Leveraging Technology to Diminish Hostility in Service Recovery

Pi-Feng Hsieh[1][*] and Chung-Shing Lee[2]

[1] Department of Marketing Management, Takming University of Science and Technology, Taipei, Taiwan, R.O.C.

[2] School of Business, Pacific Lutheran University, Tacoma, WA 98447, USA.

Abstract─Since the most common causes for dissatisfaction in service recovery comes from service providers' hostility, we propose technology to be an efficient way to diminish hostility in service recovery. Unlike most researches to find the solution from the perspective of emotional labor, we discuss technology's benefits to emotional uncertainty. On the theoretical background of affective expectation model, C-O-P triangles, and emotional perspectives, we define the problem in service recovery and propose technology to be the solution. Our contribution is to integrate the existing literature of service recovery in aspect of customer compliant, service hostility, and technology adoption, and find the interdependence between technology-based and human encounter strategies in service recovery. Besides, our findings have interesting implications for design of service recovery systems.

Keywords─Service hostility, service recovery, technology infusion, customer complaint, strategic decision-making

1. INTRODUCTION

Service recovery has been identified as a critical factor in the success of service organizations (DeWitt *et al.*, 2008; Keeffe *et al.*, 2007; Chebat and Slusarczyk, 2005; Babakus *et al.*, 2003; Bougie *et al.*, 2003; Smith and Bolton, 2002). The most common causes for dissatisfaction in service recovery comes from service providers' hostility like unfriendly or impolite attitude (Chebat *et al.*, 2005; Bougie *et al.*, 2003). Scholars thus offer an aspects of emotional labor (Du *et al.*, 2008; Dallimore *et al.*, 2007; Hennig-Thurau *et al.*, 2006), or even suggest an extra-role behavior of employee (de Jong and de Ruyter 2004; Netemeyer and Maxham, 2007; Morrison and Phelps 1999) to help customers "recover" from the negative emotions caused by service failures (Smith and Bolton, 2002). To cope with the problem of human encounter, another research stream proposes technology as an alternative channel since it leads to more efficient service recovery systems (Bitner *et al.*, 2000; Shaffer, 1999; Tax and Brown, 1998; Hart *et al.*, 1990) such as higher operational performance (Bhappu and Schultze, 2006), incresed service speed, cost saving, and convience to customer (Snellman and Vihtkari, 2003; Pujari, 2004; Meuter *et al.* 2000; Dabholkar, Bobbin, and Lee 2003). In addition to the efficiency of technology use, however, very little attention has been directed at investigating its benefits to emotional labor management. This study is to explore whether technology adoption can help to confront the service hostility in service recovery.

Frontline service employees are at the heart of recovery efforts because of their boundary-spanning roles (Bowen and Lawler 1995; Bowen and Schneider 1988). Tax *et al.* (1998) found that the customer's anger is abated when employee acts in a polite and empathetic manner, and with a strong effort to solve the problem. By contrast, service hostility like rude and uncaring behaviour did the opposite (Tax *et al.*, 1998). To diminish the hostility from employee, technology adoption may provide assistance. Especially customer seeking redress primarily comes up with problem-focused, rather than emotion-focused coping behavior (Menon and Dubé, 2007; Chebat *et al.*, 2005; Lazarus and Folkman, 1984), technology provides a comparatively satble mechanism for companies to deal with customers problems. In addition to its efficiency, technology adoption can reduce the human encounter during the service delivery (Meuter *et al.*, 2000), it accordingly reduces the emotional uncertainty between customer and employee, then in turn reduce the opportunities for customers to be dissatisfied in service recovery. Considering the efficiency and stability that technology can provide in service recovery, we assume that technology gives an alternative way in service recovery to diminish hostility. The research question to be explored in our study is thus formed as: how does technology adoption moderate the hostility between customer and employee in service recovery? And what does technology adoption implicates emotional labor management? In this study, three theoretical perspectives- affective expectation model, C-O-P triangles, and emotional perspectives- are used to answer the research questions.

---

[*] Corresponding author's email: vivien@mail.takming.edu.tw

2. MEASURING SERVICE RECOVERY

Regardless of the level of commitment to service excellence, however, mistakes and failures in service delivery are frequent occurrences (Lewis and Spyrakopoulos 2001; Smith *et al.*, 1999; Yavas and Yasin 2001). When a dissatisfied consumer seeks redress, nevertheless, the service provider is given an opportunity to resolve the situation. A service provider can also learn from complaints how to prevent similar service failures in the future. If effectively resolved, failures have a positive impact on regaining customer confidence and can strengthen customer loyalty (Spreng *et al.*, 1995; Zeithaml *et al.*, 1996). Thus, customer complaints are essential for successful service recovery (Blodgett *et al.*, 1993, 1995; Hart *et al.*, 1990; Hoffman *et al.*, 1995; Tax *et al.*, 1998).

Since nearly two-thirds of customer complaints are initiated with frontline employees, their actions are among the most critical elements of a firm's service strategy (Tax and Brown 1998). Existing research shows that the affective response is one of the drivers of how employees assess their own service recovery performance (Babakus *et al.*, 2003). Emotions thus have important mediating roles during the service recovery process (DeWitt *et al.*, 2008).

On the other hand, Menon and Dubé (2007) find that consumers seeking redress cope primarily by planful problem solving (i.e., attempting to resolve the situation and attain their consumption goal), provider responses that offered solutions (instrumental support) were more effective than responses that offered emotional support. The effective use of technology may provide a better way to recover from service failure (Snellman, K., Vihtkari, T., 2003; Brown, 1997; Tax and Brown, 1998). The emergence of self-service technologies (SSTs) has spurred a plethora of predictions of how technology will affect interactions between customers and service providers. One such prediction is that technology will facilitate customer complaints by offering new channels that reduce the time and effort required in the process (Brown, 1997; Shaffer, 1999; Tax and Brown, 1998).

Concerning both roles of employee and technology in service recovery, this study is to explore their interdependence. The beginning of the research is to define the measurement of customer complaint, service provider hostility, and technology infusion.

2.1 Customer Complaint

Customer complaints are essential for successful service recovery (Blodgett *et al.*, 1993, 1995; Hart *et al.*, 1990; Hoffman *et al.*, 1995; Tax *et al.*, 1998). Research examining customer dissatisfaction finds that customers would rather remain passive than complain when they are dissatisfied (Oliver 1996). In contrast, complaining appears to be a fairly common response to anger (Roseman *et al.*, 1994; Shaver *et al.*, 1987). Anger, anxiety, and resignation are assumed to be the most common emotion related to service failure and what consumers may feel afterward (Chebat *et al.*, 2005).

To explain the attitude of customer complaint, we rely on functional theory (Katz, 1960) which argues that attitudes are from individual motivation and, more precisely, in the ability of "objects," to help an individual achieve objectives and satisfy needs (Lutz, 1991). One functional components of utilitarian (from four functional components identified by Katz (1960), the utilitarian component, the value-expressive function, the ego-defensive function, and the knowledge function) can be referred to the attitude of customer complaint. The utilitarian component has often been analyzed (Batra and Ahtola, 1991) as encompassing two facets: one strictly utilitarian or instrumental, illustrating the role of an object in attaining external goals, and one termed hedonic or sometimes aesthetic, which corresponds to an affective gratification achieved through consumption (Evrard and Aurier, 1996).

Given these arguments, we expect customer complain with negative attitude. Customers' negative attitude is formed based on two incentives: for utilitarian function, they look for problem solving but some dissatisfied customers regard complaining to be ineffective and hopeless (Snellman and Vihtkari, 2003). Negative attitude helps customer to achieve objectives of being noticed. On the other hand, customers perceive punitive while experiencing service failure. They form negative attitudes in service recovery to reflect their desire to minimize the penalties (Lutz, 1991)

Thus, negative attitude is the premise of measuring customer complaint. Service providers have to cope with the uncertainty from negative attitude in order to process a successful service recovery.

2.2 Service provider hostility

Hostile behaviors are defined as overt actions by one party toward another that the target perceives as malevolent, unfavorable, or even warlike toward himself or herself (Buss and Perry, 1992; Doucet and Jehn, 1997). According to a 2000 Federal Communications Commission report, customers' complaints often point to hostile or rude interpersonal behaviors on the part of service providers. Since employees of service organizations tend to be linked to customers during service delivery, they play a key part in carrying out the strategic initiatives of these firms (Doucet, 2004; Skaggs, and Youndt, 2004). Service recovery, especially, is regarded as a link to relationship management between customers and frontline employee since emotions have important mediating roles during the service recovery process (DeWitt *et al.*, 2008). Frontline employees' expression of unfavorable emotion is one of critical problem in service recovery. The emotional requirements of employees become the most important but uncontrollable factor. The use of emotion in organizations is a potent tool not only because customers expect it to be a part of service, but also because displayed emotion can alter customer moods and thus influence customer attitudes toward an organization (Pugh, 2001). "Emotional labor" (Hochschild, 1983) thus becomes an important research stream that address the role of emotions in service encounters.

Emotional labor refers to service employees' display of expected emotions as a self-regulatory process (Hochschild, 1983). It is defined (Hochschild, 1983) as those that (1). Require face-to-face or voice-to-voice contact with the public, (2). Require the workers to produce an emotional state in another person, and (3). "allow the employer … to exercise a degree of control over the emotional activities of employees". Companies requiring emotional labor may significantly improve service quality by simply eliminating hostile behaviors (Doucet, 2004).

2.3 Technology infusion

The general perceptions of declining service (Grant 1998) result from that some customers perceive frontline employees as a nuisance to be avoided. The problems may lead to less loyalty and increased switching behavior. Self service technologies (SST) is thus be suggested for customers to avoid this declining service and produce and consume on their own, at their own convenience (Meuter *et al.*, 2000). The need for better and more cost-effective customer services is driving many firms to implement self-service technology (SST) (Bitner *et al.*, 2002). SST can help the consumer to solve the problem independently during the service encounter. It offers the possibility for keyword search of questions and usage of "troubleshooting engines" that can automatically walk customers through problem-identification and -resolution processes. (Snellman and Vihtkari, 2003). For most customers asking for redress, SST provides a faster and more effective channel to find their solution.

Even technology can effectively recover from service failure (Bitner and Meuter, 2000), the most common problem comes from customers' probability and willingness to use it. Fisk finds that even though many organizations had implemented SST to facilitate complaining, the customers were either unaware of them or found them too complex to use (Fisk *et al.*, 2008). One of the most extensively applied theories in information systems research (Venkatesh and Davis 2000) identifies perceived usefulness (the degree to which a person believes that using a particular system would enhance the performance) and perceived ease of use (the degree to which a person believes that using a particular system would be free from effort) as the key components in the users' adoption decision. Thus, the design of customer interfaces is critical. Dabholkar and Bagozzi (2002) highlighted that key questions firms need to ask about that include "(1) whether to offer SST, (2) how to design it to appeal to different consumers, (3) to which type of consumer to promote such service options, and (4) how to do so".

3. THEORY AND HYPOTHESES

3.1 Customer complaint and service provider hostility

Customer complaint is with negative attitude as our premise. According to frontline employees' experience of encounter in service recovery, they are with the expectation of customers' negative attitude. Employees' affective reaction is thus influenced. The affective expectation model (AEM, Wilson *et al.*, 1989) asserts that how much a person thinks they will like an experience (affective expectation) is as important as what actually happens during the experience in the determination of how much the experience is enjoyed (affective reaction). Affect expectations relate to emotional attributes such as anger or joy (Laroche *et al.*, 2004). Frontline employees in service recovery are in the negative mood with the negative affective expectation of customers and in turn display the hostility.

Most existing researches on expectation (*e.g.*, Lankton and Wilson, 2007; Cowley *et al.*, 2005) has focused on customers' affection in service environments. Expectations are thus defined as perceptions of future service performance that are commonly thought to reflect what a customer believes or anticipates is likely to happen (Yi, 1990; Olson and Dover, 1979). In the situation of service recovery, customers are the stimulus. Frontline employees are the ones to confront the stimulus and display the reaction. Customers' negative attitude forms the unpleased experience of employees, and since employees' affective reactions are formed with reference to prior expectations about how they thought they would feel, which is generated from the prior experience, employees are therefore display hostility like unfriendly or impolite attitude base on their negative affective expectations. Furthermore, as affect expectations in turn influence the evaluation of an experience (Geers and Lassiter, 1999, 2002; Klaaren *et al.*, 1994; Wilson *et al.*, 1989; Cowley *et al.*, 2005), negative feelings of encounter in service recovery accumulate, employees are with the expectation of facing an unpleased encounter in service recovery. Thus, the following proposition is offered:

Proposition 1: Customer complaint will be positive associated with service providers' hostility.
Proposition 1, along with the rest of our research model, can be seen in Fig. 1.
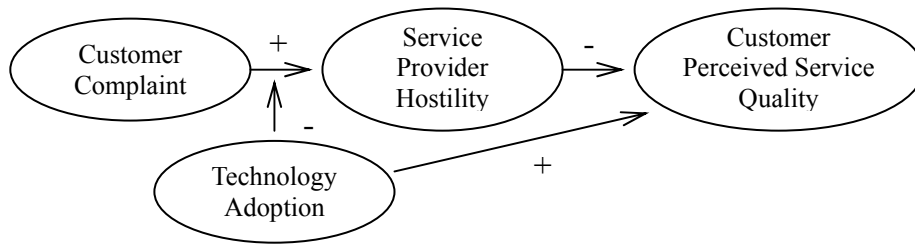

Figure 1. Technology as an moderator to diminish the hostility in service recovery

3.2 Customer complaint, service provider hostility, and technology adoption

To better understand how technology moderates the encounter in service recovery, we rely on the C-O-P triangle (Gutek and Welsh, 2000)[1] which conceptualizes all service interactions in terms of links among three parties: the customer (C), the service organization (O), and the individual service provider (P). The two service designs that are relevant to our study are service relationships and service pseudorelationships (Gutek 1995). These service designs are depicted as different patterns of linkages among the three parties in Fig. 2.
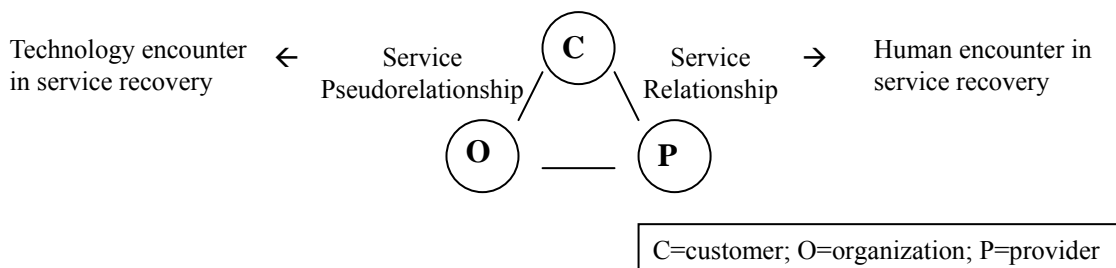

Figure 2. The C-O-P Triangles vs. encounter in service recovery

Service relationships are identified by a tight C-P link, which signifies that a customer engages in repeated service transactions with the same provider (Gutek and Welsh 2000). The customer and provider develop tight social bonds with each other (Seines and Hansen 2001). While in service pseudo relationships, customers engage in repeated interactions with a service organization rather than a specific provider. Therefore, pseudo relationships are characterized by a tight C-O link. A customer's successive contacts with a firm typically involve different, yet functionally equivalent, providers. The relationship gradation from C-O-P triangle can be refined by Doucet (2004)'s definition on *customer utility for service* which indicates the level of importance a customer places on service interaction. Customers with higher utility for service depend on service relationships with human encounter since it engender a sense of obligation, goodwill, and reciprocity between customers and specified providers (Adler and Kwon 2002) and that is the most common factor for customer's repurchase attention. However, customers with lower utility for service don't develop sufficient interpersonal rapport with their provider to feel a sense of obligation toward this individual. Pseudo relationships are developed between this kind of customers and providers since customers claim more about service speed, efficiency, and more customer control, and that is the attributes of technology adoption.

Bhappu and Schultze (2006) use C-O-P triangle to distinguish the performance of technology adoption into relational and operational types. Since customers seeking redress primarily come up with problem-focused, rather than emotion-focused coping behavior (Menon and Dubé, 2007; Chebat *et al.*, 2005; Lazarus and Folkman, 1984), they claim operational performance, rather than relational performance. That is, operational performance based on pseudorelationship provides more customized service to complaining customers and in turn help customers recover from the negative emotiions caused by service failures. Furthermore, technology adoption can diminish hostility in service recovery since it reduces the human

---

[1]The C-O-P (customer, organization, provider) triangle bears much resemblance to the Pyramid Model (Parasuraman 2000), which is frequently used in the marketing literature.

encounter during the service delivery (Meuter *et al.*, 2000) and accordingly reduces the risk of emotional uncertainty. Therefore,

> *Proposition 2: Technology will moderate the relations between customer complaint and service providers' hostility in such a way that when the technology adoption is high, customer complaint will have weaker relations to service providers' hostility than if will when the technology adoption of service recovery is low.*

3.3 Technology adoption and customer perceived service quality

It is undeniable that technology adoption support to handle complaints will lead to more efficient service recovery systems (Brown, 1997; Tax and Brown, 1998). Existing researches show that customers associate many benefits with SST, including an increased sense of control, faster turnaround time, improved service efficiency (e.g., Bateson 1985; Meuter *et al.* 2000; Dabholkar, Bobbitt, and Lee 2003), cost savings, reduced waiting time, and higher customization (e.g., Dabholkar, Bobbitt, and Lee 2003; Pujari 2004).

In addition, we propose technology adoption to be a way to help with the emotional uncertainty during the service encounter. This argument is supported by Meuter's research on customer satisfaction with technology-based service encounters (Meuter *et al.*, 2000). They suggest SSTs to be a way for customers to avoid the declining service from irritative frontline employee and produce and consume on their own, at their own convenience. Especially most complaint customers are seeking for specified solution rather than emotional support (Menon and Dubé, 2007), "troubleshooting engines" of technology can automatically walk customers through problem-identification and -resolution processes (Snellman and Vihtkari, 2003). Technology thus provides a more customized service.

On the other way, numerous studies on the effect of customer satisfaction and dissatisfaction on customers' behavioral responses to service failure indicate that service encounter dissatisfaction is a significant predictor of negative WOM, complaint behavior to service provider, third-party complaining, and switching (e.g., Maute and Forrester 1993; Bougie *et al.*, 2003). Among the four behaviors, complaint to the service provider is the only way for the company to remedy the service failure. If the problems are effectively resolved, failures have a positive impact on regaining customer confidence and can strengthen customer loyalty (Spreng *et al.*, 1995; Zeithaml *et al.*, 1996). Therefore, customer complaints have to be encouraged. Prior research shows that some dissatisfied customers do not complain because they simply do not know where and how to do so or feel embarrassed about attracting attention (Lovelock, 1994; Tax and Brown, 1998; Hart *et al.*, 1990). By integrating complaining channels to service technologies these types of barriers may be removed. In addition, technology does not require a face-to-face contact with personnel and thus, can ease the complaining process for those who feel embarrassed about attracting attention (Snellman and Vihtkari, 2003). The perceived easiness of complaining had a significant effect on complaining frequency, company in turn has the chance to remedy, and enhance the customer perceived service quality. Then,

> *Proposition 3: Technology adoption will be positive associated with customer perceived service quality*

3.4 Service provider hostility and customer perceived service quality

Research on interpersonal emotion processes has shown that a target person's displays of emotion can influence an observer's mood via emotional contagion (Pugh, 2001; Barsade, 2002; Doucet, 2004). "Emotional contagion" is defined as the flow of emotions from one person to another, with the receiver "catching" the emotions that the sender displays (Schoenewolf, 1990). In the context of service interactions, emotional contagion creates a ripple effect of emotions from service employees to customers (Pugh 2001; Tsai and Huang 2002; Verbeke, 1997). In other words, employees who smile at customers may be contagious, in that they change the affective state of customers and thus influence customers' perceptions and evaluations of the service encounter (Hennig-Thurau *et al.*, 2006).

Besides, mood is argued to influence attitude formation through at least one important mechanism. Mood may influence a customer's evaluation of various features of a service interaction via selective attention to mood-congruent events and characteristics (Bower, 1981). In support of this theory, Pugh (2001) finds that emotional experience of a customer mediates the relations between pleasant behaviors of service providers and customer evaluations of service quality (Pugh, 2001). Hochschild (1983) also finds that the display of positive emotion can be viewed as an expected part of the service in a bank branch. If a teller displays positive emotion toward a customer during an interaction, this is a relevant input into an evaluation of service. The display of positive emotion is also consistent with typical predictors of service quality, such as employee empathy and assurance (Parasuraman *et al.*, 1988).

In service recovery environment, hostility like unfriendly, impolite, rude and uncaring behavior from frontline employees initiates the emotional contagion process. Especially customer satisfaction is widely regarded as the cognitive assessment of a customer's emotional experience (Hunt, 1993), customer perceives lower service quality with the employee's hostility. Thus,

Proposition 4: Service providers' hostility will be negative associated with customer perceived service quality

4. DISCUSSION

Opinions about the advantages of service encounter's type are widely divided. Some researches propose the human contact as a vital importance because employee empathy and assurance is essential to customers' evaluations of service quality. We propose that technology has significant assistance on emotional labor management, not only its efficient on process like existing researches' findings.

We don't deny the effect of human encounter. It is essential for the relational performance which facilitates social bonding between customers and employees. Relational performance and social bonds (Vickery *et al.* 2004) are key antecedents of customer loyalty. Bhappu and Schultze propose that using SST enhances operational performance and relational performance is improved via traditional service encounter like human contact (Bhappu and Schultze, 2006). Our findings further prove that technology can release the problem of emotional labor management. That is, human contact and technology adoption are somehow interdependent, not only parallel to each other.

Researches about service encounter of both human interaction and technology adoption mostly discuss the parallel of them. Similar concept like relational multichannel service providers (RMSPs) offers both offline and online channels (Montoya-Weiss *et*. al, 2003; Adelaar *et al.*, 2004). Our findings on interdependence among human interaction and technology adoption can be further explained from both customer and provider's sides. Since technology adoption in service recovery can reduce the interaction frequency between customers and employees during the service recovery, two major advantages are therefore engendered: the increase of the frequency of customer complaint, and the decrease of service hostility from the frontline employee. Dissatisfied customers are encouraged to complain with efficient technical design without feeling embarrassed due to attracting attention. On the employees' side, the reduction of interaction frequency refers to the reduction of transaction busyness. Busy, crowded environments may cause stress in employees, these internal feelings may then be communicated to customers through display of negative emotion (Pugh, 2001).

Implication

On the other way, overemphasizing on the technology adoption may lead to inflexibility. Too many companies replace flexible employees with inflexible technology (Fisk, el. Al., 2008). Especially to some customers who enact strong relationships may perceive technology as a threat to relational performance in service relationship designs because they have developed tight social bonds with their provider (Seines and Hansen 2001). Based on our findings of technical assistance to deal with emotional uncertainty in the service encounter, we suggest that, technology can be used to execute simple, administrative tasks, thereby freeing up providers' time to deal with more complex, consultative tasks and to build social bonds with customers. Therefore, customers with problem-focused behavior can benefit from the efficiency of technology, and emotion-focused customers can be remedied from emotional support. Company could rank customers on that difference and treat them accordingly. Employees with specialized interpersonal skills could be reserved for emotional-focused customers. The compromise of relational performance will be thus minimized when using technology.

Another implication is on employment management. Technology may take the place of employees in low-skilled jobs. However, highly skilled service workers are much less likely to be replaced by technology. Further, technology will create many new services jobs requiring high skill of computer programming or high-tech related jobs. On the other hand, to taking care of emotional-focused customers, employees with specialized interpersonal skills are another emphasis of human resource of companies.

By evaluating current customer care policies and executing them better, companies can develop more efficient and effective complaint-handling policies. It is essential to pay close attention to both the design of their service delivery systems and their customers' intentions to use different service channels because customers' perceptions of a company and its brand are shaped by their impressions of the customer-firm interface. From the perspective of strategic management, this research provides an alternative strategy to diminish service hostility in addition to employment management. Technology adoption offers a scheme to reduce the uncertainty during the service encounter. It proposes a strategic decision-making on the balance between rationality and sensibility of management logic.

Emotional employment management and technology adoption offers alternatives to solve the service hostility. However, both of them can be replaced or substituted to a certain extent. Robert Mitchell et al (2011) adopt a psychological perspective of judgment to investigate managers' erratic strategic decisions. Besides, many researches indicate that environmental dynamism may moderate the relationship between rational-comprehensive decision making and decision quality (Hough and White, 2003). Environmental dynamism and managers' erratic strategic decisions may affect the alteration of the decision of the current model. This would be another interesting extended research in the future.

Limitation and Future Research

The relationship and interdependence of human interaction and technology adoption in service encounter is an interesting research issue. To define the balance between rationality and sensibility of service interaction strategy, some future researches are suggested: (1). Empirical study is supposed to apply to test our research model; (2). We design our study in service recovery environment, that is, customers are the stimuli, employees are the responses. On the common

service interaction, employees' hostility is usually the stimulus to influence customer perceived service quality. Doucet (2004)' research defines technical performance to be the moderator between employees' hostility and service quality. But the strategy of service interaction management could be further explored; (3). The model of the current research can be tested under a dynamic environment (Hough and White, 2003) to define the process of managers' erratic strategic decision (Robert Mitchell *et al.*, 2011). (4). Two different types of customers can be designed into the research model to further investigate the customized service encounter strategy.

REFERENCES

1. Adelaar, T., Bouwman, H., and Steinfield, C. (2004). Enhancing customer value through click-and-mortar e-commerce: implications for geographical market reach and customer type. *Telematics and Informatics*, 21(2): 167-182.
2. Adler, P.S., and Kwon, S.W. (2002). Social capital: prospects for a new concept. *Academy of Management Review*, 27(1): 17-40.
3. Babakus, E., Yavas, U., Karatepe, O.M., and Avci, T. (2003). The effect of management commitment to service quality on employees' affective and performance outcomes. *Journal of the Academy of Marketing Science*, 31(3): 272-286.
4. Barsade, S.G. (2002). The ripple effect: emotional contagion and its influence on group behavior. *Administrative Science Quarterly*, 47(4): 644-675, 768.
5. Batra, R. and Ahtola, O.T. (1991). Measuring the hedonic and utilitarian sources of consumer attitudes. *Marketing Letters*, 2(2): 159-170.
6. Bhappu, A.D. and Schultze, U. (2006). The role of relational and operational performance in business-to-business customers' adoption of self-service technology. *Journal of Service Research*, 8(4): 372-385.
7. Bitner, M.J., Brown, S.W., and Meuter, M.L. (2000). Technology infusion in service encounters. *Journal of the Academy of Marketing Science*, 28 (1): 138-149.
8. Blodgett, J.G., Granbois, D.H., and Walters, R. (1993). The effects of perceived justice on complainants' negative word-of-mouth behavior and repatronage intentions. *Journal of Retailing*, 69(4): 399-428.
9. Blodgett, J.G., Wakefield, K.L., and Barnes, J. (1995). The effects of customer service on consumer complaining behavior. *Journal of Services Marketing*, 9(4): 31-42.
10. Bougie, R., Pieters, R., and Zeelenberg, M. (2003). Angry customers don't come back, they get back: the experience and behavioral implications of anger and dissatisfaction in services. *Journal of the Academy of Marketing Science*. 31(4): 377-393.
11. Bowen, D.E. and Lawler, E.E. (1995). Empowering service employees. *Sloan Management Review*, 36(4): 73-84.
12. Bowen, D.E. and Schneider, B. (1988). Boundary-Spanning Role Employees and the Service Encounter: Some Guidelines for Management and Research. In: John A. Czepiel, Michael R. Solomon, and Carol F. (Eds.), *The Service Encounter: Managing Employee/Customer Interaction in Service Businesses*, 4th, Surprenant. Lexington, pp. 25-47.
13. Bower, G.H. (1981). Mood and memory. *The American psychologist*, 36(2): 129-148.
14. Buss, A.H. and Perry, M. (1992). The Aggression questionnaire. *Journal of Personality and Social Psychology*, 63: 452-459.
15. Chebat, J.C., Davidow, M., and Codjovi, I. (2005). Silent Voices: Why some Dissatisfied Consumers Fail to Complain. *Journal of Service Research*, 7 (4): 328-342.
16. Chebat, J.C. and Slusarczyk, W. (2005). How emotions mediate the effects of perceived justice on loyalty in service recovery situations: An empirical study. *Journal of Business Research*, 58(5): 664-673.
17. Cowley, E., Farrell, C., and Edwardson, M. (2005). The role of affective expectations in memory for a service encounter. *Journal of Business Research*, 58 (10): 1419-1425.
18. Dabholkar, P.A. and Bagozzi, R.P. (2002). An attitudinal model of technology-based self-service: moderating effects of consumer traits and situational factors. *Journal of the Academy of Marketing Science*, 30(3): 184-201.
19. Dabholkar, P.A., Bobbitt, L.M., and Lee, E.J. (2003). Understanding consumer motivation and behavior related to self-scanning in retailing: implications for strategy and research on technology-based self-service. *International Journal of Service Industry Management*, 14(1): 59-95.
20. Dallimore, K.S., Sparks, B.A., and Butcher, K. (2007). The influence of angry customer outbursts on service providers' facial displays and affective states. *Journal of Service Research*, 10(1): 78-91.
21. de Jong, A. and de Ruyter, K. (2004). Adaptive versus proactive behavior in service recovery: the role of self-managing teams. *Decision Sciences*, 35 (3): 457-491.
22. DeWitt, T., Nguyen, D.T., and Marshall, R. (2008). Exploring customer loyalty following service recovery: the mediating effects of trust and emotions. *Journal of Service Research*, 10(3): 269-281.
23. DeWitt, T., Nguyen, D.T., and Marshall, R. (2008). Exploring customer loyalty following service recovery: the mediating effects of trust and emotions. *Journal of Service Research*, 10(3): 269-281.
24. Doucet, L. (2004). Service provider hostility and service quality. *Academy of Management Journal*, 47(5): 761-771.
25. Doucet, L. and Jehn, K.A. (1997). Analyzing harsh words in a sensitive setting: American expatriates in communist China. *Journal of Organizational Behavior Management*, 18(SPEC.ISS.): 559-582.
26. Du, J.G., Li, W.Z., and Sun, Y. (2008). An empirical assessment of customer's emotional mechanism under the service

failure setting. *The 14th proceedings of 2007 International Conference on Management Science and Engineering*, art. No. 4421999, pp. 1139-1144.

27. Evrard, Y. and Aurier, P. (1996). Identification and validation of the components of the person-object relationship. *Journal of Business Research*, 37(2): 127-134.

28. Geers, A.L. and Lassiter, G.D. (1999). Affective expectations and information gain: evidence for assimilation and contrast effects in affective experience. *Journal of Experimental Social Psychology*, 35(4): 394-413.

29. Geers, A.L. and Lassiter, G.D. (2002). Effects of affective expectations on affective experience: the moderating role of optimism-pessimism. *Personality and Social Psychology Bulletin*, 28(8): 1026-1039.

30. Grainer, Marc, Scott Broet/mann, and Cynthia Cormier (2003). *Customer complaint handling - the multibillion dollar sinkhole: a case of customer rage unassuaged*. Unpublished report. Customer Care Alliance, Alexandria, VA.

31. Gutek, B. A. and Welsh, T.M. (2000). *The brave new service strategy*, New York: AMACOM.

32. Gutek, B.A. (1995). *The dynamics of service: reflections on the changing nature of customer/provider interactions*, San Francisco: Jossey-Bass.

33. Hart, C.W., Heskett, J.L., and Sasser Jr., W.E. (1990). The profitable art of service recovery. *Harvard Business Review*, 68(4): 148-156.

34. Hennig-Thurau, T., Groth, M., Paul, M., and Gremier, D.D. (2006) Are all smiles created equal? How emotional contagion and emotional labor affect service relationships. *Journal of Marketing*, 70(3): 58-73.

35. Hochschild, A.R. (1983). *The Managed Heart*, Los Angeles: University of California Press.

36. Hoffman, D.K., Kelley, S.W., and Rotalsky, H.M. (1995). Tracking service failures and employee recovery efforts. *Journal of Services Marketing*, 9(2): 49-61.

37. Hough, J.R. and White, M.A. (2003). Environmental dynamism and strategic decision-making rationality: an examination at the decision level, *Strategic Management Journal*, 24 (5): 481-489.

38. Hunt, H.K. (1993). CSD & CB research suggestions and observations for the 1990s. *Journal of Satisfaction/Dissatisfaction and Complaining Behavior*, 6: 40-42.

39. Katz, D. (1960). The functional approach to the study of attitude. *Public Opinion Quarterly*, 24(2): 163-204.

40. Keeffe, D.A., Russell-Bennett, R., and Tombs, A. (2007). Chapter 6: The Intentional Use of Service Recovery Strategies to Influence Consumer Emotion, Cognition and Behavior. Research on Emotion in Organizations, 3: 141-175.

41. Klaaren K.J., Hodges S.D., and Wilson T.D. (1994). The role of affective expectations in subjective experience and decision-making. *Social Cognition*, 12 (2): 77-101.

42. Lankton, N.K. and Wilson, E.V. (2007). Antecedents and dimensions of online service expectations. *IEEE Transactions on Engineering Management*, 54(4): 776-788.

43. Laroche, M., Kalamas, M., Cheikhrouhou, S., and Cézard, A. (2004). An assessment of the dimensionality of should and will service expectations. *Canadian Journal of Administrative Sciences*, 21(4): 361-375.

44. Lazarus, R.S. and Folkman, S. (1984). *Stress, Appraisal and the Coping Process*. New York: Springer.

45. Lewis, B.R. and Spyrakopoulos, S. (2001). Service failures and recovery in retail banking: the customers' perspective. *International Journal of Bank Marketing*, 19: pp. 37-47.

46. Lovelock, C. (1994). *Product Plus*, McGraw-Hill, New York, NY.

47. Lutz, Richard J. (1991). *The Role of Attitude Theory in Marketing*. In: Harold H. Kassarjian and J. J. Robertson (Eds.), Perspectives in Consumer Behavior, Prentice-Hall, 4th, pp. 317-339.

48. Maute, M.F. and Forrester Jr., W.R. (1993). The structure and determinants of consumer complaint intentions and behavior. *Journal of Economic Psychology*, 14(2): 219-247.

49. Menon, K. and Dubé, L. (2007). The effect of emotional provider support on angry versus anxious consumers. *International Journal of Research in Marketing*, 24 (3): 268-275.

50. Meuter, M.L., Ostrom, A.L., Rountree, R.I., and Bitner, M.J. (2000). Self-service technologies: understanding customer satisfaction with technology-based service encounters. *Journal of Marketing*, 64(3): 50-64.

51. Montoya-Weiss, M.M., Voss, G.B., and Grewal, D. (2003). Determinants of online channel use and overall satisfaction with a relational, multichannel service provider. *Journal of the Academy of Marketing Science*, 31(4): 448-458.

52. Morrison, E.W. and Phelps, C.C. (1999). Taking charge at work: extra role efforts to initiate workplace change. *Academy of Management Journal*, 42 (4): 403-419.

53. Netemeyer, R.G. and Maxham III, J.G. (2007). Employee versus supervisor ratings of performance in the retail customer service sector: differences in predictive validity for customer outcomes. *Journal of Retailing*, 83(1): 131-145.

54. Oliver, R.L. (1996). *Satisfaction: A Behavioral Perspective on the Consumer*. New York: McGraw-Hill.

55. Olson, J., Dover, P.A. (1979). Disconfirmation of consumer expectations through product trial. *Journal of Applied Psychology*, 54(2): 179-189.

56. Parasuraman, A., Zeithaml, V.A., and Berry, L.L. (1988). SERVQUAL: a multiple-item scale for measuring customer perceptions of service quality. *Journal of Retailing*, 64(1): 12-39.

57. Pugh, S.D. (2001). Service with a smile: emotional contagion in the service encounter. *Academy of Management Journal*, 44(5): 1018-1027.

58. Pujari, D. (2004). Self-service with a smile? Self-service technology (SST) encounters among Canadian business-to-business. *International Journal of Service Industry Management*, 15(2): 200-219.

59. Robert Mitchell, J., Shepherd, D.A., and Sharfman, M.P. (2011). Erratic strategic decisions: when and why managers are inconsistent in strategic decision making. *Strategic Management Journal*, 32 (7): 683-704.

60. Roseman, I.J., Wiest, C.M.S., and Swartz, T.S. (1994). Phenomenology, behaviors, and goals differentiate discrete emotions. *Journal of Personality and Social Psychology*, 67: 206-211.

61. Schoefer, K. and Ennew, C. (2005). The impact of perceived justice on consumers' emotional responses to service complaint experiences. *Journal of Services Marketing*, 19(5): 261-270.

62. Schoenewolf, G. (1990). Emotional contagion: behavior induction in individuals and groups. *Modern Psychoanalysis*, 15(1): 49-61.

63. Schweikhart, S.B., Strasser, S., and Kennedy, M.R. (1993). Service recovery in health services organizations. *Hospital and Health Services Administration*, 38(1): 3-21.

64. Seines, F. and Hansen, H. (2001). The potential hazard of self-service in developing customer loyalty. *Journal of Service Research*, 4(2): 79-90.

65. Shaffer, R.A. (1999). Handling customer service on the Web. *Fortune*, 139(4): 204-208.

66. Shaver, P., Schwanz, J., Kirson, D., and O'Connor, C. (1987). Emotion knowledge: further exploration of the prototype approach. *Journal of Personality and Social Psychology*, 52: 1061-1086.

67. Skaggs, B.C. and Youndt, M. (2004). Strategic positioning, human capital, and performance in service organizations: a customer interaction approach. *Strategic Management Journal*, 25(1): 85-99.

68. Smith, A.K. and Bolton, R.N. (2002). The effect of customers' emotional responses to service failures on their recovery effort evaluations and satisfaction judgments. *Journal of the Academy of Marketing Science*, 30(1): 5-23.

69. Smith, A.K. and Bolton, R.N. (2002). The effect of customers' emotional responses to service failures on their recovery effort evaluations and satisfaction judgments. *Journal of the Academy of Marketing Science*, 30(1): 5-23.

70. 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): 356-372.

71. Snellman, K. and Vihtkari, T. (2003). Customer complaining behaviour in technology-based service encounters. *International Journal of Service Industry Management*, 14(2): 217-231.

72. Spreng, R.A., Harrell, G.D. and Mackoy, R.D. (1995). Service recovery: impact on satisfaction and intentions. *Journal of Services Marketing*, 9 (1): 15-23.

73. Spreng, R.A., MacKenzie, S.B., and Olshavsky, R.W. (1996). A reexamination of the determinants of consumer satisfaction. *Journal of Marketing*, 60(3): 15-32.

74. Tax, S.S. and Brown, S.W. (1998). Recovering and learning from service failure. *MIT Sloan Management Review*, 40(1): 75-88.

75. Tax, S.S., Brown, S.W., and Chandrashekaran, M. (1998). Customer evaluations of service complaint experiences: implications for relationship marketing. *Journal of Marketing*, 62(2): 60-77.

76. Venkatesh, V. and Davis, F.D. (2000). Theoretical extension of the technology acceptance model: four longitudinal field studies. *Management Science*, 46(2): 186-204.

77. Vickery, S.K., Droge, C., Stank, T.P., Goldsby, T.J., and Markland, R.E. (2004). The performance implications of media richness in a business-to-business service environment: direct versus indirect effects. *Management Science*, 50(8): 1106-1119.

78. Wilson T.D., Lisle D.J., Kraft D., and Wetzel C.G. (1989). Preferences as expectation-driven inferences: effects of affective expectations on affective experience. *Journal of Personality and Social Psychology*, 56(4): 519– 530.

79. Yavas, U. and Yasin, M.M. (2001). Enhancing organizational performance in banks: a systematic approach. *Journal of Services Marketing*, 15 (6): 444-453.

80. Yi, Y. (1990). *A Critical Review of Consumer Satisfaction in Review of Marketing*. Zeithaml, V. A., IL: American Marketing Association, Chicago, pp. 68-123.

81. Zeithaml, V.A., Berry, L.L., and Parasuraman, A. (1996). The behavioral consequences of service quality. *Journal of Marketing*, 60(2): 31-46.