

UDC 332

THE ROLE OF SERVICE RECOVERY IN MODERATING THE INFLUENCE OF SERVICE QUALITY AND VARIETY-SEEKING BEHAVIOUR TOWARD SWITCHING INTENTION: A CASE STUDY ON GUESTS OF THE SAMAYA UBUD

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ABSTRACT

Hotel management needs to be able to keep their guests from switching to another hotel. This study aims to collect information related to the relationship between service quality, variety-seeking behaviour, and service recovery on the switching intention of guests at The Samaya Ubud Hotel. This research is intended to offer a new perspective for hotel managers to retain their customers. The population of this study is guests of The Samaya Ubud Hotel. The sampling technique used was purposive sampling. This study collected questionnaires from 200 guests staying at the Samaya Ubud. Moderate regression analysis was used to analyze the collected data with the help of SPSS software. The results shows that service quality and service recovery negatively affect switching intention. Variety-seeking behaviour does not affect switching intention. Service recovery moderates the effect of service quality and variety-seeking behaviour on switching intention. The results of this study provide an understanding to hotel management about the importance of service recovery policies to keep guests from switching to other hotels.

KEY WORDS

Recovery, service quality, variety seeking, switching.

The primary revenue of a hotel is room revenue. Room revenue is determined by the length of stay of guests and the number of guests staying at a hotel. Guests who stay at a hotel consist of first-visiting guests and repeater guests. Increasing repeater guests is very important because repeater guests are loyal customers and can help the marketing process to new potential guests through word of mouth. Increasing the number of repeater guests can be endeavoured by keeping guests from switching to other hotels.

Switching behaviour from future guests can be measured by measuring switching intention. Switchin intention is the desire of consumers to discard a brand and choose an alternative product brand. Switchin intention in hospitality services is influenced by service quality, variety-seeking behaviour, service recovery, price, and comparative attractiveness. Service quality is a consumer's evaluative perception of the service received at a particular time. Low service quality is the cause of high switching intention (Shin & Kim, 2008). High service quality motivates customers to have a solid and sustainable relationship with the company (Hess et al., 2003). Low service quality will impact customers' intention to leave a relationship or switch (Anton et al., 2007). However, in a study conducted by Srivastava and Sharma, 2013, different results were found where there was no significant relationship between service quality and switching behaviour. So, the relationship between the two variables needs to be further investigated.

Switching intention is also influenced by variety seeking behavior. Variety-seeking behaviour is the tendency of individuals to seek diversity in choosing goods or services (Kahn, 1995). The nature of tourism products that demand a high level of novelty makes tourists switch to looking for new experiences. Kim et al. (2010) found that variety-seeking significantly reduces consumer intention to revisit. In a study conducted on Australian tourists, Udunuwara et al., 2019, found that tourists with comprehensive variety-seeking behaviour tend to switch to other service providers. It is necessary to investigate whether variety-seeking behaviour causes the high switching intention of guests of The Samaya Ubud.

Controlling the desire to switch should always be endeavored by management. In the marketing literature, service recovery can affect the switching intention of hotel guests. Service recovery refers to the actions of service providers in responding to customers with the potential for service failure. Research conducted by Nagel and Santos (2017) shows that satisfaction from service recovery increases repurchases on online shopping services.

The service recovery policy is applied to guests who experience service failures and guests who have the potential to experience service failures. It is essential to carry out a service recovery policy for guests who have the potential to experience service failures to maintain service quality at a high level by established service standards.

Hotel guests unsatisfied with hotel services have a high probability of switching to other companies. Although in relatively small numbers, The Samaya Ubud must prevent switching behaviour that is likely to occur in these guests. Management decisions are needed to retain existing guests. Service recovery is needed so customers unsatisfied with service quality stay connected to competing companies. Service recovery is expected to weaken the effect of poor service quality from the hotel on the switching intention of hotel guests. With this background, this study aims to obtain information regarding the relationship between service quality, variety-seeking behaviour, and service recovery on the switching intention of guests of The Samaya Ubud. This research is intended to offer a new perspective for hotel managers to retain their customers.

LITERATURE REVIEW

Changes in consumer attitudes or their behaviour towards the company are triggered by service quality (Bansal et al., 2005). High service quality motivates customers to have a solid and sustainable relationship with the company (Hess et al., 2003). Low service quality will impact customers' intention to leave a relationship or switch (Anton et al., 2007). Thus, low service quality is the cause of high switching intention (Shin & Kim, 2008).

H1: Service quality affects switching intention negatively and significantly.

Variety-seeking behaviour comes from adaptation to boredom that occurs with continuous reinforcement by the same stimulus (Faison, 1977). Consumers may switch products with previously used brands or other brands to satisfy their curiosity, regardless of whether they are satisfied with the product (Raju, 1980). Individuals with more variety-seeking behaviour are likelier to switch brands (Van Trijp et al., 1996). Berne et al. (2005) researched consumers of grocery stores in Spain and found that variety-seeking increases the frequency of consumers visiting other stores. Research conducted by Kim et al. (2010) found that variety-seeking significantly reduces consumers' intention to revisit full-service restaurants. In a study conducted on Australian tourists, Udunuwara et al., 2019, found that tourists with high variety-seeking behaviour will still tend to switch/switch intentions to other service providers (Udunuwara et al., 2019).

H2: Variety-seeking behaviour affects switching intention positively and significantly.

Service recovery is vital in returning customers (Chaparro-Pelaez et al., 2015). In more competitive industries, as well as industries with luxury products, the relationship between service recovery and the desire to repurchase is stated to be more robust (Morgeson III et al., 2020). Wirtz and Mattila (2004) found that service recovery efforts such as compensation can reduce customer switching intention to other service providers.

H3: Service recovery affects switching intention negatively and significantly.

Low service quality is the cause of high switching intention (Shin & Kim, 2008). Research conducted by Arbelo-Perez et al. (2017) shows that service quality is related to customer repurchases and positive WOM, leading to long-term financial performance. Because service quality is the level of difference between customers' normative expectations about service and their perceptions of service quality (Parasuraman et al., 1985), service quality can be in the form of satisfaction and dissatisfaction. Customer satisfaction with service recovery will hurt switching intention (Singh & Crisafulli, 2016).

H4: Service recovery plays a role in significantly weakening the relationship between service quality and switching intention.

Derived variety-seeking refers to variety-seeking triggered by changes in the external environment, while direct variety-seeking is intrinsically motivated (Kahn, 1995). Individuals with more variety-seeking behaviour are likelier to switch brands (Van Tripj et al., 1996). Variety-seeking positively affects consumers' switching intention to visit other grocery stores in Spain (Berne et al., 2005). Variety-seeking significantly reduces consumers' intention to revisit a full-service restaurant (Kim et al., 2010). Wirtz and Mattila (2004) found that service recovery efforts such as compensation can reduce customer switching intention to other service providers.

H5: Service recovery plays a role in significantly weakening the relationship between variety-seeking behaviour and switching intention.

METHODS OF RESEARCH

This research was conducted at The Samaya Ubud Hotel. In this study, the population was guests staying at this hotel. The method used to determine this study's sample is probability sampling. The population in this study was determined by approximating the average number of tourist visits per month, which amounted to 391 guests per month.

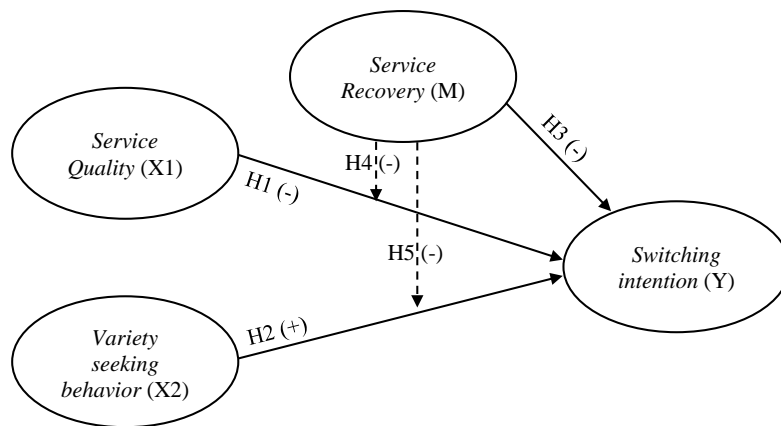


Figure 1 – Research concept

Using the Slovin formula, it was calculated that the respondents needed in this study were 198 people, rounded up to 200. Data collection in this study was carried out by distributing research instruments using questionnaires. Researchers distributed the questionnaires directly when guests checked out at The Samaya Ubud Hotel. The data analysis technique uses moderation regression analysis (MRA) with the help of IBM SPSS Statistics 22 software.

RESULTS AND DISCUSSION

Table 1 above shows that the interaction between service quality, variety-seeking behaviour, and service recovery variables on switching shows the Adjusted R2 value of 0.816, which means that 81.6% of the variation in changes in switching intention is explained by the independent variables of service quality, variety seeking behaviour, and service recovery, while 18.4% is a variable other than in the model. The result of the calculated F value is 177.785 at a significance level of 0.000 below 0.05 ($\alpha = 5\%$), indicating that the model in the study has passed the goodness of fit test so that hypothesis testing can be continued.

The test results in Table 1 above show that the relationship between service quality and switching intention has a t-statistics value of -5.28, whose absolute value is greater than the t-table of 1.97 and has a p-value of 0.000 which is less than 0.05 so that H1 in this study is accepted. This means that service quality negatively and significantly affects switching intention.

Table 1 – Moderated Regression Analysis Test Result

Description	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	30,028	5,392		5,569	,000
Service quality (X1)	-,186	,035	-1,408	-5,280	,000
Variety seeking (X2)	-,039	,081	-,146	-,486	,628
Service recovery (M)	-,944	,152	-2,297	-6,198	,000
Interaction (X1.M)	,006	,001	2,666	5,967	,000
Interaction (X2.M)	,007	,002	,797	3,072	,002
F	177,785				
Sig	0,000				
Adjusted R ²	0,816				

Source: Data processed, 2022.

The results of this study explain that the better the service quality provided by The Samaya Ubud hotel to guests who stay overnight, the lower their switching intention. Guests who perceive the service quality provided by The Samaya Ubud to be of good quality, responsive, reliable, friendly, polite and attractive will choose this hotel again for their next visit. Vice versa, guests who feel that the service provided could be friendlier, reliable, and fast will make guests have the desire to switch to another hotel. The results of this study are in line with research conducted by Hess et al. (2003); Anton et al. (2007), Kim et al. (2007), and Shin and Kim (2008).

The t-value for variety-seeking behaviour shown in Table 1 above is -0.486, whose absolute value is smaller than the t-table of 1.97 with a significance level of 0.628 (<0.05), so H2 in this study is rejected. This shows no significant effect of the variety-seeking behaviour variable on switching intention. The results of this study indicate that variations in changes in variety-seeking behaviour from guests of The Samaya Ubud do not affect their switching intention.

Based on the test in Table 1, the t-value for service recovery is -6.198, whose absolute value is greater than the t-table of 1.97 with a significance level of 0.000 (<0.05), so H3 in this study is accepted. This shows the service recovery variable's negative and significant effect on switching intention. The results of this study explain that the higher the guest's perception of the service recovery policy implemented by the management of The Samaya Ubud, the lower the switching intention of these guests. Hotel guests who have a high perception of the service recovery policy's attractiveness and a high perception of the transparency of information regarding the compensation offered by hotel management will have a lower tendency to switch to another hotel on their future visits. Vice versa, hotel guests with a low perception of the service recovery policy implemented by hotel management will tend to switch to other hotels. This study's results align with the research of Wirtz and Mattila (2004) and Morgeson III et al. (2020).

The t-count value for the interaction of service quality variables and service recovery variables is 5.967 which is greater than the t-table of 1.97 with a significance level of 0.000 (<0.05). This shows a positive and significant effect of the interaction between service quality and service recovery on switching intention. This shows that H4 in this study is accepted. The service recovery variable is a variable that weakens the effect of service quality on switching intention. Guests who perceive low service from check-in delays and malfunctioning air conditioners in their rooms will have a high tendency to switch to another hotel. However, implementing a service recovery policy will reduce the tendency to switch. In this area, service recovery plays a role in weakening the relationship between service quality and the switching intention of guests of The Samaya Ubud. This study's results align with the research of Singh and Crisafulli (2016).

The t value of the interaction of the variety-seeking behaviour variable and the service recovery variable is 3.072, which has an absolute value greater than 1.97 with a significance level of 0.002 (<0.05), so H6 in this study is accepted. The service recovery variable is a variable that weakens the effect of variety-seeking behaviour on switching intention. Tourists

who know about implementing a service recovery policy that is implemented correctly by a hotel will choose not to switch on their next visit.

RESEARCH IMPLICATIONS

The findings shed light on the dynamic interplay between these factors and offer valuable insights for service providers aiming to enhance customer retention and satisfaction.

Enhancing Service Recovery Strategies: Understanding the pivotal role of service recovery in moderating switching intentions implies that service providers should invest in developing and implementing effective service recovery strategies. These strategies should focus on promptly addressing service failures and delivering satisfactory resolutions to dissatisfied customers to mitigate the likelihood of them switching to competitors.

Prioritizing Service Quality: Service providers should recognize the direct impact of service quality on switching intentions. Hence, efforts should be directed toward consistently delivering high-quality services to meet or exceed customer expectations. Establishing a culture of service excellence is imperative for reducing the propensity of customers to consider switching alternatives due to service-related dissatisfaction.

Acknowledging Variety-Seeking Behavior: Acknowledging the influence of variety-seeking behavior on switching intentions underscores the importance of diversifying service offerings and experiences. Service providers should continually innovate and introduce new services or features to cater to customers' evolving preferences and desires for variety, thereby reducing the temptation to switch to competitors.

Investing in Customer Relationship Management (CRM): Effective CRM systems and practices can play a crucial role in understanding customer preferences, behaviors, and responses to service recovery efforts. By utilizing advanced CRM tools, service providers can personalize interactions, address individual preferences, and tailor service recovery initiatives, thereby effectively moderating the impact of service quality and variety-seeking behavior on switching intentions.

Training and Empowering Employees: Service recovery often involves frontline employees who directly interact with customers. Investing in comprehensive training programs and empowering employees to handle service failures effectively is vital. Equipping them with the skills and authority to address customer complaints and concerns efficiently can significantly contribute to successful service recovery and, consequently, reduced switching intentions.

Building Customer Loyalty Programs: Given the potential of variety-seeking behavior to drive switching intentions, establishing robust customer loyalty programs can be an effective strategy. By offering incentives, rewards, and exclusive offers to loyal customers, service providers can foster customer retention and discourage them from seeking variety through competitors.

Monitoring and Feedback Analysis: Regular monitoring of customer feedback and analyzing their comments and ratings provides valuable insights into the effectiveness of service recovery efforts and the impact on switching intentions. Service providers should actively gather and analyze customer feedback to identify areas for improvement and refine their service recovery strategies accordingly. By considering these implications, service providers can proactively address service quality, variety-seeking behavior, and switching intentions, ultimately fostering long-term customer satisfaction and loyalty.

CONCLUSION

Service quality has a negative and significant effect on switching intention. The results of this study indicate that the higher the perceived service quality, the lower the switching intention of guests. Variety-seeking behaviour has no significant effect on switching intention. Service recovery has a negative and significant effect on switching intention. The results of this study indicate that the higher the service recovery, the lower the switching intention of guests. Service recovery plays a role in moderating the effect of service quality on switching intention. Service recovery can weaken the relationship between service quality and switching intention. Service recovery does not moderate the effect of variety-seeking

behaviour on switching intention. Service recovery is not a moderator variable for the relationship between variety-seeking behaviour and switching intention.

The results of this study found several respondents' assessments with low scores on service quality which the management of The Samaya Ubud can improve to reduce the possibility of guests switching to other hotels. The results of this study found several respondents with low scores in terms of service recovery. This can be improved by the management of this hotel so that the switching intention of guests can be lowered. Further, research can be conducted at different times and in the broader area to add empirical evidence regarding the relationship between service quality variables, variety-seeking behaviour, service recovery and switching intention.

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