

The Outcomes of Internal Service Recovery Effort

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Purpose - The primary goal of this research is to uncover not only internal service recovery effort attributes, but also some potentially key outcomes of internal service recovery effort. In addition, this study reveals the mediating mechanism that links internal service recovery effort and employee outcomes as well as contingency factors that systematically strengthen or weaken the relationships under consideration.

Methodology - The hypotheses were tested by surveying employees in a service call center in the telecommunication industry as well as by experimentally manipulating internal service recovery effort with scenarios.

Findings - The results of Study 1 and 2 demonstrate reasonably strong support for the mediating role of employee perceived justice. The results of Study 2 indicate that failure magnitude and failure frequency play a key moderating role for the relationship between internal service recovery effort and employee perceived justice

Practical implications - The findings of this study offer managers insights into how to recover internal customers-employees-from the negative feelings they may experience in internal service failure situations. This research also suggests that management should strive to treat employees very fairly, particularly in internal service recovery effort.

Originality - This investigation addresses a phenomenon that has been relatively understudied thus far-internal service recovery effort-and uncovers not only internal service recovery effort attributes but also some potentially key outcomes of internal service recovery effort in the context of employee internal service failure caused by dysfunctional customers in the service encounter as well as contingency factors that systematically strengthen or weaken the relationships under consideration.