

Service Recovery and Customer Loyalty of Online Shops

Win Sandar Khin¹, Su Myat Aye²

Abstract

This study aims to analyze service recovery and customer loyalty of online shops. The objective of this study is to analyze the effect of service recovery on customer loyalty of online shops. Among 450 undergraduate students who used online shops to buy the products at Monywa University of Economics, 171 students are selected as the sample respondents. The samples are selected by using simple random sampling method. The surveyed period is during January of 2023. Boshoff's five dimensions of communication, compensation, timely feedback, apology, and explanation are applied to measure the service recovery of online shops. This study reveals that communication, compensation, and timely feedback of service recovery dimensions influence on customer loyalty. Whereas apology and explanation dimensions do not have the influence on customer loyalty. Without supporting service recovery approaches, some customers prefer not to make repeat purchases from the same store and are quick to switch to a different shop. Therefore, online shops should use service recovery approaches to build and maintain their customer loyalty.

Key words: Service recovery dimensions, customer loyalty, online shops

Introduction

In recent years, online commerce has emerged as a global trend. The appeal of shopping from the comfort of home, access to a vast array of products and services, competitive prices, and the simplicity of comparing choices have all driven the global rise of online shopping. Additionally, technological advancements, secure payment methods, better logistics, and a shift in consumer preferences toward digital interactions have further fueled this growth. E-commerce platforms and marketplaces have also diversified, extending into sectors such as retail, food delivery, travel, and beyond. As this trend continues to expand, it is expected to bring further innovations, improved user experiences, and wider adoption of online commerce across various regions and demographics (SCB Economic Intelligence Center, 2020).

In Myanmar, the increasing use of social media has significantly contributed to the rapid growth of e-commerce. In 2019, the government prioritized advancing the digital economy by establishing the Myanmar Digital Economy Roadmap and creating the Digital Economy Development Committee (DEDC) to steer the country's digital transformation. The roadmap highlights nine key sectors: education, health, agriculture, fisheries and livestock, tourism, manufacturing and SMEs, financial services, technology and startups, e-commerce, and transportation and logistics. The goal is to boost online transactions alongside the rollout of 5G networks. Today, Myanmar's population is increasingly adopting online buying and selling, thanks to widespread internet access. A government survey revealed that Myanmar's citizens have enthusiastically embraced digital habits, leveraging internet access and modern communication technologies in their daily lives, with online shopping becoming particularly popular (SCB Economic Intelligence Center, 2020).

However, the online shopping environment in Myanmar faces more diverse service failure issues compared to offline shopping. These include delivery problems, packaging mistakes, website design flaws, poor customer service, inaccurate information, payment issues, and concerns over security and privacy (Forbes, 2005). Additionally, due to the

¹ Tutor, Department of Management Studies, Naypyitaw State Academy

² Dr, Associate Professor, Department of Management Studies, Monywa University of Economics

interactive nature of online communication, consumers are more informed and have higher expectations than in offline settings (Wind & Rangaswamy, 2001). As a result, service providers are more prone to disappointing customers in online environments, and consumers can easily switch to competitors with just a few clicks (Shankar et al., 2003).

Service recovery refers to the process of restoring customer satisfaction and loyalty after a service failure. It is a critical strategy for transforming negative experiences into positive ones and fostering long-term customer relationships (LinkedIn, 2023). Therefore, this study aims to examine service recovery and customer loyalty in the context of online shops.

Rationale of the Study

In a competitive market, customers enjoy greater flexibility to select from a wide range of products and services. The significance of service recovery has grown, as service failures often prompt customers to switch to competing brands. However, many online retailers struggle to provide effective service recovery. For instance, some online stores address only about half of the complaints they receive, often responding with simple apologies or expressions of sympathy (Rosenmayer et al., 2018). When customers are dissatisfied due to a service failure, their reaction to the recovery efforts can vary, leading to either satisfaction or further frustration (Tarofder et al., 2016). Research by Bradley and Sparks (2012) found that 50% of customers remain dissatisfied with the recovery efforts made by businesses. Similarly, Maher and Sobh (2014) observed that 70% of service recovery attempts fail because they do not meet customer expectations. Studies on service failure and repurchase behavior indicate that customers who experience service failures are more likely to share negative reviews and are less inclined to make repeat purchases (Petitjean, 2013). Despite this, only 30% of customers are successfully retained by service providers after a failure (Michel & Meuter, 2008). On the other hand, some customers remain loyal and continue to purchase from the same provider in the future (Harrison-Walker, 2012).

While the core principle of service delivery is to perform tasks correctly, Zeithaml et al. (2006) have outlined several strategies to help marketers satisfy customers: responding quickly, encouraging and monitoring complaints, treating customers fairly, building strong relationships, and providing clear explanations. When service failures occur, it is crucial for online retailers to win back dissatisfied customers through targeted efforts to minimize financial and reputational damage. Addressing complaints and offering effective service recovery provides retailers with an opportunity to reshape customers' perceptions of their brand (Turner, 2018). As a result, online shops must carefully consider customer complaints and their expectations regarding service recovery. A customer's future behavior is shaped by both the nature of the service failure and the recovery strategy employed (Kozub et al., 2014). Understanding customer expectations about service recovery is essential for service providers (Zhu et al., 2021).

Service recovery strategies vary between online and offline customers (Baron et al., 2005). The shopping environment, whether online or offline, plays a significant role in how service recovery is implemented (Baron et al., 2005). Allowing customers to choose their preferred recovery method can greatly enhance overall satisfaction and strengthen loyalty toward online retailers (Chang, 2008). Therefore, this study aims to examine service recovery and customer loyalty in the context of online shops.

Objective of the Study

The objective of the study is to analyze the effect of service recovery on customer loyalty at online shops.

Method of Study

Analytical research methods are systematically used in this study. The target population is the customers who received service recovery and shopped at least one time in online shops. Among 450 undergraduate students who use online shops at Monywa University of Economics in 2022-2023 Academic Year, 171 students are selected as samples by using simple random sampling method. The survey is performed during January, 2023. The structured questionnaire with five-point Likert scale is used to collect primary data by conducting face-to-face interview with students. Secondary data is obtained from various published sources, such as books, journals, reports, and previous research studies. To meet the research objectives, both quantitative and qualitative data analysis are applied.

Scope and Limitations of the Study

This study focuses on service recovery and customer loyalty of online shops. According to Boshoff, Hoogendoorn, and Vander Kraan (2005b), adjusted RECOVSAT model includes seven dimensions: compensation, communication, empowerment, timely feedback, tangibles, apologies and explanation. Among these seven dimensions, five dimensions (communication, compensation, timely feedback, apologies and explanation) are applied to measure the service recovery of online shops. There are many online shoppers in Monywa. Among them, the undergraduate students of Monywa University of Economics are selected for this study because the students of Monywa University of Economics come from various regions, demographics, and have also a broader online shopping experience. The findings and recommendations of this study represent the service recovery and customer loyalty of online shops only from the perspective of the Monywa University of Economics undergraduate students and does not represent the other regions in Myanmar.

Literature Review

This section concentrates on literature that is relevant to the area of study and also aims to analyze the effect of service recovery on customer loyalty of online shops. Thus, it highlights the importance of examining secondary literature, theoretical literature, and empirical literature related to service recovery and customer loyalty.

Service Recovery

Service recovery refers to the structured actions taken by a service provider to correct mistakes and regain customer trust (Gronroos, 1990). It addresses problems caused by service failures in two main situations: during the service interaction (before a customer raises a complaint) and immediately after the interaction if the customer voices dissatisfaction (Gronroos, 2007). Quick recovery after a failure helps preserve the company's positive image and reputation (Wirtz & Mattila, 2012). However, despite its potential advantages, service recovery often falls short due to unresolved conflicts arising from differing views on customer recovery, process recovery, and employee recovery. Implementing a comprehensive approach to service recovery allows organizations to retain dissatisfied customers, support their employees, and learn from errors, thereby minimizing the chances of repeating them (Johnston, 2009). The importance of service recovery lies in its ability to influence customer satisfaction and, in turn, foster customer loyalty (Kuenzel

& Katsari, 2009). According to Boshoff, Hoogendoorn, and Vander Kraan (2005b), the revised RECOVSAT model includes seven dimensions: compensation, communication, empowerment, timely feedback, tangibles, apologies, and explanation. This study focuses on five of these dimensions—communication, compensation, timely feedback, apologies, and explanation—to assess service recovery. These five dimensions are especially relevant to online shops because they tackle the specific challenges of digital customer service, such as the absence of face-to-face interaction, the need for quick resolutions, and the importance of establishing trust in a virtual setting. By concentrating on these aspects, online retailers can effectively address service failures and improve customer satisfaction and loyalty.

Communication

Communication refers to how service employees interact with customers who raise complaints. Battaglia-Borchardt, Afonso-Sellitto, and Medeiros-Pereira (2012) also defined it as the ability to identify the causes of failure, plan corrective actions, and implement them effectively. Service providers should communicate with customers in a way that demonstrates empathy. Empathy is described as the care, concern, and personalized attention that a service firm offers to its customers, according to Zeithaml, Parasuraman, and Berry (1990). It also involves addressing customers in a manner that shows the service firm is committed to resolving their issues and minimizing their inconvenience (Boshoff, 1999). Empathy further entails a profound understanding of the customer's situation and a genuine expression of concern for their difficulties (Ennew & Schoefer, 2003). It reflects the ability to see the problem from the customer's perspective and underscores the provider's attentiveness and the significance they place on resolving it (Battaglia-Borchardt, Afonso-Sellitto, & Medeiros-Pereira, 2012).

Compensation

The compensation strategy involves offering customers additional benefits to offset the negative impact of service failures (Boshoff, 1999). It is defined as providing restitution for the failure, such as offering free future services or discounts to affected customers (Park & Park, 2016). Johnston and Michel (2008) emphasized that the effectiveness of compensation depends on the severity of the issue experienced by the customer.

Timely Feedback

According to Boshoff, Hoogendoorn, and Vander-Kraan (2005b), timely feedback means keeping customers informed about all aspects of their issues and the steps the service firm is taking to resolve them. It refers to the practice of updating customers once a problem is addressed, explaining what actions have been taken to fix it. For instance, if a customer submits a complaint and the firm adjusts its procedures based on the feedback, the service provider should communicate these changes and the progress of the recovery process to the customer.

Apology

Zemke and Bell (1990) proposed that offering an apology is the initial step in restoring fairness from a service provider's perspective. It involves recognizing, at the very least, that the customer has faced inconvenience, even if the service firm is not directly at fault. An apology entails accepting responsibility for negative incidents and expressing remorse or regret (Liao, 2007). It also refers to an individual employee's apology rather than a corporate one, along with acknowledging that a failure has taken place (Ennew & Schoefer, 2003). Additionally, an apology serves as a form of psychological compensation for the service failure (Park & Park, 2016). Battaglia, Borchardt, Afonso Sellitto, and

Medeiros Pereira (2012) noted that the effectiveness of this dimension depends on the severity of the failure and whether a refund or compensation is provided.

Explanation

Businesses often use explanations to protect their reputations when addressing complaints and to maintain customer loyalty despite dissatisfaction (Conlon & Murray, 1996). In this study, explanation refers to the service provider clearly and concisely explaining to the customer why the problem occurred. It does not include accepting responsibility or offering an apology. The nature of the explanations provided plays a significant role in how customers evaluate the service, particularly the efforts made to recover from the failure (Sparks & Callan, 1995).

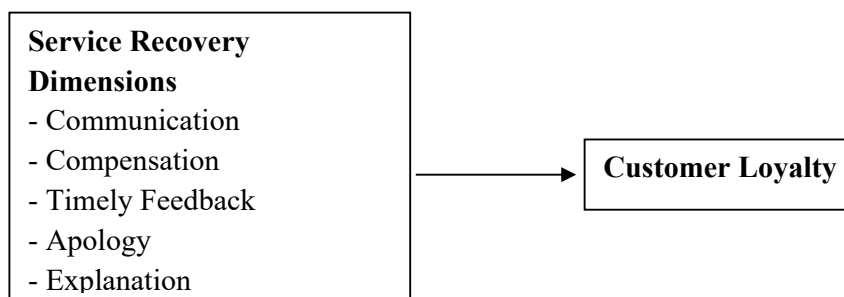
Customer Loyalty

Customer loyalty is categorized into three types: behavioral loyalty, attitudinal loyalty, and emotional attachment (Khan, 2012). Behavioral loyalty refers to a customer's repeated purchase behavior or intention to buy a specific brand (Russell-Bennett, McColl-Kennedy, & Coote, 2007). Behavioral loyalty is highly valued because it directly translates into sales, while attitudinal loyalty is equally important as the two are closely linked: repeated purchases foster positive feelings, which in turn lead to cognitive loyalty—meaning high levels of engagement and intent to repurchase (Turner & Wilson, 2006). These attitudes can be assessed by asking customers how much they like the brand, feel committed to it, are willing to recommend it, and hold positive beliefs and emotions toward it (Komunda & Osarenkhoe, 2012).

Conceptual Framework of the Study

For this study, the conceptual framework is developed based on the related literature review and previous studies. Service recovery dimensions are regarded as independent variables and measured by five service recovery dimensions: communication, compensation, timely feedback, apology, and explanation. And, customer loyalty represents as dependent variable. Thus, this framework mainly explores the effect of service recovery on customer loyalty of online shops. The conceptual framework for this study is shown in Figure (1).

Figure (1) Conceptual Framework of the Study



Source: Own Compilation Based on Previous Studies

Empirical Analysis

This section outlines the findings from the analysis of service recovery dimensions and customer loyalty in online shops. Regression analysis was conducted to examine the impact of service recovery dimensions on customer loyalty. The demographic characteristics of the respondents are summarized in Table (1).

Table (1) Demographic Characteristics of Respondents

Particular	Description	Frequency	Percentage (%)
Gender	Male	48	28.1
	Female	123	71.9
Age (Years)	Under 21	98	57.3
	Between 21 and 26	73	42.7
Online Shopping Experiences	Under 1 Year	77	45.0
	Between 1 and 2 Years	75	43.9
	Between 2 and 3 Years	13	7.6
	More than 3 Years	6	3.5
Products	Electronics	5	2.9
	Home and Furniture	1	0.6
	Fashion	52	30.4
	Beauty and Grooming	12	7.0
	Books	2	1.2
	All of the above	99	57.9
Income (Kyats)	Less than or equal 100,000	144	84.2
	Between 100,001 and 200,000	17	9.9
	Between 200,001 and 300,000	1	0.6
	Between 300,001 and 400,000	2	1.2
	Above 400,000	7	4.1
Names of Online Shop	Khit Zay	71	41.5
	rgo47	29	17.0
	Shop.com	40	23.4
	Others	31	18.1

Source: Survey data (2023)

As shown in Table (1), 71.9% of the respondents are female, while 28.1% are male. Over half of the participants, accounting for 57.3% of the sample, are under 21 years old, while the smallest group falls between 21 and 26 years old. Additionally, most respondents have less than one year of online shopping experience, with fewer having more than three years of experience. In terms of purchases, 30.4% of respondents bought fashion products online, and 57.9% purchased a variety of products. The majority of respondents (84.2%) earn 1 lakh (kyats) or less per month, with a small minority (0.6%) earning between 200,001 and 300,000 kyats. Most respondents (41.5%) shopped from Khit Zay, while the fewest (17.0%) used rgo47.

Reliability Analysis

According to Hair, Black, Babin, and Anderson (2010), reliability tests are essential for assessing the consistency of measurement items. They stated that a Cronbach's alpha value exceeding 0.7 is generally deemed acceptable. Table (2) provides an overview of the alpha values for each variable.

Table (2) Reliability Analysis: Alpha Coefficients

Variables	Cronbach's Alpha	No. of Items
Communication	0.811	6
Compensation	0.859	6
Timely Feedback	0.786	6
Apology	0.791	6
Explanation	0.833	6
Customer Loyalty	0.892	6

Source: Surveyed data (2023)

As shown in Table (2), the Cronbach's Alpha values for both the independent and dependent variables exceed 0.7, indicating that all variables meet the acceptable level for reliability testing.

Effect of Service Recovery on Customer Loyalty

Multiple linear regression analysis was employed to examine the impact of service recovery on customer loyalty in online shops. Customer loyalty, as reported by respondents, was treated as the dependent variable, while perceptions of service recovery dimensions—communication, compensation, timely feedback, apology, and explanation—were considered independent variables. The findings are detailed in Table (3).

As shown in Table (3), the F-value is 118.243 with a p-value of 0.000, which is less than 0.01. This indicates that the multiple linear regression model is statistically significant at the 1% level, confirming that the impact of service recovery dimensions on customer loyalty in online shops exists. The adjusted coefficient of determination (Adjusted R²) is 0.782, meaning that 78.2% of the variation in customer loyalty can be explained by the variation in service recovery dimensions, including communication, compensation, timely feedback, apology, and explanation. Multicollinearity is not an issue among the independent variables, as the VIF values (1.119, 1.458, 1.426, 1.179, and 1.109) are all below 10.

Table (3) Effect of Service Recovery on Customer Loyalty

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	VIF
	B	Std. Error	Beta			
(Constant)	0.491	0.225		2.185	0.030	
Communication	0.075**	0.037	0.077	1.998	0.047	1.119
Compensation	0.813***	0.047	0.759	17.281	0.000	1.458
Timely Feedback	0.132***	0.040	0.143	3.298	0.001	1.426
Apology	0.009	0.044	0.008	0.200	0.842	1.179
Explanation	0.071	0.050	0.054	1.421	0.157	1.109
F	118.243***					
R ²	0.782					
Adjusted R ²	0.775					

Source: Surveyed data (2023)

Note: ** significant at 5% level, *** significant at 1% level

Regarding the regression coefficients, compensation ($\beta=0.813$, $p<0.01$), timely feedback ($\beta=0.132$, $p<0.01$), and communication ($\beta=0.075$, $p<0.05$) have significant positive effects on customer loyalty at the 1% and 5% significance levels, respectively. However, apology and explanation dimensions do not show a significant effect on customer loyalty.

Conclusion

This study mainly emphasizes service recovery and customer loyalty of online shops. The discussions on the findings of the study are described in this section. Besides, the suggestions and recommendations for the surveyed area, and needs for further research are also presented in this section.

Findings and Discussion

The main purpose of this study is to analyze the effect of service recovery on customer loyalty at online shops. By using the primary data and information, multiple linear regression analysis is conducted for this study.

According to the results of multiple linear regression analysis, compensation, timely feedback, and communication dimensions have significant positive effects on customer loyalty respectively. With communication dimension, online shops can offer a contact number to get easy access for their customers. Online shops can serve representatives for customer service. If there is a problem, a person is already available to solve. Moreover, online shops are being polite in responding to customer complaints, they provide a good explanation to customers regarding service failures that occur, and correct information according to facts.

With compensation, online shops are willing to compensate for the problems they created such as unable to deliver the order in time. Online shops please to provide compensation to customers who commensurate with the losses suffered and gives the right

solution for the complaints. Besides, online shops dealing with the complaints is superior and they can show making efforts to solve customer complaints.

With timely feedback, online shops can deliver orders as promised and make items available for delivery within the right time. Online shops are willing to offer the customers with suitable options for returning items and handle product returns well. From the financial point of view, online shops care to serve the right products for the right customers in order to reduce product returns. Online shops are willing to tell the customers what to do if the operation is not processed and they takes care of problems very well. Thus, these dimensions are contributing customers to become more loyal on online shops.

Suggestions and Recommendations

Based on the findings of this study, suggestions and recommendations are developed for building customer loyalty of online shops.

According to the results, online shops in the survey can effectively show their ability and interest in solving the customer problems. To be more effective, online shops should concentrate to communicate the customers that they sincerely regret the failure and the measures implemented to prevent such incidents from occurring again in the future. Communication skills are important in the service industry as they influence customer evaluations of service quality. In order to keep their customers' loyalty and get the loyalty from the prospective customers, the online shops should handle their customers with respect and courtesy during service recovery interactions. This approach has been shown to enhance customers' perception of communication, which subsequently boosts their satisfaction and loyalty in service recovery scenarios.

Online shops can provide their compensation procedures depending on the severity of the problem the customer has endured. Therefore, this dimension is also one of the dimensions that become loyalty for customers. Online shops must ensure they are not perceived as shirking responsibility for failures or using compensation as a shield. They should also recognize that compensation alone cannot fix a flawed service recovery process. Instead, compensation should be combined with other recovery strategies. Online shops should leverage their resources to develop creative and innovative approaches to strengthen customer loyalty. Among service recovery strategies, tangible compensation is costly. Thus, online shops need to do more than saving money by simply avoiding tangible compensation and need to develop more interactive and tailored methods of apology by which they can meet their customers' expectations. By doing so, online shops can maintain the successful relationship with their customers and also keep being costly of their financial position.

Then, online shops can timely response their customer's complaints. Therefore, this dimension is also one of the dimensions that become loyalty of customers. Giving timely feedback to service failure can increase the opportunities of customer satisfaction. Customers anticipate that the service quality provided by online shops should be quick and efficient. They tend to grow impatient if the promised service is not delivered within a reasonable timeframe. If online shops cannot maintain serving their customers in a timely responsive manner, this will have the effect leading to untimely address to customers' complaints. In order to get more loyalty of customers, online shops should keep and improve their timely responses to customer request.

Based on the results of this study, it can be inferred that service failures are unavoidable in the service industry and, if left unaddressed, it can negatively impact a firm's performance. Effective recovery strategies have been shown to not only restore but

also improve customers' perceptions of an online shop's capabilities, leading to increased satisfaction, retention, positive word-of-mouth, and long-term profitability. Without effective recovery measures, some customers are likely to avoid repurchasing from the same shop and may easily switch to a competitor. Therefore, online shops should use service recovery approaches to build and maintain their customer loyalty.

Needs for Further Research

This study assesses service recovery and customer loyalty of online shops. The necessary data analyses are conducted based on the data collected in January, 2023. This study was conducted based on the responses of the students of Monywa University of Economics. If the study includes service recovery procedures and customer loyalty of all areas in Monywa, it will give the better contribution for the e-commerce industry in Monywa. Moreover, the only five service recovery dimensions are applied for this study. There are still many other useful service recovery procedures proposed and used by other academicians and researchers. Thus, for further studies, including other service recovery dimensions can be fruitful results. If it is possible, the analysis on service recovery and customer loyalty of e-commerce industry in Monywa can explore more comprehensive insight of the whole e-commerce industry.

Acknowledgements

First and foremost, I would like to express my grateful thanks to Professor Dr. Nu Nu Lwin, Pro-Rector of Naypyitaw State Academy. And, I would like to pay my sincere gratitude and heartfelt thanks to Professor Dr. Soe Soe Aung, Pro-Rector of Naypyitaw State Academy. Then, I would like to say thank you to Dr. Yin Min Htwe, Professor and Head, Department of Management Studies, Naypyitaw State Academy, for her good suggestions and comments on the perspective of this thesis. Besides, I would like to thank Dr. Yin Yin Wint, Professor and Head of Department of Statistics, Naypyitaw State Academy, for her good suggestions concerning statistical tools and methods for my thesis. Last but not the least, I would like to deeply thank to the students from Monywa University of Economics who participate in my survey and support the data required. I would like to thank my parents, my family and my friends for their care, continuous support, understanding and encouragement throughout my life.

References

- Baron, J. (2005). *Rationality and intelligence*. Cambridge University Press.
- Battaglia, D., Borchardt, M., Afonso Sellitto, M., & Medeiros Pereira, G. (2012). Service recovery: A method for assessing performance. *Business Process Management Journal*, 18(6), 949–963. <https://doi.org/10.1108/14637151211283357>.
- Boshoff, C. (1999). RECOVSAT: An instrument to measure satisfaction with transaction-specific service recovery. *Journal of Service Research*, 1(3), 236–249. <https://doi.org/10.1177/109467059913002>.
- Boshoff, C., Hoogendoorn, P. M., & Vander Kraan, Y. (2005b). A differentiated approach to service recovery. *Nyenrode Research Group Working Paper Series*, 5(3), 1–10. https://www.researchgate.net/publication/4867853_A_differentiated_approach_to_service_recovery.
- Bradley, G., & Sparks, B. (2012). Explanations: If, when, and how they aid service recovery. *Journal of Services Marketing*, 26(1), 41–51. <https://doi.org/10.1108/08876041211199709>.
- Chang, H. L. (2008). The relationship between stock price and EPS: Evidence based on Taiwan panel data. *Economics Bulletin*, 3(30), 1–12. <https://ideas.repec.org/a/eb1/ecbull/eb-08c30034.html>.

- Conlon, D. E., & Murray, N. M. (1996). Customer perceptions of corporate responses to product complaints: The role of explanations. *Academy of Management Journal*, 39(4), 1040–1056. <https://doi.org/10.2307/256723>.
- Ennew, C., & Schoefer, K. (2003). *Service failure and service recovery in tourism: A review*. Paper presented at Nottingham University Business School, Nottingham, England. https://www.researchgate.net/profile/Christine_Ennew/publication/252577031_Service_Failure_and_Service_Recovery_in_Tourism_A_Review/links/00b4953604d8999e28000000.pdf.
- Forbes, D. P. (2005). The effects of strategic decision making on entrepreneurial self-efficacy. *Entrepreneurship Theory and Practice*, 29(5), 599–626. <https://doi.org/10.1111/j.1540-6520.2005.00100.x>.
- Gronroos, C. (1990). Relationship approach to marketing in service contexts: The marketing and organizational behavior interface. *Journal of Business Research*, 20(1), 3–11. [https://doi.org/10.1016/0148-2963\(90\)90037-E](https://doi.org/10.1016/0148-2963(90)90037-E).
- Gronroos, C. (2007). *Service management and marketing: Customer management in service competition* (3rd ed.). Wiley & Sons.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis* (7th ed.). Prentice Hall.
- Harrison-Walker, L. (2012). The role of cause and effect in service failure. *Journal of Services Marketing*, 26(2), 115–123. <https://doi.org/10.1108/08876041211215275>.
- Johnston, M. V. (2009). Plasticity in the developing brain: Implications for rehabilitation. *Developmental Disabilities Research Reviews*, 15(2), 94–101. <https://doi.org/10.1002/ddrr.64>.
- Johnston, R., & Michel, S. (2008). Three outcomes of service recovery: Customer recovery, process recovery, and employee recovery. *Journal of Operations & Production Management*, 28(1), 79–99. <https://doi.org/10.1108/01443570810841121>.
- Komunda, M., & Osarenkhoe, A. (2012). Measurement of service quality in hospitality industry with special context to the tourism industry in Agra. *World Journal of Business Studies*, 1(1), 113–130.
- Kozub, K. R., et al. (2014). Emotional antecedents and outcomes of service recovery: An exploratory study in the luxury hotel industry. *Journal of Services Marketing*, 28(3), 233–243. <https://doi.org/10.1108/JSM-09-2012-0167>.
- Kuenzel, S., & Katsaris, N. (2009). A critical analysis of service recovery processes in the hotel industry. *TMC Academic Journal*, 4(1), 14–24. https://www.researchgate.net/publication/237230419_A_Critical_Analysis_of_Service_Recovery_Processes_in_the_Hotel_Industry.
- Liao, Y. K. C. (2007). Effects of computer-assisted instruction on students' achievement in Taiwan: A meta-analysis. *Computers & Education*, 48(2), 216–233. <https://doi.org/10.1016/j.compedu.2005.05.002>.
- LinkedIn. (2023). *Service recovery: How to build customer loyalty*. Retrieved from <https://www.linkedin.com/advice/3/how-can-you-use-service-recovery-build-customer>.
- Maher, A., & Sobh, R. (2014). The role of collective angst during and after a service failure. *Journal of Services Marketing*, 28(3), 223–232. <https://doi.org/10.1108/JSM-09-2012-0166>.
- Mazhar, S. H., Li, X., Rashid, A., Su, J., Xu, J., Brejnrod, A. D., & Rensing, C. (2021). Co-selection of antibiotic resistance genes, and mobile genetic elements in the presence of heavy metals in poultry farm environments. *Science of The Total Environment*, 755, 142702. <https://doi.org/10.1016/j.scitotenv.2020.142702>.
- Michel, S., & Meuter, M. L. (2008). The service recovery paradox: True but overrated? *International Journal of Service Industry Management*, 19(4), 441–457. <https://doi.org/10.1108/09564230810891923>.

- Park, J. J., & Park, J. W. (2016). Investigating the effects of service recovery quality elements on passengers' behavioral intention. *Journal of Air Transport Management*, 53, 235–241. <https://doi.org/10.1016/j.jairtraman.2016.03.002>.
- Petitjean, M. (2013). Bank failures and regulation: A critical review. *Journal of Financial Regulation and Compliance*, 21(1), 16–38. <https://doi.org/10.1108/13581981311297803>.
- Russell-Bennett, R., McColl-Kennedy, J. R., & Coote, L. V. (2007). The relative importance of involvement and satisfaction on brand loyalty in a small business services setting. *Journal of Business Research*, 60(12), 1253–1260. <https://doi.org/10.1016/j.jbusres.2007.04.001>.
- SCB Economic Intelligence Center. (2020). *E-commerce: New business opportunities for Thai businesses in CLMV*. Retrieved from <https://www.scb.co.th/en/personal-banking/stories/business-maker/myanmar-e-commerce.html>.
- Shankar, V., Smith, A. K., & Rangaswamy, A. (2003). Customer satisfaction and loyalty in online and offline environments. *International Journal of Research in Marketing*, 20(2), 153–175. [https://doi.org/10.1016/S0167-8116\(03\)00016-8](https://doi.org/10.1016/S0167-8116(03)00016-8).
- Sparks, B. A., & Callan, V. J. (1995). *Dealing with service breakdowns: The influence of offers, explanations, and communication style on consumer complaint behavior*. Paper presented at Academy of Marketing Science 7th Bi-Annual Conference, Melbourne, Australia.
- Tarofder, A. K., et al. (2016). The mediating influence of service failure explanation on customer repurchase intention through customer satisfaction. *International Journal of Quality and Service Sciences*, 8(4), 516–535. <https://doi.org/10.1108/IJQSS-02-2016-0013>.
- Turner, J. J., & Wilson, K. (2006). Grocery loyalty: Tesco clubcard and its impact on loyalty. *British Food Journal*, 108(11), 958–964. <https://doi.org/10.1108/00070700610709959>.
- Turner, V. (2018). *Dramas, fields, and metaphors: Symbolic action in human society*. Cornell University Press.
- Wind, J., & Rangaswamy, A. (2001). Customization: The next revolution in mass customization. *Journal of Interactive Marketing*, 15(1), 13–32. <https://doi.org/10.1002/dir.1002>.
- Wirtz, J., & Mattila, A. S. (2012). Consumer responses to compensation, speed of recovery, and apology after a service failure. *International Journal of Service Industry Management*, 15(2), 150–166. <https://doi.org/10.1108/09564230410532484>.
- Zeithaml, V. A., et al. (2006). Forward-looking focus: Can firms have adaptive foresight? *Journal of Service Research*, 9(2), 168–183. <https://doi.org/10.1177/1094670506289566>.
- Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1990). *Delivering quality service: Balancing customer perceptions and expectations*. The Free Press.
- Zemke, R., & Bell, C. (1990). Service recovery: Doing it rights the second time. *Training*, 27(6), 42–48. https://www.researchgate.net/publication/266876145_Service_Recovery_in_a_Service_Guarantee_Context.
- Zhu, H., et al. (2021). The probiotic L. casei Zhang slows the progression of acute and chronic kidney disease. *Cell Metabolism*, 33(10), 1926–1942. <https://doi.org/10.1016/j.cmet.2021.09.004>.