THE INFLUENCE OF COLLECTIVISM AND INDULGENCE ON SERVICE RECOVERY, SATISFACTION, AND INTENTION TO COMPLAIN

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ABSTRACT

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This study aims to investigate the influence of cultural characteristics (indulgence-restraint and individualism-collectivism) on customer satisfaction and customer intention to complain in the Turkish tourism industry. Based on the fact that tourist behaviour in Turkey has not been sufficiently studied, especially from the perspectives of these two above cultural dimensions, the study intends to shed further light on tourist behaviour in Turkey. Hence, this study focuses on how tourists respond to service failures and service recovery attempts, expected to be influenced by the indulgence-restraint paradigm. Additionally, the study examines tourists' intention to make face-to-face or online complaints, also expected to be influenced by the collectivism-individualism paradigm. As Turkish tourists come from a culture inclined towards restraint rather, making them more likely to remember negative experiences. Hence, it may be stated that restraint characteristics influence service recovery attempts negatively. Additionally, Turkish tourists preferred to make in-person complaints, rather than online complaints. People from collectivistic cultures (e.g. Turkey) are expected to be more likely to make an online complaint, as, in general, they value harmony more and tend to avoid confrontation. Based on the above, it may be put forward that this study fills an important gap in the literature, and has both theoretical and practical implications regarding the influence of cultural characteristics on service failure and service recovery perceptions of tourists.

ÖZET

Kısıtlayıcılık ve Kolektivizmin Hizmet Telafisi, Müşteri Memnuniyeti Algılaması ve Şikayet Etme Eğilimi Üzerindeki Etkisi

Bu çalışma kültürel farklılıkların (kısıtlayıcılık ve kolektivizm) hizmet telafisi çabaları, hizmet telafisi paradoksu, müşteri memnuniyeti ve şikayet etme eğilimine etkisini araştırmayı hedeflemektedir. Dolayısıyla, turistlerin konaklama işletmesi tarafından sunulan hizmet telafisi çabalarını ve hizmet telafisi paradoksunun gerçekleşip gerçekleşmeyeceğini belirlemede etkisi olabileceği düşünülen düşkünlük-kısıtlayıcılık (indulgence-restraint) paradigması ve çevrimiçi şikayette bulunup bulunmama eğilimleri de bireycilik-kolektivizm (individualism-collectivism) paradigması ile ilişikli olarak incelemektedir. Düşkünlük özelliğine zıt olarak, Türkiye gibi daha çok kısıtlayıcı kültür özelliğine yakın bir kültürden gelen Türk turistlerin pozitiften ziyade negatif deneyimleri hatırlama olasılıkları daha yüksektir. Bu çalışmadaki negatif durum hizmet telafisi çabasından önce gerçekleşen hizmet hatasıdır. Dolaysıyla kısıtlayıcı kültürün hizmet telafisi çabalarına olumlu tepki vermeme yönünde etkide bulunduğu söylenebilir. Ayrıca Türk turistlerin çevrimiçi şikayette bulunmak yerine şahsen şikayette bulunmayı tercih ettikleri görülmüştür. Kolektivist kültürlerden (örneğin Türkiye gibi) insanlar, genel olarak uyuma daha fazla değer verdikleri ve yüzleşmekten kaçınma eğiliminde oldukları için çevrimiçi şikayette bulunma olasılıklarının daha yüksek olması beklenirdi. Kültürel özelliklerin turistlerin memnuniyetlerini, onların hizmet hatası ve hizmet telafisi çabalarına tepkilerini ve hizmet telafisi paradoksunun gerçekleşip gerçekleşmemesini etkilediği ortaya koyulmuştur.

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ABBREVIATIONS

GDP	Gross Domestic Product
SERVQUAL	Service Quality
WOM	Word of Mouth Communication
NWOM	Negative Word of Mouth
EM	Expectation – Maximization
EFA	Exploratory Factor Analysis

CHAPTER 1

INTRODUCTION

In his famous quote, "There is only one boss: The customer. And he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else" (Gordon, 2020:25) Sam Walton the founder of Walmart, the largest company in the world for several consecutive years, emphasized the importance of customers succinctly for a business. Likewise, Peter Drucker, one of the most influential management gurus argued that "Because the purpose of business is to create a customer, the business enterprise has two-and only two-basic functions: marketing and innovation. Marketing and innovation produce results; all the rest are costs" (Tidd & Bessant, 2020: 45). Hence, understanding customers in terms of what satisfies them, how, when and why is extremely important for the survival and growth of businesses (Koc, 2021a). This is especially important for service businesses as customers may switch to other suppliers unannounced, too late to be discovered by the service business as to why the customers have switched (Koc, 2021a).

As a service sector industry tourism, one of the largest industries in the world (Taheri et al., 2022), and with a wide range of factors contributing to its growth (Koc, 2017) offers several opportunities and challenges. Like other services, tourism and hospitality services are influenced and shaped by general service characteristics of intangibility, heterogeneity, inseparability, and perishability (Wilson et al., 2020). Especially, heterogeneity and inseparability are extremely important from the perspective of customer satisfaction as they may present challenges in terms of standardising the service (Wirtz et al., 2021). Heterogeneity is the non-homogenous

nature of services due to differences, such as the person who delivers the service, the mood the person who delivers the service is in, the time of the year, the weather, the type of customer, the mood the customer is in, if the service is about the delivery of a food item or a drink, the ingredients of the food or drink, the skillfulness of the chef, the barista or the bartender, and the mood the chef, the barista and the bartender are, etc. (Koc, 2017). On the other hand, inseparability is about the simultaneous production and consumption of the service (Wilson et al., 2010). Unlike tangible products that are produced/manufactured, stored and then delivered to customers, services are usually produced as they are consumed by the customers. For instance, in a restaurant, a customer consumes the food then and there while the service is being produced. Hence, there may be several factors influencing the occurrence of service failures (Bilgili et al., 2020; Ozkul et al., 2020).

Moreover, as one of the most labour-intensive industries, tourism places additional burdens on managers. This is because tourism and hospitality services involve a high level of frequent and intense exchanges in terms of communication and interaction between the tourists/guests receiving the service and the service providers delivering the service (Ayyildiz et al., 2024). These frequent and intense exchanges may also result in customer dissatisfaction as they pose potential instances for service failures. These exchanges are so important that customers, in general, tend to judge the quality of service they have service primarily based on the exchanges, interactions, and communications they have had with the service providers (Koc, 2019).

The service failures may cause a wide variety of negative feelings and emotions for the customers ranging from sadness to anger and from frustration to revenge (Ayyildiz et al., 2024). Customers with negative feelings have a high

potential to switch to other service providers, whether they make a complaint or not (Mattila, 2014). How people may react to service failures may be influenced by, among other other things, a wide variety of factors, such as their personality characteristics (Hatipoglu, 2021; Hatipoglu & Koc, 2023a); severity and the type of the service failure (Ayyildiz et al., 2024), the other customers (Cakici & Guler, 2017), and their cultural characteristics (Koc, 2020).

As culture influences how people perceive the world, develop attitudes, and react to the outside world (Neuliep, 2016), tourists' reactions to tourism and hospitality products and services, including their evaluations of these products and services may be significantly influenced by their culture (Koc, 2020). Litvin and Kar (2003) and Litvin et al. (2004) showed that tourism and hospitality customers' reactions to service encounters tend to be dependent on the self-image they have of themselves. This self-image, in turn, is largely formed by tourists' cultural orientations or characteristics (Litvin & Kar, 2003; Litvin et al., 2004). Therefore, given the fact that service failures and their recovery are important for tourism and hospitality businesses, and the fact that their reactions to service failures and recoveries are influenced by their cultural characteristics this study investigates the influence of restraint and collectivism, as two cultural characteristics of Turkish tourism and hospitality customers, on their perception of service recovery attempts, their level of satisfaction, and their intention to complain, in-person or online.

As people are more likely to remember negative experiences, rather than positive ones, they may be stuck in the negative experience (Hofstede et al., 2020), i.e. the service failure, and may not place a high level of value on the service recovery effort. This means that a service recovery paradox is a feeling of

satisfaction after a service recovery attempt which is higher than the level of satisfaction before the customer encounters the service failure (McCollough, 2009).

Also, cultural characteristics may also influence whether people make a complaint, and if they do how, following a service failure (Swanson et al., 2014). For instance, it is known that people from collectivistic cultures are not confrontational as they value harmony (Hofstede et al., 2020). As making a complaint involves confrontation (Koc, 2017), people from collectivistic cultures tend to refrain from complaining, or complain indirectly (Patterson et al., 2006; Gi Park et al., 2014). Hence, based on the above premise this study also investigates Turkish tourists' (collectivistic) intention to complain after a service failure. The study particularly aims to compare in-person (direct) and online (indirect) complaint intentions of tourists.

The data for the study were collected from tourists in Turkey through online and in-person surveys. As 7 of the surveys were incomplete and unusable they were excluded from the study. The independent variables in the study are gender, age and income. People who have stayed at a hotel for their holidays at least once have been invited to participate in the study. The participants were asked to respond to some of the survey questions (see Appendix B) according to a service failure scenario presented in the survey. The scenario was carefully designed so as to prevent responder bias. A convenience sampling method was used to reach the participants. The survey was designed to be as precise and succinct as possible and it is believed that the participants responded to the Turkish survey questions (see Appendix C) as accurately as possible. In line with the above stated objectives, the study aims to provide answers to the following research questions:

- Do tourists from a restraint culture respond positively to service recovery attempts after a service failure?
- Does a service recovery paradox take place among tourists from a restraint culture, i.e. whether their post-recovery satisfaction level is higher than their pre-service failure satisfaction level?
- Do tourists from a collectivistic culture have a high level of tendency to make a complaint after a service failure?
- Are tourists from a collectivistic culture more likely to make an online complaint?

This thesis comprises six chapters, namely Introduction, The Context, Literature Review, Research Methodology, Findings and Data Analysis, and Discussions and Conclusions. The first chapter introduces the research topic and provides the rationale and objectives of the study. The second chapter provides the context of the study and explains the background for the study by introducing the services sector and tourism industry in which this study is carried out. This chapter also provides an overview of the service characteristics that necessitate the design and implementation of marketing and strategies differently in services. The third chapter is the literature review chapter. This chapter explains the concepts and theories in relation to the study. The chapter explains cross-cultural variables, particularly indulgence and restraint, individualism and collectivism, service failures, service recovery, service recovery paradox, customer satisfaction, and intention to complain. The fourth chapter is the research methodology chapter which explains the objectives and the hypotheses of the study, the survey design, and the data collection method. The fifth chapter, the penultimate chapter, explains the findings of the study and how data are analysed. The final chapter, Chapter 6 explains and discusses the

findings of the study the theoretical and practical implications of the study and the limitations of the research together with recommendations for future research. The final chapter Limitations of the Study and the Recommendations puts forward the limitations of this study and offers recommendations for researchers who would like to carry out research in this field.

CHAPTER 2

THE CONTEXT:

THE SERVICE SECTOR, TOURISM INDUSTRY, AND SERVICE CHARACTERISTICS

2.1 The importance of the service sector and tourism industry

Services may be defined as "acts or performances offered by one party to another, which is essentially intangible and does not result in the ownership of anything, the production of which may or may not depend on a physical element". (Kotler et al., 2006: 402). The service sector is also called the tertiary sector, showing the chronological development of the sector. The primary sector comprises agriculture, fishing, and animal husbandry, while the secondary sector comprises the manufacturing industry which showed a dramatic growth rate after the Industrial Revolution up until the 1990s (Koc, 2021a). After the 1990s the tertiary sector (services sector) gained momentum and grew steadily.

Today, the service sectors are growing rapidly and become more important than in the past. Rising incomes, increased education levels and expectations of consumers; changes in lifestyles, development of technology (Kıvrak & Hatipoğlu, 2023; Aktan et al., 2024), low entry barriers to the service sector, government policies, migration and longer average human lifespan, etc. can be cited as among the main factors affecting the rapid growth of the service sector (Koc, 2017).

As countries develop and the world economy grows, the contribution of the tertiary sector, i.e. the services, to the national economies and the world economy increases (Wirtz & Lovelock, 2021). Today, especially in developed countries, such as most European countries, North America, and Australia, as well as in several other

countries, such as Turkey, Russia, South Korea, Japan, and Singapore, the contribution of the tertiary sector, i.e. the services to the Gross Domestic Products (GDP) of these countries, is significantly more than the primary (agriculture, mining, fishing, and animal husbandry) and the secondary (manufacturing sectors) (Koc, 2021a). The services sector comprising industries, such as tourism, banking and financial services, transportation, health, education, and entertainment tends to dominate the world economy. The fact that a significant majority of the top 100 companies in the Fortune Global Top 500 List (Fortune, 2024) are service businesses, the service industry can be said to dominate the world economy.

In terms of the the contribution of the service sector to the GDPs of countries services constitute 80%, 79,2%, 68,6, and 60,7% of the GDPs in the United States, the United Kingdom (UK), Germany, and Turkey, respectively (The CIA World Fact Book, 2021). As it tends to be significantly more labour-intensive, the contribution of services to employment is also undoubtedly high. For instance, according to the Türkiye İstatistik Kurumu (TÜİK, 2023), 56,5% of all jobs in Turkey are in the services sector. Furthermore, the service industry accounts for 43,2% of all currently operating businesses in Turkey (TÜİK, 2023).

Tourism, as an industry in the services sector, is one of the largest and fastest growing industries in the world (Das et al., 2013). The tourism industry comprises accommodation establishments (e.g. hotels), food and beverage establishments (e.g. restaurants, cafés, bars, etc.), recreation establishments (e.g. parks, zoos, cinemas, theatres, concert halls, etc.), and travel and tourism businesses (e.g. online or brick-and-mortar tour operators and travel agencies, transportation businesses, such as airports, airlines, railroad businesses, etc.) (Koc, 2020). In theory, while tourism comprises airlines, airports, railroads, tour operators and travel agencies, hospitality

comprises hotels, restaurants, cafés, etc.). However, the term tourism industry is usually a comprehensive term to comprise all of the above activities.

The contribution of the tourism industry to the total world GDP reached 7.6% in 2022 (WTTC, 2024). The same year tourism jobs constituted 7.9% of all employment in the world. This is the direct contribution or the impact of tourism on the world economy. However, with the multiplier effect a dollar spent in tourism may cause additional revenues and recruitment or employment of people in various other industries ranging from food and beverages to transportation, from consumer durables to furniture (Koc, 2006). For instance, in an early tourism multiplier league list developed by Fletcher (1995), Turkey ranked as the first country in the world. This means an increase of an additional dollar of spending by visitors in Turkey or any dollar of income lost in tourism has a more substantial impact on the Turkish economy than is the case in other countries (Koc & Altinay, 2007).

Additionally, it is known that only 7.1% of people in the world engage in tourism activities (UNWTO, 2020). Considering the fact that the participation of people in tourist activities is showing steady growth, the significance of the tourism industry will be much greater in future.

2.2 The general service characteristics influencing the marketing and management of services

Compared with tangible products, services tend to have four distinct service characteristics from a services marketing and management perspective (Wirtz & Lovelock, 2021). These service characteristics are intangibility, inseparability, heterogeneity, and perishability (Koc, 2017). The service characteristics and their potential association with tourism and hospitality marketing are provided as

follows in Table 1:

Table 1. SERVQUAL Service Quality Dimensions Adapted from Koc (2020).

Characteristics of services	Explanation	Relevancy to and examples of tourism and hospitality
Inseparability	Unlike tangible products, services are produced and consumed simultaneously. Tangible products are produced, stored, and then sold to customers. Hence, there may be several stages to prevent products that have problems before they reach customers. Although certain tangible components of services may be prepared beforehand, usually the actual service is delivered when the customer demands it, and when the customer is present.	The service personnel needs to be tidy, well-dressed and hygienic at all times. They need to look efficient when performing their tasks. They need to communicate with care and courtesy. For instance, a five-star hotel may experience bottlenecks during dinners, as more guests may wish to have their dinner at the same time. By taking human and other resources into account the hotel management may develop plans to reduce problems during busy hours.
Heterogeneity	Tangible products are standard and homogeneous. However, services are non-homogenous and they are difficult to standardise due to the continuous human element in the production and delivery of the service.	For instance, the differences in terms of who delivers the service, the mood the person who delivers the service is in, the time of the year, the weather, the type of customer, the mood customer, if the service is about the delivery of a food item or a drink, the ingredients of the food or drink, the skillfulness of the chef, the barista or the bartender, and the mood the chef, the barista and the bartender are may all contribute to the heterogeneity of the services.
Intangibility	Services cannot be touched and smelt.	The lack of tangibility may increase the risk perceptions of tourists. Coupled with the other unknowns regarding food, people who serve, accommodation, etc, tourists tend to have a high level of risk perception. It is the duty of marketing managers to design and implement strategies to decrease risk perceptions of tourists/guests.
Perishability	The services usually may not be stored. They need to be sold as they are stored.	Tourism and hospitality services may be highly seasonal depending on the time of the year, week of the month, day of the week, and hour of the day. Any seats on a plane or any vacant rooms at a hotel represent lost revenues that cannot be regained. Perishability may create additional demands on tourism and hospitality business managers' abilities.

Table 1 shows the service characteristics of the marketing and management activities of tourism and hospitality businesses in a different manner. It may be seen particularly heterogeneity and inseparability may be relevant from the perspective of service failures and recoveries, the topic of this study.

As stated above tourism and hospitality services involve a high level of social exchange in the form of communication and interaction between the tourism and hospitality staff providing the service and the tourist/guests. Due to this high level of social exchange tourism establishments are referred to as "people businesses" (Kim et al., 2010; Koc, 2019a). Due to the above characteristics of tourism and hospitality services, customers tend to have a high level of a tendency to experience service failures. The service failures may be inevitable, i.e. they may not be completely prevented, and i.e. the provision of failure free service may be almost impossible (McCollough, 2000). However, businesses may design and implement strategies to recover service and turn dissatisfied customers into satisfied ones (Koc et al., 2023).

CHAPTER 3

LITERATURE REVIEW

3.1 Customer satisfaction

As explained above this study investigates how Turkish tourists, as being from a relatively restraint culture responds to service recovery attempts for service failures they experienced at a hotel. Particularly, the study aims to unveil whether tourists' post-service satisfaction exceeds their pre-service failure satisfaction. Also, the study investigates the intentions of tourists to complain after a service failure. As being from a collectivistic culture the tourists may be expected to have a low level of intention, especially when making in-person complaints and a higher propensity to make online complaints. This chapter explains the cross-cultural variables, particularly indulgence and restraint, individualism and collectivism, service failures, service recovery, service recovery paradox, customer satisfaction, and intention to complain that are related to the research objectives of this study.

Based on the importance of customer satisfaction mentioned above, customer satisfaction has been studied extensively by researchers (Wilson et al., 2021; Koc, 2019). According to Fornell (1992), customer satisfaction is an attitude formed based on experiences after customers purchase, use, and pay for goods and services. Essentially, customer satisfaction can be defined as pleasure with a product or service obtained. In addition, Oliver (2014) defined that physical goods and services must be provided at a level that will fulfil the requirements of being adequate. Oliver's (1982) Expectancy Confirmation / Disconfirmation Theory is one of the most widely used theories for customer satisfaction. Expectancy Confirmation Theory emphasizes the importance of prior expectations and anticipation in shaping

or determining an individual customer's level of satisfaction. Various other models emphasize the role of expectations in customer satisfaction. For instance, the SERVQUAL service quality model, developed by Parasuraman et al. (1994), compares customers' expectations and service performance perceptions by comparing expectations scores with service performance scores based on five dimensions and 22 items.

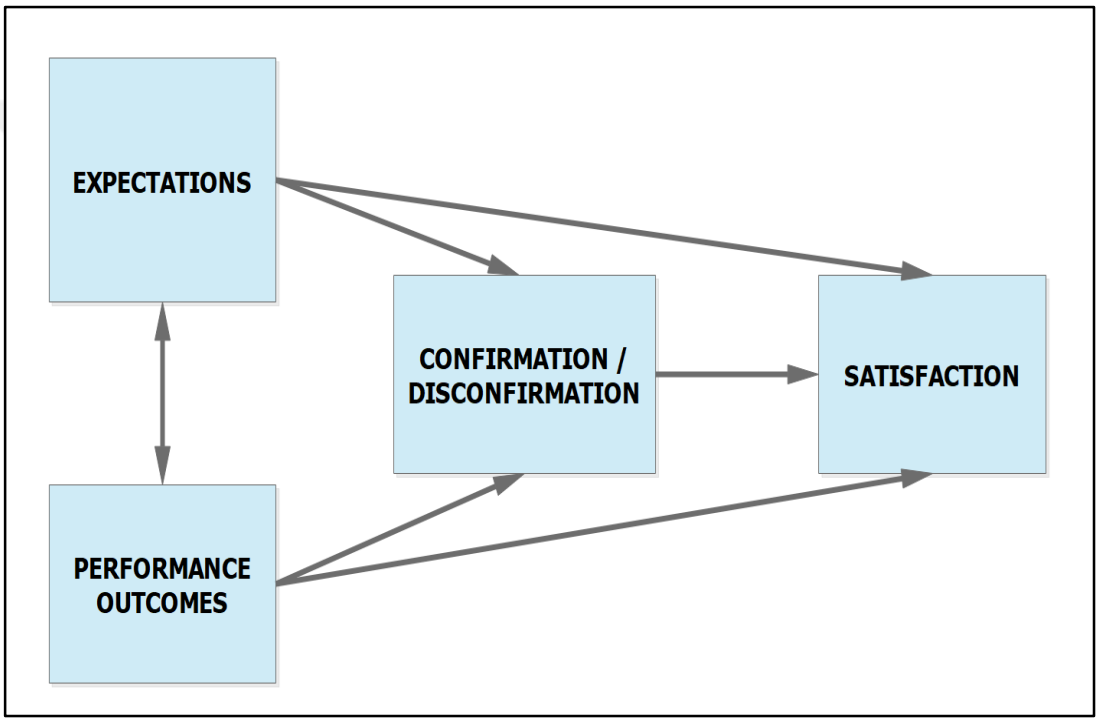

Figure 1. Expectation Confirmation Model (Oliver, 1982)

According to the Expectancy Confirmation Model (See Figure 3.1), customer satisfaction is a function of service performance, disconfirmation of beliefs, and expectations. By comparing their expectations with the outcome (service performance) customers may become either satisfied or dissatisfied. The performance of perceived service is investigated with three outcomes, namely positive disconfirmation, negative confirmation and zero confirmation.

If the service performance is above expectations; positive disconfirmation occurs. In this case, the customer may experience a surprise and customer delightment (Koc, 2013a). However, when the level of service performance is below expectations, negative disconfirmation occurs, and the customer becomes dissatisfied. Hotels such as Marriott and Ritz Carlton collect and process extensive customer data so as to be able to provide something beyond the expectations of the customers, and hence create customer delightment (Villi and Koc, 2018).

If the service performance is below the expectations (below the expected level) then negative disconfirmation occurs, and the customer becomes dissatisfied. In this case, it may mean that somehow a higher level of expectations was created due to the service business caused or customer caused reasons, or the service business performed the service poorly, i.e. there is a service failure. If the service performance corresponds to the expectations, then zero disconfirmation takes place. According to Parasuraman et al. (1985) who developed the Gaps Model, at the same time as the early version of SERVQUAL (with 10 dimensions), to identify the fall points in a service business, the differences/gaps or the fall points may be as follows in Table 2. :

Table 2. Gaps/Fall Points Causing Dissatisfaction for Customers

Gaps/Difference	Explanation
Gap 1 Knowledge or perception gap.	Not knowing what the customer wants. The gap between the expectations of customers from the service business and what managers of the service business think the customers expect. The hotel management may think that as long as the rooms are clean, spacious and have a beautiful view of the sea, the customers would not care about how much they wait when checking in and checking out. This may be done primarily for cost-cutting, by assigning a minimum number of staff members to the font-desk.
Gap 2 Standards Gap	The gap between an understanding of the expectations of the customers and the standards set. The customer may expect that the check-in process should not take more than a minute or so, while the hotel management may think that if the check-in is completed in 5-8 minutes the customer would be happy.
Gap 3 Service Delivery Gap	Standards may have been set. However, it may not be feasible to deliver the service according to the standards or specifications set. It may be impossible to get the à la carte dinners within the specific time set due to staff limitations.
Gap 4 Communications Gap	The gap between what has been promised and what has been delivered. The visual materials may exaggerate the size of the rooms and the view from the rooms.
Gap 5 The Gap between Expectations and Actual Service Delivered	This is the total of all gaps i.e. the gap between what is expected and what is delivered.

From the perspective of tourism, customer satisfaction may be defined as the alignment between visitor expectations and the features of the service business (Truong et. al., 2006). Knutson et al. (1998) argued that cleanliness of the room, convenience, service safety and security, location and the attitudes of service staff are the critical factors in ensuring customer satisfaction. Hence, businesses are usually

recommended to invest time and effort to develop and maintain positive relations with their customers. Customer satisfaction is also important as it leads to customer loyalty which has significant advantages for a business (Qi et al., 2023).

In general, businesses tend to focus their efforts and invest heavily in understanding and delivering customer satisfaction. The unpredictable nature of differences in terms of what makes a customer satisfied is among the key service quality and customer satisfaction concerns (Oliver, 1981; 27). Long et al. (2013) found that the most influential factors on customer satisfaction were employee behaviour and relationship building, i.e. social quality, as opposed to technical quality. As customer satisfaction is a subjective measure emotions and individual comments tend to have a significant influence on it (Czeplel & Rosenberg, 1977; Martin et al., 2008). The heterogeneity, as a service characteristic, was explained above. Due to the heterogeneity, and human-centric nature of ourism (Kim & Han, 2010), there are individual differences among customers in terms of what makes them satisfied. Hence, the quality of service may vary depending on the service provider, timing, and several customer-related factors (Floh et al., 2014).

It needs to be noted that there may be individual, personal and cultural differences among customers in terms of what makes them satisfied (Koc et al., 2023). For instance, Hatipoglu (2021) and Hatipoglu and Koc (2023) showed that personality differences may influence service quality perceptions and the level of tourist satisfaction. For instance, while extrovert tourists tend to concentrate more and place more value on the assurance and responsiveness among the five SERVQUAL service quality dimensions, introvert tourists tend to concentrate more and place more value on the tangibles element (Hatipoglu, 2021; Hatipoglu & Koc, 2023). Individual experiences of tourists influence the level of satisfaction a tourist

gets, and the tourists tend to form satisfaction or dissatisfaction based on a comparison between their expectations and perceptions (Chen & Myagmarsuren, 2010). Businesses need to pay attention to the feelings and emotions of the customers, as customer satisfaction and customer loyalty are formed based on subjective norms.

Wang et al. (2016) showed that as opposed to unsatisfied ones, satisfied customers were more likely to demonstrate e loyalty and repurchase intentions. Hence, working towards ensuring the exceeding of customer expectations may be seen as a good strategy for a service business to maintain its survival and growth (Barnes etc., 2013; Parasuraman etc., 2020:2). Additionally, the mediating effect of service quality should not be underestimated as tourist satisfaction may have a significant influence on the generation of income for the service business (Wirtz & Lovelock, 2021). Increased tourist satisfaction may boost tourists' tendency to make additional purchases, willingness to pay higher prices, and to make recommendations to other travellers, all of which lead to a rise in brand equity (Baker & Crompton, 2000; Bigne et al., 2005; Yoon & Uysal, 2005). Customer satisfaction in the tourism industry is influenced by subjective elements, such as customer wants and feelings, as well as objective factors, such as the qualities of the product and service. Figure 2 explains the tourist satisfaction process (Sanchez-Rebull et al., 2018).

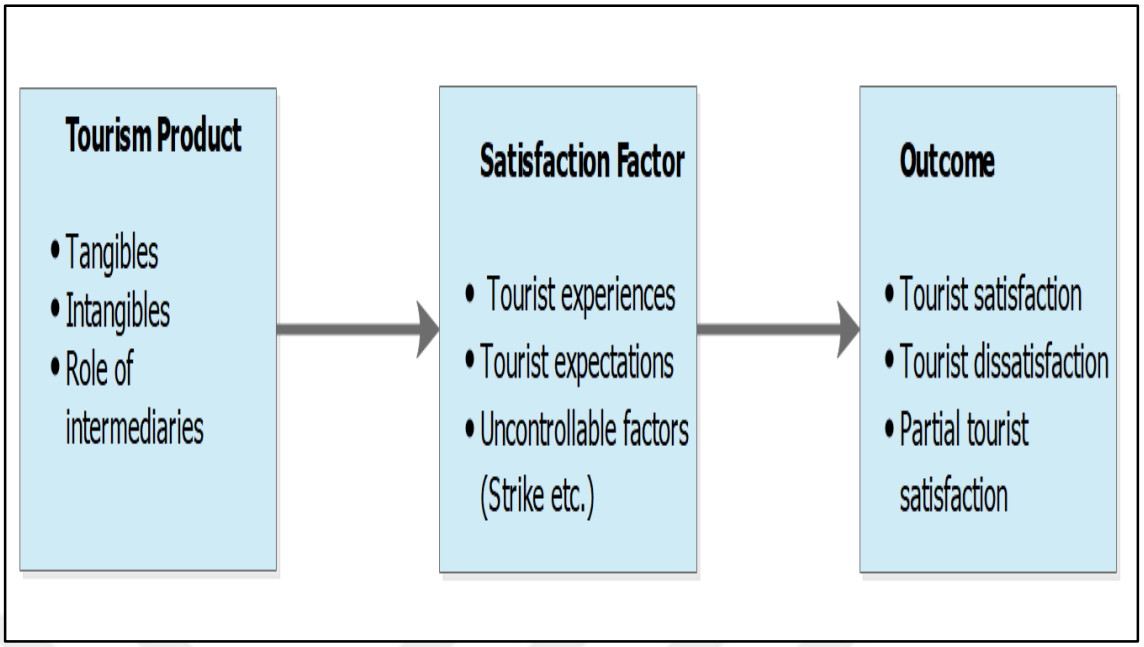

Figure 2. Tourist Satisfaction Process (Sanchez-Rebull et al., 2018)

3.2 The influence of culture on customer satisfaction

Culture is the way and which people in a society perceive the external environment and react to it. Hence, culture encompasses "a set of attitudes, values, beliefs, and behaviours shared by a society, communicated from one generation to the next" (Matsumoto, 1997: 5). Litvin and Kar (2003) and Litvin et al. (2004) showed that tourists' attitudes and behaviours towards various aspects of tourism and hospitality activities to a greater extent are formed by their self-images. The self-images of tourists are, in turn, shaped by their cultural characteristics (Litvin & Kar, 2003; Litvin et al., 2004). Koc and Ayyildiz (2021) and Koc and Cheung (2022) showed that apart from tourists' perceptions, attitudes and behaviours, cultural characteristics influence the way service employees operate, behave and communicate (Koc, 2013b) and the systems and processes of tourism and hospitality business establishment set and how they operate.

Various cultural models have been developed by researchers (e.g. Parsons,

1951; Kluckhohn & Strodtbeck, 1961; Stewart, 1971, Hofstede, 1980; Schein, 1985; Argyle, 1986; Hall & Hal, 1987; Schwartz, 1994; Trianidis 1995; Trompenaars and Hampden-Turner, 2002; Hofstede et al., 2010) to measure, compare and investigate various aspects of life based on cultural variables or characteristics. The models by the above researchers are not exclusive models as there are significant overlaps. However, Hofstede et al.'s (2010) cultural variables or dimensions are considered to be the most comprehensive of all and are the most extensively used by the researchers (Ferreira et al., 2014; Ladhari et al., 2015; Koc, 2020; Muttakin et al., 2022). Hofstede et al.'s (2010) six cultural dimensions are power distance, uncertainty avoidance, individualism-collectivism, masculinity-feminity, long-term orientation, indulgence and restraint.

Power distance is the extent to which people in a society are willing to accept inequalities (Hofstede et al., 2010). While people in high power distance cultures (e.g. Russia, China, Mexico, India, France, and Turkey) prefer objects, possessions, titles, etc. that send the message to other people that they belong to a higher echelon of the society, they are high ranking, elite, etc. (Koc, 2010). On the other people from low power distance cultures (e.g. Sweden, Switzerland, the Netherlands, Denmark, the United States, Norway, and the United Kingdom) value equality and perceive efforts to compete or appear superior as vain.

Uncertainty avoidance is about how much people in a society can tolerate uncertainty and ambiguity (Hofstede et al., 2010). In contrast with people from low uncertainty avoidance cultures (e.g. Switzerland, Norway, the UK, the US, and Finland), people from high uncertainty avoidance cultures (e.g. (e.g. Greece, Portugal, Russia, Japan, France, and Turkey) tend to avoid risks, uncertainty, and ambiguity, and value predictability order, and structure.

Individualism shows the preference for individual and personal interests and goals against collective or societal interests and goals (Hofstede et al., 2010). People from individualistic cultures (e.g. the UK, Australia, UK, Finland, Italy, Belgium, Denmark, and Sweden) tend to be "I", value achievement and competition oriented, while people from collectivistic cultures (Turkey, South Korea, China, and Russia) tend to be "We", harmony and communal welfare oriented (Hofstede et al., 2010).

Masculinity refers to gender patterns in society in general whether the behaviours and rules tend to be male or female oriented. People from masculine cultures (e.g. from Japan, Austria, the UK, Germany, the US, and Australia) appear to be achievement, efficiency and effectiveness oriented, while people from feminine cultures (e.g. people from Scandinavia, the Netherlands, Portugal, Russia, and Spain) appear to be relationship and teamwork oriented.

Short-term orientation means whether individuals in a society (e.g. Australians, Mexicans, North Americans, Irish, Portuguese, and South Africans) make short-term plans and concentrate on short-term goals and gains, in contrast with cultures with long-term orientation (e.g. South Koreans, Japanese, Chinese, German, Russia, Dutch French, and Italian people) make long-term plans and concentrate on long term goals and gains (Hofstede et al., 2010). Eastern societies tend to be non-materialistic and long-term oriented, while Western societies tend to be more materialistic and short-term oriented.

Indulgence refers to the extent to which a society allows the free gratification of hedonistic needs and desires or tries to control the free gratification of hedonistic needs and desires. While people from indulgence cultures (e.g. Mexicans, Swedish, Australian, Danish, the British, North American, and Dutch) place greater value on leisure, feel generally happy and healthy, and are more likely to remember positive

experiences, people from restraint cultures (Ukrainians, Russians, Chinese, Serbians, Polish and to some extent Turkish) do not place greater value on leisure, feel generally unhappy and unhealthy, and are more likely to remember negative experiences (Hofstede et al., 2010; Koc, 2010).

According to Hofstede's cultural variables scores Turkey's scores are as follows: Individualism (46), i.e. a relatively collectivistic, power distance (66), i.e. a relatively high power distance culture, masculinity (45), i.e. slightly tilted towards being a feminine culture, uncertainty avoidance (85), i.e. a high uncertainty avoidance culture, long term orientation (35), i.e. relatively short-term oriented culture, and indulgence (49), not an indulgence culture, being slightly tilted towards restraint (Koc, 2020). When Hofstede's cultural scores are examined, Bangladesh has the lowest indulgence score of 20, and Colombia and Angola have the highest score of 83 (Hofstede et al., 2010). By considering the range from 0-100 to 20-83, it can be mathematically concluded that Turkey has a significantly higher closeness to the restraint culture score. Based on the fact that Turkish culture is not an indulgence culture, people from Turkey may be expected to be more likely to remember negative experiences, rather than positive ones. Hence, Turkish people may be expected to respond to service recovery attempts not so positively as they may be stuck with the negative feeling, i.e. the service failure occurred prior to the service recovery.

Also, as Turkish people are collectivistic they may be less likely to make a complaint as they value harmony and do not tend to be confrontational. When they make a complaint, they may prefer making online complaints as they are indirect as opposed to face-to-face complaints which are considered to be direct and confrontational. Additionally, there are cultural differences in the propensity to complain. In individualistic societies customers tend to be more inclined to complain

to businesses and third parties, such as seeking the right by legal means and appealing to consumer organisations), while in collectivist societies like Turkey, tourists tend to engage in private complaint behaviour and are more likely to warn relatives and friends (Huang et al, 1996; Gi Park et al., 2014). Yuksel et al. (2006) showed that tourists from Turkey were likely to feel sad when they expressed their dissatisfaction by making a complaint as it may harm the service employee.

Thus, tourists from collectivistic cultures, such as Turkey may have a low tendency to voice complaints in collectivistic societies and instead of complaining they may switch to other service providers (Patterson & Pasongsukarn, 2003). This may cause a problem for the tourism and hospitality business as complaints perform a function to correct mistakes (Koc, 2021). In other words, tourism and hospitality establishments are less likely to take advantage of customer complaints in collectivistic cultures, such as Turkey. Additionally, it is indicated that customer retention can be supported by WOM (Word-of-mouth) communication in collectivistic societies (Wong, 2004). In this way, unsatisfied customers can be turned into satisfied and loyal tourists in the future (Fornell et al, 2020).

3.3 Service failure in tourism and hospitality

Service failures are the fall points when delivering a service resulting in customer dissatisfaction (Weber, 2009). The fall points are the differences between what is expected by the customer and what is delivered to her/him. If service failures are not handled and efficient recovery is not made, service failures become threats to the survival of the tourism and hospitality business (Villi & Koc, 2018; Liu & Huang, 2023).

A popular definition of service failure is an error, a fall point or a mistake that occurs during the delivery of the service (Koc, 2017; 2019). In broad terms, anything that the customer perceives as a problem may be classified as a service failure (Spreng et al., 1995). Also, customer expectations are crucial in terms of customer evaluation, as stated previously. Thus, it is possible to classify service failures as those incidents that fall short of the expectations of the customer (Hess et al. 2003).

Service failures may be categorised into three types (Booms et al., 1990). These are product or service delivery system failure, employee based failures, and the inability to meet customer needs and requests (Booms et al., 1990). As stated above, service failures may produce several negative emotions, sadness, anger, distrust, frustration, hatred and feelings of revenge (Ayyildiz et al., 2024). When customers have these negative emotions and feelings they stop buying and switch to other suppliers and engage in negative word-of-mouth (WOM) communications (del Rio-Lanza et al., 2009; Mattila, 2014; Wirtz & Lovelock, 2021; Koc, 2021).

As service failures create negative word-of-mouth communication and result in the switching behaviour of customers, managers need to spend time and effort to recover service failures by resorting to appropriate service recovery strategies (Dacin and Taylor, 2011). If these service failures are not recovered and the matter is not resolved by the business, customers are likely to switch to other service providers as well as engage in negative WOM (Dacin & Taylor, 2011). For this reason, though service failures may not be prevented, they should be definitely handled and recovered (Hart et al., 1990). This is especially important in the tourism industry as service failures are more likely to occur in tourism and hospitality and there is usually a high level of risk perception on the part of the customers.

3.4 The importance of service recovery

Responding to service failures expressed through customer complaints and online reviews is a required action by tourism and hospitality businesses to recover the service (Gu and Ye, 2014; Zhao et al., 2020; Sharma et al., 2022). When a service failure is correctly handled and recovered, the dissatisfied customers may be turned into satisfied ones (Agnihotri et al., 2022). Just responding to customer complaints after service failures, may increase a hotel's booking rate by 60% (Ye et al., 2008). A great majority of tourists/guests (77%) admit that if the hotels respond to their complaints they would be satisfied (Lee et al., 2018). More than 50% of tourists stated that they would do the booking for the same hotel in the future if they just handled the service failure and responded to their complaints (Lee et al., 2008). Zhang et al. (2019) showed that when a complaint is handled the hotel's impression in the eyes of tourists increased by 84%. The inappropriate handling of their tourists'/hotel guests' complaints also reduced the probability of future bookings by 64%. (Zhang et al., 2019).

The term service recovery was first introduced by British Airways in a marketing campaign (Zemke and Schaaf, 1989). Service recovery can be defined as all actions taken by service providers to increase customer satisfaction (Johnston, 1995) and to compensate for a low quality service delivered to the customer (Grönroos, 1988). In addition, service recovery is accepted as the main reason for determining whether customers stay with a business or switch (Zhang et al., 2019).

According to the study conducted by Clark et al. (1992), 52% of customers are likely to engage in negative WOM after service failures. As previously stated, recovery from service failures is also crucial to earning customers' trust and building customer loyalty (Johnston, 1995). Therefore, if the service recovery is not

implemented properly after a failure, businesses can lose one of their most important assets against competition, i.e. their existing customers. So, it is important for businesses to provide timely and efficient service recovery actions for their customers. For example, if service failures are handled by businesses immediately, 95% of total customers tend to make a repurchase in the future (Mostafa et al., 2014). According to Reicheld and Sasser (1990), a service provider may increase its profitability by as much as 100% in some cases by increasing the customer retention rate by 5% alone. Thus, it is necessary to handle service failures to sustain at least the current level of customers.

3.5 Service recovery paradox

Service recoveries may create a state or a feeling called a service recovery paradox (Etzel and Silverman, 1981). Service recovery paradox (see Figure 3) means that when a service is recovered appropriately, the level of satisfaction a customer gets may exceed the level of satisfaction that the customer had initially, i.e. before s/he encountered the service failure (Koc, 2019). In other words, the service recovery paradox stipulates that post-service recovery satisfaction may be higher than pre-service failure satisfaction. Additionally, the service recovery paradox produces an outcome that after the service recovery, customers would have a higher level of satisfaction and an increased level of loyalty towards the service provider (Blanchard 1993; Oliver 1996). The service recovery paradox occurs due to a survival motivation called loss aversion (Tversky & Kahneman, 1992). When a customer encounters a failure s/he becomes sad and angry with the feeling that s/he lost something. Then, when the service is recovered unexpectedly, the customer realises that s/he has not lost and s/he becomes happy. Mellers et al.'s (1997) experiments

showed that an unexpected earning of 9 dollars produced more satisfaction than an expected earning of 13 dollars. The exceeding of customers' expectations produces a state called customer delightment which usually leads to customer loyalty (Qi et al., 2023).

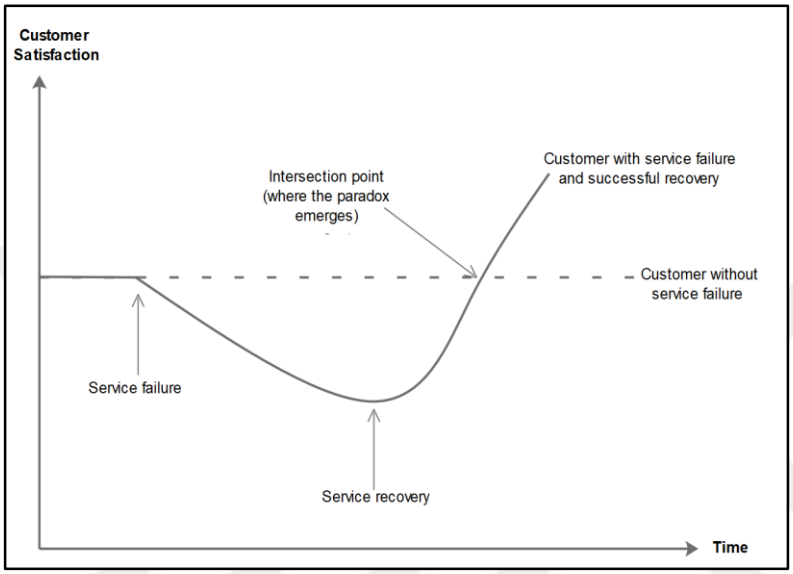

Figure 3. Service Recovery Paradox (Etzel and Silverman, 1981)

However, several studies demonstrate that the service recovery paradox does not occur all the time, i.e. after every service recovery (Michel, 2008; Michel and Meuter, 2008; Shao, 2011). Studies show that service recovery timing, customer's age, and the type of failure should be accepted as variables impacting the effectiveness of the service recovery paradox (Soares, 2014). Also, factors such as the nature and severity of the problem, the effectiveness of the service recovery process and compensation, personal, personality and cultural characteristics of the customer, etc. may also influence whether a service recovery paradox will take place or not (Koc, 2020).

In line with the effectiveness of service recovery action, the process of the

recovery action is also critical. Tax and Brown (1998) underlined the importance of the three types of justice in line with service recovery efforts. These are distributive, procedural and interactional justice which a customer may consider when evaluating the performance of a service recovery. Distributive justice is about compensation, i.e. what is offered to the customer in order to match or compensate for the damage caused by the service failure (Bowen & Johnston, 1999; Koc et al., 2023). For instance, the hotel may offer discounts for future stays, gifts (a free bottle of wine, chocolate and sweets or a fruit basket). Interactional justice is about courtesy and a positive attitude in interaction and communication with the customer during the service process. The procedural justice is the efficiency, effectiveness, and skillfulness of staff in dealing with the recovery throughout the process. For instance, if the customer is kept waiting too long during the recovery, then his procedural justice evaluation of the situation may be poor.

As tourism activities involve continual and intense cross-cultural social contact and interaction between customers, employees, and managers; how service failures, and service recovery attempts may be evaluated by the customers may be significantly influenced by tourists' cultural characteristics (Lieberman & Gamst, 2015; Koc, 2020). Koc (2020) argued that as people from restraining cultures, such as Russians, are more likely to remember negative experiences, they may be stuck thinking about the negative part of the service, i.e. the moment s/he experienced the service failure. As they may be less likely to remember the positive experience (the recovery of the service) the service recovery paradox may not take place. With an indulgence score of 49 out of 100, may not be considered an indulgence culture. It is closer to being a restraint culture than being an indulgence culture. Based on this background, this study investigates whether Turkish tourists respond positively to

service recovery attempts and whether their post-recovery level of satisfaction becomes higher than their pre-service failure level of satisfaction. If it does, this may mean that service recovery has taken place, and if not the service recovery paradox did not take place.

3.6 Intention to complain

Word-of-mouth communication (WOM) is defined as the communication a customer engages regarding a brand (Anderson 1998; Dichter 1966; Westbrook 1987; Koc, 2023). Word-of-mouth communication is accepted as one of the most effective ways of communication for any product or service due to the level of trust associated with it (Asugman, 1998). Engel et. al. (1969) argued that 90% of consumers who try a product or service share about t experiences with at least one person within a few days, and 40% of them share their experiences with more than one person. Moreover, Blodgett et al., (1993) argued that, when the total shared thoughts are considered, 75% of them are accepted as negative-word-of-mouth communications NWOM (Negative Word of Mouth), as people tend to be more reactive when the expectations are disconfirmed.

Overall, the likelihood of engaging in word-of-mouth communication is not high. The reason why consumers have a low tendency to spread WOM is due to the effort needed for the action. Hence, WOM requires an intensification of motivation to occur (Chaiken & Trope, 1999). Also, several studies show that the NWOM plays an important role in correcting missteps, regaining customer satisfaction, and establishing a better quality system (Koc, 2019).

Apart from the service business, the WOM plays an important role in guiding the purchasing decisions of other customers (Akhtar et al., 2019). According to

research, service quality does not have a linear relationship with positive word of mouth (Chaiken & Trope, 1999) and there is a need to further study the influence of and the antecedents of WOM in various industries and in relation to various situations, and variables (Walker, 2001).

WOM can be made either online or offline (Keller, 2007). Nowadays, with the increasing use of digitalisation, the use of technology, social media and social platforms, people mostly engage in online WOM. As it allows expressing sadness and anger without being confrontational NWOM tendencies of consumers increase rapidly through online complaints (Koc et al., 2023). With the changes taking place in the use of social media and social platforms, the responses and reactions of customers to service failures are expected to change (Sparks & Brodley, 2017). It is indicated that 55% of customers tend to share their vacations on their social media accounts (Zhao et al., 2020). Additionally, some studies argue that e-WOM can be considered more effective compared with traditional WOM as e-WOM can reach out faster and to a much wider audience (Hennig-Thurau et al., 2004; Phelps et al., 2004). In addition to that, 90% of all tourists review online reviews before they make their final purchase decisions (Akhtar et al., 2019). Papathanassis and Knolle (2011) showed that negative online word-of-mouth communications had a stronger influence compared with positive ones, especially in purchase decisions regarding holidays. It is known dissatisfied customers may not always want to express their dissatisfaction verbally, in person, i.e. directly (Kim & Boo, 2011). Cheung et al. (2006) showed that WOM is referred to by collectivist cultures for utilitarian products, i.e. the products that have direct and objective benefits for the customers. On the other hand, customers from collectivistic cultures referred to WOM when there was self-relevance, i.e. the products that had an association with their personal

identity and values (Chung et al., 2006). In face-to-face communications, customers may be influenced by cues such as the appearance of service personnel, their confident or adamant posture, etc. while online WOM may take place rather easily and smoothly (Balaji et al., 2016).

Research comparing the differences between Chinese (collectivistic) and UK (individualistic) customers revealed that Chinese customers have a higher tendency to be influenced by e-WOM compared with customers from the UK when making their purchase decisions (Christodoulides et al., 2012). In another study, it was found that as the level of individualism increases, so does the engagement in WOM (Lam et al., 2009). Heung and Lam (2003) showed that collectivistic Chinese tourists appeared to have a timider style of communication when they came across service failures (Heung & Lam, 2003). However, while collectivistic tourists used to depend on brick-and-mortar travel agencies in the past, now they tend to use the services of online travel agencies (Hsu & Huang., 2016).

Tourists from collectivistic are more likely to engage in private compliant behaviour, i.e. talk about their dissatisfaction to family members and friends, (Huang et al, 1996; Gi Park et al., 2014) and they are not comfortable when they make complaints, e.g. they become saddened (Yuksel et al., 2006) or become timid (Heung & Lam, 2016), they may be less likely to complain. Also when collectivists do complain, they may be more likely to complain online as making online complaints is not confrontational and does not spoil the much valued harmony in collectivistic societies. Therefore, based on the above, this study investigates the in-person and online complaint intentions of Turkish tourists after experiencing service failures.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 The research model and hypothesis development

As stated above, this study investigates the responses of Turkish tourists to service failures, service recovery attempts and their tendency to make in-person and online complaints. In this chapter, the model of the study, the hypotheses, and the scales used, universe and sampling, validity and reliability, studies of the pre-test application, and measurements are presented and explained.

4.2 Research objectives

Firstly, this study investigates whether Turkish tourists' (with a low level of indulgence) post-recovery satisfaction would exceed their pre-service failure satisfaction, i.e. whether a service recovery paradox would take place or not. Secondly, this study investigates whether Turkish tourists (relatively collectivistic) would have a lower level of tendency to make complaints after service failures, and when they do, whether they would be more likely to make online complaints, rather than in-person, so as not to be confrontational and disrupt social harmony.

4.3 The research model and the hypotheses

As shown in the review of the literature several studies have investigated customer satisfaction (e.g. Floh et al., 2014; Qi et al., 2023; Ayyildiz et al., 2024). As stated above, it is known that service failures need to be eliminated as much as possible, more importantly, they all need to be handled and recovered to sustain customer satisfaction. Based on the discussions provided in the literature regarding the

influence of restraint characteristic of being more likely to remember negative experiences H_1 is formulated as follows:

- H_1: Turkish tourists' post-recovery level of satisfaction is not higher than their pre-service failure level satisfaction.

Turkey's restraint cultural characteristic may be seen as debatable. However, with a score of 49 out of 100, at least the Turkish culture may not be classified as an indulgence culture. Moone (2017) argued that there may be a strong correlation between a country's level of and score of indulgence. However, Moone's (2017) argument is also open to debate as although Venezuela has the highest score of indulgence and wealth it is much poorer than several countries on the list.

As stated above, this study also investigates Turkish tourists' tendency to make complaints, whether in-person or online. According to Hansen et al. (2011), over 60% of customers after the purchase of services and 55% of the customers after the purchase of products tend to never or very seldom complain. The limited number of complaints may help businesses to design and establish a better quality system.

While online complaints are faster and may reach a wider audience, face-to-face, or in-person complaints tend to take more time to make and reach relatively smaller numbers of people (Balaji et al., 2016). With the increasing use of digital technology, social media, and online and social platforms in tourism (Bilgili & Koc, 2021), the way and which tourists make complaints is changing, and most of the complaints are increasingly made through online platforms (Akhtar et al. 2019).

As it is indicated above, customers in collectivist cultures may be less likely to complain, and when they do they may be expected to make online complaints as they are not confrontational. This is because people from collectivistic cultures value harmony in society (Triandis, 1995). Based on the above discussion, and the

discussion provided in the literature review section, the second hypothesis of the study is formulated as follows:

- H_2: Turkish tourists are more likely to make online complaints.

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4.4 Research design and methodology

4.4.1 Population and sample

The research population of the survey comprises Turkish tourists who have been on holiday in their lives and who are 18 years of age or older. The participants were asked to respond to scenario-based questions. Various methods may be used to determine the size of the sample.

For social science studies, a sample size of 30 to 500 participants may be considered adequate (Gürbüz et al., 2014). If multi-variable analysis such as multiple regression, and structural equation modelling (SEM) are used in the research, the special conditions that these analyses require should be taken into account. It is crucial to take more than 200 samples if an explanatory (detective) factor analysis is conducted. The following formula is used to calculate the sample size, as suggested by Cochran (1962; Act., Balcı, 2015):

$$\mathbf{n = t^2 (pq)/d^2}$$

n: The number of participants in the sample

p: Probability of the event being investigated

q: Probability of the event being investigated 1-p

t: The theoretical value in the t table

d: Assumed sampling error based on the probability of the event

Table 3. Acceptable Sample Sizes for Different Universes (Gurbuz & Sahin, 2017)

Population (N)	Sample size (95%)
100	79
500	217
1000	278
4000	350
10,000	370
20,000	377
100,000	383
1,000,000	384
10,000,000	384

The outcome is assumed to be within the 95% confidence interval and contains a 5% error ratio. Since there is no preliminary information on sample distribution in the study, p and q values should be taken as p = 0.5 and q = 0.5 where sampling is not homogeneous. In the relevant confidence interval, the t value from the t table is 1.96. Accordingly, the minimum sample size to be achieved is 385 people. The relevant and appropriate sample size for the population is shown in 4.1 for a 95% confidence interval.

Based on the approach explained above, both online and face-to-face surveys were completed by 427 respondents who had been on a holiday at least once, through the convenience sampling method. Survey questions delivered physically in paper based and online with Google Forms link. Participants were tried to reach in Istanbul, Ankara, İzmir, Balıkesir and Aydın. Three scenarios were designed. The first scenario had no service failure incident and was to be followed by customer satisfaction questions (to measure pre-service failure satisfaction). The second scenario contained a service failure incident which is to be followed by customer satisfaction questions again. The third scenario contained a service recovery incident which is to be followed by customer satisfaction questions (to measure post-service recovery satisfaction). Out of the 427 surveys that were collected, 15 were not

included in the study because they were incorrect and inaccurate responses. 412 of the completed surveys were included in the analysis.

4.5 The measurement instrument and questionnaire design

4.5.1 Data collection tools and technique

The study was conducted through online and in-person collected surveys. Research applied the survey method as a method to collect data. The details regarding the survey and scales used are as follows.

4.5.1.1 The development of the survey form

The survey comprised 14 expression-scale questions. These questions were previously created by different researchers to evaluate customer satisfaction, face-to-face complaint intention, and online complaint intention. The participants had to indicate through a Likert Scale whether they agreed with the statements in the survey or not (“1: strongly disagree”, “2: disagree”, “3: neither agree nor disagree”, “4: agree”, “5: strongly agree”). The survey contained four questions to determine the participant's demographic characteristics. In total, the survey consisted of 18 questions.

4.6 Scales used in research

The data were evaluated to to determine participants' satisfaction levels (in three stages), and intention to make face-to-face and online complaints.

4.6.1 Customer satisfaction scale

The "customer satisfaction scale", which was developed by Oliver (1980) and used by Jin et. al (2015), the translated version of the scale into Turkish by Silik (2018),

was used to measure customer satisfaction levels in the hospitality business. The scale has three expressions and one factor. It was designed to evaluate customer satisfaction levels.

4.6.2 Intention to complain scales: face-to-face and online intention

Nguyen et.al (2021) and Delzen (2014) developed a scale (in English) consisting of 4 items that were translated into Turkish in order to evaluate the intention to make a complaint online. To measure the intention to make a face-to-face complain, Bougie (2003) developed a scale consisting of 4 items in English, which was adapted to Turkish. Again, the participants had to indicate whether they agreed with the statements through a Likert scale ("1: strongly disagree", "2: disagree", "3: neither agree nor disagree", "4: agree", "5: strongly agree").

4.7 Reliability study (Pre-tests)

There are several elements of the measurement instruments used in research that need to be considered. Incorrect measurement may lead to incorrect outcomes. For this reason, each measurement instrument needs to be both reliable and valid (Braun & Clarke, 2013). As the reliability analysis explains how the scales used to represent the study subject and how the materials in the reliability measurement tool are consistent with one another, a reliability analysis is required for all measurements that are performed. There are different approaches to measuring the reliability of scales. These methods consist of an internal coherence analysis method, an alternative form method, and a test-retest validity method. Internal reliability analysis is measured by using a Likert-type scale. One of the most used methods is Cronbach's alpha coefficient (Coşkun et al., 2012). The scale's understanding of

reliability has been evaluated through preliminary testing. Reliability is an indicator of the stability of the measurement instrument's values obtained from repeated measurements under the same conditions. As the alpha coefficient is higher, the matters in the scale are more correlated and work together (Alpar, 2014). The Cronbach Alpha coefficient is calculated according to the range of values in Table 4:

Table 4. Cronbach's Alpha Level of Reliability

Cronbach's Alpha Score	Level of Reliability
0.0- 0.20	Less Reliable
> 0.20 - 0.40	Rather Reliable
> 0.40 - 0.60	Quite Reliable
> 0.60 - 0.80	Reliable
> 0.80 - 1.00	Very Reliable

(Hair et al., 2010)

Following the Ethics Committee's approval (see Appendix A), the survey forms were filled out by 100 Turkish (for the pre-test) tourists who are older than 18 years old by using convenience sampling methods via online and face-to-face survey forms. The data were collected between April 18, 2024 and April 30, 2024. Table 5 shows the breakdown of the participants in the pre-test.

Table 5. Identifying Statistics Relating to Pre-Test Participants

Gender	Number	Percentage		Education	Number	Percentage
Female	51	51%		Primary Education	1	1%
Male	48	48%		High School	1	1%
Unanswered	1	1%		Bachelor's	76	76%
Total	100	100		Post-graduate	22	22%
Marital Status				Total	100	100%
Married	22	22%				
Single	78	78%		Monthly Income		
Total	100	100		0-17.000	24	24%
				17.001-34.000	18	18%
Age				34.001-51.000	32	32%
25 and below	64	64%		51.001 and above	25	25%
26-35	23	23%		Unanswered	1	1%
36-45	5	5%		Total	100	100%
46-55	5	5%				
56 and above	3	3%				
Total	100	100%				

The statistical program SPSS version 23 was used to evaluate the missing data and determine whether the pre-test study's sample group understood the survey. When all the answers were examined, only two answers were detected as blank. Thus, it is understood that survey questions are understandable and easy to respond to. According to the results of the reliability analysis in Table 6, the scales are considered to be "reliable" and "highly reliable".

Table 6. Reliability Metrics Related to Pre-Test Measurements

Scale	Statement	Cronbach's Alpha
Customer Satisfaction (First Case)	3	0,905
Online Complaint	4	0,774
Face-to-face complaint	4	0,852
Customer Satisfaction (Second Case)	3	0,895
Total	14	0,856

4.8 Data analysis

The study primarily examined the demographic characteristics of the people involved in the study, and analyses were carried out on the basis of the data obtained. In addition, an interpretation was made of the relationship that surfaced with the analysis's findings. The analysis was carried out using the SPSS 23 (Statistical Package for Social Sciences) program. The following section shows the analyses performed for the study along with the order in which they were used.

Prior to entering the analysis phase, it is essential to identify and fill up any missing data. Data that were missed have been successfully recovered utilising the Expectation – Maximization (EM) approach for predicting and imputing missed data (Joreskog & Sörbom, 2006). It is stated that the missing value should be lower than 5% (Schafer, 1999). As the missing data in the study has been detected as 0.009% (52 responses), accurately forecasted and statistical analyses were performed on a structured data set with the allocation of missed data.

In order to assess the normality of the dataset, both the numerical approach of skewness and the formal normality tests of Kolmogorov-Smirnov and Shapiro–Wilk were employed. The sharpness and kurtosis coefficient are numerical quantities that indicate the variations from a normal distribution. In order to assess the normality of the dataset, both the numerical approach of skewness and the formal normality tests

of Kolmogorov-Smirnov and Shapiro-Wilk were applied.

The kurtosis value exceeds 3 and the skewed value surpasses 10, indicating a significant violation of the normality assumption (Kline, 2005: 60-62). According to George and Mallery (2010) ± 2 of both coefficients are acceptable limits for normality in many cases. The skewed values of this study (between 1,174 and + 0,300) and kurtosis value (between 0,742 and +0,496) were determined to be within an acceptable range. Therefore, no issues were observed regarding the normal distribution of data.

Explanatory /detective factor analysis (EFA) was applied to test the reliability and structural validity of the scales used in the study. According to the test of KMO and Bartlett used to test the suitability of scales for factor analysis, the KMO value must be greater than 0.5 (Andy, 2000). In the Bartlett test, the p-value is expected to be less than 0.05 (Bartlett, 1950). In factor analysis, it is necessary for the factor loadings of substances under each dimension to be at least 0.30 in value (Barnes et al., 2001 p: 18).

The survey employed a paired samples t-test to assess the differences in satisfaction levels before and after receiving service, specifically investigating the effectiveness of the service recovery attempt (i.e. the service recovery paradox) among Turkish tourists Furthermore, a paired samples t-test was used to figure out if there is a remarkable variance in their tendency to lodge complaints online versus in-person.

CHAPTER 5

DATA ANALYSIS AND FINDINGS

In this part of the study, the results of the study are presented based on the stages explained in the methodology section. Firstly, the descriptive statistics relating to the data set are provided. The next step is to complete the missing data and identify the end values in order to make data collection suitable. The following section includes normality tests, exploratory factor analysis and hypothesis tests.

5.1 Descriptive analysis of the sample:

The data were collected from 412 Turkish tourists who are above 18 years old and have had tourism experience before. The demographic distributions of the participants are indicated in Table 7 below. There were 182 men and 230 women among the participants. So, 44.2% of the total participants are male and 55.8% are female**.** In the age distributions of participants, the highest number of participants was 296 (71.8%) from the age group of 25 and below, followed by the age group of 26-35 with the number of 58 participants (14%). 28 participants (6.8%) are in the age group of 36-45, 21 participants (5.1%) in 46-55 and 9 participants (2.2%) in 56 and above**.** Married participants constitute 18% (74 participants) whereas single participants cover 82% (338 participants). According to educational levels, the highest percentage are university graduates, with 331 participants (80.3%). The remaining 63 (15%) are postgraduate, 14 (3.4%) are high school and 4 (1%) are primary education graduates.

Finally, when the participants were divided into groups according to their monthly income levels, the highest share was 196 people (47.6%). This group is

followed by 97 people with 34.001-51.000 income range (23.5%), 64 people with 17.001-34.000 income range (15.6%) and 55 people with 51.001 and above income range (13.3%).

Table 7. Demographic Details of the Participants

Gender	Number	%		Education	Number	%
Female	230	55.8		Primary	4	1
Male	182	44.2		High School	14	3.4
Total	412	100		Bachelors	331	80.3
				Postgraduate	63	15
Marital Status	Number	%		Total	412	100
Married	74	18				
Single	338	82		Monthly Income (TL)	Number	%
Total	412	100		0-17.000	196	47.6
				17.001-34.000	64	15.6
				34.001-51.000	97	23.5
Age	Number	%		51.001 and above	55	13.3
25 and below	296	71,8		Total	412	100
26-35	58	14				
36-45	28	6.8				
46-55	21	5.1				
56 and above	9	2.2				
Total	412	100				

One of the most important issues regarding data analysis is the handling of missing data. When data are analysed, the line in the data set containing the missing data is frequently removed. The expectation-maximisation (EM) algorithm has recently been regarded as a popular method used in several research studies. The fundamental principle used in EM is the predicting of missing values by using a regression equation based on the observed values. Therefore, missing values in the data set are completed with the help of the SPSS 23 program by using the EM algorithm. It can be seen that there were only 52 blank answers (0.009%) in the 14 Likert-type

questions that form the basis of the research model. As a result of running the EM algorithm, all missing data were completed and the data set was made complete.

5.2 Reliability analysis

The reliability of data, in order to ensure that internal consistency is sustained, Cronbach's alpha values are measured for each variable. In Cronbach's alpha tests, the reliability value was considered to be at least 0.7 (Hair et al., 2014). When Cronbach's alpha values are examined, the face-to-face complaint part is 0.830 (α = 830, n = 4); the online complaint part is (α = 0.805, n = 4); the first part of customer satisfaction is 0.796 (α = 0.796, n = 3); the second part of the customer satisfaction is 0.891 (α = 0.891, n = 3). As the results indicate, all alpha scores are above the acceptable reliability value (0.70). Therefore, these scales are highly reliable with respect to the alpha values of each distribution.

5.3 Normality test

It is necessary to verify that the distribution is either normal or close to normality before applying parametric testing (Gurbuz & Sahin, 2017: 212). Skewness and kurtosis values can be measured which may help to demonstrate the normality of the data. George (2011) indicated that values between -2 and 2 are accepted as "normal" values. When Table 8 below is analysed, it can be seen all the values are between -2 and 2. Therefore, the data are suitable for parametric analysis. In Table 8 cs denotes customer satisfaction, oc denotes online complaining, and fc denotes face-to-face complaints.

Table 8. Normality Test Results

Variables	Skewness		Kurtosis	
	Value	SE	Value	SE
cs11	-1,174	,120	-,625	,233
cs12	-,834	,120	,115	,233
cs13	-,992	,120	,309	,233
oc1	-,475	,120	-,532	,233
oc2	-,298	,120	-,697	,233
oc3	,273	,120	-,742	,233
oc4	-,317	,120	-,727	,233
fc1	-,718	,120	-,022	,233
fc2	-,918	,120	,496	,233
fc3	-,857	,120	,284	,233
fc4	,300	,120	-,627	,233
cs21	-,479	,120	-,358	,233
cs22	-,154	,120	-,535	,233
cs23	-,341	,120	-,243	,233

5.4 Exploratory factor analysis

Exploratory Factor Analysis (EFA) is a statistical technique used to determine the appropriate number of factors and to determine under what dimensions these measured variables are aggregated (Hair et al., 2019). EFA was used because the complaint scales were translated into Turkish and scale components were assembled for the first time in this study. In order to test whether the scales are appropriate for factor analysis KMO value (see Table 9.) must be greater than 0.50; the p-value in the Bartlett test must be lower than 0.05 (Bartlett, 1950).

Table 9. KMO and Bartlett Test

KMO and Bartlett Test		
Kaiser-Meyer-Olkin Measure Of Sampling Adequacy		0,724
Bartlett Test	Approximate Chi-Square	2841,715
	df	91
	Significance	0,000

When the results are analysed, it can be seen that the p-value is greater than 0.50 (0.724) and the significance is lower than 0.005 (0). Thus, the sample size is sufficient to imply factor analysis. Additionally, Eigenvalue states that only the values greater than 1 should be considered. When the values are evaluated in the exploratory factor analysis, 0.30-0.40 load values are accepted. Every item should measure only one factor otherwise items should be deleted (Hatcher, 1994). When Table 10 below is analysed, it can be seen that all the items are separated individually and values are within limits. Therefore, there is no need to exclude any item from the analysis.

Table 10. Eigenvalue and Cumulative Variance

Factor	Items	Load Values	Eigen Value	Explanation Variance	Cumulative Variance
Customer Satisfaction - 1	cs11	,774	1,846	13,183	13,183
	cs12	,879			
	cs13	,873			
Face-to-face complaint	fc1	,890	3,076	21,973	35,156
	fc2	,846			
	fc3	,887			
	fc4	,610			
Online Complaint	oc1	,795	2,320	16,572	51,728
	oc2	,843			
	oc3	,739			
	oc4	,785			
Customer Satisfaction - 2	cs21	,900	2,855	20,393	72,120
	cs22	,913			
	cs23	,900			

5.5 Hypothesis testing

In this section, the hypotheses of the study are tested with paired samples t-test. Relationships in social sciences can be categorised into two distinct types for the purpose of making comparative measures. Firstly, whether the differences between the means of the two distinct variables in the same sample are reasonable. Secondly, take measurements of the same group at various times to observe whether there are any changes (Gurbuz & Sahin, 2017). In this study, which applies to the same group and involves two distinct hypotheses, it would be more accurate to utilise the dependent variable t-test.

Table 11 shows that it is statistically significant (p =, 000). In the analysis, customer satisfaction 1 and 2 groups are compared. To obtain a statistically significant result, the absolute value of the t value and the significance of the p value are considered. P value must be lower than 0.05 and the absolute value of t must be higher than 1.96. The first part of the customer satisfaction group, which is the pre-service failure satisfaction of customers, has a mean score of 4.6 and the second part of the customer satisfaction group, which is the post-recovery satisfaction levels of customers, has a mean of 3.1. Thus, despite the scenario containing recovery attempts, customer satisfaction has dropped 32% after service failure and recovery. Therefore, H1 is supported at the end of the analysis.

Table 11. Customer Satisfaction Paired Samples- t Test

Variables				Sig. (2 - tailed)
	Mean	N	Std. Deviation	
Customer Satisfaction-1	4,6010	412	,46055	,000
Customer Satisfaction-2	3,1078	412	,89617	

Table 12 below shows that is statistically significant (p =, 001). In the analysis, face-to-face and online customer intention to complain the two groups are compared. The online intention to complain, group, has a mean of 3.34, while the face-to-face intention to complain group has a mean of 3.54. Thus, hypothesis 2 is not supported at the end of the analysis. Contrary to hypothesis, it was found that intention to make face-to-face complaints is higher.

Table 12. Face-to-Face- Online Intention to Complain Paired Sample Test

Variables				Sig. (2 - tailed)
	Mean	N	Std. Deviation	
Online Complaint	3,3416	412	,85202	,001
Face-to-face complaint	3,5428	412	,86127	

CHAPTER 6

DISCUSSION AND CONCLUSIONS

6.1 An overview of the hypotheses and the findings

As it has a significant influence on a service business' survival and growth customer satisfaction has been extensively researched by researchers (e.g. Floh et al., 2014; Qi et al., 2023; Ayyildiz et al., 2024). There were two main objectives of this strategy. Firstly, to investigate whether Turkish tourists (with a low level of indulgence) respond to service recovery attempts positively in a manner in which their level of customer satisfaction in the post-recovery stage exceeds their level of customer satisfaction in the pre-service failure stage. As the H_1 is supported (see Table 11.), the satisfaction levels of the tourists in the post-recovery stage (i.e. after the service recovery attempt) did not exceed their level of satisfaction in the pre-service failure stage. This means that the service recovery paradox did not take place as the recovery attempt was not sufficient to increase their level of customer satisfaction to surpass the pre-service failure stage. As Turkish tourists may be classified as more tilted towards a restraint culture, they may be more likely to be pessimistic and remember negative experiences (Hofstede et al., 2010; Koc, 2020) (i.e. the moment they encountered the service failure).

Secondly, to investigate whether Turkish tourists (as relatively collectivistic people) would be inclined to prefer making online complaints, as face-to-face complaints. In contrast with individualistic cultures, collectivistic cultures tend to be strongly and highly integrated and mutually bonded (Hofstede et al., 2010; Han et al., 2017). People in collectivistic cultures usually suppress their feelings and emotions that can jeopardise harmony (.e.g. confrontations as in the case of making face-to-

face complaints) due to their feeling of dependency on one another, are more like to have a restraint orientation than an indulgence orientation. However, the results of the study H2 is not supported (see Table 12). This means that Turkish tourists as being collectivistic had a slightly higher intention to make a face-to-face complaint than to make an online complaint. The overall mean to make an online complaint is 3.34, while the overall mean to make an in-person complaint is 3.54. Although the H_2 is not supported both means (3.34 and 3.54) are not very high, i.e. overall the intention to make a complaint may be so be not so high. If a county comparison were made with an individualistic culture (.e. the UK, the Netherlands, Sweden, Norway, the US) the intention to complain may have been higher, possibly exceeding 3.34 and 3.54.

Moreover, as can be seen in Table 5.2 (the demographics table), a significant proportion of the participants (296 out of 412) are young people who are at the age of 25 or below. In general, young people tend to be more neurotic (Saltman, 1999) and agggresive (Sasaki et al., 2005; Imtiaz et al., 2010; Wahono et al., 2021) and hence they may have preferred to be more confrontational by opting more towards making in-person complaints.

6.2 Contributions and implications

6.2.1 Theoretical contributions and implications

This study makes a contribution towards understanding service failures, service recovery efforts and attempts, service recovery paradox, customer satisfaction, and customer complaint behaviour, both in-person and online. Soares (2014) argued that some of the factors that influence service recovery success are service recovery timing, the customer's age, and the type of failure. This study found that indulgence

restraint as a cultural characteristic may influence service recovery success. In the case of this study, it was found that restraint influenced the service recovery success in a negative manner. It is believed that this is an important contribution to the field. It is known that a service recovery paradox may not take place from time to time depending on the efficiency and effectiveness of the recovery and the size of the compensation (Michel, 2008; Michel and Meuter, 2008; Shao, 2011). This study showed that restraint, as a cultural characteristic, may make the service recovery paradox more difficult to occur.

This study draws parallels with Hofstede et al.'s (2010) explanations regarding restraint cultures. Hofstede et al. (2010) explained that people from restraint cultures tend to be more pessimistic and are more likely to remember the negative experiences rather than the positive ones. The indulgence-restraint paradigm is the last dimension added by Hofstede et al. (2010) and there is rather limited research on this dimension, particularly regarding its practical, business and management applications (Koc, 2010). This study showed, in this case, that Hofstede et al.'s (2010) explanations regarding this aspect (tendency to remember negative experiences) are correct.

Also, this study found that, although increasingly more people may be expressing their dissatisfaction through online complaints (Hennig-Thurau et al., 2004; Phelps et al., 2004; Akhtar et al., 2019; Zhao et al., 2020) some customers may still wish to make in-person complaints, even though they may be from a relatively collectivistic culture. Hsu and Huang (2016) pointed out a change among Chinese (collectivistic) tourists. They argued that increasingly Chinese tourists resorted to online platforms, not only for making bookings but also for making complaints, which may be construed as a major cultural change. However, in the case of this

research, no such change was observed.

6.2.2 Practical contributions and implications

As stated above, this study indicated that restraint, as a cultural characteristic, may make service recovery paradox more difficult to take place and serviced recovery attempts may not be successful. Hence, tourism and hospitality managers may try to implement service recovery processes in a more efficient and effective manner and offer higher levels of compensation when dealing with tourists. Compensation is related to the distributive justice element (Bowen & Johnston, 1999; Koc et al., 2023). Tourism and hospitality managers may seek to find solutions to what more they can do by perhaps taking into account procedural and interactional justice elements.

In terms of the finding relating to the intention to make a complaint the managers may feel themselves lucky with collective tourists, as they are less likely, though rather slightly, they tend to make online complaints. This may mean that service failures will be known by only a limited number of people, and mostly staff who face these people. However, in the long run, the inability to receive systematic and open complaints may result in several complaints not being conveyed to the management level. Front-line staff members may not pass on these complaints and service quality problems to their superiors as these negative events may make them look unfavourable in the eyes of their superiors. Koc (2013b) showed that Turkish (also a high power distance culture) hotel employees used a form of more indirect, targeted and vague communication when they had to convey service quality problems to their superiors. Conversely, hotel employees in the UK used a more direct language when communicating service quality problems to their superiors

(Koc, 2013b). This may mean that service quality problems may be identified and solved much later at Turkish hotels compared with the hotels in the UK.

6.3 The limitations of the study and the recommendations for future research and conclusions

As with most research studies, this study too has limitations. Firstly, this study took cultural characteristics as "given". Future research may identify the individual orientations of participants and carry out the study accordingly. This is because, for instance, there may be people who have individualistic orientations living in collectivistic cultures or they may be people with low power distance, although they may be members of a high power distance culture, and vice versa. Future research may investigate the influence of cultural variables in a more compact manner by taking the remaining cultural variables.

Moreover, this study investigated service recovery attempts and the service recovery paradox, mainly from a compensation, or distributive justice perspective. Future studies may investigate service recoveries and service every paradox by taking procedural justice and interactional justice into account. Research shows that tourists from Japan (a high power distance culture) in the event of service failure, expect an apology, and that apology to come from a senior member of the hospitality business, i.e. from a manager, rather than a low-ranking staff member such as a waiter or from an employee working in the front office (Mueller et al, 2003; Patterson et al., 2006; Lee et al., 2015). As can be seen in the above research studies, satisfaction with service recoveries may also be related to procedural and interactional justice elements, rather than mere compensation, i.e. distributional justice.

Researchers may carry out their research studies with greater sample sizes. Also, the samples in future studies may be more balanced in terms of their demographic variables such as age, gender, etc. in future studies. As pointed out above, although the participants in this study were from a collectivistic study (Turkey), they provided, more confrontational responses, though rather slightly. It was explained above that as a significant proportion of the participants (296 out of 412) are young people who are at the age of 25 or below and younger people tend to be more neurotic (Saltman, 1999) and aggressive (Sasaki et al., 2005; Imtiaz et al., 2010; Wahono et al., 2021) and hence they may have provided more confrontational responses.

Secondly, this study did not make any comparisons. Future studies may compare Turkish culture (low level of indulgence and relatively collectivistic) with high cultures that may score relatively high on the dimensions of indulgence and individualism. In this way, the findings may be more meaningful and generalizable. For instance, it would be interesting to see whether tourists from a indulgence culture may be satisfied with service failure recovery attempts in the same scenario of this survey and whether a service recovery paradox would take place. Likewise, the findings relating to the intention to make a complaint may also be compared with an individualistic country. Furthermore, this study used a survey method supported by scenarios. Koc (2021) showed that participants may engage in impression management and respond to questions in a more biased manner in surveys. Future studies may use experiments, resort to data triangulation and use psychophysiologcal tools to prevent bias in data collection (Koç, 2021).

As explained above, this study investigated the influence of restraint and collectivism on service failures, service recovery efforts and attempts, service

recovery paradox, customer satisfaction, and customer complaint behaviour, both in-person and online. As explained above the study has a number of important contributions to the field. Primarily, the study shows that the indulgence-restraint paradigm may influence how people may respond to service recovery attempts. This may mean that depending on whether tourists are from an indulgence or restraint culture, the service paradox may take place or not. One other finding of this study is that while there is increasing use of digital technology, social media, and online and social platforms in tourism, and the way and which tourists make complaints is changing, there may still be tourists who prefer making in-person complaints.

APPENDIX A

ETHICAL APPROVAL

T.C.
BOĞAZİÇİ ÜNİVERSİTESİ REKTÖRLÜĞÜ
Sosyal ve Beşeri Bilimler İnsan Araştırmaları Etik Kurulu (Sbinarek)

Sayı : E-84391427-050.01.04-174820 03.04.2024
Konu : 2024-01T Kayıt Numaralı Başvurunuz Hakkında

Sayın Doç. Dr. Ali ÇOŞKUN

Tez danışmanlığını yürüttüğünüz öğrenciniz Kaan Koç'un "The Influence of Collectivism and Indulgence on Service Recovery, Satisfaction, and Intention to Complain" başlıklı projesi ile Boğaziçi Üniversitesi Sosyal ve Beşeri Bilimler İnsan Araştırmaları Etik Kurulu (SBİNAREK)'e yaptığınız 2024-01T kayıt numaralı başvuru 14.03.2024 tarih ve 2024/02 sayılı kurul toplantısında incelenmiş ve projeye etik onay verilmesi uygun bulunmuştur.

Bu karar tüm üyelerin toplantıya on-line olarak katılımıyla ve oybirliği ile alınmıştır. Onay mektubu tüm üyeler adına Komisyon Başkanı tarafından e-imzalanmıştır. Bilgilerinizi rica ederiz.

Saygılarımızla,

Dr. Öğr. Üyesi Işıl ERDUYAN
Kurul Başkanı

Bu belge, güvenli elektronik imza ile imzalanmıştır.
Belge Doğrulama Kodu : 0ESG-ZE7T-0M4U Belge Doğrulama Adresi : https://www.turkiye.gov.tr/bogazici-universitesi-ebys

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Bilgi için:Nurşen MUNAR
Mühendis
Telefon No:

APPENDIX B

SURVEY (ENGLISH)

Dear Participant, this survey questionnaire is to be used for the research leading to a postgraduate thesis conducted at the University of Boğaziçi, under the supervision of Assoc. Prof. Dr. Ali Coşkun and Dr. Sercan Hatipoğlu. The data obtained in this process will only be used for scientific purposes and will not be shared with any institution or person. Accurate and complete answers to survey questions are crucial for the success of this study. Thank you for investing your time and participating in the survey.

Assume that you go through these scenarios in real life.

Scenario 1

Assume that you came back from your holidays last week. Before your holiday, you made a reservation for a room with a sea view to your liking from a hotel's website. When you entered the room you booked, you saw exactly what you liked in the photos. Additionally, your room was well air-conditioned, and cleaned and all the equipment in the room (TV set, air conditioning, etc.) worked properly upon your arrival. ar

Please respond to the following questions by indicating the option that is most appropriate for you from the available options “I strongly disagree, I disagree, either agree or disagree, I agree, I strongly agree”.

Please respond to this section by thinking about the hotel operation in Scenario Part 1 above.

1-) Taking everything into account, I am happy that I decided to stay at this hotel.

() Strongly Disagree () Disagree () Neither agree nor disagree () Agree () Strongly Agree

2-) Overall, this hotel met my expectations quite well.

() Strongly Disagree () Disagree () Neither agree nor disagree () Agree () Strongly Agree

3-) I believe that choosing to stay at this hotel was an appropriate decision when I consider every aspect of the services.

() Strongly Disagree () Disagree () Neither agree nor disagree () Agree () Strongly Agree

Scenario 2. Part:

When you went down to the hotel's restaurant for dinner, you waited for quite a long time for the waitress to take your order. You were also not happy about how rude the waiter was when he took your order. You returned to your room without finishing half of your food as the food delivered to your table was not cooked properly

Respond to this section by thinking about the hotel operation in both Part 1 and 2.

4-) I complain online / from the internet to report my negative experience to other customers

() Strongly Disagree () Disagree () Neither agree nor disagree () Agree () Strongly Agree

5-) I complain online / from the Internet to spread my negative experience.

() Strongly Disagree () Disagree () Neither agree nor disagree () Agree () Strongly Agree

6-) Instead of complaining face-to-face, I'm thinking of making an online complaint.

() Strongly Disagree () Disagree () Neither agree nor disagree () Agree () Strongly Agree

7-) I'm considering using the online/internet complaint method in the future.

() Strongly Disagree () Disagree () Neither agree nor disagree () Agree () Strongly Agree

Respond to this section by thinking about the hotel operation in both Part 1 and 2.

8-) I complain to the hotel management about the quality of the service.

() Strongly Disagree () Disagree () Neither agree nor disagree () Agree () Strongly Agree

9-) I would like the hotel management to take care of the problem.

() Strongly Disagree () Disagree () Neither agree nor disagree () Agree () Strongly Agree

10-) I am going to refer my complaint to the hotel management about how they have treated me.

() Strongly Disagree () Disagree () Neither agree nor disagree () Agree () Strongly Agree

11-) I will discuss the problem with the hotel management.

() Strongly Disagree () Disagree () Neither agree nor disagree () Agree () Strongly Agree

Scenario 3. Part:

You complained to the hotel management the following day. They immediately apologised and told me that I could get a free dinner at no charge.

Respond to this section by considering your experience with the hotel in Part 1, Part 2 and Part 3.

12-) Taking everything into account, I am happy that I decided to stay at this hotel.

() Strongly Disagree () Disagree () Neither agree nor disagree () Agree () Strongly Agree

13-) Overall, this hotel met my expectations quite well.

() Strongly Disagree () Disagree () Neither agree nor disagree () Agree () Strongly Agree

14-) I believe that choosing to stay at this hotel was an appropriate decision when I consider every aspect of the services.

() Strongly Disagree () Disagree () Neither agree nor disagree () Agree () Strongly Agree

15-) Gender

() Male () Female

16-) Age

() 25 and below () 26-35 () 36-45 () 46-55 () 56 and above

17-) Marital Status

() Married () Single

18-) Education

() Primary School () High School () University () Postgraduate

19-) Monthly Income

() 0-17.000 () 17.000-34.000 () 34.000-51.000 () 51.000 and above

APPENDIX C

SURVEY (TURKISH)

Değerli Katılımcı, bu anket formu Boğaziçi Üniversitesi'nde, Doç. Dr. Ali Coşkun ve Dr. Öğr. Üyesi Sercan HATİPOĞLU'nun danışmanlığında yürütülen yüksek lisans tez çalışması için uygulanmaktadır. Elde edilen veriler sadece bilimsel amaçlı kullanılacak, herhangi bir kurum veya kişiyle paylaşılmayacaktır. Anket sorularına doğru ve eksiksiz cevap vermeniz, çalışmanın başarısı için oldukça önemlidir. Zaman ayırıp ankete katılım gösterdiğiniz için teşekkür ederiz.

Lütfen aşağıdaki olayların sizin başınıza gelmiş olduğunu düşünerek cevap veriniz.

Senaryo 1

Geçen hafta tatilden döndüğünüzü düşününüz. Tatilden önce, bir otelin web sitesinden zevkinize göre deniz manzaralı bir oda için rezervasyonunuzu oluşturdunuz. Rezerve ettiğiniz odaya girdiğinizde tam olarak fotoğraflardan beğendiğiniz gibi olduğunu gördünüz. Ayrıca odanız siz gelmeden önce havalandırılmış, temizlenmiş ve odadaki ekipmanların tamamı (TV, Klima vb.) düzgün çalışmaktaydı… Lütfen aşağıdaki soruları "Kesinlikle katılmıyorum, Katılmıyorum, Ne Katılıyorum Ne Katılmıyorum, Katılıyorum, Kesinlikle katılıyorum" ifadelerinden sizin için en uygun olanını işaretleyerek cevaplayınız.

Bu bölümü yukarıdaki Senaryo 1. kısımdaki otel işletmesini düşünerek yanıtlayınız.

1-) Bütün faktörler göz önüne alındığında, bu otele gelme kararımdan dolayı mutluyum.

() Kesinlikle Katılmıyorum () Katılmıyorum () Ne katılıyorum ne Katılmıyorum ()

Katılıyorum () Kesinlikle Katılıyorum

2-) Genel olarak, bu otelden çok memnun kaldım.

() Kesinlikle Katılmıyorum () Katılmıyorum () Ne katılıyorum ne Katılmıyorum () Katılıyorum () Kesinlikle Katılıyorum

3-) Otelde aldığım hizmetin her yönünü düşündüğümde, bu otelde kalma kararımın akıllıca olduğunu düşünüyorum.

() Kesinlikle Katılmıyorum () Katılmıyorum () Ne katılıyorum ne Katılmıyorum () Katılıyorum () Kesinlikle Katılıyorum

Senaryo 2. Kısım:

Akşam yemeği için otelin restoranına indiğinizde, sipariş vermek için görevli olan garsonun gelmesini uzun bir süre beklediniz. Garsonun siparişinizi alırken son derece kaba bir üslup sergilemesi ise ayrıca canınızı sıktı. Garsonun getirdiği akşam yemeğinizin yeterince pişmemiş olduğunu fark ettiğinizde; yemeğinizi yarım bırakıp, karnınızı tam doyurmadan, odanıza geri döndünüz…

Bu bölümü yukarıdaki Senaryo 1. ve 2. Kısmı beraber düşünerek yanıtlayınız.

4-) Olumsuz deneyimimi diğer müşterilere bildirmek için çevrimiçi / internetten şikâyette bulunurum.

() Kesinlikle Katılmıyorum () Katılmıyorum () Ne katılıyorum ne Katılmıyorum () Katılıyorum () Kesinlikle Katılıyorum

5-) Olumsuz deneyimimi yaymak için çevrimiçi / internetten şikâyette bulunurum. () Kesinlikle Katılmıyorum () Katılmıyorum () Ne katılıyorum ne Katılmıyorum () Katılıyorum () Kesinlikle Katılıyorum

6-) Yüz yüze şikâyet etmek yerine çevrimiçi / internetten şikâyet etmeyi düşünürüm.

() Kesinlikle Katılmıyorum () Katılmıyorum () Ne katılıyorum ne Katılmıyorum () Katılıyorum () Kesinlikle Katılıyorum

7-) Gelecekte de çevrimiçi / internet şikâyet sistemini kullanmayı düşünürüm.

() Kesinlikle Katılmıyorum () Katılmıyorum () Ne katılıyorum ne Katılmıyorum () Katılıyorum () Kesinlikle Katılıyorum

Bu bölümü yukarıdaki Senaryo 1. ve 2. Kısmı beraber düşünerek yanıtlayınız.

8-) Otel yönetimine hizmet kalitesi hakkında şikâyette bulunurum.

() Kesinlikle Katılmıyorum () Katılmıyorum () Ne katılıyorum ne Katılmıyorum () Katılıyorum () Kesinlikle Katılıyorum

9-) Otel yönetiminden sorunla ilgilenmesini isterim.

() Kesinlikle Katılmıyorum () Katılmıyorum () Ne katılıyorum ne Katılmıyorum () Katılıyorum () Kesinlikle Katılıyorum

10-) Bana nasıl davranıldığını konusunda otel yönetimine şikayetimi iletirim.

() Kesinlikle Katılmıyorum () Katılmıyorum () Ne katılıyorum ne Katılmıyorum () Katılıyorum () Kesinlikle Katılıyorum

11-) Yaşanan sorunu otel yönetimiyle tartışırım.

() Kesinlikle Katılmıyorum () Katılmıyorum () Ne katılıyorum ne Katılmıyorum () Katılıyorum () Kesinlikle Katılıyorum

Senaryo 3. Kısım:

Ertesi gün otel yönetimine uyarıda bulundunuz. Sizden hemen özür dilendi ve otelin ekstra ücrete tabi olan başka bir restoranından bir gece ücretsiz hizmet alabileceğiniz söylendi.

Bu bölümü yukarıdaki tüm Senaryoları (1, 2 ve 3) düşünerek yanıtlayınız.

1-) Bütün faktörler göz önüne alındığında, bu otele gelme kararımdan dolayı mutluyum.

() Kesinlikle Katılmıyorum () Katılmıyorum () Ne katılıyorum ne Katılmıyorum () Katılıyorum () Kesinlikle Katılıyorum

2-) Genel olarak, bu otelden çok memnun kaldım.

() Kesinlikle Katılmıyorum () Katılmıyorum () Ne katılıyorum ne Katılmıyorum () Katılıyorum () Kesinlikle Katılıyorum

3-) Otelde aldığım hizmetin her yönünü düşündüğümde, bu otelde kalma kararımın akıllıca olduğunu düşünüyorum.

() Kesinlikle Katılmıyorum () Katılmıyorum () Ne katılıyorum ne Katılmıyorum () Katılıyorum () Kesinlikle Katılıyorum

15-) Cinsiyet

() Erkek () Kadın

16-) Yaş

() 25 ve altı () 26-35 () 36-45 () 46-55 () 56 ve üzeri

17-) Medeni Durumu

() Evli () Bekar

18-) Eğitim

() İlkokul () Lise () Üniversite () Yüksek Öğrenim

19-) Aylık Gelir

() 0-17.000 () 17.000-34.000 () 34.000-51.000 () 51.000 ve üzeri

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