A quantitative study in terms of the antecedents and outcomes of service recovery performance of the frontline employees of Mutual Trust Bank Limited

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Abstract: Ours is an age of Business, age of dealing with people of different peculiarities. An organization can earn both profits and reputation by satisfying its customers and clients. An organization's main target is to attain customers' satisfaction by providing the best services to him. With the advancement of modern technologies, it has become quite easy to provide satisfactory services to many customers at a time. Yet as we are human beings, committing mistakes is very likely. Hence customers sometimes do not get the expected services and become highly dissatisfied. Mistakes are unavoidable and cause service failure. As per Bell & Zemke, 1987 defined service failure as "the experience of service result where service reaches lower than customer expectation". Although poor service delivery may result in loss of customer trust, studies have showed that service recovery paves the way of turning angry customers into loyal customers (ref). The more the loyal customers are, the more successful the organization is. Because loyal customers are less price-sensitive and help the firm draw the attraction of new customers. Therefore, 'Service Recovery' is a crucial topic to be discussed. Nowadays many researches are being conducted on service recovery and put more emphasis on how to effectively deal with problem customers.

Keywords: Service Recovery, customer service orientation of the firm, staff training, teamwork, employee rewards, customer service recovery performance.

INTRODUCTION

Frontline employees play a vital role in broadening a firm's image. They are like the pillars of that firm. Their effective and satisfactory service provision and service recovery performance result in a strong brand image of the firm towards its customers. As a result, frontline employees are also an important topic to discuss on.

The principal goal of an organization is to identify customers with issues and then address those issues to the customers' satisfaction to promote customer retention. It needs to be designed in a proper and systematic way. In fine, customers' problems should be considered as the firm's own problems dealt in the best possible way.

The one and only objective of my study is to investigate the possible impact of organizational variables on the service recovery performance of frontline staff of MTBL.

Problem Statement

As mentioned before, service failure sometimes takes place owing to providing wrong services or the communication gap between frontline employees and customers. In that case, service recovery is a must to correct mistakes committed. If a bank or a firm fails to recover its services, it may lose its reputation. Such a loss might even make loyal customers angry. The frontline employees of MTBL are quite adept in handling problem customers. Organizational variables such as employee rewards, staff training, teamwork and customer orientation of the firm influence the performance of the employees. So these variables should be considered by the bank for better service recovery performance.

It is a strategic way to make customers forget service failures. Effective service recovery leads to more satisfied and even more delighted customers than the customers who receive the service right at the first time [1]. Failure of better service recovery performance may lead to negative words of mouth and as a result, ruin the firm's reputation. It is noteworthy that frontline employees' performance is highly dependent upon the support and efforts of the firm's management.

If the bank management becomes indifferent towards their frontline employees, they will lose both customers and employees. Because employees with less training may get perplexed while facing complaining

customers and their (customers') problems. Then they get frustrated and as a matter of fact, turnover takes place. And their poor performance bears the testimony of the firm's weaknesses. Hence customers become doubtful about the firm and leave it.

"To investigate the relationships between service recovery performance and its four antecedents-Customer service orientation of the firm, employee rewards, staff training and teamwork of the frontline employees of Mutual Trust Bank Limited."

Purpose of the Study
There are a few major purposes behind this study:
- ➤ To find out the impacts of service recovery performance on customer satisfaction.
- ➤ To help a bank do better service performance.
- ➤ To investigate the possible impact organizational variables.
- ➤ To find out the relationship of Organizational variables to that of service recovery performance of frontline employees.
- ➤ To check out frontline employees' service performance.
- ➤ To investigate the pros and cons the service recovery performance of frontline employees.
- ➤ To develop hypotheses and construct a framework of the research.
- ➤ To evaluate a firm's performance through conducting survey on the frontline employees of it.

LITERATURE REVIEW
The literature review part includes the descriptions of the variables and the relationships between the independent variables and the dependent variable.

Customer Service Orientation of the Firm
Customer service orientation is a very important part for a firm to achieve success. Service orientation is "a set of attitudes and behaviours affecting the quality of interaction between an organization's employees and its customers."[2]. Or it can also be defined as "the disposition used when providing service to the consumers." In addition, Alge, Gresham, Heneman, Fox, and McMaster indicated that customer service oriented employees are a key factor of customer service. Service organizations emphasizing service culture or service orientation can enhance employees' service behaviour.

The first and foremost duty of an organization is to maintain a long-term and unbreakable relationship with its customers. This is because a strong service orientation is a must for the creation and enhancement of good interactive marketing performance [3]. Also, it

is also essential in maintaining a long-term working relationship [4]. Furthermore, a service-oriented organizational culture is needed not only to enhance service quality but also to respond to new, unexpected and even awkward situations [5]. In other words, a strong service-oriented organizational culture is critical not only in the delivery of high quality services but also in providing speedy, appropriate and acceptable recovery responses whenever the unforeseen service failure occurs.

Due to the intangible nature of services and their high level of customer interaction and integration, customer orientation can be expected to play a crucial role in terms of economic success for service companies. In addition to researchers who have analysed the role of service employees as a dimension of service quality [6, 2], studies that explicitly address the concept of customer orientation of service employees [7-10].

Staff Training
An organization's success highly depends on better and more accurate services of its frontline employees. Even though the HR department of an organization recruits the best and most efficient people for their firm, they (people) are not acquainted with some specialized service providing policies of that particular firm. As a result, they need to be well trained before being permanently appointed. Many past literatures have recognized the importance of training front line employees to deal with different types of customers and their needs [11] reveals that investment in training of front line employees is like investment to machineries. Specifically investing in service skills such as being courtesy, helpful at the time of complaining customers would increase the performance of the employees and thus prevents the loss of angry customers. Therefore, front line employees must be trained especially in interpersonal skills so that they can effectively deal with dissatisfied customers.

An organization is blessed with skilled employees if it executes the two steps (1) Recruitment and (2) Training efficiently. To provide quality service to customers, employees must have the ability to deal smartly with problem customers. They must have strong interpersonal skills to deal with customers on a daily basis and have a good knowledge of the product or service they are offering. Considering that Babakus [12, 3] found that almost 43 per cent of all unsatisfactory service encounters were failures handled inadequately by frontline staff, effective training is also an area in which service leaders can differentiate themselves from the competition [13].

Andreassen [15] point out, however, that very few employees are naturally responsive, empathetic and reassuring in dealing with customer problems. Employees must be taught how to react when things go wrong. Unfortunately the skills required to handle an upset customer are counterintuitive; they go against natural instincts [16]. For the person receiving a complaint, too often the objection feels like an attack. Training should ensure that staffs do not increase the potential for conflict in these situations.

The fulfilment of customers' demands is being challenging day by day. Customers are seeking out better services from an organization. They'll reward companies that provide it by remaining loyal, and they'll take their business elsewhere if service is mediocre. Customer service representatives are the face and voice of a company. Businesses today realize the value these front-line employees bring. Those that invest in their employees' success see the quick return on investment that customer service training provides. If you want your customer service representatives to provide a world-class experience, then Getting to the Heart of Customer Serviceis the answer you've been looking for**.** This customer service training program teaches your employees all the skills they need to communicate positively and professionally with customers both internal and external.

Handling problem customers is pretty tough unless employees have a polished knowledge on service recovery process. So they need to be 'programmed' well so that they can efficiently and effectively deal with angry and complaining customers. Failure of executing instant service recovery may mar the institute's reputation.

Teamwork

Unity is strength. So, an organization having a group of cooperative employees can rise up quickly. Employees' working harmoniously as a group is called teamwork. Teamwork has been identified as an important variable in improving work performance in services [17-18]. Boshoff [2] shares the same view that teamwork, and also cooperation and effective collaboration with co-workers are essential to service performance and productivity. Employees may feel stimulated by working together towards a common goal. Furthermore, teamwork may also lead employees to work more efficiently. One firm which has used team working effectively in solving problems and improving its quality is Wellman International, which was awarded a Perkins Quality Improvement Award in 1995 [5-6]. The company developed a process with a single aim that was to involve all employees of the company in meeting customers, resulting in improvements in performances across a range of its activities.

To ensure better service recovery to complaining customers, teamwork is a must. Teamwork has been shown to have a beneficial impact on job performance in a number of environments [8]. While excellent service will result occasionally from the actions of one individual, more often it occurs as the result of the actions of a group of people working together [9]. Although it is the frontline staff who ultimately deliver the service to the customer, they need the full support of those in the ``backroom'' in order for the service encounter to run smoothly.

The customer can only witness a small part of the service delivery process. An airlines service is a good example of that. Although not every member of the firm actually deals directly with the end customer, each job is still vital in ensuring service excellence[1, 4]. Everyone in the firm has a customer whom they must serve, whether it is the end consumer or a fellow employee in the frontline. When everyone has a customer to whom they are accountable, their work becomes more meaningful.

Working unanimously boosts up each and every employee of a firm. A productive team environment binds the group together and motivates the members to perform for the good of the team and their common purpose. It should be supportive, encourage members to learn from each other and value the efforts of each individual in the attainment of fundamental goals [4].

Employee Rewards

Rewards play a crucial role to motivate and stimulate employees of an organization. Rewards are like an incentive. They are considered to be an important element that links to employee performance [12, 3, 5]. This is because when front line employees are not rewarded for recovery encounter then they won't have much interest in doing a recovery effort effectively. This is also been consistent with the study of Johnson, 1996 which reveals that rewards strongly influence the levels of customer satisfaction. Thus rewards are not only important to deliver high quality services but also important to motivate employees in delivering the recovery efforts too.

Reward is intended to motivate and give focus, in the case of a service strategy on behaviours which will create customer satisfaction and loyalty. Knowledge of the motivation process is, however, imperfect, but it does contribute to answering some key questions: What makes people work well and energetically for the customer? What processes and strategies will help to achieve this aim? A guiding principle should be to become more knowledgeable

about what drives the targeted groups of people. Motivation is a complex process and almost certainly payment and reward will be only one factor.

Employee reward systems refer to programs set up by a company to reward performance and motivate employees on individual and/or group levels. They are normally considered separate from salary but may be monetary in nature or otherwise have a cost to the company. While previously considered the domain of large companies, small businesses have also begun employing them as a tool to lure top employees in a competitive job market as well as to increase employee performance.

In designing a reward program, a small business owner needs to separate the salary or merit pay system from the reward system. Financial rewards, especially those given on a regular basis such as bonuses, profit sharing, etc., should be tied to an employee's or a group's accomplishments and should be considered "pay at risk" in order to distance them from salary. By doing so, a manager can avoid a sense of entitlement on the part of the employee and ensure that the reward emphasizes excellence or achievement rather than basic competency.

There are four categories of reward programs aimed at both individual and team performance such as intrinsic, extrinsic, social, and organizational rewards.

Organizational rewards are the very reason that most companies implement six sigma in the first place, and include the bottom-line business results of improved quality, productivity and profits [18]. These results are enabled by extensive training in quality improvement methods, the streamlining of key business processes, better communications among employees and with management, and the completion of projects that directly improve production or cut costs. These organizational outcomes can also be impacted indirectly through increased employee motivation and satisfaction that occurs through the receipt of individual rewards, both intrinsic and extrinsic.

Service Recovery Performance

With the advancement of modern technology, every firm is constantly working on improving service recovery processes of it. Failing to recover effectively can lead to negative outcomes such as losing customers, negative word of mouth, and decreased profits [10]. Recovery efforts need to be enhanced because a majority of complaining customers are dissatisfied with how their recent complaint was handled [7, 10]. It is evident that positive employee responses to service delivery system failures can lead directly to customer satisfaction and most of the highly satisfying

experiences were a result of something going wrong and the organization effectively recovered [13]. According to Bowen [9, 23] percent of the satisfactory encounters were due directly to an employee's response to a service failure, and 43 percent of the dissatisfactory encounters were due to poor employee response to service delivery failures. Research shows that investments in service employee success drive sustained business success; frontline employees not only facilitate the delivery of quality services but also play important roles in marketing the firm, creating satisfied customers, and building customer relationships [18, 5].

Service recovery is a process for returning aggrieved customers to a state of satisfaction with the organization after a service or product has failed to live up to expectations [16]. Dean [7] views service recovery as part of quality management and that the ultimate objective of it all is to maintain the business relationship with the customer. This contention is based on the premises that customer satisfaction ensures customer loyalty, repeat sales and positive word-of-mouth communication [13][5]. Effective service recovery, on the other hand, leads to enhanced perceptions of the quality of products and services already bought, enhanced perceptions of the firm's competence and a favourable image in terms of perceived quality and value [20]. Failure to ensure customer satisfaction, both initially and belatedly, through service recovery could lead to a decline in customer confidence, lost customers, negative word-of-mouth, possible negative publicity and the direct cost of re performing the service [21]. In essence, the service firm's true test of commitment to service quality and customer satisfaction depends on how it responds after disconfirmation [21].

Effective managerial responses depend, however, on effective research of the phenomenon. Unfortunately, several limitations in consumer complaint behaviour (CCB) research have been noted. Michel Rod [22], for instance, contends that researchers in the past tended to collect facts rather than testing hypotheses or theories while CCB has often been conceptualized too simplistically, ignoring its multidimensional nature.

The Relationship between Customer Service Orientation of the firm and Service Recovery Performance:

There is a close relationship between customer service orientation of the firm and service recovery performance. Osman [23] define customer service orientation as an organization wide embracement of a basic set of relatively enduring organizational policies, practices and procedures intended to support and reward service giving behaviors that create and deliver

'service excellence'. An organizational culture which focuses on strong service orientation is a must for sustaining healthy long term relationships with customers because a strong service orientation is imperative for the creation and/or enhancement of good interactive marketing performance [22, 21] and is essential to maintain long term working relationships [2, 10]. In light of the above, we suggest that a strong customer service orientation will have a positive influence on the behavior of frontline organizational employees with respect to service recovery.

A few decades ago, the marketers of that time emphasized mostly only on sales focus concepts or production concepts and anticipated that more sales or productions might lead to a better service recovery performance. But lately, the concept got changed and customer service orientation was placed instead of production or sales concept.

Customer service orientation is one of the factors that influence service recovery performance. Service orientation includes systematic service providing process and quality of service. Employees' unwillingness towards customer satisfaction is prone to the failure of better service recovery. As a result, it may create a negative impression on complaining customers.

On the other hand, when the influence of the establishment's customer service orientation on vital issues for the establishment such as profitability, growth, customer satisfaction and customer commitment are taken into consideration [18], in accordance with the establishment's service oriented character, the requirement of orientation towards high quality service by boundary spanning role employees in service recovery practices will be inevitable.

On the other hand, the effect of the establishment culture in service establishments on boundary spanning role employees is clear [19]. In other words, it is considerably influential on these employees' ability to get across with customers, pay necessary attention to the customers' problems or complaints and achieve customer satisfaction and repurchase intention by finding solutions for these problems or complaints [16]. Consequently, it will not be wrong to say that customer service orientation culture should be established in an establishment where each employee has personal responsibility in offering perfect service quality to customers, [19].

Besides, primarily the employees who offer the service should be constantly supported by the management of the service establishment they are bound to in order to achieve customer satisfaction and

be ensure that the customers enjoy the service they get [2]. The examples of such applications are frequently observed in accommodation sector. For example, Ritz-Carlton Hotel Company, which stands in the forefront with "golden standards" in highly boundary spanning services offered to consumers, aims at immediate solution of consumer complaints and increasing customer satisfaction continuously by empowering its employees through high participation [3, 6]. Based on the theoretical discussion, the following hypothesis is proposed: The commitment of establishment management to customer services has a positive effect on boundary spanning role employees' service recovery practices.

Nicholas [24] points out those employees in organizations with a strong customer-oriented service culture feel a personal responsibility for delivering superior service quality. According to Ellinger [10] a service-oriented organizational culture is needed not only to enhance service quality but also to respond to new, unforeseen and even awkward situations. That is, a strong service-oriented organizational culture is critical not only in the delivery of high quality services but also in quick, appropriate and equitable recovery responses to failures. This sentiment is echoed by Boshoff and Allen [2] who believe that a strong customer-oriented organizational culture influences employees' behaviors in a service recovery situation as well.

The Relationship between Staff Training and Service Recovery Performance:

Better service recovery performance highly depends upon a group of well-trained employees. In the services literature, it is widely reported that employees who do not possess there quested job and interpersonal skills fail in providing a high level of service in dealing with customers' complaints [2, 6, 11]. The presence of customer service training programmers sends a strong signal to FLEs regarding top management's commitment to service quality [12]. Customer service training has a direct impact on FLE job satisfaction because of its role in developing skills to handle service failures effectively [12, 4, 8]. Other studies have also demonstrated that FLEs are more committed to organizations that invest more in customer service training programmers [12, 6].

The essence of employee training was appreciated in many past literatures. Masdek [6] states that investment in training of front line employees is like investment to machineries. Specifically investing in service skills such as being courtesy, helpful at the time of complaining customers would increase the performance of the employees and thus prevents the loss of angry customers. There forth front line

employees must be trained especially in interpersonal skills so that they can effectively deal with the angry customers.

According to the study of Christo [8], indicates that almost 42.9% of customers responded dissatisfaction because of the employees' inability or unwillingness to respond in service failure situations. The study reveals that the customers negative reactions to unprompted and unsolicited employee behaviors. It is clear from Bowen [9] that it is not the quality of the core service or the failure situation that causes the loss of customers most of the time. Indeed it is the attitude and the behavior of the front line employees towards the customers either verbally or nonverbally that causes dissatisfied customers. Even though there is debate among many managers that training front line employees is useless as due to high turnover of front line employees, it is proved from various literatures that training front line employees acts as a competitive advantage. This is because training not only develops the skills and talents necessary to provide the service efficiently but also helps to show that the top management is committed and supportive to the employees to carry out their actions.

According to some past researches, training of frontline employees both in job related skills as well as in behavioral skills to improve their capability to deal with varying customer needs, personalities, and circumstances is critical for delivering superior service quality [10, 6]. It is clear that employees who do not possess the requisite job and interpersonal skills fail in providing a high level of service and dealing with customers' complaints [2].

The Relationship between Teamwork and Service Recovery Performance:
A group of cooperative employees can turn a difficult problem of a customer easy. Hence customers can be made satisfied by giving them better service recovery. Effective teamwork is as important to high quality care as other aspects of clinical governance such as risk management and clinical effectiveness. While often difficult to quantify, there are many potential benefits to effective teamwork [21, 24]. Effective team working is cost-effective, and positively evaluated by referrers. These positive outcomes may be due, at least in part, to the service recovery -inducing effects of effective teamwork on staff such as greater role clarity, lower stress, and enhanced job satisfaction and well-being.

Such a model fits with an affirming, aspiration, and solution-focused approach based on integrating models. Rather than asking whether 'a single dominant model or theory of mental distress' or 'a babble of multiple theoretical perspectives' will be effective, this model recognizes the need to 'develop a tight bundle of relevant responses congruent' with those of the service user. Moving beyond the one-model-fits-all approach to a service user-centered approach recognizes that this bundle will vary from service user to service user [15, 11]. As such, teams need to reflect on the values and experience that each team member brings to the team and to align their models and theories on a case-by-case basis to those that have explanatory and problem-solving power for individual users [16]. Taking a recovery approach is partly about supporting service users to reclaim ownership of their own life story. Mental health team members need to remember that whether a model is 'true' in a demonstrably scientific way is probably not as important as its 'heuristic' value – the extent to which it serves to resolve problems and underpins a meaningful working hypothesis for service users that empowers them to take action [2]

Based on considerable evidence in both the management and services marketing literature that teamwork enhances performance [5], and particularly service quality [8], especially in situations where creativity and innovation are called for [4], it is hypothesized that: Teamwork will exert a positive influence on the service recovery performance of frontline employees.

In fine, teamwork is nicely linked up with better service recovery performance. Teamwork in service organizations is of great importance in the delivery of superior service quality and service recovery [19]. Not surprisingly, many successful companies focus on fostering teamwork within and across business functions to effectively reach common objectives [20]. Among others, teamwork enables employees to learn from each other [4,19], and to cooperate (rather than compete) in handling service related opportunities and problems. So teamwork will exert a positive influence on the service recovery performance of frontline employees.

The Relationship between Employee Rewards and Service Recovery Performance:
Rewards are such things that can magically boost up employees to their works. Employees being amply rewarded do everything loyally for the betterment and reputation of the firm. An important element of service quality is the link between employee reward and service delivery performance [3,14,12]. Rewards are not only important in incentivizing employees to deliver high quality services, they are also important in motivating them when dealing with customer complaints [2][19]. The services literature suggests that an organization's reward structure can have a significant impact on employee satisfaction and

organizational commitment [24, 3,16]. When FLEs perceive rewards systems and policies as genuine commitments by management, they are more likely to possess high levels of job satisfaction and organizational commitment. By rewarding exemplary service efforts, management is aptly demonstrating its commitment to service quality efforts.

Employee rewards have an extensively positive impact on service quality [11] indicate that if firms wish to have customer-oriented employees then they should reward them. Rewards are not only important in inducing employees to deliver high quality services but also in motivating them when they have to deal with customer complaints [17]. Thus, firms trying to deliver superior service quality as a competitive advantage should also encourage employee behaviors to find proper recoveries to service failures. If service firms do not reward recovery efforts, frontline employees will not spend much effort on dealing with customers' complaints or service failures. This in turn would result in customer dissatisfaction and/or loss of customers.

There are many ways to reward employees (e.g. bonus, best performance award, ration etc).

Employee rewards such as Bonuses [24] are often linked to profit achievement, meeting personal service-related objectives, and some have a team as well as a personal component. They are payable quarterly in some instances, others six-monthly or annually. Fifty per cent of IBM's sales staff bonus is based on the customer's views of the salesperson, reflecting the importance of service. A UK drinks company links managers' pay increases to service as well as financial objectives.

In fine, Employee rewards are an essential component that influences an organizations service orientation. It is considered to be an important element that links to employee performance. This is because when front line employees are not rewarded for recovery encounter then they won't have much interest in doing a recovery effort effectively. This is also been consistent with the study of Johnston, [17] which reveals that rewards strongly influence the levels of customer satisfaction. Thus rewards are not only important to deliver high quality services but also important to motivate employees in delivering the recovery efforts too.
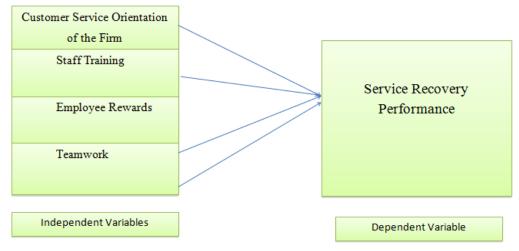
Conceptual Framework

Fig-1: Conceptual Framework

Research Question and Hypotheses
Research Questions:
1. Is there any relation between Customer service orientation of the firm and Service recovery performance?
2. Is there any relation between Employee rewards and Service recovery performance?
3. Is there any relation between Staff training and Service recovery performance?
4. Is there any relation between Teamwork and Service recovery performance?

Hypotheses:
H10: There is no significant and positive relationship between Customer service orientation of the firm and Service recovery performance.
H1a: There is a significant and positive relationship between Customer service orientation of the firm and Service recovery performance.
H20: There is no significant and positive relationship between Employee rewards and Service recovery performance.

H2a: There is a significant and positive relationship between Employee rewards and Service recovery performance.

H30: There is no significant and positive relationship between Staff training and Service recovery performance.

H3a: There is a significant and positive relationship between Staff training and Service recovery performance.

H40: There is no significant and positive relationship between Teamwork and Service recovery performance.

H4a: There is a significant and positive relationship between Teamwork and Service recovery performance.

RESEARCH DESIGN AND METHODOLOGY

Research design plays a very important role in conducting a precise and flawless research. It is a blueprint of a research. A research given a structured or systematic design becomes a success to the researcher. The first descriptor of the research is the extent to which the research questions have been structured or crystalized. Since formal studies are used when the research question is fully developed and there are hypotheses to be examined, the study is the formal research strategy.

The study is a causal explanatory study. "How a change in one variable creates impact on other variables" is an attempt of that study. I have related all my independent variables to the dependent one.

The time dimension of my research is cross-sectional. My research is carried out once and represents a snapshot of one point in time.

My research can only evaluate the facts based on measured variables and what has happened or is happening. I cannot manipulate my variables, as I have no control over them. So it is an ex-post facto design.

The topical scope implies the breadth and depth of the study in question. This research topical scope is statistical study. I will also try to find out the breadth of the service recovery performance in frontline employees. It is going to be a quantitative hypothesis test.

I will collect the primary data through random interviews and filling up the questionnaire by the employees. So it is a communication based research.

Field conditions refers to the research occurs in the actual environmental conditions where the dependent variable occur. So my research environment is field condition.

Sampling

Sampling refers to the population subset that helps estimate the characteristics of the entire population. A few random samplings are taken from a group for research and analysis and the outcomes interpret the state of that group.

Sample Size:

Sample size is one of the parameters used for the research project. Since 50 employees are currently working at Mutual Trust Bank (Baridhara Branch), my sampling is 50 as well. These employees are providing services from different departments such as- Cash department, General Banking department, loan department etc.

Sampling Unit:

The sampling unit of my study is the employees (frontline) of Mutual Trust Bank (Baridhara Branch).

Sampling Process:

Simple random probability sampling has been used for this quantitative study. I have selected each and every respondent from MTBL on random basis. And each and every person in the population has the same probability.

Instrument Design

To conduct a quantitative research, a questionnaire is a must. I have also made a questionnaire in which I have included a "Five-Point-Likert Scale". The scale contains 5 (five) divisions that are numbered consecutively (1 to 5). The significances of those numbers are: 1=Strongly Disagree, 2=Disagree, 3=Neither Disagree nor Agree, 4=Agree, 5=Strongly Agree. My respondents can evaluate each and every question by putting a tick mark ($\sqrt{}$) on one of the numbers. Under each and every variable of my research, I have constructed 4 (four) questions. So for 5 (five) variables (four independent and one dependent), I have made 20 (twenty) questions in total. Apart from the questions, I have included 3 (three) demographic questions about my respondent's gender, age and occupation.

Data Collection Process:

For accurately conducting a research, two types of data are mandatory- (1) Primary Data (2) Secondary Data. Primary data refer to the data collected through interviews or surveys. And secondary data are collected through websites, books or articles. I have interviewed 50 (fifty) employees of MTBL (Baridhara Branch) and made them fill up the questionnaire. Thus I have collected the necessary primary data. And for the

secondary data collection, I have taken the aids of MTBL website, articles and internet.

Data Analysis:

Data analysis part is the nucleus of the entire research. I have used SPSS software to calculate my data statistically for analysis. Frequency and crosstabs distribution methods have been used to analyse demographic profiles. The reliability of the scales measuring the variables has been tested using the Cronbach's Alpha (α) value. Each hypothesis has been tested using both Spearman's and Pearson's correlation approaches. I have made the regression analysis to find out R^2's value.

- ✓ Descriptive Analysis (Frequency and Crosstabs)
- ✓ Reliability Analysis
- ✓ Hypotheses Analysis (Spearman and Pearson)
- ✓ Regression Analysis

FINDINGS AND RESULTS

Descriptive Analysis:
Frequency:

Table:1: Gender Frequency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	36	72.0	72.0	72.0
	female	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

The sample size of the research consists of 36 male and 14 female respondents. 72% of male and 28% of female customers participated in this survey which is shown in the table.

Table-2: Age Frequency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-25	4	8.0	8.0	8.0
	26-35	30	60.0	60.0	68.0
	36-45	16	32.0	32.0	100.0
	Total	50	100.0	100.0	

Among the responding 4 customers age was between 15-25 years, 30 customers age was between 26-35 years and 16 customers age was between 36-45 years.

Crosstabs:

Table 3: Gender * age Cross tabulation

Count					
		age			Total
		15-25	26-35	36-45	
gender	male	2	22	12	36
	female	2	8	4	14
Total		4	30	16	50

From the Table I can see that males are 2 and females are 2 in 15-25 age groups. Males are 22; females are 8 in 26-35 age groups. Male are 12; female are 4 in 36-45 age groups.

Reliability Test:

The Most highly recommended measure of internal consistency is provided by co-efficient alpha or Cronbach's Alpha as it is provided a good reliability estimates in most situations. Cronbach's Alpha (α) value should be 0.5-0.6 which is sufficient; 0.**7** or above is desirable. [6]

Customer Service Orientation of the Firm (CSO):

Table 4: Reliability Statistics (CSO)

Cronbach's Alpha	N of Items
.625	4

The four Questions about Customer Service Orientation of the firm's (CSO) Cronbach's Alpha is **.625**, so, these questions are sufficient. So, I can say that these four questions are reliable to measure the variable (CSO).

Staff Training (ST):

Table 5: Reliability Statistics ST

Cronbach's Alpha	N of Items
.608	4

The four Questions about Staff Training (ST) Cronbach's Alpha is **.608**, so, these questions are sufficient. So, I can say that these four questions are reliable to measure the variable (ST).

Employee Rewards (ER):

Table 7: Reliability Statistics (ER)

Cronbach's Alpha	N of Items
.547	4

The three Questions about Employee Reward's (ER) Cronbach's Alpha is **.547**, so, these questions are sufficient. So, I can say that these four questions are reliable to measure the variable (ER).

Teamwork (Te):
Table 8: Reliability Statistics (Te)

Cronbach's Alpha	N of Items
.688	4

The three Questions about Team work's (Te) Cronbach's Alpha is **.688**, so, these questions are sufficient. So, I can say that these four questions are reliable to measure the variable (Te).

Service Recovery Performance (SRP):
Table 9: Reliability Statistics SRP

Cronbach's Alpha	N of Items
.734	4

The four Questions about Service Recovery Performance's (SRP) Cronbach's Alpha is **.734**, so these questions are desirable. So, I can say that these four questions are reliable to measure the variable (SRP).

Hypothesis Testing (Correlation Analysis)Pearson and Spearman:

Customer Service Orientation of the Firm CSO) & Service Recovery Performance (SRP):

Table 10: Pearson Correlations CSO and SRP

		Customer Service Orientation of the Firm	Service Recovery Performance
Customer Service Orientation of the Firm	Pearson Correlation	1	.381**
	Sig. (2-tailed)		.006
	N	50	50
Service Recovery Performance	Pearson Correlation	.381**	1
	Sig. (2-tailed)	.006	
	N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

According to Pearson's correlation coefficient theory we can see that the value of Service Recovery Performance and Customer Service Orientation of the Firm is .381**. So there is a relationship between them.

As we know if value is .00 to +1 then it would be positive relationship and here we can see our value is +.381** then it is also a positive relationship. There is a strong relationship (99% true, 1% maybe not true by accident) between them. Here, $p \leq 0.05$, reject null hypothesis and accept alternative.

Table 11: Spearman Correlations CSO and SRP

			Customer Service Orientation of the Firm	Service Recovery Performance
Spearman's rho	Customer Service Orientation of the Firm	Correlation Coefficient	1.000	.350*
		Sig. (2-tailed)	.	.013
		N	50	50
	Service Recovery Performance	Correlation Coefficient	.350*	1.000
		Sig. (2-tailed)	.013	.
		N	50	50

*. Correlation is significant at the 0.05 level (2-tailed).

Here correlation coefficient P (rho) =.350* which is not equal to 0 and significance, alpha (α) is <0.05. So according to the spearman's correlation theory I can accept the alternative hypothesis Ha which means that there is a significant and positive relationship between customer service orientation of the firm and service recovery Performance. Here, $(p \leq 0.05)$ this relationship is 95 % true but there is chance of 5 % not true which may be happened accidently.

Staff Training (ST) and Service Recovery Performance (SRP):

Table 12: Pearson Correlations ST and SRP

		Staff Training	Service Recovery Performance
Staff Training	Pearson Correlation	1	.431*
	Sig. (2-tailed)		.017
	N	50	50
Service Recovery Performance	Pearson Correlation	.431*	1
	Sig. (2-tailed)	.017	
	N	50	50

*. Correlation is significant at the 0.05 level (2-tailed).

According to Pearson's correlation coefficient theory we can see that the value of Service Recovery Performance and Staff Training is .431*. So there is a relationship between them.

As we know if value is .00 to +1 then it would be positive relationship and here we can see our value is +.431* then it is also a positive relationship. There is a strong relationship (95% true, 5% maybe not true by accident) between them. Here, $p \leq 0.05$, reject null hypothesis and accept alternative.

Table 13: Spearman Correlations ST and SRP

			Staff Training	Service Recovery Performance
Spearman's rho	Staff Training	Correlation Coefficient	1.000	.481**
		Sig. (2-tailed)	.	.001
		N	50	50
	Service Recovery Performance	Correlation Coefficient	.481**	1.000
		Sig. (2-tailed)	.001	.
		N	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

Here correlation coefficient P (rho) =.481**which is not equal to 0 and significance, alpha (α) is <0.05. So according to the spearman's correlation theory I can accept the alternative hypothesis Ha which means that there is a significant and positive relationship between Staff training and service recovery Performance. Here, (p≤ 0.05) this relationship is 99 % true but there is chance of 1 % not true which may be happened accidently.

Employee Rewards (ER) and Service Recovery Performance (SRP):

Table 14: Pearson Correlations ER and SRP

		Employee Rewards	Service Recovery Performance
Employee Rewards	Pearson Correlation	1	.328*
	Sig. (2-tailed)		.020
	N	50	50
Service Recovery Performance	Pearson Correlation	.328*	1
	Sig. (2-tailed)	.020	
	N	50	50

*. Correlation is significant at the 0.05 level (2-tailed).

According to Pearson's correlation coefficient theory we can see that the value of Service Recovery Performance and Employee Rewards is .328*. So there is a relationship between them.

As we know if value is .00 to +1 then it would be positive relationship and here we can see our value is +.328* then it is also a positive relationship. There is a very strong relationship between them. Here, (p≤ 0.05) this relationship is 95 % true but there is chance of 5 %

not true which may happen accidently. . Here, p ≤ 0.05,

reject null hypothesis and accept alternative.

Table 15: Spearman Correlations ER and SRP

			Employee Rewards	Service Recovery Performance
Spearman's rho	Employee Rewards	Correlation Coefficient	1.000	.287*
		Sig. (2-tailed)	.	.039
		N	50	50
	Service Recovery Performance	Correlation Coefficient	.287*	1.000
		Sig. (2-tailed)	.039	.
		N	50	50

*. Correlation is significant at the 0.05 level (2-tailed).

Here correlation coefficient P (rho) =.287* which is not equal to 0 and significance, alpha (α) is <0.05. So according to the spearman's correlation theory I can accept the alternative hypothesis Ha which means that there is a significant and positive relationship between Employee rewards and service recovery Performance. Here, (p≤ 0.05) this relationship is 95% true but there is chance of 5 % not true which may be happened accidently.

Teamwork (Te) and Service Recovery Performance (SRP):

Table 16: Pearson Correlations Te and SRP

		Teamwork	Service Recovery Performance
Teamwork	Pearson Correlation	1	.355*
	Sig. (2-tailed)		.011
	N	50	50
Service Recovery Performance	Pearson Correlation	.355*	1
	Sig. (2-tailed)	.011	
	N	50	50

*. Correlation is significant at the 0.05 level (2-tailed).

According to Pearson's correlation coefficient theory we can see that the value of Service Recovery Performance and Teamwork is .355*. So there is a relationship between them.

As we know if value is .00 to +1 then it would be positive relationship and here we can see our value is +.355* then it is also a positive relationship. There is a very strong relationship between them. Here, (p≤ 0.05) this relationship is 95 % true but there is chance of 5 % not true which may happen accidently. . Here, p ≤ 0.05, reject null hypothesis and accept alternative.

Table 17: Spearman Correlations Te and SRP

			Teamwork	Service Recovery Performance
Spearman's rho	Teamwork	Correlation Coefficient	1.000	.314*
		Sig. (2-tailed)	.	.026
		N	50	50
	Service Recovery Performance	Correlation Coefficient	.314*	1.000
		Sig. (2-tailed)	.026	.
		N	50	50

*. Correlation is significant at the 0.05 level (2-tailed).

Here correlation coefficient P (rho) =.314* which is not equal to 0 and significance, alpha (α) is <0.05. So according to the spearman's correlation theory I can accept the alternative hypothesis Ha which means that there is a significant and positive relationship between Teamwork and service recovery

Performance. Here, (p≤ 0.05) this relationship is 95 % true but there is chance of 5 % not true which may be happened accidently.

Regression Analysis:

R^2 values represent how much a dependent variable is explained in the independent variable.

Customer Service Orientation (CSO) of the Firm:

Table 18: Model Summary CSO

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.381[a]	.145	.127	.54271

[a]Predictors: (Constant), Customer Service Orientation of the Firm

From this table I can see that R value is .381[a] and R Square value is .145 that means service recovery performance (Dependent Variable) is 14.5% explained by the customer service orientation of the firm (Independent variable).

Staff Training (ST):

Table 19: Regression Model Summary (ST)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542[a]	.294	.268	.55905

a. Predictors: (Constant), Staff Training
b.

From this table I can see that R value is .542[a] and R Square value is.268 that means service recovery performance (Dependent Variable) is 29.4% explained by the Staff Training (Independent variable).

Employee Rewards (ER):

Table 20: Regression Model Summary (ER)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.328[a]	.212	.198	.58444

a. Predictors: (Constant), Employee Rewards

From this table I can see that R value is .328[a] and R Square value is .212 that means service recovery performance (Dependent Variable) is 21.2% explained by the Employee Rewards (Independent variable).

Teamwork (Te):

Table 21: Regression Model Summary (Te)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.446[a]	.199	.183	.58481

a. Predictors: (Constant), Teamwork

From this table I can see that R value is .446[a] and R Square value is .199 that means service recovery performance (Dependent Variable) is 19.9% explained by the Teamwork (Independent variable).

Table 22: Summary Table of Reliability, Hypotheses Testing and Regression Analysis:

Independent variables	Reliability analysis		Hypothesis testing	Regression analysis
	Cronbach alpha value	Remarks		
Customer Service Orientation of the firm (CSO)	.625	Sufficient	There is a significant and positive relationship between customer service orientation of the firm and service recovery Performance.	14.5%
Employee Rewards (ER)	.547	Sufficient	There is a significant and positive relationship between Employee rewards and service recovery Performance.	21.2%
Staff Training (ST)	.608	Sufficient	There is a significant and positive relationship between Staff training and service recovery Performance.	29.4%
Team Work (Te)	.688	Sufficient	There is a significant and positive relationship between Teamwork and service recovery Performance.	19.9%

Table-03: Summary Table of Reliability, Hypotheses Testing and Regression Analysis

Having been done with the analysis part, I have come up with the numerical outcomes of my data. The frontline employees of MTBL perceive the bank satisfactorily, as Customer Service orientation of the firm, Employee rewards, Staff Training and Teamwork are found Sufficient in the above mentioned table. Moreover, the employees are highly satisfied with the service recovery performance, since the Cronbach's Alpha (α) Value of service recovery performance is .734, which is desirable. In the hypothesis testing, spearmen and Pearson correlation analyses there are significant relationships between the independent variables and the dependent variable. In regression analysis the value of R^2 is positive that means the relationship between service recovery performance (DV) and customer service orientation of the firm, employee rewards, staff training and teamwork (IV) are explained well. Therefore the service recovery performance of MTBL is positively explained by Customer Service orientation of the firm, Employee rewards, Staff Training and Teamwork.

LIMITATIONS:
While conducting a research, encountering a few limitations is very natural. Hence I stumbled with my research due to facing some limitations:
➢ **Secrecy:** While interviewing the employees of MTBL, I found that they were tending to keep some information confidential, as secrecy is an issue there.
➢ **Duration:** Our tenure of internship is only 3 (three) months. Within this very short period of time, it is difficult to conduct a research fully.
➢ **Ambiguity:** Some respondents failed to answer me properly, as they are not acquainted with some research terms.
➢ **Busyness:** Busyness of the employees is another limitation, as they could not manage time to direct interns.

➢ **Breadth of the banking sector:** MTB is a large organization. Therefore, it is very difficult to deal with all the sectors of that bank.
➢ **Small Sample Size:** MTB Baridhara branch has got a limited number of employees. As I conducted my research on that branch, my sample size is small as well.
➢ **Indifference:** Some respondents showed indifference in answering questions.

Significance of the study:
The study plays a vital role in improving the service recovery performance of the frontline employees of any bank, especially Mutual Trust Bank (Baridhara Branch). This study has investigated the antecedents and outcomes of service recovery performance in Front line employees of MTBL. This research comes up with an evaluation of selected organizational factors initially conceptualized by researchers on service recovery performance of frontline employees.

This study points out the determinants of service recovery of a bank (here MTBL). To make the service recovery more effective, familiarizing oneself with those determinants is a must. Failure of service recovery might lead to losing customers.

From my findings, perceived managerial attitudes such as customer orientation of the firm and rewards and working environment factors like staff training and teamwork are significant predictors of service recovery performance of front line employees. This implies that the bank management ought to train the employees better regarding service recovery.

This study will also provide sufficient information for future researchers and practitioners.

CONCLUSION:

Despite being quite capable of showing better service recovery performance, the frontline employees of MTBL are still miles away from showing the best performance. They are still struggling with problem and complaining customers. They following tips may help them get rid of the existing problems:

✓ Frontline employees should receive better and improved trainings.

✓ Candidates with strong academic background and enriched experiences need to be appointed.

✓ The rules and regulations should be kept flexible so that they can be changed with the passage of time.

✓ The banking systems ought to be modernized so that the employees can easily and effectively provide service recovery.

✓ Employee's job security and job satisfaction must be ensured. These two things act like mental healers.

✓ To motivate and energize employees, they should be rewarded on the basis of their performance.

✓ Customers' complaints should be taken as individual problems and they (customers) should be compensated for any service failure.

✓ Customers should be given services in the simplest possible way so that they do not face any difficulty on receipt of services.

In conclusion, it is expected that MTBL can alleviate the existing problems by following those points.

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Sample of Questionnaire:

Appendix: A

Part-A

Personal Information:

1. Gender :　　☐ Male　　☐ Female
2. Age:

　　15-25　　☐

　　26-35　　☐

　　36-45　　☐

　　46 and above ☐

3. Occupation: _____

Part- II

1 Strongly Disagree	2 Disagree	3 Neither Disagree Nor Agree	4 Agree	5 Strongly Agree

Please put tick (√) mark on the numbers of all the given statements to evaluate them:

SL NO.	STATEMENTS	SCORES				
	Customer Service Orientation of the Firm					
01	The bank sets objectives based on customer satisfaction	1	2	3	4	5
02	The bank comprehends its customers' needs	1	2	3	4	5
03	The bank measures customer satisfaction on a regular basis	1	2	3	4	5
04	The bank attempts to create values for the customer	1	2	3	4	5
	Staff Training					
05	Employees in this bank receive training on dealing with complaining customers	1	2	3	4	5
06	Employees in this bank receive training on serving customers better	1	2	3	4	5
07	Employees in this bank receive training on how to deal with customer problems	1	2	3	4	5
08	Employees in this bank receive extensive customer service training before they come into contract with customers	1	2	3	4	5
	Employee Rewards					
09	The rewards I receive are based on customer evaluations of service	1	2	3	4	5
10	Employees of this bank are rewarded for dealing effectively with customer problems	1	2	3	4	5
11	Employees in this bank are rewarded for serving customers well	1	2	3	4	5
12	If I improve the level of service I offer customers, I will be rewarded	1	2	3	4	5
	Teamwork					
13	My colleagues and I cooperate more often than we compete	1	2	3	4	5
14	I feel that I am a part of a team in my branch	1	2	3	4	5
15	Everyone in my branch contributes to a team effort in serving customers	1	2	3	4	5
16	I am well aware of all my colleagues' works	1	2	3	4	5
	Service Recovery Performance					
17	No customers I deal with leaves with problems unresolved	1	2	3	4	5
18	I am capable of handling dissatisfied customers pretty well	1	2	3	4	5
19	Complaining customers I have dealt with in the past are among today's most loyal customers	1	2	3	4	5
20	Satisfying complaining customers is a great thrill to me	1	2	3	4	5