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Impact of Service Failure on Repurchase Intention: Mediated by Customer Satisfaction in Textile Industries: Special Reference to Textile Industry in Bandarawela District

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ABSTRACT

One of the most problematic issues to face textiles in recent years has been service failure/breakdown in this COVID 19. The customer's perspective on the service quality is highly significant in textile service sector as in any other sector. The biggest threat posed by textile industry service failures is the possibility of negatively influencing the customer's opinions on the service they receive and the service provider they work with. Therefore, textile service providers should implement an effective recovery action in the shortest time possible and satisfy the customer. This study focusses on "impact of service failure on customer satisfaction and repurchase intention in textile". Primary and secondary data have been used for the study. For the primary data, data were collected from 203 textile customers in Bandarawela. Primary and secondary data that have been used for the study. For the primary data, there is a high level of service failure and it negatively impact on customer satisfaction and repurchase intention and customer satisfaction plays a mediating role between service failure and customer repurchase intention.

Keywords: Customer satisfaction, repurchase intention, service failure Textile industry.

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1. Introduction

1.1 Background

Service failure has arisen as a significant authoritative peculiarity. Administration disappointment happens when client's incapable to meet their assumptions with association's genuine execution. So, the clients feel disappointed or furious and they lessen their repurchase expectation. Administration disappointment is normal for all businesses. As indicated by Zeithaml and Bitner (2006) these reasons are foundations for administration disappointment the assistance may not be accessible true to form, might be conveyed late or too leisurely, the outcome might be off base or inadequately performed, or the faculty might be impolite or deceitful. This multitude of kinds of disappointments incorporate negative customer feelings and reactions.

Research has shown that consumer problem solving or recovering the problems successfully impacts customer satisfaction, loyalty and front-line employee performance.

Service failures are situations in which customers leave the service angry or unhappy. In both cases the service performance is below the customer's level of reasonable expectations. Because of the disappointment, the consumer will be less inclined to buy from the company. Then they tell their bad experience with others and it will create negative impact. A dissatisfied customer will spread his/her bad experience to 10 or 11 people. Service failures do not automatically result in firm switching behaviour and negative word-of-mouth communication. Many consumers can be regained. Companies have a second chance to customer make things right. When firm fails the second time around, the reaction is even greater and consumers will take action that could be switching or negative word-of-mouth (Clow & Kurtz, 2003).

The value of customers is further illustrated by the fact that it costs much more to recruit a new client than to keep an old client (Oliver, 1999). It is projected that corporations lose 50% of their customers every five years. It is also disclosed that the multidimensional nature of the service experience creates an atmosphere in which failure may often be the standard (Mack et al., 2000). Identifying the reasons of service failures can help managers to identify the way which can impact service quality. The problem of service failure is further compounded by the fact that the majority of service sectors face intensified competition. Exploring the customers and service provider's experiences that contribute to service failures thus becomes very critical issues to mitigate consumer dissonance. Because service failure in the service industry is unavoidable, service recovery is an essential means of preventing customers from switching to another competitor and negative word of mouth and therefore the associated costs (DeTienne et al., 2008).

According to Lovelock et al. (2006), in general it reported that only a minority of dissatisfied customers complain. On average just5 to 10 percent of consumers who actually complain about a service were dissatisfied. And people are more likely to complain at higher socioeconomic levels than those at lower levels. Clow and Kurtz (2003) claimed a strong recovery cycle will produce positive results and resolve most service failures, and a successful recovery can reduce the negative effect of weak or failed original service for three reasons. First, consumers think the service provider is fair because they agreed that they were making a mistake or promised some kind of refund. Second, a good recovery of resources takes away all kinds of negative effects. Third, the process of recovery normally causes consumers to change their attributions.

Zeithaml et al. (2006) stated that 19 percent of complaints have not been addressed, 54 percent of complaints have been resolved quickly and 9 percent of disgruntled clients who have not complained. More than \$100 losses from major complaints and \$1 to \$5 losses from minor complaints. Relationships between client and company can help to protect a service organization from the negative impact of failures on customer satisfaction. As expected, the first buffering effect was a direct result from the expectations of customers about continuity of relationship to the expectations of customer service recovery (Montoya-Weiss, Voss, & Grewal, 2003). The use of recovery to shape attributions after failure is clearly an important issue for marketers, particularly if attributions process shape customer satisfaction after failures. During service recovery, satisfaction with post- delivery claims workers is more in influential on overall satisfaction and behavioural intentions than satisfaction with initial service result attributes. Service after delivery impacts more strongly on intentions (Spreng et al., 1995).

1.2 Statement of problem

In an age of advanced and severe competitive pressures, many complaints focus on maintaining a loyal client base. The Textiles heavily depend on customers. The customer's buying behaviour based on firm's customer service and product quality. When their expectations not fulfilled then they dissatisfied with the firm. To analyse the customer's satisfaction and repurchase intention researcher selected three textiles in Hill country.

The service failure is highly impact on retail industries. The firm give their best effort to satisfy their customers but customers may try seek any mistake but they need prompt and accurate service. When textile customers seek any mistake or if they dissatisfy with the service, they complaint to higher management, write negative comment on suggestion book, shouted at front line showroom staff and post negatively in their websites and face book pages. This may impact on other customers also it converted as a negative word of mouth. Clow and Kurtz (2003) argued that the unhappy customer tells their bad experience to averagely 10 to 11 people. Generally negative things spread faster than positive one. Therefore, other people also badly feel about the textiles.

The unhappy customers definitely think about their repurchase. In Hill country, lot of small and larger size textiles are there so if customers not recovered, they can easily switch and go for another firm. The firms ask only sorry to the customer which researcher selected textile shops. From that sorry customer never be recovered if managers ignore the complaints, they may face huge loss and lose their customer relationship too. The service failure causes for customer turnover, reduce the profitability and also damage the goodwill. Customer switching in service environments, which is consumer switching from one service provider to another, is a well-researched subject in marketing services and marketing literature relating to relationships. Much of the work has been in the realism of profitability of customer retention or minimization of "customer churn" in services markets by studies carried out by Reichheld (1996), Loveman (1998) and Garland (2002).

Research by Berry and Parasuraman (1992) reported that service failure leads to decline in customer confidence, negative word-of-mouth publicity and the direct cost of re-performing the service. Reflecting the significance of service quality in business operations. Petrick et al. (2006) examined the. For instance, research by Weun Beatty, & Jones., (2004) examined impact of service failure and customers repurchase intentions in the cruise service industry. The study found that service failure had a negative effect on customer repurchase intentions. Previous studies reported that severity of failure and failure criticality had a significant impact on customer satisfaction, negative word-of mouth communication and customer loyalty. Similarly, research by Kim and Ulgado (2012) examined customer perceptions of service failure severity had a significant negative impact on customer repurchase intention in hotel and restaurant services. They also found service failure severity had a significant negative impact on customer repurchase intentions. As the result the following research problem has been formulated "Whether the service failure impact on customer satisfaction and repurchase intention?"

1.3 Research objectives

Main objective of this study is identifying the influence of service failure on re-purchase intention with the mediation effect of customer satisfaction in Bandarawela district.

- 1. To identify the impact of service failure on repurchase intention in textile industry in Bandarawela.
- 2. To identify the impact of service failure on customer satisfaction in textile industry in Bandarawela.
- 3. To identify the impact of customer satisfaction on repurchase intention in textile industry in Bandarawela.

4. To identify the customer satisfaction mediating on relationship between service failure and repurchase intention in the textile industry in Bandarawela.

1.4 Significance of the study

This research is tried to identify what are the service failure factors affect the customer satisfaction and customers repurchase intention and what are the recoveries can prevent the customer turnover. This study will support to identify what are recovery techniques preferred by customers. And also help to prevent from service failure activities and attend to fulfil knowledge gap.

2. Literature Review

All service organizations have to concentrate to highly satisfy their consumers by providing improved quality service, however there is a mistake in every service session, because service failure is unavoidable (Hart, Heskett, & Sasser, 1990; Schneider & Bowen, 1999). Webster and Sundaram (1998) mentioned that the mistakes cannot avoidable in all interactive sessions with consumers even the entities with the tightest quality control and best strategic practices. Fisk, Brown, and Bitner (1993) stated the hotel industry has to face with these mistakes because there is interaction between frontline personnel and consumers, so there is possible for service failure happen. An employee cannot avoid service failure based on the human errors in service encounter. There are different definitions for service failure as Bitner (1990) mentioned that service failure refers when the organizations cannot fulfil their consumer's expectation and also fail to satisfy their needs and wants. Service failure happens when service cannot fulfil their customers' expectation (Sparks & Fredline, 2007). Liao (2007) stated that service failure occurs when consumers are not satisfied with their service performance.

2.1 Service failure

2.1.1 Service system delivery failure

Valarie, Zeithaml and Bitner., (1990) concluded in his research that is service system failure is one of the categories in service failure. It includes product defects, unavailable stock, and unclear guest policy. When we analyzing the service the first thing come to our mind is quality of product. This is the importance thing that significantly cause for service failure.

2.1.2 Cleanliness failure

Rodríguez, Paredes, and Yi (2016) stated in their report 95% of shop owners say that their exterior appearance attracts the customer to decide where they should purchase. Likewise, 52% of customers avoided to purchase where the storefront was unclean. Other thing is 68% of customers decide where we should purchase based on quality of service, next is 53% of customers said they will not go back where they could not find what they want and 32% of customers avoid the shops which appear dirty inside or out, and never return. Therefore, cleanliness has huge impact on customer satisfaction.

2.1.3 Employee action failure

It is very important category of service failure. Relationship between customers and employees should be smooth otherwise customers' as well employees' engagement level will reduce. Kelley, Hoffman, & Davis, (1993); Kivela and Chu, (2001) categorized employee behaviour also one of the factors for service failure. In competitive environment, firms are attempting to satisfy their customers to maintain good relationship with current and new customers (Singh & Sirdeshmukh, 2000). Employees who are represent the firm behalf of organization and new evolution of customers in their experience of service is creating interactions between customers and service employees. Therefore, the part of employees in generating and maintaining customer satisfaction is inevitable (Webster &Sundaram 2009). Also, employee behaviour has a greater impact on service failure as well as service recovery (McQuilken & Bednall, 2008).

2.1.4 Operation failure

Service operations concentrate on helping organizations to provide the right service offerings to the right person at the right time. But it's not like product manufacturing, the internal quality and inventory may influence customers from operation failures. Consequently, both the service operations and the services marketing literatures have considerable attention to the management of service operations failures. The dynamic

response that personnel represent and the tight coupling of frontline personnel and customers have attracted attention as an avenue for minimizing the negative effects of service operations failures. During service operations failures, frontline personnel interactions with customers are a critical service element in restoring customer satisfaction.

2.2 Customer satisfaction

Many authors described about customer satisfaction. It is a customer's overall or global judgment respecting the extent to which good or service performance matches expectations (Anderson & Sullivan, 1993). Oliver (1980) defined that customer satisfaction measured by two crucial elements: expectancy and disconfirmation. Expectation means predictable level of performance (Lee et al., 2008). Disconfirmations used to predict the association between customer expectation and perceived performance. For instance, if perceived service lower than customer expectation then it causes for negative disconfirmation, if actual performance higher than customer expectation then it can lead to positive disconfirmation (Hamer, 2006). Customer satisfaction may determine business sustainability, competitiveness and profitability directly and indirectly (Gomez et al., 2004; Luo & Homburg, 2007).

2.3 Repurchase intention

Repurchase behaviour is a significant problem for most marketers. And also, most of the marketing programs are implemented to earn more new customers, concentrate on re purchasing by existing customer is designed to retain current customers by reducing customer churn. However, cost of earning a new customer is five times more than keeping current customer, therefore firms mainly focus on minimal customer failure. The study has identified the association between customer satisfaction and repeat purchase intentions (See Yi, 1990). So, increased repeat purchase intention is one of the results of customer satisfaction. Halstead and Page (1992) identified that result of customer satisfaction led to high level repeat purchase intention also can satisfy dissatisfied people with the proper service recovery strategy.

2.4 Hypotheses Development

2.4.1 Service Failure and Repurchase Intention

Service failure negatively influences how consumer perceived service provider, which could be a very important issues for firms, especially in the highly interactive Web 2.0 technology in which dissatisfied consumers can easily and quickly discontinuous the product or service (Dellarocas, 2003; Zeelenberg & Pieters, 2004). Frequent service failures can be lower customers' satisfaction, and may result in negative customer behaviours, such as, lower repurchase tendency, and stop future purchase (Buttle & Burton, 2002; Xu, Yang, Cheng & Lim, 2014).

H1: There is negative relationship on service failure and repurchase intention.

2.4.2 Service Failure and Customer Satisfaction

McQuilken and Bednall (2008) stated in their research about service failure create negative effect on customer satisfaction estimation, and they have confident on that the higher severity of service failure cause to high level of negative word of mouth intention. And also, company personnel attempt has a stronger impact on resolve the negative word of mouth intention among the customers as service failure is less sever. Wang et al., (2011) mentioned that the severity of service failure has a high-level negative relationship with loyalty of customers.

H2: There is negative relationship on service failure and customer satisfaction.

2.4.3 Service Failure and Repurchase Intention

See Yi (1990) has identified the association between customer satisfaction and repeat purchase intentions. So, increased repeat purchase intention is one of the results of customer satisfaction. Halstead and Page (1992) identified that result of customer satisfaction led to high level repeat purchase intention. Halstead and Page (1992) identified that result of customer satisfaction led to high level repeat purchase intention.

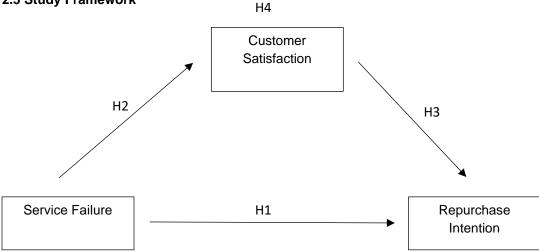
H3: There is a positive relationship between customer satisfaction and repurchase intention.

2.4.4 Mediating Role of Customer Satisfaction Between Service Failure and Repurchase Intention

To better perceive the mediating role of satisfaction, were view the negative outcome of service failures and the relationship between customers' satisfaction and repurchase intention. Repurchase intention is considered a result of satisfaction (Daniel et al., 2012; María et al., 2013; Lin & Ding, 2005). Despite service failure, customers can still be dissatisfied with an incident but nevertheless continue to purchase from the firm (Mabel & Aihie, 2012).

H4: There is a mediating relationship of customer satisfaction on service failure and repurchase intention.

2.5 Study Framework



(Source: Tarofder, Nikhashemi, Azam, Selvantharan, & Haque., 2016)

3. Research Methodology

Research has adopted the positivism as a research philosophy. It has been noted that positivism as a theory is compatible with the empiricist view that understanding derives from human experience. This study used deductive approach and survey strategy under the quantitative research method. Time horizon of this study is cross sectional that means research data gathered only in a single point time. The targeted population of the present study was customers of the textile industries in Bandarawela area. Researcher distributed questionnaires to whole population. Total study population is 203 textile customers. In this study, data were collected through the primary data. The primary data are those which are collected a fresh and for the first time. In this research, primary data were collected through the questionnaire from 203 textile customers in Bandarawela area. The data related to the selected sample was collected using the questionnaire method. The questionnaire was developed based on two sections namely "section 1" personal information and "section 2" research information from 203 samples which represent customers in textile industry in Bandarawela area.

The variables in the research (service failure, customer satisfaction, and re purchase intention) were measured through questionnaires with five-point Likert Scale and Nominal Scale which were completed by the respondents themselves appropriately as they perceived respond to each and every question.

4. Results and discussions

In this study the researcher considers 274 as a sample. Researcher issued 155 questionnaires personally to the customers, 124 questionnaires issued to textile owners and employees in selected textiles to issue those to their customers. But researcher received only 203 (74.1%) questionnaires back.

4.1 Reliability analysis

Variables	Cronbach's Alpha value	No. of questions	
Service delivery system failure	0.791	8-12	
Cleanliness failure	0.795	13-16	
Employee action failure	0.764	17-20	
Design failure	0.707	21-24	
Customer satisfaction	0.883	25-29	
Repurchase intention	0.764	30-33	

Table 1: Reliability analysis for overall variables

4.2 Regression analysis

The R Square statistic indicates that 43% of the variation in the repurchase intention is explained by service failure. The Adjusted R Square 42.7% indicates that it is an adjustment of the R Squared that penalized the addition of extraneous predictors to the model.

Model	Un Standardized Coefficients		Standardized Coefficients	т	Sig.	R Square
	В	Std. Error	Beta		_	-
Constant	5.831	0.309		18.901	0.000	0.430
Service failure	-0.923	0.075	-0.656	-12.312	0.000	
a. Repurchase intention						

According to table 2 Constant value was 5.831. It explains level of repurchase intention at the zero level of service failure. B value of service failure was -0.923. It shows the mean that an average, if increase one point of service failure scale repurchase intention will reduce by 0.923. P value is less than 0.005. Therefore, service failure has negative impact on repurchase intention. Based on above table, regression equation can be written as follows,

 $Y = a + b_x + \varepsilon$

Repurchase intention = 5.831-0.923(service failure) + ϵ

The R Square statistic indicates that 68.7% of the variation in the customer satisfaction is explained by service failure. The Adjusted R Square 68.5% indicates that it is an adjustment of the R Squared that penalized the addition of extraneous predictors to the model.

Model	Un Standardized Coefficients		Standardized Coefficients	т	Sig.	R Square
	В	Std. Error	Beta			
Constant	6.925	0.234		29.623	0.000	
Service failure	-1.193	0.057	-0.829	-21.000	0.000	0.687
a. Customer s	satisfaction					

Table 3: Impact of service failure on Customer Satisfaction

According to Table Constant value was 5.831. It explains level of customer satisfaction at the zero level of service failure. B value of service failure was -1.193. It shows the mean that an average, if increase one point of service failure scale customer satisfaction will reduce by 1.193. P value is less than 0.005. Therefore, service failure has negative impact on customer satisfaction. Based on above table, regression equation can be written as follows,

Customer satisfaction = 6.925-1.193(service failure) + ϵ

The R Square statistic indicates that 75.5% of the variation in the repurchase intention is explained by customer satisfaction. The Adjusted R Square 75.4% indicates that it is an adjustment of the R Squared that penalized the addition of extraneous predictors to the model.

Table 4: Impact of Customer Satisfaction on Repurchase Intention

		dardized icients	Standardized Coefficients	т	Sig.	R Square
	В	Std. Error	Beta		_	-
Constant	0.317	0.074		4.283	0.000	
Customer satisfaction	0.850	0.034	0.869	24.896	0.000	0.755
a. Repurchase intention						

Constant value was 0.317. It explains level of repurchase intention at the zero level of customer satisfaction. B value of customer satisfaction was 0.850. It shows the mean that an average, if increase one point of customer satisfaction scale repurchase intention will increase by 0.850. P value is less than 0.005. Therefore, customer satisfaction has positive impact on repurchase intention. Based on above table, regression equation can be written as follows,

Repurchase intention = 0.317+0.850(customer satisfaction) + ϵ

Table 5: Mediation Analysis

Model	Unstandardized Coefficient		Standardized Coefficient	Т	Sig	
	В	Std.Error	Beta			
(Constant)	-1.211	0.457		-2.652	0.009	
Service Failure	0.289	0.086	0.206	3.388	0.001	
Customer	1.016	0.059	1.040	17.097	0.000	
Satisfaction						
a. Dependent Variable: Repurchase Intention						

Table shows an unstandardized regression weight of -0.923 (c = -0.923) for service failure in predicting repurchase intention. Unstandardized regression weight of -1.193 (a = -1.193) for service failure in predicting customer satisfaction. The unstandardized regression weight of 1.016 (b = 1.016) for customer satisfaction in predicting repurchase intention when controlling for service failure. The unstandardized regression weight of 0.289 (c' = 0.289) for service failure in predicting repurchase intention when controlling for service intention when controlling for customer satisfaction.

The mediation effect can be measured as the reduction in the regression weight for service failure on repurchase intention when customer satisfaction is included: c - c' = (-.0923) - 0.289 = (-1.212) alternatively and equivalently (within rounding error), the mediation effect can be calculated as the product of the indirect paths from service failure to repurchase intention through customer satisfaction: $(-1.193)^*1.016 = (-1.212)$. Thus, it is equal to zero.

a * b = c - c'

(-1.193) * 1.016 = (-0.923) - 0.287

The total effect is equal to the direct effect plus the indirect effect:

(-0.923) = 0.287+(-1.193) * 1.016 in the notation of mediation analysis: c = c' + a*b

5. Conclusions and recommendations

Apparel industry is emerging one in Sri Lanka nowadays. It contributes to high level in country's GNP and earning local and foreign currency. However, customers are main way for earning profit of textiles and any firm. If they fail to their expectation or feel inconvenience then they may be intending to go anywhere else. It badly affects the firm's profit, sustainable and reputation. But it can be recovered through service recovery strategies it includes act immediately, offer solution or apology. Sri Lanka's textile industry is a larger one. They currently have over 900,000 people that work in and around the textile industry. Most of these workers are female, although male make up about 15% of the workforce. Moreover, apparel and textile industry contributes 6% to Sri Lanka's GDP. Further, this study is a new thing which was a knowledge gap in Sri Lankan context to find out level and impact of service failure on customer satisfaction and repurchase intention. Therefore, this study contributes by fulfilling that knowledge gap based on research objectives. According to the above conclusion, following recommendations are proposed by the researcher.

- Improve complaint handling through training the staff, staff suggestion schemes, and Comprehensive customer feedback system.
- Improve post- recovery satisfaction and repurchase intention by accepting of responsibility of service failure, asking apology, take corrective action, offer compensation, and follow all these.
- Create a system for staff service improvement like job evaluation, internal staff motivational schemes, keep best alternative plans, and using problem solving guidelines.
- Improve customer service standards through interact with customers.
- Program for service quality improvement.
- Conduct research about competitor service quality analyses.

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