



# The Brand Trust As The Impact Of The Service Recovery Of The International Fast Food Restaurant

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## ABSTRACT

This study aims to determine the influence of service recovery on brand trust among international fast-food restaurant customers in Bandung City. The service recovery variable encompasses distributive justice, procedural justice, and interactional justice. In contrast, the brand trust variable comprises two dimensions: fiability and intentionality. This study employs primary data gathered through an online survey of 215 respondents who are consumers of international fast-food restaurants and have experienced inappropriate service with an international fast-food chain outlet. The proposed hypothesis was tested using structural equation modeling (SEM). Based on the results of R-squared tests, path coefficient analysis, and SMARTPLS 3.0 software measurements, service recovery significantly and positively impacts brand trust for customers of international fast-food restaurants in Bandung City.

## INTRODUCTION

In a highly competitive business environment, ensuring customer satisfaction is paramount to a company's success and continuity, companies must guarantee that the services provided meet or exceed customer expectations (Perdomo-verdecia et al., 2024). Although the services provided can provide comfort and satisfaction to customers, there are instances when the services provided can also cause dissatisfaction, which are referred to as service failures (Ko et al., 2020). The involvement of humans in service delivery renders avoiding errors in the service delivery process a challenging endeavor (Wen & Geng-qing Chi, 2013).

In the food service industry, delays or issues with food quality or billing can result in customer experiences that are perceived to be below expectations (Namkung et al., 2011). These discrepancies can evoke sentiments of betrayal, with consumer reactions to service failures encompassing a spectrum of behaviors, including switching providers and disseminating negative word-of-mouth, as well as retaliatory actions that damage the company's reputation and profitability (Tan et al., 2021). It is crucial to acknowledge that failures in the service provider industry can have a profound effect on customer satisfaction and loyalty (Cheng et al., 2019).

Although service failures can lead to customer dissatisfaction, effective service recovery can overcome this dissatisfaction and improve customer relationships (Sajtos et al., 2010). This is contingent on customers perceiving the service recovery as fair; if they do, their previous satisfaction with the company can be maintained (Chen et al., 2018). Furthermore, effective service recovery can enhance brand loyalty by 44% in a significant service failure and by 33% in the case of a minor service failure (Harrison-Walker, 2019).

In food consumption, brand trust represents a critical cognitive aspect that further enhances consumers' relationship with the brand and strengthens consumers' trust over time through the accumulation of positive experiences (Porrall & Levy-Mangin, 2016). Previous research has demonstrated that service recovery strategies employed by service providers can result in positive outcomes, including enhanced brand trust (Kim et al., 2018). The formation of a positive consumer-brand relationship is contingent upon brand trust, which is influenced by consumers' previous experiences with a particular brand. This trust protects the brand and the consumer from uncertainty (Bezbaruah et al., 2022). Brand trust results from a series of prior experiences and interactions throughout the consumer's developmental trajectory, which can be described as the consumer's experiential process of learning and feeling over time (Delgado-Ballester & Munuera-Alemán, 2005; Keller, 2012).

In recent years, the food and beverage sector has emerged as a significant contributor to manufacturing and economic growth in Indonesia. In the third quarter of 2020, the food and beverage industry made a notable contribution of 39.19 percent to the gross domestic product (GDP) of Indonesia's non-oil and gas processing industry (BPS, 2020). A survey conducted by Hanum et al. (2015) revealed that 69% of urban communities in Indonesia consume fast food. Of this population, 33% reported consuming fast food for lunch, 25% for dinner, 9% for a snack, and 2% for breakfast. In addition to Indonesia, Bandung has witnessed a notable expansion in the food and beverage industry. The decline in the incidence of COVID-19 infections and the revocation of the PPKM have resulted in a return to normalcy in community mobility, thereby facilitating a gradual recovery of economic activities in this city. The sector that experienced the most significant growth was accommodation and food services activities, which increased by 13.94 percent compared to the previous year, when it only grew by 1.17 percent (BPS, 2023). The economy of Bandung City is primarily driven by household consumption. The food, beverage, and cigarette expenditure represents the largest household consumption component, amounting to 35.19 percent. This percentage has increased from last year to 34.74 percent (BPS, 2023). The food and beverage sector is a promising business area in Bandung City, with a trend of positive results and potential for continued growth. This sector offers a profitable opportunity for business actors in the city, with the number of restaurants in Bandung City increasing significantly since 2018, with 1,386 restaurants in 2022 (BPS, 2023).

The current market dynamics encourage business actors in the field of fast-food restaurants to prioritize consumer retention as a means of survival in the face of impending changes. The quality of service provided by fast food restaurants must be of a high standard if customers are to be satisfied. This will ensure that all restaurant management and business actors can maintain and increase the number of customers (Poerwopoespito & Utomo, 2010). If a company cannot compete effectively, the probability of outlet closures will increase. One illustrative example is the fast-food restaurant Texas Chicken, which was compelled to close numerous stores throughout Indonesia. Similarly, Carl's Jr. was on the verge of bankruptcy due to its inability to compete with its rivals (Kompas, 2023). The international fast-food franchise sector has not always enjoyed a successful entry into the Indonesian market. Texas Chicken, a fast-food restaurant franchise from the United States, was forced to cease operations in Indonesia due to its inability to compete with international franchised fast-food restaurants and domestic fast-food outlets. The evolution of consumer lifestyles has resulted in a surge in demand for diverse dining experiences, accompanied by a rapid expansion of the fast food service industry (Min & Min, 2011). In the context of intensifying market competition, the success

of a fast-food restaurant is contingent upon its capacity to retain customers by enhancing customer value or introducing innovative service offerings (Min & Min, 2011). The restaurant experience comprises a series of service stages, commencing with a greeting from the service provider, followed by the selection of a table, ordering, receipt, and consumption of food, and finally, the payment of the bill and departure.

Service failures may occur at any stage of the service encounter (Namkung & Jang, 2010). A survey conducted by Databoks (2023) indicates that KFC and McDonald's, two prominent international fast-food chains, are perceived to offer superior customer service compared to other fast-food restaurants in Indonesia. However, it is important to note that not all customers have the same experience. Some customers have reported unsatisfactory service at these two international franchise fast food restaurants. These include instances of food being served late (Mediakonsumen, 2023), difficulties in making payments (Mediakonsumen, 2022), customer complaints, and food that is not of an acceptable standard (DetikFood, 2022).

Therefore, it is paramount for service companies to implement a systematic approach to service failure management, encompassing comprehensive detection and efficacious recovery strategies. This will facilitate the enhancement of customer satisfaction, thereby positively impacting business performance (Namkung & Jang, 2010). Developing a robust brand identity is paramount for businesses, as most companies will inevitably encounter a product or service failure at some point in time. Such an occurrence can potentially jeopardize the brand's relationship with consumers (Kaltcheva et al., 2013). Achieving brand trust aims to create experiences that influence the reciprocal activities between companies and consumers (Anderson & Narus, 1990). The primary objective of service recovery is to rectify failures and rebuild customer trust, relationships, and interest in future purchases from the company (Cheng et al., 2019). Nevertheless, several studies have indicated that many consumers remain dissatisfied with the service recovery provided (Ma et al., 2020).

## **LITERATURE REVIEW**

### **Service Recovery**

Service recovery is the service providers' effort to manage or resolve service failures (Van Vaerenbergh et al., 2019). It can be categorized into two types: economic recovery and emotional recovery. Economic recovery, also called tangible recovery, refers to solving problems by offering redresses, such as discounts, refunds, or replacements (Zhou et al., 2013). Emotional recovery also called psychological recovery, refers to intangible compensation, such as apologies and explanations (Wei et al., 2020).

Service recovery becomes an important step for companies when services fail to meet customer expectations and must be faced with appropriate actions to correct failures and reduce customer dissatisfaction simultaneously (Azemi et al., 2019; Jung & Seock, 2017). Customer experience in getting service recovery or service recovery process consists of three stages: pre-recovery, recovery, and post-recovery. The first stage, pre-recovery, refers to the time between learning about a service failure and the customer's interaction with the service provider to resolve the failure (Anwar & Ozuem, 2022). This stage is about awareness of the service problem, where communication between the customer and the organization begins to resolve the problem, and it provides an important foundation for recovery expectations (Gelbrich & Roschk, 2011).

The recovery stage begins when the service provider and customer make the first contact and ends when the problem has been satisfactorily resolved or when the customer gives up on their request due to other failures (Anwar & Ozuem, 2022). This stage is very important in the service recovery process because it indicates the point at which the service provider should provide a workable repair solution for the problem. Post-recovery processes cover the time after

recovery efforts are completed and customers begin to assess their service recovery experience from the previous phase (Anwar & Ozuem, 2022).

As defined by Wei et al. (2020), service recovery encompasses all company-driven actions to address customer-perceived service problems; its objective is to alter consumers' negative post-service evaluations and attitudes while maintaining customer retention. The essence of service recovery is to deliver justice and fairness to dissatisfied customers, where justice refers to an individual's evaluative judgment of his or her treatment perceived as fair (Crisafulli & Singh, 2016). Some of the service recovery measures that companies can implement include offering compensation, apologies, explanations given for service failures, speed of response, showing empathy, replacing the service or product, refunds, and offering monetary related compensation such as coupons and discounts (Gelbrich & Roschk, 2011; Guo et al., 2016; Miller et al., 2000; Mostafa et al., 2014).

This study's measurement of the service recovery variable adopted the concept by Babin et al. (2020). It consisted of three dimensions: distributive justice, procedural justice, and interactional justice. Interactional justice is defined as a customer's perceived interpersonal treatment based on the company employees' behavior (Babin et al., 2020). This encompasses employees' politeness, dignity, and respect demonstrated through interactions between customers and employees. Distributive justice is achieved in service recovery when the customer receives what they were entitled to before the service failure (Cheng et al., 2019). When a customer perceives the remedy as reasonable and fair, it re-establishes their perception of distributive justice (Kuo & Wu, 2012; Siu et al., 2013).

For instance, service providers may offer financial or non-financial compensation to restore customer relationships. Procedural justice involves the established policies and procedures that customers must follow to pursue fairness (Cheng et al., 2019). As an illustration, service providers could establish customer-oriented policies and procedures to support customer communication and encourage customer participation in recovery. Service recovery literature defines procedural justice as the organization's systematic approach to resolving issues (Ha & Jang, 2009).

### **Brand Trust**

Huaman-Ramirez & Merunka (2019) define brand trust as the expectation that consumers have that a brand will consistently fulfill its promises. In conceptual terms, trust may be defined as an individual's tendency to believe in others' reliability and trustworthiness (Stoltz & Lizardo, 2018). Wen et al. (2019) believe that brand trust is highly dependent on the intensity of nostalgia: the more nostalgic the consumer, the easier it is to create trust in the brand. Brand trust can be considered an important component of a consumer's relationship with a company that can ultimately lead to business success (Mal et al., 2018).

Brand trust is defined as perceptions and expectations based on beliefs regarding a brand's precise features and traits, which are perceived to be regular, capable, and credible (Naggar & Bendary, 2017). Consequently, brand trust can be regarded as a pivotal element of the consumer-retailer relationship and business success (Mal et al., 2018).

Delgado-Ballester et al. (2003) defined brand trust as a consumer's perception of security in their interaction with a brand. This perception is based on the brand's reliability and responsibility for the consumer's interests and welfare. The concept of brand trust can be defined as a psychological disposition of an organism that has been demonstrated to predict future behavior and intention (Hanaysha, 2022).

This article proposes a two-dimensional definition of brand trust (brand fiability and intentionality). Brand fiability is the individual's belief that the brand fulfills its value proposition (Wen et al., 2019). On the other hand, brand intentionality refers to the brand's proactive commitment to safeguarding consumer interests in emergencies (Wen et al., 2019). This can engender a sense of security and trust, including perceptions of altruism, honesty, and quality.

## Hypothesis Development

Previous research recognizes that an improved understanding of recovery from service failures is critical to maintaining positive customer and brand relationships in the service economy. The research results from Kaur et al. (2022) showed that recovery strategies were associated with exoneration, resentment, and brand trust, but not NWOM. The severity of the previously experienced service failure and the speed of the service provider's response moderated the relationship between forgiveness and brand trust. Experts have confirmed the relationship between service recovery strategies and customer trust in various contexts, including banking services (Chong & Ahmed, 2018). Service failures can positively impact companies because customers who experience service failures have the potential to experience more satisfying experiences with service recovery than customers who have never experienced service failures (Matos et al., 2007).

Azemi et al. (2019) demonstrated that apologies enhance consumers' trust in service providers. In the context of food consumption, brand trust represents an important cognitive aspect that further strengthens consumers' relationship with the brand and builds consumers' trust over time through the accumulation of positive experiences (Porrall & Levy-Mangin, 2016). Although service providers cannot entirely prevent service failures, they can control and handle them to retain their customers and increase their satisfaction in the future (Shams et al., 2020). Service recovery methods implemented by companies can facilitate future repurchase behavior, positive word-of-mouth, and brand advocacy (Xie & Peng, 2010). Building upon these findings, this study then investigated the influence of service recovery on brand trust among international fast-food restaurant consumers in Bandung City.

- H1: There is a positive influence of service recovery on brand trust.

## METHODS

### Data Analysis Method

This research is conclusive, where the research plan uses clear and measurable measurements of marketing phenomena and applies a quantitative approach. This study employed the Structural Equation Modeling (SEM) research model to test and estimate causal relationships by integrating path analysis and factor analysis (Hamid & Anwar, 2019). The collected data in this study is subsequently analyzed using Smart-PLS to validate the proposed hypothesis. It was implemented according to Hair et al. (2006), encompassing confirmatory factor analysis (CFA), validity and reliability analysis, as well as measurement and structural tests.

This study utilized the Cronbach Alpha method to conduct a reliability test. This reliability test aims to determine the consistency of the questionnaire when measurements are repeated. Malhotra et al. (2020) stated that a Cronbach Alpha value below 0.6 indicates unsatisfactory reliability. Thus, for the questionnaire to be regarded as reliable, the Cronbach Alpha value must exceed 0.6. The outer model encompasses both convergent validity and discriminant validity.

Given that this research is confirmatory, the loading factor values must exceed 0.7 and have an average variance inflation factor (AVE) greater than 0.5. In addition, the second stage of the evaluation process, which is conducted to assess the model, is the structural model, also known as the inner model. The criteria for the components in this inner model are the R-squared values and significance (Hamid & Anwar, 2019).

### Data Collection

The data collection method involved using a questionnaire administered through Google Forms. This study employed a Likert scale to measure agreement, with a range of five points from 1 (Strongly disagree) to 5 (Strongly agree) (Malhotra et al., 2020). The research setting was the international fast food chain outlet. Subsequently, a purposive sampling method was utilized. This study's criteria sample was international fast food chain outlet consumers who had

experienced inappropriate and unsatisfactory service during their visits to the international fast food chain Outlet. The minimum sample size used for this study was based on ten times the total number of indicators used to measure one construct (Hair et al., 2014).

### Variable operationalization

This study's measurement of the Service Recovery variable was adopted the concept by Babin et al. (2021). It consisted of three dimensions: distributive justice; procedural justice; and interactional justice. Also This study adapted and modified measurement indicators for the Brand Trust variable from Wen et al. (2019). The dimensions utilized to assess brand trust in this study are fiability and intentions, which are also the result of adapting research from Delgado-Ballester et al. (2003).

## RESULTS

**Table 1. Respondent Characteristics**

		Frequency	Score
<b>Gender</b>	Male	76	35.3%
	Female	139	64.7%
<b>Age</b>	19-25	175	81.4%
	26-33	40	18.6%
<b>Monthly Income</b>	<Rp1.000.000,00	16	7.4%
	Rp1.000.001,00-Rp5.000.000,00	118	54.9%
	Rp5.000.001,00- Rp10.000.000,00	66	30.7%
	>Rp10.000.000,00	15	7%
<b>Occupation</b>	Student	127	59.1%
	Public Servant	11	5.1%
	Private Employee	63	29.3%
	Entrepreneur	14	6.5%

Source: Research Data (2024).

A total of 215 responses were collected, aligning with the targeted demographic characteristics presented in Table 1. The sample in this study consisted of consumers of international fast-food restaurants who experienced inadequate service or dissatisfaction with the service they received at the fast-food restaurant they visited. The sample consisted of 64.7% females and 35.3 % males, for a total of 215 respondents. College students make up the majority of respondents (59.1 percent). Based on the age range, the respondents were mostly between the ages of 19 and 25 years. This age group tends to go to international fast food restaurants in Bandung City.

**Figure 1 Research Construct Model That Has Been Tested**

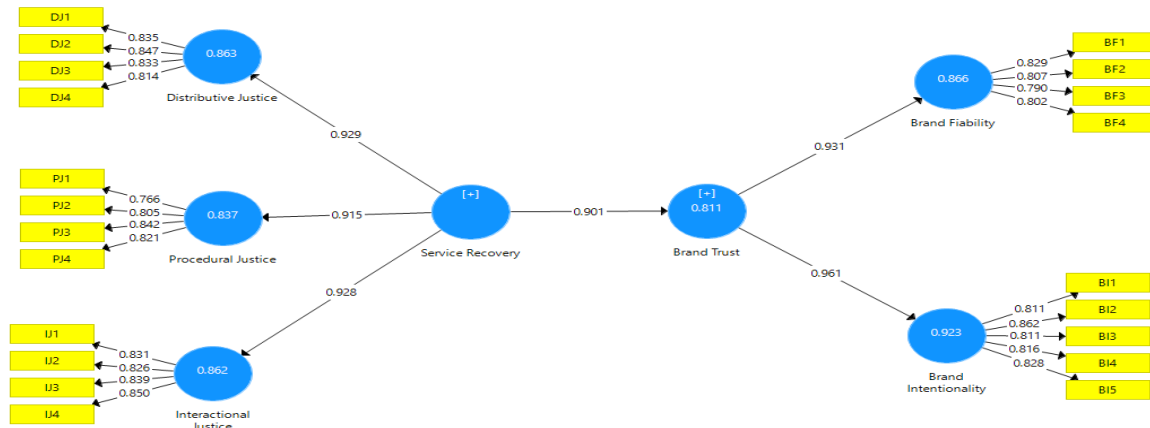


Figure 1 depicts the research construct model that has been tested, which comprises two latent variables. The independent variable, service recovery, is represented by three dimensions, while the dependent variable, brand trust, is represented by two dimensions. This research construct is reflective, whereby the latent variables influence how the indicators are measured.

**Table 2. The Evaluation Of The Measurement Model Of Variable X**

Code	Items	LF (>0.7)
<b>Variable X: Service Recovery</b>		
<b>Dimension 1: Distributive Justice</b>		
DJ1	Overall, the outcomes I received from the fast food restaurant were fair	0.835
DJ2	Given the time, money, and hassle, I got fair outcomes	0.847
DJ3	I got what I deserved	0.833
DJ4	The fast food restaurant presented an offer that met my expectations	0.814
<b>Service Recovery (X, Distributive Justice: AVE = 0.693, CR= 0.900, α= 0.852)</b>		
<b>Dimension 2: Procedural Justice</b>		
PJ1	The fast food restaurant gave me an opportunity to have a say in the handling of the problem	0.766
PJ2	In the handling of the failures, the fast food restaurant gave me accurate information	0.805
PJ3	In the handling of the failures, the fast food restaurant answered my request in a timely manner	0.842
PJ4	In the handling of the failures, the fast food restaurant was flexible in the way it responded to my concerns	0.821
<b>Service Recovery (X, Procedural Justice: AVE = 0.654, CR= 0.883, α= 0.823)</b>		
<b>Dimension 3: Interactional Justice</b>		
IJ1	The employees who interacted with me treated me in a polite manner	0.831
IJ2	The employees who interacted with me gave me detailed explanations and relevant advice	0.826
IJ3	The employees who interacted with me treated me with respect	0.839
IJ4	The employees who interacted with me treated me with empathy	0.850
<b>Service Recovery (X, Interactional Justice: AVE = 0.700, CR= 0.903, α= 0.857)</b>		

Source: Research Result using PLS 3 application (2024).

**Table 3. The Evaluation Of The Measurement Model Of Variable Y**

Code	Items	LF (>0.7)
<b>Variable Y: Brand Trust</b>		
<b>Dimension 1: Brand Fiability</b>		
BF1	The fast food restaurant meets my expectations	0.829
BF2	I feel confident about the fast food restaurant	0.807
BF3	The fast food restaurant never disappoints me	0.790
BF4	The fast food restaurant is constant in satisfying my needs	0.802
<b>Brand Trust (Y, Brand Fiability: AVE= 0.652, CR= 0.882, <math>\alpha</math>= 0.822)</b>		
<b>Dimension 2: Brand Intentionality</b>		
BI1	The fast food restaurant would be sincere in addressing my concerns	0.811
BI2	The fast food restaurant would be honest in addressing my concerns	0.862
BI3	I could rely on the fast food restaurant to solve problems I might have with the service	0.811
BI4	The fast food restaurant would make every effort to satisfy me	0.816
BI5	The fast food restaurant brand would compensate me in some way for any problems with the service	0.828
<b>Brand trust (Y, Brand Intentionality: AVE= 0.682, CR= 0.915, <math>\alpha</math>= 0.883)</b>		

Source: Research Result using PLS 3 application (2024).

Based on Table 2 and Table 3 illustrates that all factor loadings surpass the threshold of 0.7. The results of the convergent validity test affirm the validity of all 21 items, including Distributive Justice, Procedural Justice, Interactional Justice, Brand Fiability, and Brand Intentionality, as each exhibits a factor loading value exceeding 0.7.

The calculated results show that the overall average variance extracted (AVE) value for Service Recovery and Brand Trust and their respective dimensions is above 0.50, indicating that all variables and dimensions remain valid. The reliability test results are considered reliable if the composite reliability value exceeds 0.70.

Table 2 confirms that research variables and their dimensions have composite reliability greater than 0.70. All dimensions are also considered reliable, with Cronbach Alpha values exceeding 0.7.

**Table 4. Fornell-Larcker Criterion**

	BF	BI	DJ	IJ	PJ
<b>Brand Fiability</b>	<b>0.807</b>				
<b>Brand Intentionality</b>	0.793	<b>0.826</b>			
<b>Distributive Justice</b>	0.789	0.776	<b>0.832</b>		
<b>Interactional Justice</b>	0.789	0.820	0.795	<b>0.837</b>	
<b>Procedural Justice</b>	0.758	0.790	0.776	0.771	<b>0.809</b>

Source: Research Result using PLS 3 application (2024).

According to the Fornell-Larcker method, the mean variation between each construct and its measurement should be greater than the differences between the other constructs (Fornell & Larcker, 1981). The results indicate that all constructs have good discriminant validity, as the AVE's square root is greater than all constructs' correlation. Thus, it can be inferred that the data processing results indicate that all items load higher on the construct compared to other constructs, demonstrating discriminant validity.



**Table 5. R Square Value**

	R Square	R Square Adjusted
Brand Trust	0,811	0,810

Source: Research Result using PLS 3 application (2024).

Based on Table 5, The R-Square test results show that the combined effect of Distributive Justice, Interactional Justice, and Procedural Justice on Brand Trust has an R-square of 0.811, which means that these variables are able to explain or predict 81.1% of the variation in Brand Trust. This level of explanation is classified as strong, meaning that only 19.3% of the variance is caused by factors outside the scope of the study.

**Table 6. The Effects of The Structural**

Hypothesis	Original Sample (O)	Sample Mean (M)	STDEV	T Statistics	P Values	Result
Brand Trust -> Brand Fiability	0.931	0.931	0.012	78.664	0.000	Supported
Brand Trust -> Brand Intentionality	0.961	0.961	0.007	134.616	0.000	Supported
<b>Service Recovery -&gt; Brand Trust</b>	0.901	0.900	0.019	47.445	0.000	Supported
Service Recovery -> Distributive Justice	0.929	0.929	0.012	76.916	0.000	Supported
Service Recovery -> Interactional Justice	0.928	0.929	0.015	63.998	0.000	Supported
Service Recovery -> Procedural Justice	0.915	0.915	0.017	52.342	0.000	Supported

Source: Research Result using PLS 3 application (2024).

Further, Table 6 indicates that all variables positively and significantly influence their respective dimensions. This suggests that these dimensions can be used to measure each variable. It also can be seen that the hypothesis tested is supported. Service recovery positively and significantly affects brand trust, as seen from the positive parameter coefficient of 0.901. Then, the significant value is 0.000, which is smaller than the 5% alpha level. Then, it is also known that the T-statistic value of 47.445 is greater than the T-table. This result indicates that the service recovery variable significantly impacts the Brand Trust variable.

## DISCUSSION

### The Influence Of Service Recovery On Brand Trust

The study aimed to investigate the impact of service recovery on brand trust among international fast-food restaurant customers in Bandung City. This study used three dimensions of service recovery, namely distributive justice, procedural justice, and interactional justice, and two dimensions of brand trust: brand fiability and brand intentionality. Based on the outer

model analysis using Smart-PLS 3, the discriminant validity, convergent validity, and reliability test results indicate that all items for the variables of service recovery and brand trust are valid.

Based on the hypothesis testing (H1) results, service recovery has a positive and significant effect on brand trust. These results align with research conducted by Gannon et al (2022) regarding food delivery platforms, which found a positive and significant influence from the hypothesis proposed, namely the relationship between service recovery and brand trust. The hypothesis that service recovery affects brand trust was accepted based on the original sample coefficient being positive at 0.901, a t-statistic value greater than the t table, and a significance value smaller than the 5% alpha level, indicating a significant effect. When consumers feel more satisfied with service recovery in terms of fairness, including procedures, distribution, and interactions, it is more likely that consumers will release negative emotions toward the company and potentially experience positive emotions (Babin et al., 2021). Implementing excellent service recovery can be crucial for a brand to increase customer trust. The positive effects of service recovery will increase trust from customers (Cheng et al., 2019).

## CONCLUSION

This study discusses the influence of service recovery on brand trust in the restaurants of an international fast-food chain in Bandung. The proposed hypothesis was confirmed by the test results. Based on the above analysis, it can be concluded that to regain trust and demonstrate the service provider's ability to meet normal relationship expectations, consumers must perceive sincere apologies, appropriate compensation, and evidence of responsiveness to negative feedback after a service failure in the service industry. Brand trust and service recovery are critical concepts for marketing researchers and practitioners as they serve as a vital coping strategy in the context of service failure recovery. By testing service recovery as a mediating lever linking justice theory and brand trust, this study aims to address this gap in the marketing literature.

## SUGGESTION

A number of issues have yet to be addressed in this study due to time constraints and phenomena that have yet to be discovered. Many other related factors have not been discussed in this study and are expected to be discussed in future research, such as by adding variables to explore how service recovery affects purchase intention or customer forgiveness. However, this study is limited in that it focuses only on customers of international fast-food restaurants in Bandung City. Therefore, the results cannot be generalized. Future research should expand its scope to include a larger population (regional or national) to obtain more comprehensive results. Secondly, future research should consider adopting an experimental or longitudinal approach. Thirdly, to gain a better understanding of the nuances of service outages and service recovery, it is recommended that additional data be collected from alternative sources using qualitative or mixed methods. Lastly, future research could experiment with a real-world setting to enrich the findings.

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