Service Recovery, Empowerment, Training and Commitment in Tanzania

Robert Mwenyasi

Department of Business   Studies, Mzumbe University, Tanzania

Abstract- Due to broader social and economic Service recovery has been an important issue that shows greater demand for health, support and care that's why it needs to study the health care services. factors such as empowerment, training and commitment will affect employees toward service recovery. Hence, to the organisations employee is the only source of sustainable competitive advantage. Therefore, service recovery is very crucial to study. Nurse working in public hospitals in Mbeya Referral Hospital were chosen as respondents for this study. Quantitative Reserach Design was used , and analysis was done by using SPSS. Questionnaires were distributed and 80 questionnaires were used for analysis. The results have shown that empowerment, training and commitment have significant relationship to service recovery. The recommendation and conclusion was provided.

Index Terms- Service Recovery, Empowerment, Training , Commitment , Tanzania

I. INTRODUCTION

Nurses' attitudes and behaviours as customer contact employees are considered vital in discovering the quality of healthcare services Tajeddini & Martin (2020). Other researcher has agreed that it is crucial to study the delivery of the nursing service within the context of how it ensures patient safety and service recovery focusing on public hospitals (Mital, Pisano, & Del Giudice, 2020). However, no research has been reported on how to apply identified factors of service recovery among public nurses in order to bring a change in healthcare services. Public hospitals have received numerous issues compared to private hospitals, thus, it is important to identify the factors that affecting service recovery among public nurses in Tanzania.

There are changes in a broader social and economic context that results in greater demand for health, care and support which conclude that it is critical to study the health care services (Rangachari & Woods, 2020). Study made by Tajeddini & Martin (2020) stated that the main objective of health innovation worldwide is to hold the way healthcare services are delivered. However, this condition relates not only to the overall health of individuals and communities, but together with the quality of the healthcare experience. Even though the health care system has committed by performed in the past, there is evidence that shows healthcare system is not working well enough for both, those it serves, and includes the personnel who work in it. The rate of change is continuing until now (Mareeuw, van den Driessen A., Coppus, Delnoij, & de Vries, 2019).

Previous research explores the needs of the nursing service to prevent failure, while aspiring to determine what are the key factors can be identified by the nurse in Tanzania to deal with failures and improve the service and safety of the nursing service in whatever setting it is delivered. However, there is lack of study that focus on government hospitals. However, as the health service as a whole burden under the persisting pressure of having to do more for less and community nursing is fast becoming the service that is unable to say 'no' in their service activities (Qing et al., 2020) . It also gives hope on the daily challenges and rewards of nurses and of how they are working as part of the health system and perform better in handling service recovery.

In order to give a better view about service recovery, many previous researches have been conducted, and researchers came out with many variables to measure service recovery. According to Demir (2020) factors influencing service recovery in the life insurance industry come from three dimensions; human resource management (training, teamwork, rewards and empowerment), organizational (customer service orientation and top management commitment), and personal (role ambiguity, role conflict, affective organizational commitment and emotional exhaustion). However, findings in research by Manalo et al (2020) revealed that education, team work and role ambiguity as frontline job perceptions were found to exert positive influences on the service recovery, but, empowerment, reward, and organizational commitment were found to have negative effects on the service recovery. Hence, the purpose of the study is to complement existing research on service recovery among public nurses in Tanzania.

According to Saridakis et al (2020) service recovery refers to the acts a supplier shows in order to face dissatisfaction. Besides, service recovery also used as a response towards poor service quality such as service failure. There are three categories of service recovery. Firstly, the purpose of service recovery is to achieve customer satisfaction (Saridakis et al., 2020), to improve process, and for the need of internal marketing strategy (Alzoubi, Alshurideh, Al, & Inairat, 2020). However, Osundina & Owoeye (2020) stated that the most important element in the service industry is the service provider itself. Thus, service organizations are critically needed to explore their employees' expectation in enhancing their motivation and retention since motivated and satisfied employees are likely to patronage the firm again and again.

Previous researcher agreed that todays' customers are more assertive, better informed and more demanding when service problems occur. Consequently, this may happen due to the

increasing of customer demand for value in the services and products purchased. Besides, the results for customer demands for value lead to a stronger focus on a combination of fair price, good service and quality in the purchases they make (Zhou, Sheng, He, & Qian, 2020) . However, a study conducted by Matos, Henrique, & Rosa (2013) stated that it is inevitable to avoid service failure completely in any organization. Service failure can occur when service organization fails to convey the service as the individual customer's expectations (Rapidah et al., 2020).

Managing service quality with the combination of the important role taken by customers in the service production processes are always challenging. It gives obvious signals that customer loyalty contributes on profitability, and consequently makes complaint management as a critical "moment of truth" for service organizations. Therefore, the organization will increase their efforts to maintain and acquire customers through satisfying them. Sometimes the expected or received service does not appear to satisfy the customer which lead into customer dissatisfaction (Scales & Quincy Brown, 2020) . In service recovery management, service providers have to commit their efforts to discover the solutions aimed at recovering retaining customers and service failures.

The organizations' capability to increased performance and achieved competitive advantages by empowerment can be clarified by employees who adapt the service accordingly to respond instantly to special customer needs (Wongleedee, 2020). Besides, Cao, Liu, Wu, & Zhao (2000) has stated that empowerment has came out as an crucial element within contemporary organizations where encouragement and real supports are given the freedom to gained the ability to realize organizational goals and get a job done. In addition, vicious competition among service providers and service firms lead to constant struggles to provide and deliver finer quality of customer relationships (Azalli, 2017). This statement has been agreed by other researcher that stated the rising competition and resources in the hospitality industry and the growth of distinctive services has forced holders to continuously pursuit for competitive advantages (Wamuyu, Gichira, & Wanjau, 2015).

The empowered employees might show the customer-oriented service behavior, because they possess more elasticity and capability to match the changeable need of customers. Consequently, in service encounters, the empowered employees would present appropriate and flexible service behaviors towards customers (Alzoubi et al., 2020). Employees should have the right ability, flexibility, and power to be engaged in customeroriented behavior. Employee empowerment is one of the most effective tools to satisfy and service customers. In other words, empowerment emerges to give subordinates more control over job-related situations and decisions, which allows them to have more flexibility and responsibility with respect to various customers' needs (Elnaga & Imran, 2014).

Training is at the forefront of organizational priorities, and innovation in training is one of the most crucial aspects of the quality improvement. Most managers believe that a good training program is crucial to a company's success (Kamran, 2020) . Customer service is starting to mean help the customer deal with more complexity and larger problems. However, if employers expect the employees to do what they do not know how to do, the customers who pay the short-term price while the company will pay the long-term price if the company lose customers. Company may choose to spend more money on training employees to keep current customers or spend more advertising dollars to attract new customers (Jansriboot, 2016).

According to Papa et al (2020), well-designed training program helps employees to employ what they have learned. Service literature indicates that employees who have not acquired particular skills to deal with their position are unable to perform their job well and fail to handle customers' complaints. Previous studies also have revealed the importance of customer service training effects on employees' job satisfaction because customer service training leads to develop the skills needed for handling service failures efficiently (Beirami, 2012).

Customer loyalty has been proven to strongly affect profitability that consequently became a top priority in service industries. However, it is a very difficult task to prevent current customers from switching to other service providers (Zhou, 2014). Besides, traditional firms now compete with online channels of communication that lead into the changes of nature of the competition between service firms because of the role of the new information and communication technologies (Scales & Quincy Brown, 2020). The concept of commitment plays a central role, as it is a major characteristic of relationship marketing models. Commitment refers to an implicit or explicit pledge of the continuity of a relationship between exchange partners (Curth, Uhrich, & Benkenstein, 2014).

According to previous scholars, one of the key elements in the operation of a successful hospitality business is the employees itself, which the main drivers of competitive advantages in the hotel industry. Having the right employees can greatly enhance the likelihood of success for any firms (He, Y., Li & Lai, 2011). However, it is important to acknowledge that employees may display a commitment to providing quality service without being committed to the organization (Al-Refai, 2015). Some studies have agreed that employees' satisfaction is critical because customer's satisfaction can only be gained if the employees are content, while job satisfaction is found to be related to organizational commitment (Limpanitgul, Jirotmontree, Robson, & Boonchoo, 2013).

Manalo et al (2020) mentioned that workers that are committed to their organizations perform to a higher standard and with higher perceived service quality. In the context of service recovery, the more committed the employee is, the more successful the employee should be in addressing service failure.

Figure 1: Theoretical Framework of the Research
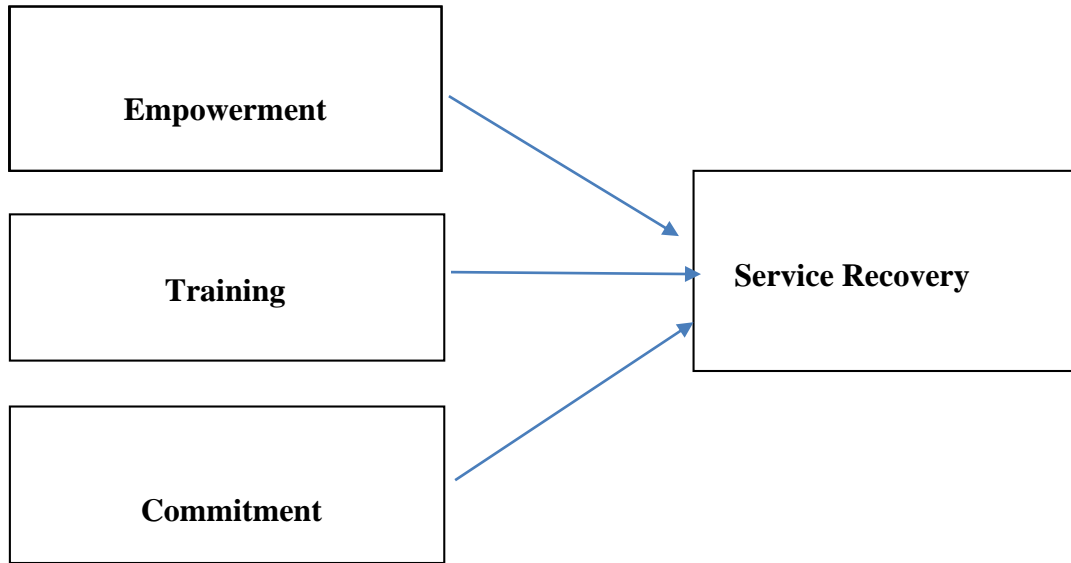
II. METHODS

To achieve the objectives of the this research, quantitative and survey based research. Data were analysed using Statistical Package for Social Sciences (SPSS Version 22). Survey based research is a cross-sectional design at a single point in time. Data are collected predominantly by questionnaire. These data will be examined to detect pattern of association (Bryman & Bell, 2011). This research was carried out in the Mbeya Referral Hospital and one hundred nurses were selected using simple random sampling. A complete set of questionnaire was distributed to the nurses and they were completed and returned. Base on Krejcie & Morgan (1970) for 100 participant should be 80 respondents.

III. RESULTS AND DISCUSSION

Normality Test

Normality test is used to determine whether the "error components in the abstract theoretical model for the test are independent and identically distributed normal random variables". Quantile-Quantile plot or more known as (Q-Q) plot is the most common graphical tool to assess the normality of the data. In a Q-Q plot quantile values of a theoretical distribution are plotted against quantile values of the observed sample distribution (x axis). The quantiles of the theoretical normal distribution are used in a normal Q-Q plot (Totton & White, 2011) The data of this study is normally distributed as shown in Figure 1 to 4.

Figure 1: Service Recovery
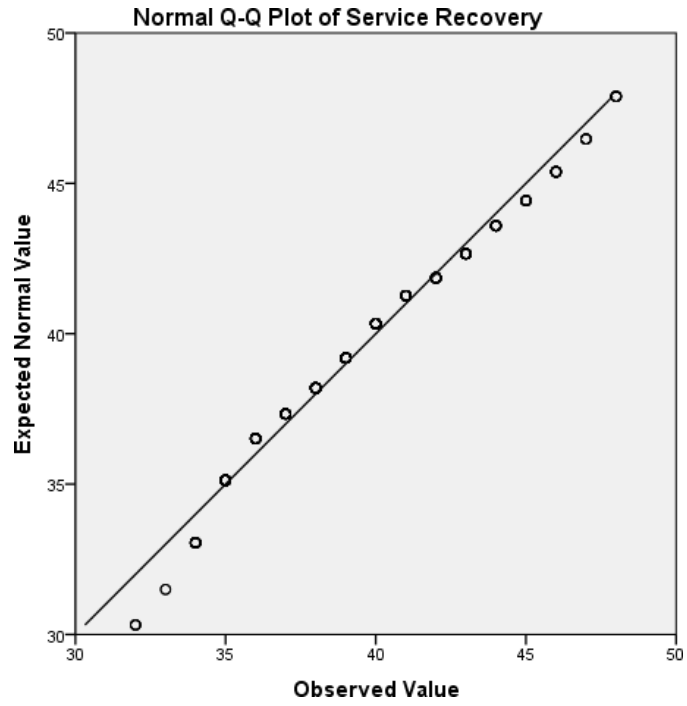
Normal Q-Q Plot of Service Recovery
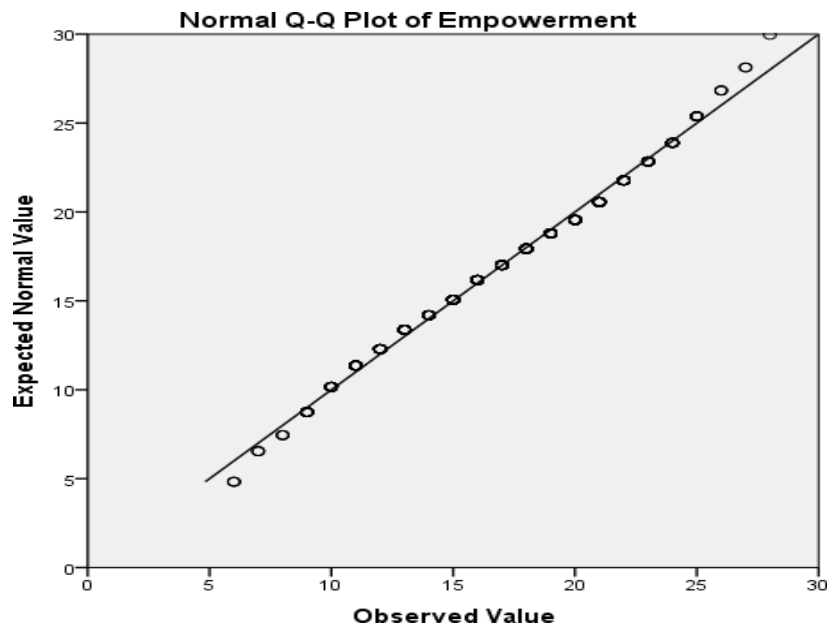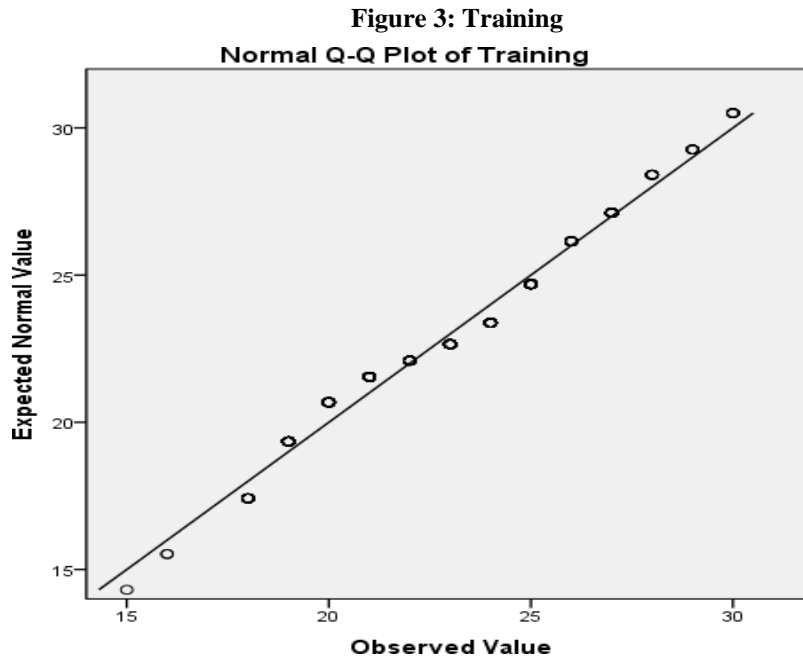
Figure 2: Empowerment

Figure 2: Normal Q-Q Empowerment

Figure 3: Training

Figure 3: Normal Q-Q Plot Training
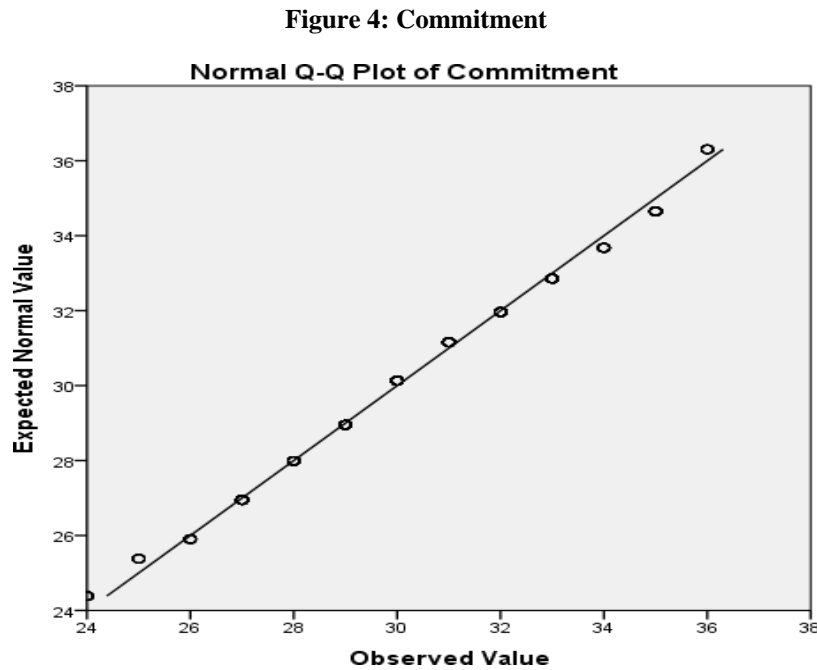

Figure 4: Commitment

Figure 4: Normal Q-Q Plot Commitment

The result in Table 1 shows that there is positive relationship between empowerment and service recovery at value of 0.000 (p < 0.01, Sig. 2 tailed). The positive value of Pearson correlation (r = 0.298) signifies that the strength of the relationship low relationship. There is significant relationship between training with service recover

Table 1
Correlation between Empowerment and Service Recovery

		Service Recovery
Empowerment	Pearson Correlation	.298
	Sig. (2-tailed)	0.000
	N	80

Table 2
Correlation between Training and Service Recovery

		Service Recovery
Training	Pearson Correlation	.425
	Sig. (2-tailed)	0.000
	N	80

The result in Table 3 shows that there is positive relationship between commitment and service recovery at value of 0.000 ($p > 0.01$, Sig. 2 tailed). The positive value of Pearson correlation ($r = 0.351$) signifies that the strength of the relationship is moderate relationship.

Table 3
Correlation between Commitment and Service Recovery

		Service Recovery
Commitment	Pearson Correlation	.351
	Sig. (2-tailed)	0.000
	N	80

IV. CONCLUSION

Understanding the nature and determinants of service recovery performance is a necessary and critical starting point in developing and implementing service recovery programs. Our empirical findings suggest a number of important managerial implications. Commitment, empowerment and training are significant predictors of service recovery by public nurses. This suggests that healthcare management should explicitly design and establish various organizational policies such as employee empowerment, education/training and role responsibilities in order to develop a system that will facilitate a service orientated environment and service recovery. In addition, service recovery is influenced by an individual's level of commitment to the hospital and their role in the delivery of healthcare. More empowerment leads to better service recovery, suggesting that hospital management should take decisive steps to empower their staffs with the authority to make independent decisions, and give them adequate freedom to assist customers.

In addition, Empowerment and Training also influence service recovery in this jounal article. This finding provides additional evidence to the management team to understand about the perception of their staffs about service recovery. Although a degree of acceptance of marketing's appropriateness in healthcare followed any initial resistance, until recently, the great proportion of hospital governance and management has been the domain of clinicians, who had little expertise in conventional management practices or marketing applications in services. It shows that management team should increase their understanding in service marketing to provide better quality of service.

REFERENCES

[1] Ajayi, O.C.,Jack,B.K,Lemimona, B. (2012). Auction Design for Private Provision of Public goods in developing Countries: Payment for environmental services in Malawi and Indonesia. World Development 40(6), 1213-1223

[2] Alkire, S., and Foster, J., (2010). An Axiomatic Approach to identification and Measurement of Multidimensional Poverty. OPHI Research in Progress.

[3] Alkire, S., and Foster, J., (2011). Understandings and Misunderstandings of Multidimensional Poverty Measurement. Journal of Economic Inequality,9(2), 289-314.

[4] Cooksey,B. (2011). Development Policy Review, - Wiley Online Library

[5] David J. et al, (2019) Forest conservation policy and motivational crowding: Experimental evidence from Tanzania. Ecological Economics Volume 156, February 2019, Pages 444-453

[6] Gottlieb. C & Grobovsek J. (2019). Communal Land and Agricultural Productivity. Journal of Development Economics, Elsevier

[7] Hope, R A, Porras, I. & Miranda, M. (2005). Can payments for environmental services contribute to poverty reduction? A livelihoods analysis from Arenal, Costa Rica. Unpublished project report.

[8] IFAD (2013). Rural Poverty Report Overview. International Fund for Agricultural Development, Rome Italy

[9] IFAD (2016). Rural Poverty in Africa. International Fund for Agricultural Development, Rome Italy

[10] Kronenberg,J.,& Hubacek,K.(2013). Could Payment for Ecology System Services Create Ecosystems Services Curse? Ecology and Society,18(1),10. Rome Italy

[11] Massay. E, Kassile T. (2019). Land-based Investments in Tanzania Legal Framework and Realities on the Ground.   Springer

[12] Moore, K (2018). Seed Governance in Tanzania: Seed Capitalism, Pluralism, and Sovereignty Discourses Compared, and the Value of Nuance (Thesis)

[13] Obayelu,A.E.(2013). Economics of Poverty, environment and Natural Resources use. Policy Implications and Remedies Using Nigeria as case study

[14] Wagle, U. (2008). Multidimensional Poverty Measurement: Concepts and applications. Economic Studies in inequality. Social Exclusion and Well-being. Western Michigan University, MI, USA

[15] World Bank (2012). World Bank Data Bank. Washington, DC.

[16] World Bank (2012). An update to the World Bank's estimates of Consumption Poverty in the Developing World

[17] Wunder. (2009). Can payments for environmental services reduce deforestation and forest degradation? In: Realising REDD+: National strategy and policy options ed. Angelsen, A.). Pp.: 213–223. Bogor: Centre for International Forestry Research preliminary evidence". Environment and Development Economics13 (3), 279-297

AUTHORS

First Author – Robert Mwenyasi, Department of Business Studies, Mzumbe University, Tanzania, Email: rmwenyasi@mzumbe.ac.tz