

MAPPING SERVICE RECOVERY STRATEGY RESEARCH: A SYSTEMATIC REVIEW

PEMETAAN PENELITIAN STRATEGI PEMULIHAN LAYANAN: TINJAUAN SISTEMATIS

Carmen Mandey¹, Deske W. Mandagi^{2*}

Faculty of Economics and Business, Universitas Klabat, Manado, Indonesia

carmenmandey@unklab.ac.id¹, deskemandagi@unklab.ac.id²

ABSTRACT

Service recovery has become an important research area as organizations seek effective strategies to address service failures and maintain customer relationships. This study conducts a bibliometric analysis to examine the intellectual structure and thematic evolution of service recovery research. Initially, 258 publications were retrieved from the Scopus database, and after screening, 182 studies were retained for analysis. Using keyword co-occurrence and overlay visualization techniques, the results identify six major research clusters: (1) justice, satisfaction, and perceived fairness; (2) customer behavior, loyalty, and forgiveness; (3) service failure and recovery processes; (4) employee roles and organizational responses; (5) hospitality and tourism applications; and (6) digital platforms, artificial intelligence, and online service contexts. Early studies focused on justice perceptions and complaint management in service failures, while later research expanded to behavioral outcomes, organizational capabilities, and industry applications. Recent studies increasingly explore digital service environments, including online reviews, social media, and AI-enabled service recovery. These findings map the intellectual structure of service recovery research and highlight emerging directions for technology-driven service recovery and customer relationship management.

Keywords: Service recovery; Service failure; Perceived justice; Bibliometric analysis; Keyword co-occurrence; VOSviewer.

ABSTRAK

Pemulihan layanan telah menjadi area penelitian penting karena organisasi mencari strategi efektif untuk mengatasi kegagalan layanan dan mempertahankan hubungan pelanggan. Studi ini melakukan analisis bibliometrik untuk memeriksa struktur intelektual dan evolusi tematik penelitian pemulihan layanan. Awalnya, 258 publikasi diambil dari basis data Scopus, dan setelah penyaringan, 182 studi dipertahankan untuk analisis. Dengan menggunakan teknik ko-okurensi kata kunci dan visualisasi overlay, hasilnya mengidentifikasi enam klaster penelitian utama: (1) keadilan, kepuasan, dan persepsi keadilan; (2) perilaku pelanggan, loyalitas, dan pengampunan; (3) kegagalan layanan dan proses pemulihan; (4) peran karyawan dan respons organisasi; (5) aplikasi perhotelan dan pariwisata; dan (6) platform digital, kecerdasan buatan, dan konteks layanan online. Studi awal berfokus pada persepsi keadilan dan manajemen pengaduan dalam kegagalan layanan, sementara penelitian selanjutnya meluas ke hasil perilaku, kemampuan organisasi, dan aplikasi industri. Studi terbaru semakin mengeksplorasi lingkungan layanan digital, termasuk ulasan online, media sosial, dan pemulihan layanan yang didukung AI. Temuan ini memetakan struktur intelektual penelitian pemulihan layanan dan menyoroti arah baru untuk pemulihan layanan berbasis teknologi dan manajemen hubungan pelanggan.

Kata kunci: Pemulihan layanan; Kegagalan layanan; Keadilan yang dirasakan; Analisis bibliometrik; Ko-okurensi kata kunci; VOSviewer.

INTRODUCTION

Service failures are unavoidable in service-based organizations because service delivery involves human interactions, process variability, and complex service systems. When failures

occur, organizations must implement effective service recovery strategies to restore customer satisfaction and protect long-term relationships. Service recovery refers to the actions taken by firms to respond to service failures and resolve

customer complaints in order to recover customer satisfaction and trust (Wei et al., 2020; Liu et al., 2024). Effective recovery strategies such as apology, compensation, explanation, and corrective actions can reduce customer dissatisfaction and improve customer loyalty and repurchase intentions (Casidy and Shin, 2020; Abdelkader Ali et al., 2025). Recent studies also show that successful service recovery can transform dissatisfied customers into loyal customers by restoring trust and strengthening customer relationships (Lim et al., 2025; Chapagain et al., 2025). As service industries increasingly rely on digital platforms and technology-mediated interactions, understanding the mechanisms of service recovery has become more important for both scholars and practitioners (Mir et al., 2023; Liu et al., 2024).

A significant stream of service recovery research is grounded in justice theory, which explains how customers evaluate recovery efforts based on perceptions of distributive justice, procedural justice, and interactional justice. Justice perceptions shape customers' emotional and cognitive evaluations of recovery outcomes and influence their satisfaction and trust toward service providers (Kim and Ha, 2024; Wei et al., 2025). Empirical studies show that perceived fairness in recovery efforts strongly affects recovery satisfaction, loyalty, and positive word of mouth (Ding et al., 2015; Lim et al., 2025). Justice perceptions also influence forgiveness and customer attitudes toward firms following service failures (Wei et al., 2020; Huang et al., 2025). Consequently, justice theory continues to serve as a foundational framework for understanding customer evaluations of service recovery and the mechanisms through which

recovery strategies influence post-failure outcomes.

Another major research stream focuses on customer behavioral responses to service recovery. Scholars have examined how recovery efforts influence customer loyalty, repurchase intentions, complaining behavior, and electronic word of mouth. Research shows that effective service recovery strategies can increase customer forgiveness and encourage positive behavioral intentions such as repeat purchases and recommendations (Luo et al., 2024; Chapagain et al., 2025). Customer emotions also play an important role in shaping recovery outcomes, since emotional reactions such as anger, gratitude, or empathy can significantly influence customer satisfaction and post-recovery evaluations (Lastner et al., 2016; Sicilia et al., 2021; Wei et al., 2025). In digital service environments, customer responses to service recovery are increasingly expressed through online reviews and social media interactions, which can influence brand reputation and customer trust (Baradaran-Rafiee et al., 2025; Jeseo and Tatara, 2025). These findings indicate that customer behavioral outcomes represent an essential dimension of service recovery research.

In addition to customer responses, scholars have also explored the operational and managerial aspects of service recovery. Service failures often occur during service encounters and require structured organizational responses such as complaint management systems and recovery strategies. Research shows that effective complaint handling and recovery processes can significantly improve recovery satisfaction and reduce customer defection (Zhang et al., 2025; Yu et al., 2025). Studies also highlight the

importance of recovery timing, communication, and recovery strategies in determining how customers evaluate service recovery efforts (Yang and Shao, 2025; Cheng and Nam, 2025). In many cases, recovery strategies must be tailored to the type and severity of service failures in order to effectively restore customer satisfaction (Salehi-Esfahani and Torres, 2023; Zhang et al., 2025). These studies emphasize the importance of structured recovery processes for managing service failures in complex service systems.

Another important dimension of service recovery research concerns the role of frontline employees and organizational capabilities. Frontline employees often serve as the primary interface between the organization and the customer during service recovery encounters. Their behavior, emotional labor, and communication style can significantly influence customers' perceptions of fairness and satisfaction (Lajante and Tojib, 2025; Mushtaq et al., 2025). Research shows that employee empathy, empowerment, and training can improve recovery effectiveness and enhance customer satisfaction following service failures (Crabbe and Acquah, 2016; Kenesei and Kolos, 2018; Lajante et al., 2024). Conversely, employee incivility or poor communication can intensify negative customer emotions and damage customer relationships (Lee et al., 2023; Mushtaq et al., 2025). These findings suggest that organizational support systems and employee capabilities play a crucial role in delivering successful service recovery.

Service recovery research has also been widely applied across various industry contexts. Hospitality and tourism industries are particularly prominent in this research because service encounters in

these sectors involve intensive customer interaction and emotional experiences. Studies show that effective recovery strategies in hotels, restaurants, and tourism services significantly influence customer satisfaction, loyalty, and repurchase intentions (Aw et al., 2022; Mate et al., 2019; Singh and Shafieizadeh, 2025). Research in other service sectors such as banking, healthcare, and telecommunications also demonstrates that complaint handling and perceived fairness strongly influence customer evaluations of recovery efforts (Ibrahim et al., 2018; Boakye et al., 2021; Abdelkader Ali et al., 2025). These industry-based studies highlight the contextual relevance of service recovery strategies in different service environments.

More recently, technological advancements have introduced new research directions in service recovery. Digital platforms, artificial intelligence, and service robots are increasingly used to deliver services and manage customer complaints. Studies show that artificial intelligence systems and conversational agents can handle certain recovery interactions efficiently, particularly in online service environments (Chen et al., 2022; Zhu et al., 2023). Research also explores how service robots influence customer perceptions of service recovery and customer forgiveness following service failures (Fürst et al., 2025; Wang et al., 2025). Furthermore, online platforms such as social media and online review systems have transformed how customers express dissatisfaction and how firms respond to complaints (Guo et al., 2022; Wu et al., 2024). These developments demonstrate that technological innovations are reshaping the service recovery landscape and

expanding the scope of recovery strategies.

Despite the growing body of research, the service recovery literature remains fragmented across multiple theoretical perspectives, industries, and technological contexts. Existing studies often examine specific aspects of service recovery, such as justice perceptions, emotional responses, employee behavior, or digital service environments, without systematically integrating these perspectives into a comprehensive framework. Recent review studies emphasize the need for systematic analyses that map the intellectual structure and thematic evolution of service recovery research (Mir et al., 2023; Liu et al., 2024). In particular, the integration of traditional service recovery theories with emerging digital technologies and online service ecosystems remains insufficiently understood.

To address this gap, this study conducts a bibliometric analysis of service recovery research using publications retrieved from the Scopus database. This study contributes to the literature in several ways. First, it provides a systematic mapping of the intellectual structure of service recovery research by integrating diverse theoretical perspectives into a comprehensive framework. Second, the study advances theoretical understanding by identifying how service recovery research has evolved from traditional justice-based models toward broader perspectives that incorporate customer behavior, organizational capabilities, and digital service environments. Third, the findings highlight emerging research directions related to artificial intelligence, online service ecosystems, and technology-enabled service recovery. These insights

contribute to the development of future research agendas and support scholars in advancing theoretical knowledge in service recovery research.

METHODOLOGY

This study adopts a systematic literature review (SLR) combined with bibliometric analysis to examine the intellectual structure and thematic development of service recovery strategy research. The review process follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) approach to ensure a transparent, systematic, and replicable procedure for identifying and selecting relevant studies. The PRISMA framework is widely used in SLR because it provides a structured protocol for literature identification, screening, eligibility assessment, and final inclusion of studies, thereby improving the reliability and transparency of the review process.

2.1. Data Collection and Search Strategy

The dataset used in this study was obtained from the Scopus database, which is one of the largest and most comprehensive databases of peer-reviewed academic publications. Scopus is commonly used in bibliometric and systematic literature review studies because it offers extensive coverage of high-quality journals and provides structured bibliographic information suitable for citation and keyword analysis. The search strategy followed the research protocol summarized in Table 1. The search was limited to scientific journal articles to ensure the quality and credibility of the dataset. Publications were retrieved from the Business, Management and Accounting subject area,

since service recovery strategy research is primarily situated within service marketing and service management disciplines. The time frame covered 1998 to 2025, allowing the study to capture both the early development and recent trends of service recovery research.

Table 1. Research Protocol

Research Protocol	Description
Document type	Scientific articles from Journal
Source	Scopus Database
Time frame	1998-2025
Search field	Title, abstract & keywords
Language	English
Search terms	TITLE-ABS-KEY (service AND recovery AND strategy)
Subject area	Business, Management and Accounting
Inclusion criteria	Articles focus on service recovery strategy
Exclusion criteria	Studies originating from non-peerreviewed books, book chapters, conference papers, practical reports, theses/ dissertations, working papers and predatory journals, non-English articles and articles without full text.

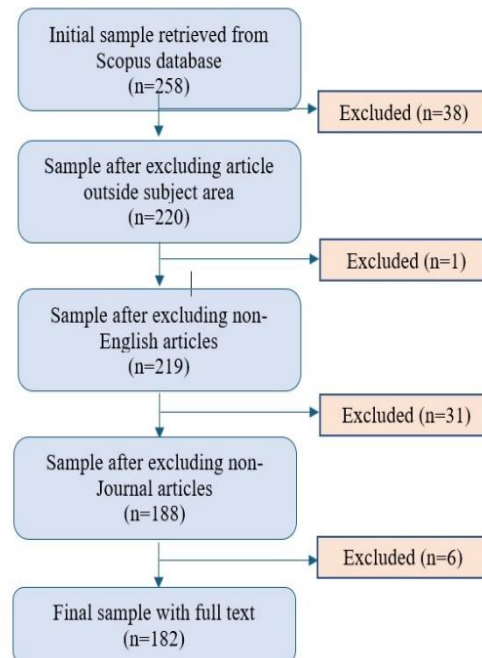
The search was conducted using the following query in the title, abstract, and keyword fields: TITLE-ABS-KEY (service AND recovery AND strategy). To

maintain consistency and comparability of the literature, the search was restricted to English-language publications. The inclusion criterion required that the selected studies focus on service recovery strategies within the context of service management and marketing. The exclusion criteria eliminated studies originating from non-peer-reviewed sources, including books, book chapters, conference papers, working papers, practical reports, theses, and dissertations. Non-English publications and articles without full-text access were also excluded.

2.2. Article Screening and Selection

The article selection process followed the PRISMA screening procedure, which involves four stages including identification, screening, eligibility, and final inclusion. The complete selection process is illustrated in Figure 1.

Figure 1. Article Selection Process



The initial search retrieved 258 publications from the Scopus database. During the first screening stage, 38 articles were excluded because they were outside the relevant subject area, resulting in 220 articles. In the second stage, one non-English article was removed, leaving 219 articles for further evaluation.

Next, publications that were not classified as journal articles were excluded. This step removed 31 publications, including conference papers and other non-journal documents, resulting in 188 articles. Finally, six articles without accessible full texts were excluded. After completing the screening and eligibility process, a final sample of 182 articles was retained for analysis.

2.3 Bibliometric and Keyword Co-occurrence Analysis

After establishing the final dataset, a bibliometric analysis was conducted to identify the intellectual structure and major research themes within the service recovery literature. In particular, this study employed keyword co-occurrence analysis using VOSviewer software.

VOSviewer is widely used in bibliometric studies because it provides advanced visualization techniques that allow researchers to map relationships among keywords, concepts, and research themes within a scientific field. Keyword co-occurrence analysis identifies frequently appearing keywords and analyzes how they are interconnected across publications. This approach enables the detection of dominant research topics and the identification of thematic clusters within the literature.

Using VOSviewer, a keyword co-occurrence network was generated from the author keywords of the selected articles. The software groups related

keywords into clusters based on their co-occurrence relationships, allowing the identification of major research themes in the service recovery literature. The analysis revealed six major thematic clusters, including justice and perceived fairness, customer behavior and loyalty, service failure and recovery processes, employee roles and organizational responses, hospitality and tourism applications, and digital platforms and technology-enabled service recovery.

In addition, overlay visualization analysis was conducted to examine the temporal development of the research field. This analysis highlights how earlier studies primarily focused on foundational concepts such as service failure, complaint management, and perceived justice, while more recent studies increasingly explore emerging themes such as artificial intelligence, online reviews, service robots, and digital service environments..

Results and Discussions

Trends in Service Recovery Strategy Research

Figure 2 illustrates the annual distribution of publications on service recovery strategy research from 1998 to 2025. The figure reveals a gradual but uneven growth pattern in the number of publications over time, indicating the increasing scholarly interest in this research area.

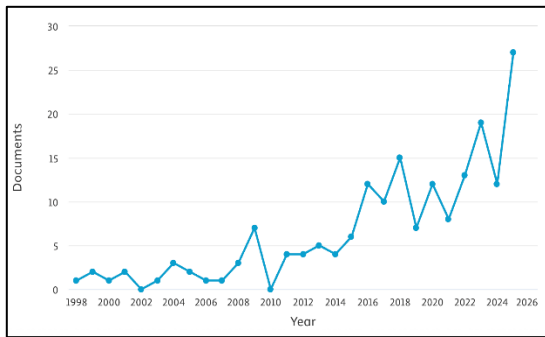


Figure 2. Annual trends in publications for Service Recovery Strategy research

During the early stage between 1998 and 2006, the number of publications remained relatively low, typically ranging from one to three studies per year. This period represents the emergence of service recovery research, where scholars primarily focused on foundational concepts such as service failure, complaint management, and customer satisfaction. The limited number of publications suggests that service recovery strategy was still developing as a distinct research domain within service marketing and management. Between 2007 and 2013, the field experienced a modest increase in research activity. Several years during this period recorded between four and seven publications, although the trend remained somewhat inconsistent with occasional declines. This stage reflects a development phase, where scholars began expanding the theoretical scope of service recovery research by examining customer behavior, justice perceptions, and service recovery processes.

A more significant increase in publications can be observed from 2014 onward, indicating growing academic attention to service recovery strategies. From 2015 to 2021, the number of publications fluctuated between approximately seven and fifteen studies per year. This increase suggests that

service recovery had become a more established research topic, with scholars investigating a wider range of issues including customer forgiveness, employee roles in recovery processes, and industry-specific applications such as hospitality and tourism. The most noticeable growth occurs in the recent period between 2022 and 2025, where the number of publications rises substantially. The peak occurs in 2025 with approximately 27 publications, representing the highest level of research output during the study period. This surge reflects the expanding relevance of service recovery in modern service environments, particularly with the emergence of digital service platforms, online customer interactions, artificial intelligence, and service robots.

Publication Trend and Citation Growth in Service Recovery Strategy Research

Figure 3 illustrates the relationship between the annual number of publications and citation counts in service recovery strategy research from 2001 to 2025. In the early years between 2001 and approximately 2008, the number of publications remained relatively low, with only a few studies published annually. Correspondingly, citation counts were also limited, reflecting the early stage of development of service recovery research within service marketing and management. Between 2009 and 2014, both publications and citations began to increase gradually, indicating growing scholarly attention and the emergence of foundational studies that contributed to the development of the field.

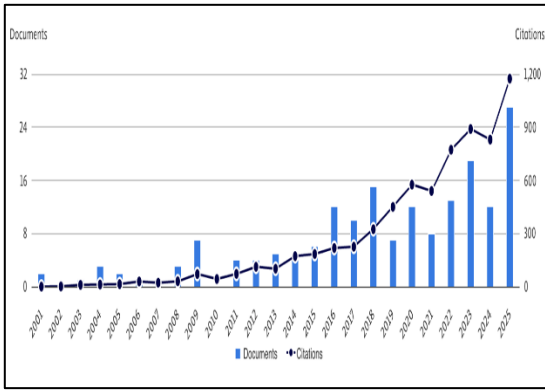


Figure 3. Publication Trend and Number of Citations in Service Recovery Strategy Research

A more substantial growth phase is observed from 2015 onward, where both research output and citation impact increased significantly. The number of publications rose steadily, while citation counts showed a strong upward trend, particularly after 2018. The highest levels of both publications and citations appear in the most recent years, with a peak around 2024–2025. This trend indicates that service recovery strategy has become an increasingly important research topic,

driven by the growing complexity of service environments and the emergence of digital platforms, online customer interactions, and technology-enabled service recovery practices.

Most Influential Journals in Service Recovery Strategy Research

Table 4 presents the top ten most influential journals contributing to service recovery strategy research based on the number of published articles. The Journal of Service Research ranks first with six publications, making it the most prominent outlet for studies related to service recovery strategy. This journal is widely recognized as a leading publication in the service marketing field, indicating that service recovery remains a central topic within service research. The Journal of Services Marketing follows with four publications, further highlighting the strong representation of service marketing journals in advancing research on service recovery strategies.

Table 4. Most Influential Journals in Service Recovery Strategy Research

Rank	Journal Title	Counts	Publisher
1	Journal of Service Research	6	SAGE Publications Inc.
2	Journal of Services Marketing	4	Emerald Publishing
3	Journal of Hospitality Marketing and Management	3	Routledge
4	International Journal of Contemporary Hospitality Management	3	Emerald Publishing
5	Journal of Service Theory and Practice	3	Emerald Group Holdings Ltd.
6	Services Marketing Quarterly	3	Routledge
7	Journal of Hospitality and Tourism Research	2	SAGE Publications Inc.
8	Business Process Management Journal	2	Emerald Publishing
9	International Journal of Quality and Service Sciences	2	Emerald Publishing
10	Journal of Service Management	2	Emerald Publishing

Several journals share similar publication counts, reflecting the interdisciplinary nature of service recovery research. *Journal of Hospitality Marketing and Management*, *International Journal of Contemporary Hospitality Management*, *Journal of Service Theory and Practice*, and *Services Marketing Quarterly* each contribute three articles, indicating the significant role of hospitality and service management contexts in this research area. The remaining journals, including *Journal of Hospitality and Tourism Research*, *Business Process Management Journal*, *International Journal of Quality and Service Sciences*, and *Journal of Service Management*, each publish two articles related to service recovery strategy. The presence of journals from publishers such as Emerald Publishing, Routledge, and SAGE Publications suggests that service recovery research is primarily concentrated within service marketing, hospitality management, and service operations disciplines. Overall, the distribution of articles across these journals demonstrates the growing academic interest in service recovery strategies across multiple service-related research domains.

Most Influential Authors in Service Recovery Strategy Research

Figure 4 presents the most productive authors in service recovery strategy research based on the number of publications. Among the listed scholars, Antonetti, P. emerges as the most productive author with four publications, indicating a strong contribution to the development of research on service recovery. Following Antonetti, several authors including Crisafulli, B., Grewal, D., Mattila, A.S., and Sivakumar, K. each

contributed three publications, demonstrating their significant involvement in advancing theoretical and empirical discussions related to service recovery and service failure management.

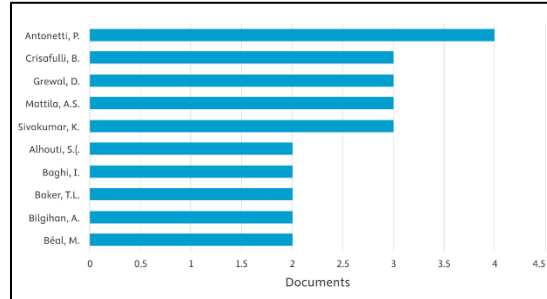


Figure 4. Most Influential Authors in Service Recovery Strategy Research (Top 10)

Other scholars such as Alhouti, S., Baghi, I., Baker, T.L., Bilgihan, A., and Béal, M. each contributed two publications, reflecting their active participation in this research area. The presence of multiple authors with comparable publication counts suggests that service recovery strategy research is shaped by contributions from a diverse group of scholars rather than being dominated by a single researcher. This pattern indicates a collaborative and evolving research field in which multiple researchers contribute to expanding theoretical perspectives and empirical insights related to service recovery.

Most Productive Countries in Service Recovery Strategy Research

Figure 5 illustrates the distribution of publications on service recovery strategy across the most productive countries. The United States ranks first with the highest number of publications, contributing approximately 68 documents, indicating its dominant role in advancing research on service recovery. This strong contribution reflects the well-established

research infrastructure and the significant emphasis on service marketing and service management within U.S. academic institutions.

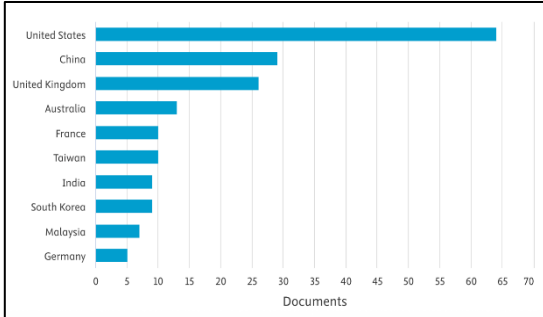


Figure 5. Most Productive Countries in Service Recovery Strategy Research

Following the United States, China and the United Kingdom represent the second and third most productive countries, with approximately 29 and 26 publications, respectively. Other countries such as Australia, France, Taiwan, India, South Korea, Malaysia, and Germany also contribute to the literature, although with comparatively smaller numbers of publications. The distribution suggests that service recovery strategy research is globally distributed but remains concentrated in a few leading countries with strong research capacities in marketing, hospitality, and service management disciplines. The presence of contributions from multiple regions also indicates the growing international interest in understanding service recovery practices across different cultural and service contexts.

Most Productive Institutions in Service Recovery Strategy Research

Figure 6 presents the institutions that have contributed the highest number of publications in service recovery strategy research. The University of Central Florida ranks first with six publications, indicating its strong contribution to the

development of research in service management and hospitality-related fields. The Rosen College of Hospitality Management, which is affiliated with the University of Central Florida, follows with five publications, highlighting the significant role of hospitality and tourism research centers in advancing service recovery studies.

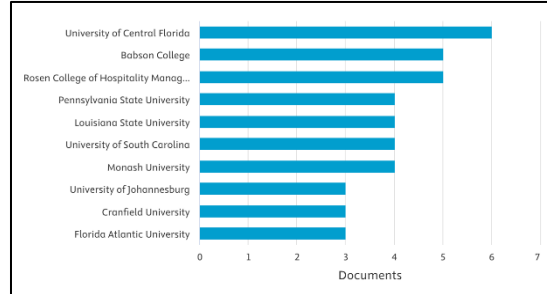


Figure 6. Most Productive Institutions in Service Recovery Strategy Research

Several other institutions including Pennsylvania State University, Louisiana State University, and the University of South Carolina each contribute four publications, demonstrating their active involvement in service marketing and hospitality management research. Meanwhile, Monash University, University of Johannesburg, Cornell University, and Florida Atlantic University each contribute three publications. The presence of universities from the United States, Australia, and South Africa suggests that research on service recovery strategy is supported by globally distributed academic institutions, with particularly strong contributions from institutions specializing in hospitality, tourism, and service management disciplines.

Seminal Works in Service Recovery Strategy Research

Table 5 presents the most influential publications in service recovery strategy

research based on citation counts. The study by DeWitt et al. (2008) is the most highly cited work, with 379 citations, highlighting its substantial influence on the literature. This study emphasizes the role of trust and emotions as mediating mechanisms between service recovery efforts and customer loyalty, demonstrating that effective recovery strategies can strengthen customer relationships after service failures. Another influential contribution is Heidenreich et al. (2015), which has received 276 citations and examines the potential negative consequences of customer co-creation in service recovery contexts. Similarly, Roggeveen et al. (2012) has accumulated 254 citations and investigates how collaboration between firms and customers can enhance recovery outcomes under specific conditions.

Several other highly cited studies have contributed significantly to expanding theoretical and empirical understanding of service recovery. Dewitt and Brady (2003) explore the role of rapport in shaping customer responses to

service failure, while Zhu et al. (2013) examine recovery processes in technology-based service environments, particularly focusing on failures in self-service technologies. More recent influential studies have explored emerging issues such as digital communication and customer emotions. For instance, Zhang et al. (2017) analyze the role of social media and electronic word of mouth among Generation Y, whereas Wei et al. (2020) investigate the role of empathy and apology in fostering consumer forgiveness following service failures. Additionally, studies such as Migacz et al. (2018) apply justice theory to service recovery in the airline industry, and Hazée et al. (2017) examine the role of brand equity in co-created recovery processes. Overall, these highly cited publications illustrate the evolution of service recovery research from foundational theories of trust and justice toward broader perspectives incorporating co-creation, technology-mediated services, and customer behavioral responses.

Table 5. Seminal work on Service Recovery Strategy

Authors	Title	Year	Source title	Cited by
DeWitt et al.	Exploring customer loyalty following service recovery: The mediating effects of trust and emotions	2008	Journal of Service Research	379
Heidenreich et al.	The dark side of customer co-creation: exploring the consequences of failed co-created services	2015	Journal of the Academy of Marketing Science	276
Roggeveen et al.	Understanding the co-creation effect: When does collaborating with customers provide a lift to service recovery?	2012	Journal of the Academy of Marketing Science	254
Dewitt & Brady	Rethinking Service Recovery Strategies: The Effect of Rapport on Consumer Responses to Service Failure	2003	Journal of Service Research	253
Zhu et al.	Fix It or Leave It? Customer Recovery from Self-service Technology Failures	2013	Journal of Retailing	194

Zhang et al.	Generation Y’s positive and negative eWOM: use of social media and mobile technology	2017	International Journal of Contemporary Hospitality Management	190
Alzoubi et al.	Do perceived service value, quality, price fairness and service recovery shape customer satisfaction and delight? A practical study in the service telecommunication context	2020	Uncertain Supply Chain Management	165
Wei et al.	The road to consumer forgiveness is paved with money or apology? The roles of empathy and power in service recovery	2020	Journal of Business Research	156
Migacz et al.	The “Terminal” Effects of Service Failure on Airlines: Examining Service Recovery with Justice Theory	2018	Journal of Travel Research	155
Hazée et al.	Co-creating service recovery after service failure: The role of brand equity	2017	Journal of Business Research	149

* Citation counts as of February 2026

Keywords co-occurrence analysis

Figure 7 presents the keyword co-occurrence network that illustrates the conceptual structure of research on service recovery strategies. In this network visualization, the size of each node represents the frequency with which a keyword appears in the literature, while the connecting lines indicate the strength of relationships between keywords based on their co-occurrence in the same publications. Different colors represent clusters of closely related keywords, reflecting distinct thematic areas within the service recovery research domain. At the center of the network, the term service recovery appears as the most prominent

and interconnected keyword, indicating its central role in linking various research topics and highlighting its importance as the core concept in this field.

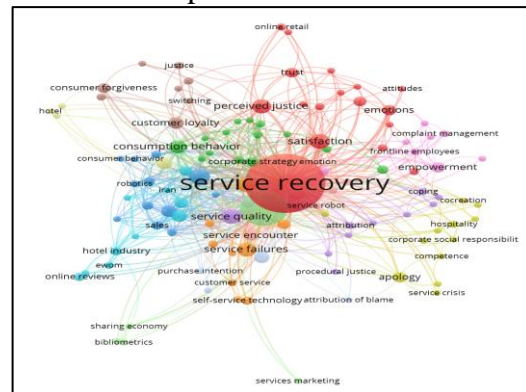


Figure 7. Keyword co-occurrence analysis

Table 6. Clusters of high frequency keywords related to service recovery strategy

Cluster	Items (n)	Keywords	Issues / Thematic Focus	Sample Authors (Year)
Cluster 1: Justice, Satisfaction & Perceived Fairness	16	perceived justice, distributive justice, interactional justice, procedural justice, satisfaction, fairness, trust	Customer perceptions of fairness and justice in evaluating service recovery outcomes and post-recovery satisfaction.	Ding et al. (2015); Kim et al. (2012); Wei et al. (2020); Lim et al. (2025)

Cluster	Items (n)	Keywords	Issues / Thematic Focus	Sample Authors (Year)
Cluster 2: Customer Behavior, Loyalty & Forgiveness	15	customer loyalty, consumer forgiveness, behavioral intention, word-of-mouth, repurchase intention, customer retention	Behavioral and relational outcomes of service recovery, including forgiveness, loyalty, and repurchase intentions.	DeWitt et al. (2008); Migacz et al. (2018); Chapagain et al. (2025); Muhammad et al. (2017)
Cluster 3: Service Failure & Recovery Processes	14	service failure, service encounter, service recovery strategy, complaint handling, recovery satisfaction	Operational management of service failures and recovery strategies that restore customer satisfaction.	Roggeveen et al. (2012); Zhu et al. (2013); Liu (2013); Caillier (2023)
Cluster 4: Employee Role & Organizational Response	13	frontline employees, empowerment, employee training, emotional labor, complaint management	The role of employees and organizational processes in implementing effective service recovery practices.	Crabbe & Acquaaah (2016); Lajante et al. (2024); Ogbeide et al. (2017); Kenesei & Kolos (2018)
Cluster 5: Hospitality & Tourism Applications	12	hospitality industry, hotel industry, tourism, restaurant industry, guest satisfaction	Industry-specific applications of service recovery strategies in hospitality and tourism contexts.	O'Neill & Mattila (2004); Mate et al. (2019); Aw et al. (2022); Elbaz et al. (2023)
Cluster 6: Digital Platforms, AI & Online Context	10	online reviews, social media, artificial intelligence, service robots, e-WOM, sharing economy	Digital service environments shaping service recovery, including online reviews, AI-enabled recovery, and platform-based services.	Guo et al. (2022); Chen & Tussyadiah (2021); Fürst et al. (2025); Wang et al. (2025)

Cluster 1: Justice, Satisfaction, and Perceived Fairness. The first cluster emphasizes the central role of justice perceptions in shaping customers' evaluations of service recovery outcomes. The prominence of keywords such as perceived justice, distributive justice, procedural justice, interactional justice,

satisfaction, and trust indicates that fairness-based frameworks remain a dominant theoretical foundation in service recovery research. Studies consistently demonstrate that customers evaluate recovery efforts based on the fairness of outcomes, processes, and interpersonal treatment, which in turn influences

recovery satisfaction and long-term relational outcomes. For instance, distributive, procedural, and interactional justice have been shown to significantly affect recovery satisfaction, trust, and commitment, ultimately shaping behavioral intentions and overall satisfaction (Ok et al., 2005). Similarly, perceived justice drives emotional responses and electronic word-of-mouth behaviors following service recovery encounters (Kim & Tang, 2016). Empirical evidence also suggests that justice perceptions mediate the relationship between recovery strategies and post-recovery satisfaction and repurchase intentions across sectors such as banking and telecommunications (Abdelkader Ali et al., 2025; Alzoubi et al., 2020). Furthermore, perceived justice influences corporate image formation and customer loyalty in service recovery contexts (Mostafa et al., 2015; Ding et al., 2015). Collectively, this cluster highlights the foundational importance of justice theory in understanding how recovery strategies restore trust, satisfaction, and relationship quality after service failures.

Cluster 2: Customer Behavioral Responses, Loyalty, and Word-of-Mouth. The second cluster focuses on the behavioral consequences of service recovery, particularly customer loyalty, repurchase intentions, complaining behavior, and word-of-mouth communication. Keywords such as behavioral intentions, loyalty, complaining behavior, word-of-mouth, and repurchase intention illustrate that effective recovery strategies influence customers' future interactions with service providers. Research indicates that recovery satisfaction plays a crucial role in shaping relationship quality, trust, and commitment, which subsequently drive

positive behavioral outcomes such as loyalty and repatronage intentions (Ok et al., 2005; Komunda & Osarenkhoe, 2012). Service recovery strategies also influence customer forgiveness and reduce negative word-of-mouth communication when properly aligned with customer characteristics such as self-construal and emotional responses (Aw et al., 2022; Casidy & Shin, 2015). Additionally, justice perceptions have been found to mediate the relationship between service recovery and customer loyalty in hospitality settings (Chapagain et al., 2025). Studies examining customer complaining behavior further show that service failure severity, emotional reactions, and recovery satisfaction influence whether customers complain, exit, or remain loyal to the firm (Casado-Díaz & Nicolau-Gonzálbez, 2009; Khalilzadeh et al., 2017). This cluster therefore demonstrates that service recovery strategies not only address immediate dissatisfaction but also play a strategic role in maintaining customer retention and encouraging positive word-of-mouth communication.

Cluster 3: Service Failure and Recovery Strategies

The third cluster centers on the operational and strategic management of service failures and the implementation of effective recovery strategies. Keywords such as service failure, recovery strategy, compensation, apology, and recovery satisfaction reflect research examining how organizations respond to service breakdowns and design mechanisms to restore customer satisfaction. Early conceptual work highlights that service failures are inevitable in service systems and that structured recovery strategies are essential for maintaining service quality and customer relationships (Hoffman &

Chung, 1999; Mattila, 1999). Subsequent studies propose models explaining how recovery strategies—such as apology, compensation, explanation, and service guarantees—affect customer perceptions and behavioral responses (Zhu et al., 2004; Crisafulli & Singh, 2016). Research also suggests that effective recovery can even generate a service recovery paradox, where customers become more loyal after a well-managed failure than if no failure had occurred (Gohary et al., 2016; Lim et al., 2025). Furthermore, organizations increasingly recognize that nontraditional failures such as information privacy breaches should also be treated as service failures requiring appropriate recovery strategies (Malhotra & Malhotra, 2011). Overall, this cluster highlights the strategic importance of recovery mechanisms as tools for mitigating service failure impacts and strengthening long-term customer relationships.

Cluster 4: Employees, Emotional Labor, and Organizational Capabilities. The fourth cluster highlights the critical role of frontline employees and organizational capabilities in delivering effective service recovery. Keywords such as frontline employees, empowerment, training, emotional labor, and employee effort indicate that employee behavior is a key determinant of recovery effectiveness. Research demonstrates that empowered employees with adequate training and service orientation significantly improve service recovery performance and customer satisfaction (Crabbe & Acquah, 2016). Complaint management studies further show that employee empowerment and responsiveness enhance guest satisfaction, loyalty, and intention to recommend services (Ogbeide et al., 2017). Emotional labor and empathy also play crucial roles in recovery interactions,

influencing customers' perceptions of interactional justice and post-recovery behavior (Lajante & Dohm, 2024). Additionally, employee communication style and emotional tone during recovery encounters can significantly influence customer forgiveness and satisfaction outcomes (Luo et al., 2024). Research also highlights challenges such as employee incivility or stereotyping, which may trigger negative customer emotions such as brand hate but can be mitigated through effective recovery strategies (Mushtaq et al., 2025; Lee et al., 2023). This cluster underscores that successful service recovery requires not only well-designed strategies but also capable and emotionally intelligent frontline employees.

Cluster 5: Industry and Context-Specific Applications (Hospitality, Tourism, Banking, and Retail)

The fifth cluster reflects the contextual application of service recovery research across industries, particularly hospitality, tourism, banking, and telecommunications. Keywords such as hotel industry, hospitality, banking services, tourism, and telecommunication demonstrate the widespread relevance of recovery strategies in service-intensive sectors. Hospitality and tourism industries are particularly prominent in this research stream due to their high levels of customer interaction and vulnerability to service failures (O'Neill & Mattila, 2004; Akarsu et al., 2023). Studies show that effective recovery strategies in hospitality settings significantly influence guest satisfaction, loyalty, and repatronage intentions (Mate et al., 2019; Chapagain et al., 2025). Similarly, research in banking and telecommunications sectors highlights the importance of complaint management, perceived fairness, and communication in enhancing customer satisfaction and

loyalty (Ibrahim et al., 2018; Komunda & Osarenkhoe, 2012). Industry-specific research also explores recovery strategies in emerging contexts such as peer-to-peer accommodation platforms and healthcare services (Chen & Tussyadiah, 2021; Boakye et al., 2021). Collectively, this cluster demonstrates how service recovery frameworks are adapted across diverse service environments to maintain competitiveness and service quality.

Cluster 6: Digital Platforms, AI, and Technology-Enabled Service Recovery. The sixth cluster represents emerging research trends examining service recovery in digital and technology-mediated environments. Keywords such as online reviews, artificial intelligence, social media, service robots, and self-service technologies reflect the growing influence of digital technologies on service interactions and recovery processes. Online platforms have transformed how customers express dissatisfaction and how firms respond to service failures. Studies show that managerial responses to online reviews—particularly apologetic responses—can positively influence future review volumes and customer perceptions (Guo et al., 2022; Mate et al., 2019). Similarly, social media service recovery strategies, including personalized webcare responses, significantly influence repurchase intentions and customer engagement (Johnston et al., 2025). The rise of artificial intelligence has also introduced new forms of recovery agents, such as service robots and conversational AI systems, which can effectively manage recovery interactions when aligned with customer expectations and failure contexts (Fürst et al., 2025; Hu & Pan, 2024). Research further explores human–AI collaborative recovery strategies and their

influence on customer forgiveness and satisfaction (Yang & Shao, 2025). Overall, this cluster reflects the ongoing digital transformation of service recovery practices and highlights the increasing importance of technology-driven recovery mechanisms in modern service ecosystems.

Overlay visualization of keywords over time

The figure presents an overlay visualization of keyword co-occurrence in service recovery research, illustrating both the structural relationships among key themes and their temporal evolution within the literature. In this visualization, node size represents the frequency of keywords, link strength indicates the degree of co-occurrence between terms, and the color gradient, from blue (earlier studies) to yellow (recent studies), reflects the chronological development of research topics. The central node “service recovery” dominates the network and connects multiple related concepts such as service failure, satisfaction, perceived justice, service encounter, and customer loyalty. This central position confirms that service recovery serves as the core framework through which scholars examine how organizations respond to service breakdowns and restore customer relationships. Early foundational research concentrated on understanding the nature of service failures and complaint management processes, emphasizing the need for structured recovery mechanisms within service operations (Hoffman et al., 2016; Kuo et al., 2011).

platforms have become an important context for modern service recovery research.

The most recent research themes, represented by yellow nodes, highlight the increasing integration of emerging technologies and complex service ecosystems. Keywords such as artificial intelligence, service robots, co-creation, and customer participation demonstrate that contemporary research is exploring how technological innovations reshape recovery processes. For instance, studies investigate how AI-based service systems, chatbots, and service robots manage recovery interactions and influence customer forgiveness and satisfaction (Chen et al., 2022; Zhu et al., 2023; Wang et al., 2025). At the same time, research increasingly examines collaborative recovery approaches where customers actively participate in solving service failures (Roggeveen et al., 2012; Dong et al., 2016). Emerging contexts such as online healthcare platforms, crowdsourced transportation services, and digital service ecosystems further illustrate how service recovery strategies are adapting to new technological environments (Yuen et al., 2023; Zhang et al., 2025).

CONCLUSIONS

This study aimed to examine the intellectual structure and development of service recovery strategy research through a systematic literature review and bibliometric analysis. Using the PRISMA approach, an initial sample of 258 publications was retrieved from the Scopus database, and after applying screening and eligibility criteria, 182 articles were retained for the final analysis. The results show that research on service recovery strategy has grown significantly over time, particularly after 2015,

reflecting the increasing academic and practical importance of managing service failures in complex service environments. The bibliometric analysis identified six major thematic clusters shaping the field. These clusters include justice, satisfaction, and perceived fairness; customer behavior, loyalty, and forgiveness; service failure and recovery processes; employee roles and organizational responses; hospitality and tourism applications; and digital platforms, artificial intelligence, and online service environments. The findings also reveal that leading contributions originate from journals specializing in service marketing and hospitality management, with strong research contributions from countries such as the United States, China, and the United Kingdom. In addition, several seminal studies have played an important role in shaping the theoretical foundations of service recovery research.

From a theoretical perspective, this study contributes to the service management and marketing literature by providing a comprehensive mapping of the intellectual structure of service recovery strategy research. The findings integrate multiple theoretical perspectives including justice theory, customer behavior theories, and service management frameworks into a unified understanding of service recovery. The identification of six thematic clusters demonstrates how the literature has evolved from early research emphasizing fairness and complaint handling toward broader perspectives that incorporate organizational capabilities, customer relationships, and digital service environments. By highlighting the relationships among these themes, this study advances theoretical understanding of how service recovery strategies

influence customer satisfaction, loyalty, and organizational performance.

This study also provides several implications for future research. First, future studies should further explore the role of emerging technologies such as artificial intelligence, service robots, and conversational agents in service recovery processes. As digital platforms increasingly mediate service interactions, understanding how technology-enabled recovery strategies influence customer perceptions and behavioral outcomes remains an important research direction. Second, more research is needed to examine cross-cultural differences in service recovery perceptions, as customer expectations and evaluations of fairness may vary across cultural contexts. Third, future research could investigate customer participation and co-creation in service recovery, particularly in online environments where customers actively engage in feedback, reviews, and complaint interactions. Finally, longitudinal and multi-method research designs may provide deeper insights into how recovery strategies influence long-term customer relationships and brand outcomes.

Despite its contributions, this study has several limitations that should be acknowledged. First, the analysis relies solely on the Scopus database, which may exclude relevant studies indexed in other databases such as Web of Science or Google Scholar. Second, the study focuses exclusively on English-language journal articles, which may limit the inclusion of relevant research published in other languages or publication formats. Third, the bibliometric approach primarily analyzes publication patterns and keyword relationships, which may not fully capture the depth of theoretical and

methodological developments in the literature. Future studies could address these limitations by incorporating multiple databases, expanding the scope of document types, and conducting complementary qualitative reviews to provide deeper theoretical insights. Despite these limitations, this study provides a systematic overview of the development of service recovery strategy research and offers a foundation for advancing future research in this important area of service management.

REFERENCES

- Abdelkader Ali, A., Andrei, A. G., Ruiz-Moreno, F., & Bagnato, G. (2025). The role of perceived justice and emotions in service recovery process: Insights from the banking sector. *Business Process Management Journal*. <https://doi.org/10.1108/BPMJ-12-2024-1247>
- Akarsu, T. N., Marvi, R., & Foroudi, P. (2023). Service failure research in the hospitality and tourism industry: A synopsis of past, present and future dynamics from 2001 to 2020. *International Journal of Contemporary Hospitality Management*, 35(1), 186–217. <https://doi.org/10.1108/IJCHM-11-2021-1441>
- Alhouti, S., Lindsey Hall, K. K., & Baker, T. L. (2024). Enhancing CSR and purchase intent in service recovery: Investigating the interplay of prosocial compensation, hedonic and luxury purchases. *Journal of Services Marketing*, 38(8), 957–974. <https://doi.org/10.1108/JSM-11-2023-0409>
- Alhouti, S., Lindsey Hall, K. K., Kuo, A., & Baker, T. L. (2025). Socially

- responsible cocreation in service recovery: The role of pride in prosocial compensation. *European Journal of Marketing*, 59(3), 820–847. <https://doi.org/10.1108/EJM-11-2022-0808>
- Alzoubi, H., Alshurideh, M., Kurdi, B. A., & Inairat, M. (2020). Do perceived service value, quality, price fairness and service recovery shape customer satisfaction and delight? A practical study in the service telecommunication context. *Uncertain Supply Chain Management*, 8(3), 579–588. <https://doi.org/10.5267/j.uscm.2020.2.005>
- Aw, E. C.-X., Chuah, S. H.-W., Sabri, M. F., & Chong, H.-X. (2022). “We” want apology! Tailoring service recovery and self-construal to earn customer forgiveness. *International Journal of Services, Economics and Management*, 13(3), 225–242. <https://doi.org/10.1504/IJSEM.2022.126216>
- Baradaran-Rafiee, V., Nyadzayo, M. W., & Gomišček, B. (2025). Mastering the digital dialogue: How restaurant managers tackle positive and negative eWOM in the UAE restaurant industry. *Tourism and Hospitality Research*.
- Boakye, K. G., Qin, H., Blankson, C., Hanna, M. D., & Prybutok, V. R. (2021). Operations-oriented strategies and patient satisfaction: The mediating effect of service experience. *International Journal of Quality and Service Sciences*, 13(3), 395–416. <https://doi.org/10.1108/IJQSS-11-2020-0186>
- Cantor, V. J. M., & Li, R. C. (2019). Matching service failures and recovery options toward satisfaction. *Service Industries Journal*, 39(13–14), 901–924. <https://doi.org/10.1080/02642069.2018.1450868>
- Casado-Díaz, A. B., & Nicolau-Gonzálbez, J. L. (2009). Explaining consumer complaining behaviour in double deviation scenarios: The banking services. *Service Industries Journal*, 29(12), 1659–1668. <https://doi.org/10.1080/02642060902793524>
- Chang, C.-C., & Hung, J.-S. (2018). The effects of service recovery and relational selling behavior on trust, satisfaction, and loyalty. *International Journal of Bank Marketing*, 36(7), 1437–1454.
- Chapagain, R., Saud, H. S., Dhungana, B. R., & Kumar, R. (2025). Customer loyalty in the hotel industry: The interplay of justice perceptions and satisfaction as a mediator: Evidence from Nepal. *Cogent Business and Management*, 12(1).
- Chen, A., Pan, Y., Li, L., & Yu, Y. (2022). Are you willing to forgive AI? Service recovery from medical AI service failure. *Industrial Management & Data Systems*, 122(11), 2540–2557. <https://doi.org/10.1108/IMDS-12-2021-0801>
- Chen, Y., & Tussyadiah, I. P. (2021). Service failure in peer-to-peer accommodation. *Annals of Tourism Research*, 88. <https://doi.org/10.1016/j.annals.2021.103156>
- Cheng, X., & Nam, I. (2025). Rethinking picky shoppers and store reputation: Effective online service recovery strategies for products with minor defects. *Journal of Theoretical and*

- Applied Electronic Commerce Research*, 20(4).
- Crabbe, M. J., & Acquaaah, M. (2016). The determinants of service recovery in the retail industry: A study of micro and small enterprises in Ghana. *African Journal of Economic and Management Studies*, 7(1), 54–74. <https://doi.org/10.1108/AJEMS-10-2014-0072>
- DeWitt, T., & Brady, M. K. (2003). Rethinking service recovery strategies: The effect of rapport on consumer responses to service failure. *Journal of Service Research*, 6(2), 193–207. <https://doi.org/10.1177/1094670503257048>
- DeWitt, T., Nguyen, D. T., & Marshall, R. (2008). Exploring customer loyalty following service recovery: The mediating effects of trust and emotions. *Journal of Service Research*, 10(3), 269–281. <https://doi.org/10.1177/1094670507310767>
- Ding, M.-C., Ho, C.-W., & Lii, Y.-S. (2015). Is corporate reputation a double-edged sword? Relative effects of perceived justice in airline service recovery. *International Journal of Economics and Business Research*, 10(1), 1–17.
- Elbaz, A. M., Soliman, M., Al-Alawi, A., Al-Romeedy, B. S., & Mekawy, M. (2023). Customer responses to airline companies' service failure and recovery strategies: The moderating role of service failure habit. *Tourism Review*, 78(1), 1–17.
- Fürst, A., Trißler, L., Friedrich, R., & Wirtz, J. (2025). Service recovery by AI or human agents: Do failure and strategy context matter? *Journal of Service Management*, 36(3), 390–418. <https://doi.org/10.1108/JOSM-04-2024-0190>
- Guo, X., Ye, Q., Law, R., Liang, S., & Zhang, Y. (2022). Power of apologetic responses in online travel community. *International Journal of Hospitality Management*, 103. <https://doi.org/10.1016/j.ijhm.2022.103208>
- Hazée, S., Van Vaerenbergh, Y., & Armiroto, V. (2017). Co-creating service recovery after service failure: The role of brand equity. *Journal of Business Research*, 74, 101–109. <https://doi.org/10.1016/j.jbusres.2017.01.014>
- Heidenreich, S., Wittkowski, K., Handrich, M., & Falk, T. (2015). The dark side of customer co-creation: Exploring the consequences of failed co-created services. *Journal of the Academy of Marketing Science*, 43(3), 279–296. <https://doi.org/10.1007/s11747-014-0387-4>
- Hu, Q., & Pan, Z. (2024). Is cute AI more forgivable? The impact of informal language styles and relationship norms of conversational agents on service recovery. *Electronic Commerce Research and Applications*, 65.
- Huang, Y. S., Kao, W.-K., Tao, C. W., & Ko, S. S. (2025). Is compensation necessary to recover robotic service failures? The role of attribution and rapport in restaurants. *International Journal of Contemporary Hospitality Management*.
- Ibrahim, M., Abdallahamed, S., & Adam, D. R. (2018). Service recovery, perceived fairness, and customer satisfaction in the telecoms sector in Ghana. *International Journal of*

- Service Science, Management, Engineering, and Technology*, 9(4), 73–89.
- Jeseo, V., & Tataru, J. H. (2025). Responding to illegitimate negative reviews: How defensive responses affect purchase intentions. *Journal of Services Marketing*.
- Johnston, L., Melancon, J. P., & Leguizamon, J. S. (2025). Out of the public eye: The art of redirection in webcare apologies. *Journal of Services Marketing*, 39(3), 265–279.
- Kaur, P., Talwar, S., Islam, N., Salo, J., & Dhir, A. (2022). The effect of the valence of forgiveness to service recovery strategies and service outcomes in food delivery apps. *Journal of Business Research*, 147, 142–157.
- Kenesei, Z., & Kolos, K. (2018). The role of employee affective delivery and customer perceived control in service recovery. *Market-Tržište*, 30(1), 7–22.
- Khalilzadeh, J., Ghahramani, L., & Tabari, S. (2017). From “hypercritics” to “happy campers”: Who complains the most in fine dining restaurants? *Journal of Hospitality Marketing and Management*, 26(5), 451–473.
- Kim, K., & Ha, H.-Y. (2024). The dynamics of perceived justice and its outcomes in the online tourism sector: Inter-relationships and temporal and carryover effects. *Current Issues in Tourism*, 27(24), 4740–4756.
- Lajante, M., & Dohm, N. C. (2024). Customer’s social cognition in service recovery satisfaction with human vs robot agent. *International Journal of Quality and Service Sciences*, 16(4), 498–518.
- Lajante, M., & Tojib, D. (2025). Empathy in service recovery: A psychophysiological study of frontline employees’ responses across communication channels. *Journal of Consumer Marketing*.
- Lee, L., Yu, H., & Jolly, P. M. (2023). Keeping warm: Racial disparities of warmth judgments in the service industry. *International Journal of Contemporary Hospitality Management*, 35(11), 3950–3971.
- Lim, W. M., Saha, V., & Das, M. (2025). From service failure to brand loyalty: Evidence of service recovery paradox. *Journal of Brand Management*, 32(4), 257–281. <https://doi.org/10.1057/s41262-025-00380-5>
- Lin, H.-H., Wang, Y.-S., & Chang, L.-K. (2011). Consumer responses to online retailer’s service recovery after a service failure: A perspective of justice theory. *Managing Service Quality*, 21(5), 511–534.
- Liu, D., Zhao, Y., Wang, G., Schrock, W. A., & Voorhees, C. M. (2024). Thirty years of service failure and recovery research: Thematic development and future research opportunities from a social network perspective. *Journal of Service Research*, 27(2), 268–282. <https://doi.org/10.1177/10946705231194006>
- Liu, J., Zhang, H., Sun, J., Li, N., & Bilgihan, A. (2020). How to prevent negative online customer reviews: The moderating roles of monetary compensation and psychological compensation. *International Journal of Contemporary Hospitality Management*, 32(10), 3115–3134.

- Luong, D. B., Wu, K.-W., & Vo, T. H. G. (2020). Difficulty is a possibility: Turning service recovery into e-WOM. *Journal of Services Marketing*, 35(8), 1000–1012.
- Mate, M. J., Trupp, A., & Pratt, S. (2019). Managing negative online accommodation reviews: Evidence from the Cook Islands. *Journal of Travel & Tourism Marketing*, 36(5), 627–644.
<https://doi.org/10.1080/10548408.2019.1612823>
- Mattila, A. S. (1999). An examination of factors affecting service recovery in a restaurant setting. *Journal of Hospitality and Tourism Research*, 23(3), 284–298.
- Migacz, S. J., Zou, S., & Petrick, J. F. (2018). The terminal effects of service failure on airlines: Examining service recovery with justice theory. *Journal of Travel Research*, 57(1), 83–98.
<https://doi.org/10.1177/0047287516684979>
- Mir, M., Ashraf, R., Syed, T. A., Ali, S., & Nawaz, R. (2023). Mapping the service recovery research landscape: A bibliometric-based systematic review. *Psychology and Marketing*, 40(10), 2060–2087.
- Muhammad, L., Mahadi, B., & Hussin, N. (2017). Influence of social capital on customer's relationship satisfaction in the Pakistani banking industry. *Asia Pacific Journal of Marketing and Logistics*, 29(5), 1036–1054.
- Mushtaq, F. M., Hamzah, Z. L. B., & Ghazali, E. B. M. (2025). Moderating role of perceived justice between employee incivility and consequences of brand hate. *Journal of Asia Business Studies*, 19(1), 204–230.
- O'Neill, J. W., & Mattila, A. S. (2004). Towards the development of a lodging service recovery strategy. *Journal of Hospitality and Leisure Marketing*, 11(1), 51–64.
- Ok, C., Back, K.-J., & Shanklin, C. W. (2005). Modeling roles of service recovery strategy: A relationship-focused view. *Journal of Hospitality and Tourism Research*, 29(4), 484–507.
- Roggeveen, A. L., Tsiros, M., & Grewal, D. (2012). Understanding the co-creation effect: When does collaborating with customers provide a lift to service recovery? *Journal of the Academy of Marketing Science*, 40(6), 771–790.
<https://doi.org/10.1007/s11747-011-0274-1>
- Salehi-Esfahani, S., & Torres, E. (2023). Responding to negative reviews? The interplay of management response strategy and service failure type. *Journal of Hospitality Marketing and Management*, 32(1), 29–49.
- Sicilia, M., Caro-Jiménez, M. C., & Fernández-Sabiote, E. (2021). Influence of emotions displayed by employees during service recovery. *Spanish Journal of Marketing – ESIC*, 25(3), 392–408.
- Singh, S., & Shafieizadeh, K. (2025). Hospitality for all: Addressing service failures toward guests with disabilities. *Journal of Hospitality and Tourism Cases*.
- Wang, J., Zhou, Z., Ren, J., Liu, L., & Morrison, A. M. (2025). From failure to forgiveness: Robots' proactive role in the tourism industry. *Tourism Management*, 111.

- Wang, L., Ren, X., Wan, H., & Yan, J. (2020). Managerial responses to online reviews under budget constraints: Whom to target and how. *Information and Management*, 57(8).
- Wei, C., Liu, M. W., & Keh, H. T. (2020). The road to consumer forgiveness is paved with money or apology? The roles of empathy and power in service recovery. *Journal of Business Research*, 118, 321–334. <https://doi.org/10.1016/j.jbusres.2020.06.061>
- Wu, J., Ye, J., & Chu, J. (2024). Soothing the unsatisfied or pleasing the satisfied? The effects of managerial responses to positive versus negative reviews on customer ratings and financial performance. *Journal of the Academy of Marketing Science*.
- Yang, G., & Shao, B. (2025). Human-AI collaborative recovery: How recovery sequence and strategy order drive consumer forgiveness. *Journal of Retailing and Consumer Services*, 87.
- Yu, Z., Zhou, J., Jiang, P., & Liu, S. (2025). Rethinking service failure and recovery process: Insights from a leading airline in China. *International Journal of Contemporary Hospitality Management*, 37(8), 2676–2693.
- Zhang, M., Wang, L., Xu, H., & Xiong, J. (2025). Unveiling the multidimensional factors behind service failures in OMS: A comprehensive analysis of user complaints. *Total Quality Management and Business Excellence*, 36(15–16), 1619–1633.
- Zhu, Y., Zhang, J., & Wu, J. (2023). Who did what and when? The effect of chatbots' service recovery on customer satisfaction and revisit intention. *Journal of Hospitality and Tourism Technology*, 14(3), 416–429.
- Zhu, Z., Nakata, C., Sivakumar, K., & Grewal, D. (2013). Fix it or leave it? Customer recovery from self-service technology failures. *Journal of Retailing*, 89(1), 15–29. <https://doi.org/10.1016/j.jretai.2012.10.004>
- Zhu, Z., Sivakumar, K., & Parasuraman, A. (2004). A mathematical model of service failure and recovery strategies. *Decision Sciences*, 35(3), 493–525.