Xie, & Shu , 2014) .

(SRS) can be utilized in order to create mutual trust between management and employees. The administration should have the clarity of its procedures, fairness in blaming employees, and open various communication channels (Apology and Trust in the Workplace, 2014) .

The research will try to discuss the (SRS) dimensions, Compensation- Distributive Justice, Procedural Justice - Speed to Recovery, and Apology-Initiation - Interactional Justice, through dealing with some issues regarding to employees' stratification, productivity, and quality of outputs

### LITERATURE REVIEW

(SRS) simply means failure containment of the provided services which gives the organization a competitive advantage through paying more attention to beneficiaries' satisfaction and employee loyalty . Hart mentioned that (SRS) is giving employees positive reinforcement to solve problems and satisfy customers, not just reduce the number of complaints (Hart, Heskett, & Sasser, 1990). (SRS) reflects the ability of the organization to restore employees or customer's satisfaction by containing service failure situations to create a competitive

organization (Smith, Bolton, & Wagner, 1999). Miller et al., 2000 stressed that (SRS) includes procedures designed to solve problems, to alter negative attitudes of unhappy customers, and to retain them ultimately (Miller, Craighead, & Karwan, 2000). In case of service failure, the organization tries to handle it in order to restore customer satisfaction and loyalty (recovery to the customer), to learn from failures to encourage learning and improve processes (process recovery), and to train and reward employees (employee recovery) (Michel, Bowen, & Johnston, 2009).

(SRS) uses various techniques and strategies to address customer complaints regarding their expectations about the corrective recovery measures adopted by the organization (Abney, Pelletier, Toni-Rochelle, & Horky, 2016). The organization through (SRS) finds a way to recognize the crucial and main causes that lead failures by analyzing them carefully to improve the overall process (Kumar & Kumar, 2016). (SRS) is about alleviating the negative effects that caused by previous failures through adopting a set of strategies to embrace customer dissatisfaction (Diaz, Gómez, & Molina, 2017). Therefore, (SRS) relies on sensory measures such as justice, satisfaction, intentions, and behavioral attitude of employees to influence job performance (Vaerenbergh, Varga, Keyser, & Orsingher, 2018). Moreover, organizations can utilize material and non-material compensations to compensate unsatisfied clients and to give them a positive attitude toward the organization in dealing with their issues (Jin, Nicelyb, Fanc, & Adlerd, 2019). Thus, containing service failures by the organization will enhance its competitive advantage internally and externally by enforcing employees' self-confidence through involving in the process of restoring services.

The importance of having a clear service recovery strategy stems from achieving customer expectations by identifying and monitoring customer as well as targeting market expectations. That can be done through take into consideration customer feedback after resolving their complaints in order to achieve effectiveness in service recovery and improve its quality (Alameri, 2018).

(SRS) allows managers to share with their subordinates the information and knowledge with regards to service failures and to encourage them to reveal their creative capabilities by providing incentive rewards (material and non-material). Creating an atmosphere of emotional persuasion can be an influential tool of (SRS) to alleviate employees' psychological pressure by (Huang, Xie, & Shu, 2014).

The organization should also put employees' concerns and problems among the priorities of its work in order to keep them motivated and to increase productivity and profitability as a result of the immediate and appropriate response of the organization towards service failures (OK, 2004). In addition to that, fair procedures during the strategic recovery process make it easy for individuals to accept negative effects like increasing wage cuts, reducing bonuses and rewards, and other types of negative organizational results during the recovery process (Suprpto & Hashym, 2010).

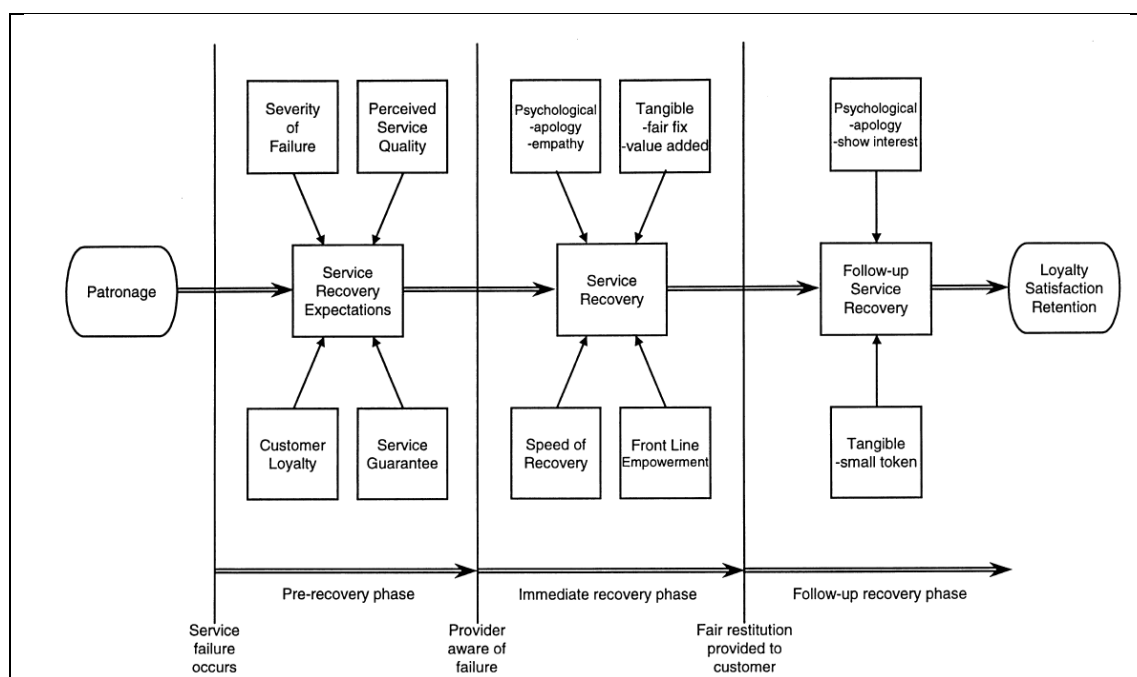
### **The Phases of (SRS):**

The (SRS) process goes through three main stages (Miller, Craighead, & Karwan, 2000) & (Kim, 2007):

First, the pre-recovery phase begins when the organization feels a failure in provided services is about to occur. Then, the organization becomes aware of the failure after a very short period seconds, minutes, and hours or a long period such as days, weeks, and months. The sense of the organization response will be based on the expectations that customers create with regards to measures and actions that will be taken by the organization to address the expected service failures.

Second, immediate recovery phase begins when the organization becomes more aware of the occurrence of service failures and ends as soon as the employee or customer receives a fair and equitable procedure in response to the failure of provided services. This stage requires speed and fairness in responding to complaints submitted by employees or customers in order to gain their trust and satisfaction through being away from procrastination and delay response.

Third, follow-up recovery phase begins after the employee receives a fair response. The follow-up is necessary in order to illustrate organization efforts in succession through the rapid or immediate recovery stage. Then, the information that the organization gains from this stage will be valuable measuring factors in determining the degree of the failure severity by observing and analyzing the feedback of customers after the corrective procedures. The following figure shows these stages in detail.



**Fig.1:The phases of (SRS)**

Source: (Miller, J. L., Craighead, C. W. and Karwan, K. R. (2000) Service recovery: a framework and empirical investigation. *Journal of Operations Management*. 18(4).388)

#### 4. Dimensions of (SRS)

#### 4.1 Compensation-Distributive Justice

Distributive justice refers to establishing the values of justice in the minds of employees by comparing the benefits and returns that they will get as a result of the recovery process with the size of the damages, costs, and losses associated with cases of failure in the service from (money). The employees expect that when there are failures in the services provided to them, they will receive symbolic, material, or moral compensation, and that they will not feel a state of unfairness, anger and unfair treatment (Michel, Bowen, & Johnston, 2009).

Distributive equity relates primarily to organizations that provide tangible resources to correct the service and compensate for its failure, such as discounts, refunds (compensation), bonuses, compensatory services for services that have faced failure, etc. (Ran & Omar, 2014).

Distributive justice is measured and referred to as the result or results received or provided as a result of (SRS) (fair compensation) (Ok, 2004). Compensation is an effective strategy for the purpose of restoring confidence and the perspective of justice for the interactive relationship between the employee and the organization, when a group of people harm the actions of another party. The compensation dimension is one of the important dimensions of (SRS), as it reflects the employees' expectations of the extent to which distributive justice is followed in dealing with the deviations that employees suffer. Executing compensation in high levels of transparency and fairness will generate a positive reaction represented by a positive evaluation of distributive justice (Smith, Bolton, & Wagner, 1999).

The compensation should alleviate the negative effects of the problem that the employee had to endure when the failure occurred, in order to be satisfied with the compensation depending on the diagnostic case of the severity of the failure, as the organization must decide what should be compensated to give the employee a fair compensation, after conducting a comprehensive study on how Affected by the employee as a result of failure in service (Mattsson & Ramén, 2014), the organization takes distributional measures that work to mitigate and cover the errors committed as a result of unfair distribution and restore the employees' confidence in the seriousness of the organization in creating a fair reward distribution system (Wahab & Norizan, 2012).

The compensation includes some discounts for services that were not completed in a timely manner due to a failure or error in the system, and it is also possible to provide future services free of charge, depending on the real impact that the beneficiaries of the organization's services were exposed to and their severity (Sciarelli, Nagm, Dakrory, Tani, & Khashan, 2017). and the incentives have an impact High-level employee performance, if it is granted and linked in conjunction with the employees' reaching the results goals defined by the organization through public recognition and providing rewards or other forms of rewards for individuals who excel in their performance from the rest (Thompson, Peteraf, Gamble, & Strickland, 2012).

When the compensation is fair and calls for an increase in the employees' sense of fairness in the distribution, they may generate positive reactions such as leaving the job or a tendency to not cooperate or help the organization. Therefore (Noe, Hollenbeck, Gerhart, & Wright, 2006) mentioned three theories explaining the effects of compensation on employee performance, namely:

- **Reinforcement Theory:** This theory indicates that the performance of the employees may reach high levels in the future, as the administration grants a monetary reward or incentives to the high-performing and distinguished employees and vice versa, as external motivation is intentional on this theory.
- **Expectancy Theory:** This theory also focuses on the link between the rewards awarded and the behavior of the employees, but this theory focuses on the expectation side (the conscious link between the effort exerted with performance) rather than the experience unlike the previous theory, as this theory indicates that the motivation to do business is a function that includes equivalence, method, and expectation. In other words, this organization is based on employee compensation by reviewing job design and current training programs instead of incentive and payment systems (Noe, Hollenbeck, Gerhart, & Wright, 2006), so the employee expects that what he will receive from the material compensation (such as bonuses and incentives) is consistent with what he provides from a distinguished performance (Shia'a & Abbas, 2019).
- **Agency Theory:** Agency theory indicates that compensation is made by the expectation of the extent to which the executives will perform tasks on behalf of the head of the department or organization in order to achieve its interests and objectives, and the effect of this theory is to accomplish the daily business easily and smoothly without complication or further from the routine (Noe, Hollenbeck, Gerhart, & Wright, 2006).

#### **4.2 Speed of Response - Procedural Justice**

Procedural justice refers to the "fairness of processes", and the evaluation of procedures and systems used to conduct the recovery process to achieve the desired results of the corrective measures taken, such as the response speed to the recovery procedure, in which information is exchanged during the recovery process. The organization should provide detailed procedures about what it is doing to solve the problem so that employees understand the circumstances surrounding the mitigation measures and do not place the blame on the organization for services that are improperly provided when they are not the primary person responsible for them (Michel, Bowen, & Johnston, 2009). The speed of service recovery procedures requires courage on the part of the organization and the ability to put things into perspective and correct the situation (Sciarelli, Nagm, Dakrory, Tani, & Khashan, 2017).

Procedural justice includes five elements that represent the problems organizations deal with while providing service to beneficiaries, namely:

- The place where the service is provided
- Control of the procedures accompanying the service recovery process
- Independence in decision
- Easy access and mobility to deliver the service
- Speed and flexibility in timing

These elements represent the essence of procedural justice in order to define the tools and policies required, to address complaints, to reach solutions and appropriate decision-making (Ran & Omar, 2014). Taking a long time to adopt procedures that reform conditions to cause failure will generate a negative feeling among employees in which procedural justice has been neglected and not respected (Smith, Bolton, & Wagner, 1999).

Procedural justice is measured by the justice that the employees perceive and sense according to the good behavior followed to develop policies, procedures, and respond in a timely manner during the service recovery process (Ok, 2004), so the individual feels fairness of procedural justice for the organization, if the procedures that the organization adopts to solve problems are characterized by a high degree of integrity and objectivity, away from favoritism and the preference for some individuals without right (Atta, Brisseem, & Abbas, 2014).

Rapid response to failures by the administration is of the utmost necessity, especially in the IT departments that specialize in problems that need electronic treatment, so that the employee does not have to take a vacation or leave his office and come by himself to solve the problem and follow it personally, as this will affect how they carry out their tasks daily as well as their frustration with the routine followed (Mattsson & Ramén, 2014). Procedural justice is represented as a guiding or mental tool for the organization. The extent of employee confidence in its procedures and acceptance of its authority and decisions can be found by providing employees' feedback on its procedures in a timely manner for the purpose of demonstrating the appropriateness of the decision to the situation that requires recovery in the service provided (Wahab & Norizan, 2012).

#### **4.3 Apology - Initiation - Interactional Justice**

For the purpose of the effective strategic recovery process of service, the organization does not need to diagnose and address the reasons that lead employees or beneficiaries of the service to dissatisfaction only, but rather how the organization's initiative in dealing with those suffering from failure to provide services with care, respect, and courtesy (Liat, Mansori, Chuan, & Imrie, 2017).

Reactive justice is often referred to in service recovery cases as "personal justice", as the organization deals with employees' negative feelings first (for example, anger, hate, distress, and anxiety) prior to the organization's willingness or ability to provide material compensation from money and other things because emotions tend to Perception prevails during or after service recovery situations. Management should act in a proactive manner, follow a deliberate recovery process, and demonstrate concern and cooperation with employees in order to diagnose and address problems (Michel, Bowen, & Johnston, 2009).

As interactive justice focuses on interpersonal interactions during the service delivery process, and includes five elements: explanation, honesty, courtesy, effort, and compassion. Reactive justice refers to the way in which the service recovery process is managed and how the results of recovery are presented (Ran & Omar, 2014). Reactive justice is measured through activities and procedures such as apology, interpretation, and showing concern and concern about the problems faced by employees by focusing on response time in dealing with perfection with the decision-making process that effectively addresses failures (Ok, 2004). That the administration deals with employees in good and courteous behavior in containing the failure and fixing it as soon as possible gives an impression on the employees of the management's concern for them (Mattsson & Ramén, 2014). Sometimes, providing an immediate recovery and an immediate apology increases the organization's credibility towards its employees, and monetary compensation becomes an issue that is not necessary and necessary for the success of the strategic recovery process (Smith, Bolton, & Wagner, 1999).

The apology process centers on the need for the organization to acknowledge its full responsibility for failures and negative situations. That can be reached through showing feelings and expressions of remorse, sympathy and active participation of individuals who have experienced failure in service (Sciarelli, Nagm, Dakrory, Tani, & Khashan, 2017).

## METHODOLOGY

The checklist was employed to check the extent of application of (SRS) dimensions at some departments within the Presidency of the University of Baghdad. For the purpose of obtaining the results of the process in studying the research variables, the researcher has relied on the checklist to cover the dimensions of studying regarding to the reality of the chosen departments. The triple scale was adopted to reach the ultimate results, completely documented and applied, partially documented and applied, and not completely documented and applied, according to the formulas. They will be illustrated the analysis the table's data.

## RESULTS AND DISCUSSION

The first table clarifies the results of the independent variable of the study, (SRS). It is defined as the actions that the organization takes in response to failure to provide the service and seeks to reduce the level of failure in the service provided to the lowest possible level. Furthermore, it aims to gain the confidence, satisfaction and loyalty of customers again and preserve them. The sub-dimensions of (SRS) variable follow alongside with its sequence within the research.

**Table (1) Results analysis of compensation variable**

Items	Completely documented and applied	Partially documented and applied	Not completely documented and applied
1- The university presidency provides a fair system of incentives.	✓		
2-The university presidency takes into consideration compensating employees who suffered from unsatisfied services through clear policies.		✓	
3- The university presidency has precise and clear criteria for classifying service failures and damages according to the type and degree of compensation.		✓	
4- The university presidency provides various communication channels regarding to administrative, financial, and technical employees complaints.	✓		
Weight	3	2	1
Frequency	2	2	0
Result	6	4	0
Mean	2.5		
Ratio of Matching	0.83		
Gap Size	0.17		

$$\text{Mean} = \text{Total of (Frequency x Weight)} / \text{Total of frequencies} = \frac{(0 \times 1) + (2 \times 2) + (2 \times 3)}{2 + 2 + 0} = \frac{10}{4} = 2.5$$

$$\text{Ratio of Matching} = \text{Mean} / \text{Higher score in scale} = \frac{2.5}{3} = 0.83 \approx 83\%$$

$$\text{Gap Size} = 1 - \text{Ratio of Matching} = (1 - 0.83) = 0.17 = 17\%$$

The results in Table (1) indicate that mean of the compensation dimension was (2.5) which is close to be implemented and documented relatively with a ratio of matching (83%) with a low gap size (17%). These results reflect that the presidency of University of Baghdad gives adequate attention in terms of regulations and instructions relating to employees incentives, rewards, and compensations. In addition, the presidency of University of Baghdad promises fair distribution of incentives, rewards, and compensations among employees through depending on criteria ensure distributing material incentives among employees and faculties objectively. For instance, it utilizes the following criteria to ensure faire compensation's distributing such as certificate, specialization, academic title Years of service ... etc.

**Table (2) Results analysis of speed of response variable**

Items	Completely documented and applied	Partially documented and applied	Not completely documented and applied
5- The university presidency sets a specific standard time to solve the problems facing employees.			✓
6- The system at the university presidency provides high flexibility in dealing and following up with the problems of employees and citizens.		✓	
Weight	3	2	1
Frequency	0	1	1
Result	0	2	1
Mean	1.5		
Ratio of Matching	0.50		
Gap Size	50		

$$\text{Mean} = \text{Total of (Frequency x Weight)} / \text{Total of frequencies} = \frac{(1 \times 1) + (1 \times 2) + (0 \times 3)}{1 + 1 + 0} = \frac{3}{2} = 1.5$$

$$\text{Ratio of Matching} = \text{Mean} / \text{Higher score in scale} = \frac{1.5}{3} = 0.5 \approx 50\%$$

$$\text{Gap Size} = 1 - \text{Ratio of Matching} = (1 - 0.50) = 0.50 = 50\%$$

It is evident from the results in Table (2) that mean for the speed of response dimension was (1.5) which indicate that its application of this variable is not achieved. That is because it centers between completely and partially applied and documented, with a percentage of the extent of conformity (50%), and a gap size (50%). These results imply evident weakness in setting specific and accurate times based on the type and classification of each transaction. The departments at University of Baghdad presidency lack in having an integrated system that gives each transaction exact time and clear procedures from beginning to completion. In fact, they need to adopt procedures and determine the timing necessary to complete each transaction through preparing advanced programs for the purpose of enhancing employee skills to complete various transactions on time.

**Table (3) Results analysis of apology variable**

Items	Completely documented and applied	Partially documented and applied	Not completely documented and applied
7- The university presidency seeks to embrace a transparent policy of apology.		✓	
8- The university presidency provides the appropriate mechanisms to prevent errors or oversight in provided services.			✓
9- The university presidency pays enough attention to employee satisfaction relating to services provided to them.			✓
10- The university presidency has clear procedures to show interest in employee			✓

problems.			
11- The university presidency seeks to provide appropriate regulations and make efforts to solve employee problems.		✓	
12- The university presidency provides a suitable and faire interactive system of communication and solving employee problems.			✓
Weight	3	2	1
Frequency	0	2	4
Result	0	4	4
Mean	1.33		
Ratio of Matching	0.44		
Gap Size	0.56		

Mean = Total of (Frequency x Weight) / Total of frequencies =  $\frac{(4 \times 1) + (2 \times 2) + (0 \times 3)}{4 + 2 + 0} = \frac{8}{6} = 1.33$

Ratio of Matching = Mean / Higher score in scale =  $\frac{1.33}{3} = 0.44 \approx 44\%$

Gap Size = 1 - Ratio of Matching  
= (1 - 0.44) = 0.56 = 56%

Table (3) illustrates that mean of apology dimension reached (1.33) which implies that it is not achieved. Similarly, it is close to being applied and documented partially, with a ratio of matching (44%), and a gap size (56%). The presidency of University of Baghdad needs to pay adequate attention to damages containment that affect employees as a result of some aspects of failures in the provided services. It also needs to spread the culture of apology in administrative, legal, technical and other errors and to compensate those who have been affected by them psychically and morally in the first place in order to diagnose cases of failure and to apologize through all means available.

## CONCLUSION

The organizations can adopt (SRS) in order to address failures faced by service organizations. It seeks to pay adequate attention to material and non- material compensations, speed of response to any error that occurs, and an apology for any mistake if it happens. The university presidency basically needs an integrated system that seeks to integrate of human resources efforts and to unify them within an accurate electronic system. That would guarantee fairness and transparency in dealing with employee complaints in the framework of administrative, legal and technical containment. (SRS) should be considered as a map to achieve essential goals regarding to employee satisfaction and to promote their productivity and efficiency at work due to its integrated strategic policy. Future studies can be taken to develop current research are exploring (SRS) in industrial organizations because their workers are more vulnerable to physically and morally damages during performing their duties.

## REFERENCES

1. Abney, A.K., Pelletier, M. J., Toni-Rochelle, S. and Horky, A. B. (2016) #IHateYourBrand: adaptive service recovery strategies on Twitter. *Journal of Services Marketing*, 31(3), 283.
2. Alameri, A. (2018), Front-line Service Employees' Service Recovery Performance: A practice theory-based study into customer complaint handling in the Abu Dhabi Police Force, PhD thesis, Nottingham Business School, Nottingham Trent University.
3. Apology and Trust in the Workplace. (2014) Article, T+D, 68(2), Available at <http://web.b.ebscohost.com/libaccess/fdu.edu/ehost/pdfviewer/pdfviewer?vid=1&sid=5e8fb7fe-5088-42b9-91de-04f329681857%40sessionmgr103>.
4. Atta, K. M., Brisseem, M. A. and Abbas, S. A. (2014) Organizational Justice and its Impact on Reducing Organizational Conflict: An Exploratory Study of the Views of a Sample of Employees at the Presidency of Al-Mustansiriyah University. *Journal of Al-Maamoun University College*, (23), 130.
5. Diaz, E., Gómez, M. D. and Molina, A. (2017) The Effects of Perceived Satisfaction with Service Recovery Efforts: a Study in a Hotel Setting. *Marketing and Trade*, (4), 203.
6. Hart, C.W.L., Heskett, J.L. and Sasser, W.E.J. (1990) "The profitable art of service recovery", *Harvard Business Review*, (68), 13.

7. Huang, G., Xie, P. and Shu, H. (2014) A Study on Internal Service Recovery Strategy Using CIT from the First Line Staff's Perspective. *Agricultural Science & Technology*, 15 (11), 2042-2043.
8. Jin ,D., Nicelyb,A., Fanc, A. and Adlerd, H. (2019) Joint effect of service recovery types and times on customer satisfaction in lodging. *Journal of Hospitality and Tourism Management*, 38, 149.
9. Kumar, M. and Kumar, N., (2016) Three dimensions of service recovery: examining relationship and impact. *Supply Chain Management*, 21(2), 14.
10. Liat, C. B., Mansori, S., Chuan, G. C. and Imrie, B. C. (2017) Hotel service recovery and service quality: Influences of corporate image and generational differences in the relationship between customer satisfaction and loyalty. *Journal of Global Marketing*, 30 (1), 2.
11. Mattsson, Mikael, & Ramén, Martin, (2014), *Service Recovery within a High Educational Organization. Master of Science in Business and Economics (Civilekonom)*. Luleå University of Technology.
12. Michel, S., Bowen, D. and Johnston, R. (2009) "Why service recovery fails". *Journal of ServiceManagement*, 20 (30), 2-6.
13. Miller, J. L., Craighead, C. W. and Karwan, K. R. (2000) Service recovery: a framework and empirical investigation. *Journal of Operations Management*, 18 (4), 388-390.
14. Noe, R. A., Hollenbeck, J. R., Gerhart, B. and Wright, P. M. (2006) *Human Resource Management : Gaining Competitive Advantage*, (4<sup>th</sup> edition). McGraw-Hill Irwin, New York-USA.
15. Ok, C. (2004) *The Effectiveness of Service Recovery and Its Role in Building Long-term Relationships with Customers in a restaurant Setting*, PhD thesis, Kansas State University- Manhattan, Kansas.
16. Ran, W. X. and Omar, R. (2014) *Service Recovery Activities and Customer Satisfaction: Mediating Role of Justice Dimensions: A Case Study of China*, Canadian Center of Science and Education. *Asian Social Science*, 10 (18), 254.
17. Sciarelli, M., Nagm, A. A., Dakrory, M. I., Tani, M. and Khashan, M. A. (2017) *International Journal of Business and Management*, 12 (10), 25-27.
18. Shia'a, H. H., and Abbas, A. A. (2019) *The Mediating Role of Organizational Justice in the Relationship between Organizational Complexity and Effective Performance of Human Resources*. *Iraqi Journal of Management Sciences*, 15 (59), 67.
19. Smith, A. K., Bolton, R. N. and Wagner, J. (1999) A Model of Customer Satisfaction with Service Encounters Involving Failure and Recovery. *Journal of marketing research*, 36 (3), 356-369.
20. Suprpto, B. and Hashym , G. Y. (2010) *Service Recovery Strategy and Customer Satisfaction: Evidence from Hotel Industry in Yogyakarta-Indonesia*, *KINERJA*, 14(2), 122.
21. Thompson, A. A., Peteraf, M. A., Gamble, J. E. and Strickland, .A.J. (2012) *Crafting & Executing Strategy: The Quest for Competitive Advantage (Concepts and Cases)*, (18<sup>th</sup> edition). McGraw-Hill Irwin, New York-USA.
22. Vaerenbergh, Y., Varga, D., Keyser, A. D. and Orsingher, C. (2018) *The Service Recovery Journey: Conceptualization, Integration, and Directions for Future Research*. *Journal of Service Research*, 22 ( 2), 25.
23. Wahab, S. and Norizan, N. S. (2012) *The Influence of Service Recovery Strategies on Word Of Mouth: Views of Mobile Phone Users*. *IJCSI International Journal of Computer Science*, 9 (2), 101-102.