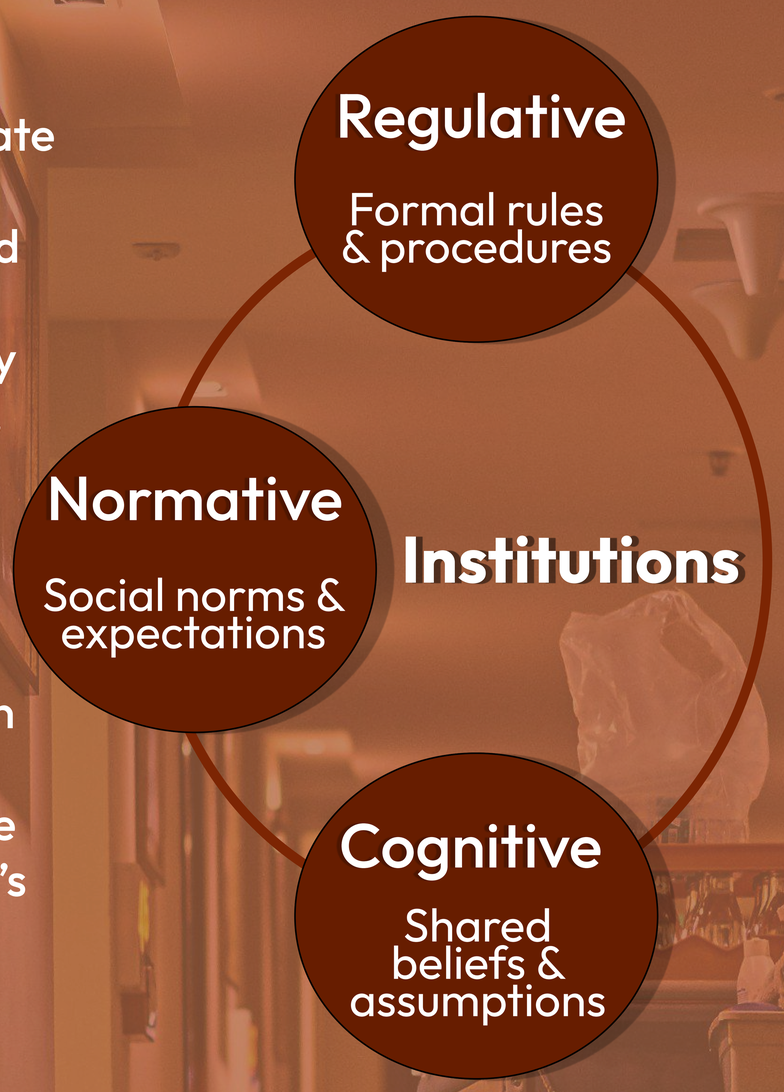
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How Hidden Institutions Shape Guest Participation in Hotel Service Recovery

Introduction

Hotel service failures are inevitable, yet they can create opportunities for value co-creation between hotels and guests. However, most established service recovery models remain firm-driven, overlooking institutional influence.

This study explores how institutional pillars constrain or facilitate guest participation in hotel service co-recovery from the guest's perspective.



Methodology

- **Research Approach:** Qualitative, interpretative design capturing guests' subjective, lived experiences of service failures.
- **Data Collection:** 10 purposeful, semi-structured interviews (45–80 min) with participants who experienced hotel service failures.
- **Participant Profile:** Diverse sample of 5 men and 5 women, aged 20 to 60, split evenly between hospitality and non-tourism professionals to capture multi-faceted viewpoints.
- **Analysis Strategy:** An inductive thematic analysis, progressing through open, axial, and selective coding to identify hidden institutions.

Results: Three Institutional Themes

1. Structural Barriers (Regulative Constraints)

- Fixed organizational processes and standard operating procedures block meaningful dialogue.
- Mechanical, standardized recovery scripts and fixed solutions prioritize efficiency over adaptability, making guests feel overlooked.

2. Participation Barriers (Normative & Cognitive Constraints)

- Guests expect hotels to execute solutions, preferring relaxation over active problem-solving.
- Guests disengage if they believe the hotel is already aware of the issue or incapable of improving.
- When staff support is lacking or unclear, guests are forced into frustrating self-resolution.

3. Collaborative Enablers (Institutional Alignment)

- Managerial Involvement provide reassurance, emotional security, and legitimacy during recovery.
- Guests value staff-initiated engagement, proactive communication and dialogue.
- Providing 3 clear alternatives empowers guests in decision-making.

Discussion & Conclusion

- **The Power of Institutional Alignment:** Misaligned institutions disrupt service recovery, while alignment enables effective co-recovery
- **Main Takeaway:** Moving beyond fixed scripts and proactively involving guests in a transparent, manager-led process, hotels can trigger the "Service Recovery Paradox," transforming service failures into opportunities for co-creation and lasting loyalty

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