

# How Failure Severity Shapes Consumer Evaluation in the F&B Industry: The Roles of Perceived Responsibility, Consumer Forgiveness, and Repurchase Intention

Kirana Arista Salsabila <sup>1\*</sup> Masmira Kurniawati <sup>2</sup>

<sup>1\*, 2</sup> Universitas Airlangga, Surabaya, Indonesia.

Email: [kiranaarista28@gmail.com](mailto:kiranaarista28@gmail.com), [masmira-k@feb.unair.ac.id](mailto:masmira-k@feb.unair.ac.id)

## ARTICLE HISTORY

**Submitted** : April 24, 2026  
**Reviewed** : May 01, 2026  
**Revised** : May 13, 2026  
**Accepted** : May 20, 2026  
**Published** : May 30, 2026

## Conflict of Interest Statement:

The author(s) declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

## ABSTRACT

**Purpose:** This study aims to examine the effect of failure severity on consumer evaluation in the food and beverage industry by analyzing the roles of perceived responsibility, consumer forgiveness, and repurchase intention.

**Research Method:** This study employed a quantitative experimental design with scenario-based stimuli representing high and low failure severity. Data were collected through a survey of university students in Indonesia using non-probability purposive sampling. The study examined the relationships among failure severity, perceived responsibility, consumer forgiveness, and repurchase intention. Data were analyzed using Multivariate Analysis of Variance (MANOVA) and Partial Least Squares Structural Equation Modeling (SEM-PLS).

**Results and Discussion:** The findings indicate that failure severity significantly influences consumer responses across cognitive, affective, and behavioral dimensions. Higher failure severity increases perceived responsibility, decreases consumer forgiveness, and reduces repurchase intention. Perceived responsibility has a positive and significant effect on consumer forgiveness, suggesting that responsibility acknowledgment may signal accountability. Consumer forgiveness also positively affects repurchase intention, indicating that emotional recovery is important in restoring future purchasing behavior.

**Implications:** Firms should manage severe service failures through timely, transparent, and accountable recovery strategies to rebuild trust and encourage repurchase intention.

**Originality:** This study contributes to attribution theory by integrating perceived responsibility, consumer forgiveness, and repurchase intention into the evaluation of service failure.

**Keywords:** failure severity; perceived responsibility; consumer forgiveness; repurchase intention; food and beverage industry.

## 1. Introduction

A brand crisis refers to an unexpected negative event that creates a perception of threat toward a brand, potentially damaging its relationship with consumers and lowering their evaluations of the brand (Claeys & Coombs, 2020; Coombs, 2004, 2007; Coombs & Holladay, 2002; Coombs & Tachkova, 2018). Such crises may arise from a combination of technical failures, employee behavior, and consumer expectations (Coombs, 2007). Technical failures may include product-harm incidents, service system



errors, or quality defects that directly harm consumers and diminish brand evaluations (Klein & Dawar, 2004). This issue poses a serious challenge to business sustainability, particularly in the Food and Beverage (F&B) industry.

The Food and Beverage (F&B) industry is a strategic sector that significantly contributes to Indonesia's national economy. According to the official report from Statistics Indonesia (BPS) for the second quarter of 2025, the accommodation and food service sector recorded a year-on-year growth rate of 8.04%, making it one of the best-performing sectors among service industries (Badan Pusat Statistik Indonesia, 2025). This growth indicates rising consumer spending, particularly in the culinary sector, reflecting a stable short- to medium-term outlook, as it fulfills basic societal needs (Vina, 2025). Despite this growth, the F&B industry faces substantial challenges, including intense competition, inefficiencies, environmental concerns, and vulnerability to crises (Hasibuan, 2015; Setiawan, 2019; Zakiyyah & Fadah, 2020).

To understand brand crisis dynamics, brands must recognize that the intensity of consumer reactions largely depends on the severity of the failure (Lazarus, 1991; Smith *et al.*, 1999). Failure severity is defined as the extent to which consumers perceive a failure as a loss (Gelbrich & Roschk, 2011). According to Lazarus (1991), the greater the gap between expectations and actual experiences, the stronger the negative emotional responses, making post-crisis behavioral recovery more difficult (Cho *et al.*, 2017; Moors, 2017). Failure severity is generally categorized into two levels: high and low (Gelbrich & Roschk, 2011; Smith *et al.*, 1999; Weun *et al.*, 2004).

Situations involving high failure severity tend to intensify consumers' attribution of responsibility toward service providers (Castillo *et al.*, 2026; S. Kim *et al.*, 2025). Prior studies consistently show that the severity of failure plays a critical role in shaping consumers' attributions of responsibility. The higher the perceived severity, the greater the responsibility assigned to the brand, leading consumers to place stronger blame on the company (Castillo *et al.*, 2026). In service recovery contexts, high failure severity further strengthens perceived responsibility, meaning that consumers are more likely to hold companies accountable when the consequences of the failure are more severe (La & Choi, 2019).

Moreover, high failure severity is associated with stronger negative emotional and behavioral responses. These responses are often driven by consumer attributions, when the perceived failure is more severe, negative reactions intensify, and expectations for the brand to take responsibility become higher (Sarkar *et al.*, 2021; Tengilimoğlu, 2025). In line with this, consumers experiencing high failure severity also develop higher expectations regarding responsibility and service recovery efforts, as they perceive the brand as more at fault. Consequently, achieving consumer forgiveness becomes more difficult (Song *et al.*, 2025). In contrast, under low failure severity, consumers tend to regulate their negative emotions more quickly and engage in cognitive reappraisal, reinterpreting the situation more rationally, making forgiveness easier to achieve (Struthers *et al.*, 2008). However, in high-failure-severity situations, consumers are more likely to experience intense emotions such as anger, disappointment, or fear, making forgiveness difficult even when the brand offers an apology (Gelbrich & Roschk, 2011).

Failure severity also influences repurchase intention. In cases of low failure severity, consumers who forgive the brand are more likely to increase their repurchase intention, as they perceive the incident as tolerable (Patterson *et al.*, 2006). Conversely, in high-failure-severity situations, forgiveness alone is often insufficient to restore repurchase intention, as consumers continue to perceive risk and experience a loss of trust, making them more cautious in their future purchase decisions (Tengilimoğlu, 2024). In this context, consumer forgiveness serves as a psychological mechanism that links consumers'

evaluations of the brand's response to subsequent behavioral decisions, such as repurchase intention (Ran *et al.*, 2016; C. Wei *et al.*, 2020). Consumers who reach a level of forgiveness are more likely to reduce their desire to punish the brand and remain open to maintaining a long-term relationship (Tsarenko & Tojib, 2015). Repurchase intention becomes vulnerable because consumers directly assess whether the brand remains trustworthy and whether the perceived risk of repurchasing is still acceptable (Guang *et al.*, 2021; Halima *et al.*, 2021). When consumers experience negative outcomes or feel harmed, they tend to reduce their repurchase intention as a protective mechanism against future risks (Chaudhuri & Holbrook, 2001).

While previous research has acknowledged the importance of failure severity in shaping consumer responses and responsibility attribution, most studies have examined these relationships in a fragmented manner, focusing separately on cognitive evaluations, emotional reactions, or behavioral outcomes. However, in the context of a brand crisis, consumer responses represent an integrated process involving cognitive, affective, and conative stages simultaneously. Furthermore, prior research remains limited in explaining how the attribution of responsibility influences consumers' psychological processes, ultimately affecting consumer forgiveness and repurchase intention, particularly in the Food and Beverage industry, which is highly vulnerable to service-related crises.

To address this gap, this study integrates attribution theory (Weiner, 1986) with the cognition-affect-conation model (Lavidge & Steiner, 1961) to provide a more comprehensive understanding of how consumers process service failure experiences. This integration explains how the attribution of responsibility, as a cognitive evaluation, triggers emotional responses that subsequently influence behavioral decisions, such as forgiveness and repurchase intention. Thus, this study not only examines relationships between variables in isolation but also explores the underlying psychological mechanisms of consumer responses to brand crises in a more holistic manner.

This study offers both theoretical and practical contributions. Theoretically, it enriches the literature on service failure and brand crisis by integrating two major theoretical frameworks that have rarely been combined in prior research, and provides deeper insights into the role of attribution in consumer psychological processes. Practically, the findings are expected to offer valuable implications for industry practitioners, particularly in the F&B sector, in designing more effective service recovery strategies by considering failure severity and how consumers form perceptions of responsibility, emotional response, and subsequent behavioral decisions following service failures.

The remainder of this paper is organized as follows. Section 2 provides a literature review and hypothesis development. Section 3 presents the research method and design. Section 4 provides the results and discussion. Section 5 Concluding Remarks and Recommendations.

## 2. Literature Review and Hypothesis Development

### 2.1 Attribution Theory

Attribution Theory explains how individuals interpret the causes of events and how these interpretations influence their emotional and behavioral responses (Weiner, 1986). Attribution refers to an individual's cognitive assessment or judgment regarding the causes of a particular event or situation (Weiner, 1986). This theory emphasizes that when a failure or violation occurs, individuals actively engage in an attribution process to determine who is responsible for the event and the extent to which the outcome could have been controlled or prevented (Weiner, 1986). This attribution process subsequently serves

as the basis for the formation of moral evaluations, negative emotions, and behavioral responses toward the party perceived as responsible for the failure.

Attribution theory (Weiner, 1986) focuses on how individuals interpret the causes of events and how these interpretations influence emotions, motivations, and behaviors. The theory emphasizes three causal dimensions: locus of causality (internal vs. external causes), stability (whether the cause is consistent over time), and controllability (whether the cause is under someone's control) (Brun *et al.*, 2021; Reizenzein, 2014; Yao & Siegel, 2021). The attribution of responsibility significantly influences consumer perceptions and reactions during crisis situations. When a brand is perceived as responsible for a crisis, it tends to evoke negative emotions, such as anger, and diminish consumer trust (Chon & Fondren, 2019; J. W. Kim *et al.*, 2024; Yao & Siegel, 2021). Conversely, attributing responsibility to external or uncontrollable factors can mitigate blame and negative outcomes (Ji, 2023; Lee & Jahng, 2020). Responsibility attributions directly affect emotions such as sympathy, anger, and guilt, which in turn influence behaviors like helping, punishing, or withholding support (Sperry & Siegel, 2013).

Attribution theory suggests that failures with high severity are often associated with critical and harmful errors, leading to more intense negative evaluations and responses, whereas failures with low severity are more likely to be perceived as less threatening and relatively harmless (Graham, 2020; Mori *et al.*, 2011; Wei & Ariffin, 2022). Service providers should prioritize more comprehensive and well-structured recovery strategies in situations involving high failure severity, as such failures tend to increase perceived responsibility and trigger stronger negative consumer responses (Chang *et al.*, 2015; Sidhu *et al.*, 2023; Wei & Ariffin, 2022). In these cases, recovery efforts should focus on reducing consumers' perceptions of responsibility by demonstrating that the failure was not entirely controllable or stable. In contrast, for low failure severity, relatively simple and prompt recovery efforts may be sufficient, as consumers are more likely to exhibit greater forgiveness and maintain their intention to repurchase.

## 2.2 Repurchase Intention

Repurchase intention refers to a consumer's likelihood or willingness to purchase a product or service again based on prior experiences, satisfaction, and other influencing factors. It also reflects the tendency toward repeated purchasing behavior among consumers who demonstrate commitment to a particular product or brand (Kavitha *et al.*, 2025; Sugito *et al.*, 2018). It is also described as a behavior driven by satisfaction with previous purchases, where positive experiences encourage customers to rebuy (Cuong, 2022). Repurchase intention is influenced by factors such as attitudes formed from past experiences, perceived barriers to switching, variety-seeking tendencies, and cultural differences (Al-Weqaiyan, 2005).

Severe failures tend to amplify negative emotions and dissatisfaction, which can reduce repurchase intentions unless effective recovery strategies are implemented (Soares & Proença, 2014; Ülker & Karamustafa, 2024). Severe crises, such as food safety scandals or other service failures within the food and beverage industry, tend to evoke stronger negative consumer reactions, including disgust and immorality judgments, which significantly reduce repurchase intention (Roy *et al.*, 2018; Yu *et al.*, 2021). Low-severity crises tend to have a weaker negative effect on repurchase intention. Consumers may be more forgiving, especially if the brand employs effective recovery strategies (Istanbuluoglu & Sakman, 2024; Yu *et al.*, 2023).



Repurchase intention is a crucial aspect of consumer behavior that reflects a customer's likelihood to buy a product or service again after their initial purchase. The severity of service failure impacts forgiveness and subsequent repurchase intentions. Severe failures tend to decrease forgiveness willingness, but effective recovery strategies can mitigate this effect and restore repurchase intentions (N. Kim & Ulgado, 2012; Soares & Proença, 2014; Tengilimoğlu, 2025). Additionally, consumer forgiveness plays a significant role in shaping repurchase intention, especially in contexts involving service failures or negative experiences (Honora *et al.*, 2024; Lee *et al.*, 2020). When consumers are willing to forgive, the negative impact of service failures can be mitigated and increasing the likelihood of continued purchase behavior.

### 2.3 Failure Severity

Failure severity refers to the extent to which consumers perceive a service failure as serious or impactful (Weun *et al.*, 2004). Failure severity is understood as a subjective evaluation of the perceived impact, in which low failure severity refers to relatively minor failures with minimal consequences, whereas high failure severity refers to incidents perceived as serious or harmful, both emotionally and functionally (Smith *et al.*, 1999). It significantly influences consumer evaluations, emotional responses, and subsequent behaviors (Sidhu *et al.*, 2023; Sofia *et al.*, 2023). More severe failures are associated with stronger negative emotions, such as dissatisfaction and anger (Tengilimoğlu, 2025; Tran *et al.*, 2016; Weun *et al.*, 2004). Higher failure severity amplifies negative emotions such as dissatisfaction, regret, and disappointment, which in turn influence behavioral outcomes (Cho *et al.*, 2017; Riaz & Khan, 2016; Tengilimoğlu, 2025).

Failure severity is considered an important factor because it determines how consumers interpret a failure, shape their expectations regarding the brand's responsibility, and influence the extent to which the relationship recovery process with consumers can occur (Gelbrich & Roschk, 2011). Process failures and outcome influence how responsibility is perceived. Severe process failures often require specific corrective actions to reduce perceived responsibility (Zhang *et al.*, 2025). When customers have high expectations of service quality, severe failures result in stronger negative reactions and higher responsibility attribution (Choi & Mattila, 2008; La & Choi, 2019). When failures are severe, customers expect greater justice, and failure to meet these expectations leads to stronger negative emotions and blame (Chen *et al.*, 2021; La & Choi, 2019; Sidhu *et al.*, 2023).

Conversely, low failure severity may reduce the provider's perceived responsibility, as the impact of the failure is less significant (Cho *et al.*, 2017; C.-Y. Wang *et al.*, 2009). Low failure severity tends to elicit weaker emotional responses, such as regret or disappointment, which, in turn, reduce the likelihood that customers attribute responsibility to the provider (Cho *et al.*, 2017; Ülker & Karamustafa, 2024). This suggests that perceived responsibility can be managed effectively in low-severity contexts. In this study, failure severity can be regarded as an important antecedent of perceived responsibility, as differences in the magnitude of failure shape consumers' judgments.

**H1:** *High failure severity has a stronger positive effect on perceived responsibility than low failure severity.*

Severe failures negatively impact forgiveness intentions, as they amplify perceived betrayal and emotional harm. Low failure severity is consistently associated with higher consumer forgiveness. Lower failure severity is associated with higher forgiveness intentions, as severe failures tend to negatively impact forgiveness (Riaz & Khan, 2016; Tengilimoğlu, 2025; Tsarenko & Tojib, 2015). Low failure severity

is positively correlated with consumer forgiveness, as consumers perceive less betrayal and emotional harm in such cases (Fan *et al.*, 2026; Liu *et al.*, 2025; Tengilimoğlu, 2025; Tsarenko & Tojib, 2015). Emotional harm plays a critical role in forgiveness. In cases of low-severity failures consumers are more forgiving, especially when recovery efforts are perceived as fair or involve emotional support (Fan & Zheng, 2006; Honora *et al.*, 2024; Tengilimoğlu, 2025). Conversely, high failure severity tends to reduce forgiveness and increase negative reactions, such as intentions to retaliate (Riaz & Khan, 2016; Tengilimoğlu, 2025). In this study, failure severity is considered an important antecedent of consumer forgiveness, as differences in the magnitude of failure shape consumers' emotional evaluations and willingness to forgive.

**H2:** *Low failure severity has a stronger positive effect on consumer forgiveness than high failure severity.*

Failure severity also influences repurchase intention. Under low failure severity, consumers who have forgiven the brand are more likely to exhibit higher repurchase intention, as they perceive the incident as tolerable and manageable (Patterson *et al.*, 2006). At low failure severity, consumers are less dependent on responsibility and may still exhibit repurchase intentions (Kim & Ulgado, 2012; Sidhu *et al.*, 2023; Silalahi *et al.*, 2024). Low-severity failures may not evoke strong dissatisfaction, meaning customers are less likely to switch or spread negative, which could indirectly support repurchase intentions (Cho *et al.*, 2017; Gurler & Erturgut, 2024). This suggests that minor failures are perceived as tolerable, allowing for repurchase behavior. Conversely, high failure severity directly reduces repurchase intentions by increasing dissatisfaction and negative emotions. Customers who perceive a failure as severe are less likely to repurchase from the service provider (Abdelkader Ali *et al.*, 2026; Swanson & Hsu, 2011). High failure severity is associated with stronger negative emotions, which further reduce repurchase intentions and increase the likelihood of revenge behaviors, such as discouraging others from using the service (Abdelkader Ali *et al.*, 2026; Tengilimoğlu, 2025). In this study, failure severity can be regarded as an important antecedent of repurchase intention, as differences in the magnitude of failure shape consumers' evaluations, emotional responses, and future purchase decisions.

**H3:** *Low failure severity has a stronger positive effect on repurchase intention than high failure severity.*

#### 2.4 Perceived Responsibility

Perceived responsibility refers to an individual's belief or perception about their obligation or accountability for a specific action, outcome, or situation. It often involves attributing responsibility to oneself or others based on contextual factors, such as authority, social norms, or moral expectations (Ashburn-Nardo *et al.*, 2020; Brekke *et al.*, 2010; Scholl *et al.*, 2017). Perceived responsibility has a negative effect on consumer forgiveness particularly in situations involving service or brand failures. During crises, consumers expect brands to respond in ways consistent with their stated values and commitments. When brands fail to meet these expectations, consumers tend to attribute greater perceived responsibility to the brand, which in turn reduces their willingness to forgive (Ekizler *et al.*, 2025; Santos & Casais, 2019).

When consumers perceive a brand or individual as responsible for a failure, their willingness to forgive decreases. When consumers attribute a high level of responsibility to the brand, their empathy toward the brand decreases, which in turn reduces consumer forgiveness (Chen *et al.*, 2022; Wei *et al.*, 2020). This is because perceived responsibility amplifies blame, making it harder for consumers to empathize or overlook the transgression (Chen *et al.*, 2022; Wang *et al.*, 2025). In this study, perceived

responsibility may be considered a significant predictor of consumer forgiveness, as consumers' perceptions of accountability shape their emotional reactions and willingness to forgive.

**H4:** *Perceived responsibility negatively affects consumer forgiveness.*

### 2.5 Consumer Forgiveness

Consumer forgiveness is a psychological and behavioral process in which consumers overcome negative emotions and judgments resulting from service failures or brand transgressions, thereby allowing them to maintain or restore their relationship with the service provider or brand (Hur & Jang, 2019; Lee *et al.*, 2020; Tsarenko & Tojib, 2015). Consumer forgiveness represents a psychological process in which consumers choose to reduce negative emotions, such as anger, disappointment, and the desire to punish, following a transgression committed by a brand (Fehr & Gelfand, 2010). In the relationship between consumers and brands, consumer forgiveness serves as a form of emotion regulation that helps individuals adaptively view the situation after experiencing dissatisfaction or perceived injustice (Witvliet *et al.*, 2020).

Consumer forgiveness involves emotional regulation and cognitive appraisal (Tsarenko & Tojib, 2015; Zourrig *et al.*, 2009). Consumer forgiveness is crucial for service providers and marketers to repair damaged relationships. Forgiveness can lead to positive behavioral intentions, such as a repurchase decision (Hur & Jang, 2019). When consumers forgive a service failure, they are more likely to rebuild trust with the service provider, which positively impacts their intention to repurchase (Han *et al.*, 2018; Wei *et al.*, 2022). The service provider's acknowledgment of mistakes and willingness to take responsibility have a positive effect on consumer forgiveness, which in turn increases repurchase intentions. This relationship is stronger when the severity of the service failure is low (Salagrama *et al.*, 2023; Wei *et al.*, 2022). In this study, consumer forgiveness can be regarded as an important antecedent of repurchase intention, as consumers' ability to reduce negative emotions and restore positive evaluations influences their willingness to continue purchasing from the brand.

**H5:** *Consumer forgiveness has a positive effect on repurchase intention.*

## 3. Research Method

This study employed a quantitative research approach using a field-based data collection method conducted directly at public universities in Indonesia. The experimental design divided participants into two treatment groups based on the severity of service failure scenarios: high and low. This grouping was intended to examine differences in consumer responses under varying levels of perceived service failure severity. The participants in this study were undergraduate students. The selection of undergraduate students was based on methodological considerations, as this group tends to be relatively homogeneous in age range, educational background, and cognitive ability (Briggs, 2020; Litten *et al.*, 2018; Satterwhite *et al.*, 2009). Such homogeneity is beneficial in experimental research because it helps reduce extraneous variation and increases internal validity (Cook & Rumrill Jr., 2005; Halperin *et al.*, 2015; Howell, 2006).

In this study, participants were exposed to experimental stimulus scenarios designed to manipulate the severity of service failure. In the high-failure-severity condition, participants were presented with a scenario in which a coffee shop made a critical error in preparing a product, resulting in the consumer experiencing food poisoning and requiring hospitalization. This scenario represents a



severe failure due to its significant negative consequences on the consumer's health and safety. In contrast, in the low failure severity condition, participants were given a scenario where the coffee shop made a minor service error, specifically causing a delay in preparing the order, leading to the consumer having to wait longer than expected. This scenario reflects a relatively mild failure with limited impact on the consumer.

A minimum of 30 participants for each group was targeted, as this number represents the minimum sample size commonly recommended in experimental studies to obtain more stable and reliable results, generate data distributions that approximate normality, and facilitate the detection of significant differences between treatment conditions (Gay *et al.*, 2012). In total, this study included 144 participants, comprising 74 in the high failure severity group and 70 in the low failure severity group.

Data analysis was conducted using two statistical software programs. First, IBM SPSS Statistics 29 was used to perform Multivariate Analysis of Variance (MANOVA) in testing H1, H2, and H3, particularly to identify differences between the two experimental groups across multiple dependent variables. Second, SmartPLS 4 was employed to conduct Structural Equation Modeling (SEM-PLS) to test H4 and H5, which examined the structural relationships among the research constructs.

**Table 1. Sample Criteria**

Criteria	N	%
Gender		
Male	29	20.1%
Female	115	79.9%
Age (years old)		
18	21	14.6
19	69	47.9
20	50	34.7
21	4	2.2
22	1	0.7

**Source:** primary data processed, 2024

By gender, the participants in this study were predominantly female: 115 of 144 (79.9%) were female and 29 (20.1%) were male. By age, participants were largely 19 years old, totaling 69 individuals (47.9%), followed by those aged 20 years, with 50 individuals (35.0%). Participants aged 18 years accounted for 15 individuals (12.5%), those aged 21 years for 4 (2.1%), and those aged 22 years for 1 (0.7%), suggesting that most participants were in the age range of 19–20 years.

## 4. Results and Discussion

### 4.1 Analysis Results

Table 2 presents the results of Box's Test of Equality of Covariance Matrices for the three dependent variables: perceived responsibility, consumer forgiveness, and repurchase intention. The significance values for all variables are 0.065, which are greater than 0.05 (Hair *et al.*, 2019). According to Hair *et al.*, (2019), a non-significant Box's M test indicates that the variance–covariance matrices across groups can be considered equal, meaning that the assumption of homogeneity of covariance matrices is satisfied. Therefore, the MANOVA assumption of equal covariance matrices is met, suggesting that the multivariate analysis can proceed without serious violations.

Table 3 presents the hypothesis-testing results comparing the high- and low-failure-severity groups across the three dependent variables. For H1, the mean score of perceived responsibility in the high failure severity group (M = 10.973) is higher than that of the low failure severity group (M = 9.343). The difference is statistically significant (F = 16.847, p < 0.001), indicating that consumers tend to attribute greater responsibility to the company when service failure is perceived as more severe. Therefore, H1 is supported. For H2, the mean score of consumer forgiveness in the high failure severity group (M = 9.500) is lower than that of the low failure severity group (M = 10.543). The difference is statistically significant (F = 10.727, p = 0.001), suggesting that more severe failures reduce consumers’ willingness to forgive the brand. Therefore, H2 is supported. For H3, the mean score of repurchase intention in the high failure severity group (M = 10.216) is lower than that of the low failure severity group (M = 11.243). The difference is also statistically significant (F = 11.822, p < 0.001), indicating that severe service failures weaken consumers’ intention to repurchase. Therefore, H3 is supported.

**Table 2. Result for Homogeneity Test**

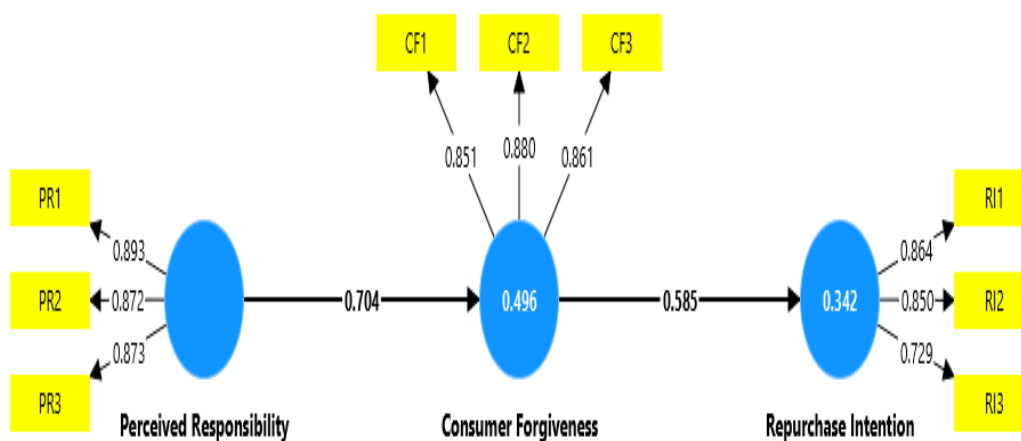
Variable	Box’s Test of Equality of Covariance
Perceived Responsibility	0.065
Consumer Forgiveness	0.065
Repurchase Intention	0.065

Source: Data Processing with SPSS 29, 2026

**Table 3. Result for MANOVA Test**

Hyphotesis	Mean	F	Sig.	Description	
H1	High	10.973	16.847	<0.001	Supported
	Low	9.343			
H2	High	9.500	10.727	0.001	Supported
	Low	10.543			
H3	High	10.216	11.822	<0.001	Supported
	Low	11.243			

Source: Data Processing with SPSS 29, 2026



Source: Data Processing With Smart PLS 4, 2026

**Figure 1. Outer Model**

Based on Figure 1, the evaluation of the outer model indicates satisfactory measurement quality. Following the recommendation of Hair *et al.*, (2019), this study assesses the measurement model using indicator loadings as the primary criterion for convergent validity; all loadings exceed the recommended threshold of 0.70, ranging from 0.729 to 0.893. Specifically, the loadings for perceived responsibility range from 0.872 to 0.893, consumer forgiveness range from 0.851 to 0.880, and repurchase intention range from 0.729 to 0.864. According to Hair *et al.*, (2019), indicator loadings above 0.70 indicate that the construct explains more than 50% of the variance in its indicators, thereby confirming adequate convergent validity, while consistently high loadings also reflect strong internal consistency and reliability. Overall, these results suggest that the measurement model demonstrates good validity and reliability, indicating that all constructs are well-established and suitable for further structural model analysis.

**Table 4. Results for Validity and Reliability**

Variable	Items	$\lambda$	AVE	CR
Perceived Responsibility	PR1	0.872	0.773	0.910
	PR2	0.893		
	PR3	0.884		
Consumer Forgiveness	CF1	0.851	0.748	0.889
	CF2	0.880		
	CF3	0.867		
Repurchase Intention	RI1	0.729	0.630	0.835
	RI2	0.864		
	RI3	0.812		

Source: Data Processing With Smart PLS 4, 2026

Table 4 presents the results of the validity and reliability assessment for all constructs used in this study. Convergent validity is evaluated using indicator loadings ( $\lambda$ ) and Average Variance Extracted (AVE), while construct reliability is assessed using Composite Reliability (CR). All indicator loadings exceed the recommended threshold of 0.70, indicating that each item adequately represents its corresponding latent construct. In addition, all AVE values are above the minimum threshold of 0.50, thereby confirming adequate convergent validity. Furthermore, all CR values exceed the recommended threshold of 0.70, with some constructs exceeding 0.90, indicating very good internal consistency. Overall, these results demonstrate that all constructs meet the criteria for validity and reliability, suggesting that the measurement model is well-established and suitable for further structural model analysis.

**Table 5. Result for Hypothesis Testing by SEM-PLS**

Path Influence	B	T-Statistics	P-value	Description
Perceived Responsibility → Consumer Forgiveness	0.704	16.481	0.000	Not Supported
Consumer Forgiveness → Repurchase Intention	0.585	11.131	0.000	Supported

Source: Data Processing With Smart PLS 4, 2026

Table 5 presents the results of hypothesis testing using the structural model. The results indicate that all proposed hypotheses are supported. H4 shows that perceived responsibility has a positive and significant effect on consumer forgiveness ( $\beta = 0.704$ ,  $t = 16.481$ ,  $p < 0.001$ ), indicating that higher

perceived responsibility increases consumers' willingness to forgive. Furthermore, H5 shows that consumer forgiveness has a positive and significant effect on Repurchase Intention ( $\beta = 0.585$ ,  $t = 11.131$ ,  $p < 0.001$ ), suggesting that more forgiving consumers are more likely to repurchase.

## 4.2 Discussion

### 4.2.1 Failure Severity on Perceived Responsibility

The results indicate that failure severity has a significant effect on perceived responsibility, as shown by the higher mean score in the high failure severity group ( $M = 10.973$ ) compared to the low failure severity group ( $M = 9.343$ ), with a statistically significant difference ( $F = 16.847$ ,  $p < 0.001$ ). This finding suggests that when consumers perceive a service failure as more severe, they are more likely to attribute greater responsibility to the company. In other words, the magnitude of the failure plays an important role in shaping consumers' cognitive evaluations regarding who should be blamed.

This finding is consistent with attribution theory, which explains that individuals tend to assign responsibility based on the perceived cause and severity of a negative event (Brun *et al.*, 2021; Weiner, 1986; Yao & Siegel, 2021). When a failure is perceived as serious, consumers are more likely to believe that the company had control over the situation and therefore should be held accountable (Chon & Fondren, 2019; Lee & Jahng, 2020). This aligns with prior studies indicating that more severe service failures lead to stronger blame attribution toward the firm, as consumers interpret such failures as preventable and unacceptable.

This result highlights that consumer judgment is not only influenced by the occurrence of a failure but also by its intensity. Minor failures may be tolerated or perceived as situational, whereas severe failures trigger stronger cognitive responses, leading to higher perceived responsibility (Graham, 2020; Mori *et al.*, 2011; Wei & Ariffin, 2022). This implies that companies must carefully manage high-severity failures, as they are more likely to damage customer perceptions and increase negative evaluations. Overall, this finding reinforces the importance of failure severity as a key antecedent of perceived responsibility, demonstrating that consumers' attribution processes are highly sensitive to the magnitude of service failure.

### 4.2.2 Failure Severity on Consumer Forgiveness

The results indicate that failure severity has a significant effect on consumer forgiveness, as reflected in the lower mean score for the high failure severity group ( $M = 9.500$ ) compared to the low failure severity group ( $M = 10.543$ ), with a statistically significant difference ( $F = 10.727$ ,  $p = 0.001$ ). This finding suggests that when consumers perceive a service failure as more severe, their willingness to forgive the company decreases. In other words, higher levels of failure severity reduce consumers' ability to regulate negative emotions and extend forgiveness.

This finding is consistent with prior research on consumer forgiveness, which emphasizes that forgiveness is strongly influenced by the intensity of negative experiences (Riaz & Khan, 2016; Tengilimoğlu, 2025; Tsarenko & Tojib, 2015). Severe failures tend to trigger stronger negative emotions such as anger and disappointment, making it more difficult for consumers to adopt a forgiving attitude. In contrast, less severe failures are more likely to be perceived as tolerable, allowing consumers to recover emotionally and forgive the company more easily (Tengilimoğlu, 2025; Tran *et al.*, 2016). In contrast, less severe failures are more likely to be perceived as tolerable, allowing consumers to recover emotionally and forgive the company more easily (Fan *et al.*, 2026; Honora *et al.*, 2024; Liu *et al.*, 2025)



This result can also be explained through the cognition–affect–conation framework, where failure severity first influences consumers' cognitive evaluation, which then shapes their emotional responses (Weiner, 1986; Yao & Siegel, 2021). When the failure is perceived as highly severe, negative affect dominates, thereby reducing the likelihood of forgiveness. This indicates that emotional reactions play a crucial role in determining whether consumers are willing to move past a negative experience. Overall, this finding highlights that consumer forgiveness is highly sensitive to the perceived severity of service failure. Companies facing severe service failures must therefore implement more effective recovery strategies to mitigate negative emotions, as forgiveness is less likely to occur naturally under such conditions.

#### 4.2.3 Failure Severity on Repurchase Intention

The results indicate that failure severity has a significant effect on repurchase intention, as shown by the lower mean score in the high failure severity group ( $M = 10.216$ ) compared to the low failure severity group ( $M = 11.243$ ), with a statistically significant difference ( $F = 11.822, p < 0.001$ ). This finding suggests that when consumers perceive a service failure as more severe, their intention to repurchase from the company decreases. In other words, higher failure severity weakens consumers' behavioral intentions toward future transactions.

This finding is consistent with prior research indicating that severe service failures can damage customer relationships and reduce future purchase intentions (Abdelkader Ali *et al.*, 2026; Tengilimoğlu, 2025). When consumers experience significant dissatisfaction, they are more likely to reassess their relationship with the brand and consider alternative options (Swanson & Hsu, 2011). Severe failures signal a higher perceived risk, leading consumers to avoid repeating the same negative experience (Sidhu *et al.*, 2023; Silalahi *et al.*, 2024).

This result can also be explained through the cognition–affect–conation framework. Failure severity influences consumers' cognitive evaluation of the company, which generates negative emotional responses such as frustration and disappointment. These negative emotions then translate into behavioral consequences, particularly a reduced willingness to repurchase. This highlights that repurchase intention is not only driven by rational evaluation but also by emotional reactions following a service failure. Overall, this finding emphasizes that the severity of failure plays a critical role in shaping consumer behavior. Companies must be especially cautious when handling severe failures, as such failures have a direct and detrimental impact on customers' future purchase intentions. (Gurler & Erturgut, 2024; Sidhu *et al.*, 2023).

#### 4.2.4 Perceived Responsibility on Consumer Forgiveness

The results indicate that perceived responsibility has a positive and significant effect on consumer forgiveness ( $\beta = 0.704, t = 16.481, p < 0.001$ ). However, this finding is not consistent with the proposed hypothesis, which expected a negative relationship between perceived responsibility and consumer forgiveness. Therefore, H4 is not supported. Despite this inconsistency, the significant positive relationship provides an important insight into consumer behavior in service failure contexts.

Iwai & Carvalho (2022) highlights that attributions of responsibility play a critical role in reconciliation and trust repair. When transgressors take responsibility for their actions, it positively influences perceptions of their integrity, which can facilitate forgiveness. This suggests that perceived responsibility may enhance consumer forgiveness by signaling accountability and moral integrity. This

finding can also be explained through the forgiveness theory, which posits that forgiveness is more likely to occur when negative emotions are transformed into positive ones (DiFonzo *et al.*, 2020). In this context, taking responsibility may help reduce negative emotions such as anger and frustration, while simultaneously fostering positive responses such as empathy and understanding, thereby promoting consumer forgiveness. Acknowledging responsibility can convey warmth and authenticity, which are critical for eliciting consumer forgiveness (Luo *et al.*, 2024).

This finding highlights that perceived responsibility does not always function as a purely negative attribution but can also serve as a strategic mechanism for relationship recovery. When companies openly acknowledge their role in service failures, they are more likely to rebuild trust and reduce emotional resistance, ultimately fostering consumer forgiveness. This suggests that in service recovery contexts, responsibility should not be avoided but rather managed carefully as a signal of accountability and sincerity. By doing so, a brand can transform negative experiences into opportunities to restore and even strengthen customer relationships.

#### 4.2.5 Consumer Forgiveness on Repurchase Intention

The results indicate that consumer forgiveness has a positive and significant effect on repurchase intention ( $\beta = 0.585$ ,  $t = 11.131$ ,  $p < 0.001$ ). This finding suggests that consumers who are more willing to forgive a company after a service failure are also more likely to continue purchasing from that company. Therefore, H5 is supported.

This finding is consistent with prior research emphasizing that forgiveness plays a crucial role in restoring consumer-brand relationships following negative experiences (Riaz & Khan, 2016; Tengilimoğlu, 2025; Tsarenko & Tojib, 2015). When consumers forgive, they are more likely to release negative emotions such as anger and disappointment, allowing them to reassess the relationship more positively (X.-C. Fan & Zheng, 2006; Honora *et al.*, 2024). As a result, forgiveness becomes an important emotional mechanism that facilitates continued engagement and future behavioral intentions. Furthermore, this result can be explained through the cognition-affect-conation framework. Consumer forgiveness represents an affective response that emerges after cognitive evaluation of the service failure. When forgiveness is achieved, it reduces negative affect and enables more favorable behavioral outcomes, particularly the intention to repurchase (Cho *et al.*, 2017; Tran *et al.*, 2016). This indicates that emotional recovery is a key driver of post-failure consumer behavior.

In addition, this finding aligns with relationship marketing theory, which emphasizes the importance of maintaining long-term customer relationships. Forgiveness allows consumers to move beyond negative experiences and maintain their connection with the brand, thereby increasing the likelihood of repeat purchases (Kim & Ulgado, 2012; Patterson *et al.*, 2006). Without forgiveness, negative experiences may lead to relationship termination and customer switching behavior (Gurler & Erturgut, 2024; Silalahi *et al.*, 2024). Overall, this finding highlights that consumer forgiveness is a critical determinant of repurchase intention. Companies should therefore focus on strategies that facilitate forgiveness, such as effective service recovery, transparent communication, and sincere apologies, in order to retain customers and sustain long-term relationships.

## 5. Conclusion

This study examines how the severity of failure influences consumer responses in the F&B industry through perceived responsibility, consumer forgiveness, and repurchase intention. The findings indicate that higher failure severity leads consumers to attribute greater responsibility to the service provider, which in turn affects their emotional reactions. Consumer forgiveness emerges as a key mechanism shaping post-failure evaluations, mediating the relationship between perceived responsibility and repurchase intention. When consumers can forgive, they are more likely to maintain a positive behavioral intention toward the brand. Overall, the study highlights the interconnected roles of cognitive evaluation and emotional response in shaping consumer behavior after service failure.

The value of this research lies in its contribution to understanding consumer behavior in service failure contexts, particularly within the F&B industry. From a scientific perspective, this study enriches the application of Attribution Theory by demonstrating how consumers assign responsibility for service failures, thereby shaping their emotional responses and subsequent behavioral intentions. In addition, the study reinforces the cognition–affect–conation framework by showing that cognitive judgments of responsibility (attribution) lead to affective responses such as forgiveness, which ultimately influence conative outcomes like repurchase intention. In practical terms, the findings offer insights for business practitioners to design more effective service recovery strategies, emphasizing not only operational improvements but also emotional engagement with customers. This research also underscores the importance of managing consumer perceptions and emotions to sustain long-term customer relationships, making it relevant for both managerial decision-making and policy considerations in service quality management.

This study has several limitations. First, the use of a specific sample context may limit the generalizability of the findings to broader populations or different service industries. Second, the study focuses on a limited number of variables, which may not fully capture the complexity of consumer responses to service failure. Future research is encouraged to incorporate additional factors such as trust, brand loyalty, or cultural differences to provide a more comprehensive understanding. Additionally, employing longitudinal designs or experimental approaches could offer deeper insights into how consumer responses evolve over time. These limitations open opportunities for further research to expand and refine the current findings.

## Statement of Use of Generative AI

During the preparation of this work, the author used ChatGPT to assist in improving clarity and readability of the text. The author reviewed and edited the output and takes full responsibility for the content of the publication.

## References

- Abdelkader Ali, A., Andrei, A. G., Ruiz-Moreno, F., & Bagnato, G. (2026). The role of perceived justice and emotions in service recovery process: insights from the banking sector. *Business Process Management Journal*, 32(2), 627–652. <https://doi.org/10.1108/BPMJ-12-2024-1247>
- Al-Weqaiyan, A. (2005). A cross-national study of repurchase intentions of fast-food meals. *Journal of International Food and Agribusiness Marketing*, 17(1), 95–116. [https://doi.org/10.1300/J047v17n01\\_06](https://doi.org/10.1300/J047v17n01_06)



- Ashburn-Nardo, L., Lindsey, A., Morris, K. A., & Goodwin, S. A. (2020). Who Is Responsible for Confronting Prejudice? The Role of Perceived and Conferred Authority. *Journal of Business and Psychology*, 35(6), 799–811. <https://doi.org/10.1007/s10869-019-09651-w>
- Brekke, K. A., Kipperberg, G., & Nyborg, K. (2010). Social interaction in responsibility ascription: The case of household recycling. *Land Economics*, 86(4), 766–784. <https://doi.org/10.3368/le.86.4.766>
- Briggs, M. (2020). Comparing Academically Homogeneous and Heterogeneous Groups in an Active Learning Physics Class. *Journal of College Science Teaching*, 49(6), 76–82. <https://doi.org/10.1080/0047231X.2020.12290667>
- Brun, L., Pansu, P., & Dompnier, B. (2021). The Role of Causal Attributions in Determining Behavioral Consequences: A Meta-Analysis From an Intrapersonal Attributional Perspective in Achievement Contexts. *Psychological Bulletin*, 147(7), 701–718. <https://doi.org/10.1037/bul0000331>
- Castillo, D., Canhoto, A. I., & Said, E. (2026). When AI-chatbots disappoint – the role of freedom of choice and user expectations in attribution of responsibility for failure. *Information Technology and People*, 39(1), 375–408. <https://doi.org/10.1108/ITP-03-2024-0324>
- Chang, H. H., Tsai, Y.-C., Wong, K. H., Wang, J. W., & Cho, F. J. (2015). The effects of response strategies and severity of failure on consumer attribution with regard to negative word-of-mouth. *Decision Support Systems*, 71, 48–61. <https://doi.org/10.1016/j.dss.2015.01.007>
- Chaudhuri, Arjun, & Holbrook, Morris B. (2001). The Chain of Effects from Brand Trust and Brand Affect to Brand Performance: The Role of Brand Loyalty. *Journal of Marketing*, 65(2), 81–93. <https://doi.org/10.1509/jmkg.65.2.81.18255>
- Chen, H., Li, X., Chiu, T.-S., & Chen, F. (2021). The impact of perceived justice on behavioral intentions of Cantonese Yum Cha consumers: The mediation role of psychological contract violation. *Journal of Hospitality and Tourism Management*, 49, 178–188. <https://doi.org/10.1016/j.jhtm.2021.09.009>
- Chen, S., Ran, Y., & Xiong, J. (2022). Rise from the ashes or repeat the past? The effects of fresh start mindset and brand crisis type on consumer forgiveness. *Nankai Business Review International*, 13(4), 497–516. <https://doi.org/10.1108/NBRI-07-2021-0049>
- Cho, S.-B., Jang, Y. J., & Kim, W. G. (2017). The Moderating Role of Severity of Service Failure in the Relationship among Regret/Disappointment, Dissatisfaction, and Behavioral Intention. *Journal of Quality Assurance in Hospitality & Tourism*, 18(1), 69–85. <https://doi.org/10.1080/1528008X.2016.1169470>
- Choi, S., & Mattila, A. S. (2008). Perceived controllability and service expectations: Influences on customer reactions following service failure. *Journal of Business Research*, 61(1), 24–30. <https://doi.org/10.1016/j.jbusres.2006.05.006>
- Chon, M.-G., & Fondren, E. (2019). Seeing a crisis through colored glasses: How partisan media leads to attribution of crisis responsibility and government trust. *Journal of Public Affairs*, 19(4). <https://doi.org/10.1002/pa.1950>
- Claeys, A.-S., & Coombs, W. T. (2020). Organizational Crisis Communication: Suboptimal Crisis Response Selection Decisions and Behavioral Economics. *Communication Theory*, 30(3), 290–309. <https://doi.org/10.1093/ct/qtz002>
- Cook, L., & Rumrill Jr., P. D. (2005). Internal validity in rehabilitation research. *Work*, 25(3), 279–283.
- Coombs, W. T. (2004). Impact of past crises on current crisis communication: Insights from situational crisis communication theory. *Journal of Business Communication*, 41(3), 265–289. <https://doi.org/10.1177/0021943604265607>
- Coombs, W. T. (2007). Protecting Organization Reputations During a Crisis: The Development and Application of Situational Crisis Communication Theory. *Corporate Reputation Review*, 10(3), 163–176. <https://doi.org/10.1057/palgrave.crr.1550049>
- Coombs, W. T., & Holladay, S. J. (2002). Helping crisis managers protect reputational assets: Initial Tests of the Situational Crisis Communication Theory. *Management Communication Quarterly*, 16(2), 165–186. <https://doi.org/10.1177/089331802237233>

- Coombs, W. T., & Tachkova, E. R. (2018). Scansis as a unique crisis type: theoretical and practical implications. *Journal of Communication Management*, 23(1), 72–88. <https://doi.org/10.1108/JCOM-08-2018-0078>
- Cuong, D. T. (2022). The Relationship Between Product Quality, Brand Image, Purchase Decision, and Repurchase Intention. In *Lecture Notes in Networks and Systems* (Vol. 299). [https://doi.org/10.1007/978-3-030-82616-1\\_44](https://doi.org/10.1007/978-3-030-82616-1_44)
- DiFonzo, N., Alongi, A., & Wiele, P. (2020). Apology, Restitution, and Forgiveness After Psychological Contract Breach. *Journal of Business Ethics*, 161(1), 53–69. <https://doi.org/10.1007/s10551-018-3984-1>
- Ekizler, H., Ferikoglu, B., & Kinis, M. (2025). Brand-Related Solutions for the Vulnerability of Marginal Consumers in a Time of Crisis. In *Marketing and Branding Paradigms in the Era of Sustainability*.
- Fan, L., Li, S., Wang, C., & Zhang, X. (2026). Is a Chatbot More Effective? Investigating the Effect of Service Recovery Agents and Consumer Loss on Consumer Forgiveness. *Journal of Theoretical and Applied Electronic Commerce Research*, 21(1). <https://doi.org/10.3390/jtaer21010035>
- Fan, X.-C., & Zheng, Q.-Y. (2006). Customer's evaluation process of service recovery in online retailing. *Proceedings of 2006 International Conference on Management Science and Engineering Icmse 06 13th*, 19–24. <https://doi.org/10.1109/ICMSE.2006.313925>
- Fehr, R., & Gelfand, M. J. (2010). When apologies work: How matching apology components to victims' self-construals facilitates forgiveness. *Organizational Behavior and Human Decision Processes*, 113(1), 37–50. <https://doi.org/10.1016/J.OBHDP.2010.04.002>
- Gay, L., Mills, G. E., & Airasian, P. (2012). *Educational Research: Competencies for Analysis and Application* (10th ed.). Pearson.
- Gelbrich, K., & Roschk, H. (2011). A meta-analysis of organizational complaint handling and customer responses. *Journal of Service Research*, 14(1), 24–43. <https://doi.org/10.1177/1094670510387914>
- Graham, S. (2020). An attributional theory of motivation. *Contemporary Educational Psychology*, 61. <https://doi.org/10.1016/j.cedpsych.2020.101861>
- Guang, Z., Mingyang, Y. U., Ke, X. U. E., & Yuanjun, Z. (2021). Brand Crisis and Consumer Purchase: The Mediating Effect of Consumer Forgiveness and Moderating Effect of Consumer-Brand Relationship. *Jinan Journal*, 43(3), 87–101. <https://jnxb.jnu.edu.cn/skb/EN/Y2021/V43/I3/87>
- Gurler, H. E., & Erturgut, R. (2024). Logistics service failures and recovery strategies: is the response time or the discount amount more important? *Marketing Intelligence and Planning*, 42(7), 1299–1329. <https://doi.org/10.1108/MIP-07-2023-0372>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis Eighth Edition*. [www.cengage.com/highered](http://www.cengage.com/highered)
- Halima, Mohamed Habuba, Li, Yongjun, Ghani, Usman, Kiani, Atallah, & Cynthia, Atamba. (2021). Impact of Online Crisis Response Strategies on Online Purchase Intention: The Roles of Online Brand Attitude and Brand Perceived Usefulness. *Sage Open*, 11(1), 21582440211003870. <https://doi.org/10.1177/21582440211003872>
- Halperin, I., Pyne, D. B., & Martin, D. T. (2015). Threats to internal validity in exercise science: A review of overlooked confounding variables. *International Journal of Sports Physiology and Performance*, 10(7), 823–829. <https://doi.org/10.1123/IJSP.2014-0566>
- Han, L., Heng-Chiang, H., & Chuan-Feng, S. (2018). The Way to Regained Trust Through Service Recovery Is Paved with Consumer Forgiveness: The Effects of Service Failure Characteristics. In *Developments in Marketing Science Proceedings of the Academy of Marketing Science*. [https://doi.org/10.1007/978-3-319-66023-3\\_112](https://doi.org/10.1007/978-3-319-66023-3_112)
- Hasibuan, S. (2015). SMEs development strategy for competitive and sustainable typical local snacks of Banten Province. *International Journal on Advanced Science Engineering and Information Technology*, 5(6), 410–414. <https://doi.org/10.18517/ijaseit.5.6.602>
- Honora, A., Wang, K.-Y., & Chih, W.-H. (2024). The role of customer forgiveness and perceived justice in restoring relationships with customers. *Service Business*, 18(3–4), 363–393. <https://doi.org/10.1007/s11628-024-00563-1>



- Howell, D. C. (2006). Internal Validity. In *Encyclopedia of Statistics in Behavioral Science Everitt Behavioral*. <https://doi.org/10.1002/0470013192.bsa309>
- Hur, J., & Jang, S. (2019). Is consumer forgiveness possible?: Examining rumination and distraction in hotel service failures. *International Journal of Contemporary Hospitality Management*, 31(4), 1567–1587. <https://doi.org/10.1108/IJCHM-07-2017-0395>
- Istanbuluoglu, D., & Sakman, E. (2024). Successful complaint handling on social media predicts increased repurchase intention: The roles of trust in company and propensity to trust. *European Management Journal*, 42(1), 11–22. <https://doi.org/10.1016/j.emj.2022.06.004>
- Iwai, T., & Carvalho, J. V. F. (2022). Denials and apologies: pathways to reconciliation. *Rausp Management Journal*, 57(3), 332–346. <https://doi.org/10.1108/RAUSP-07-2021-0142>
- Ji, Y. (2023). The impacts of locus of crisis outcome control on responsibility attribution in hindsight: focusing on comparisons between the American and Chinese public. *Chinese Journal of Communication*, 16(3), 303–323. <https://doi.org/10.1080/17544750.2023.2196085>
- Kavitha, K., Celina, A., & Priya, S. (2025). Factors Driving Customer Repurchase Intention - A Meta Analysis. *Indian Journal of Marketing*, 55(7), 48–67. <https://doi.org/10.17010/ijom/2025/v55/i7/175200>
- Kim, J. W., Cai, Q., Kao, L., & Huang, Y.-H. C. (2024). How Attribution of COVID-19 Crisis Responsibility Predicts Hong Kong Citizens' Intention to Accept Vaccination. *Vaccines*, 12(12). <https://doi.org/10.3390/vaccines12121305>
- Kim, N., & Ulgado, F. M. (2012). The effect of on-the-spot versus delayed compensation: The moderating role of failure severity. *Journal of Services Marketing*, 26(3), 158–167. <https://doi.org/10.1108/08876041211223960>
- Kim, S., Youn, C., Cho, E., & Kim, S. (2025). When virtual influencers cause service failures: The impact of human likeness and beauty types on social psychological distance and consumer intentions. *Journal of Retailing and Consumer Services*, 87. <https://doi.org/10.1016/j.jretconser.2025.104426>
- Klein, J., & Dawar, N. (2004). Corporate social responsibility and consumers' attributions and brand evaluations in a product-harm crisis. *International Journal of Research in Marketing*, 21(3), 203–217. <https://doi.org/10.1016/J.IJRESMAR.2003.12.003>
- La, S., & Choi, B. (2019). Perceived justice and CSR after service recovery. *Journal of Services Marketing*, 33(2), 206–219. <https://doi.org/10.1108/JSM-10-2017-0342>
- Lavidge, Robert J, & Steiner, Gary A. (1961). A Model for Predictive Measurements of Advertising Effectiveness. *Journal of Marketing*, 25(6), 59–62. <https://doi.org/10.1177/002224296102500611>
- Lazarus, R. S. (1991). Progress on a Cognitive-Motivational-Relational Theory of Emotion.
- Lee, H., & Jahng, M. R. (2020). The Role of Storytelling in Crisis Communication: A Test of Crisis Severity, Crisis Responsibility, and Organizational Trust. *Journalism and Mass Communication Quarterly*, 97(4), 981–1002. <https://doi.org/10.1177/1077699020923607>
- Lee, H., Shih, C.-F., & Huang, H.-C. (2020). The Way to Reconstructing Relationship: The Characteristics and Effects of Consumer Forgiveness in E-Commerce | 重建關係之路:電商平台中消費者寬恕之特性與效果. *Ntu Management Review*, 30(1), 201–234. [https://doi.org/10.6226/NTUMR.202004\\_30\(1\).0007](https://doi.org/10.6226/NTUMR.202004_30(1).0007)
- Litten, V., Roberts, L. D., Ladyshevsky, R. K., Castell, E., & Kane, R. (2018). The influence of academic discipline on empathy and psychopathic personality traits in undergraduate students. *Personality and Individual Differences*, 123, 145–150. <https://doi.org/10.1016/j.paid.2017.11.025>
- Liu, M., Mao, X., Lin, L. M., & Feng, Y. (2025). Brand attachment, artificial intelligence severity of AI service failure and forgiveness willingness in hotel contactless services: the roles of perceived betrayal and robot cuteness. *Chinese Management Studies*. <https://doi.org/10.1108/CMS-10-2024-0749>
- Luo, J., Yoo, J. E., & Park, J. E. (2024). 'From fail to prevail': How a salesperson's communication sentiment influences consumer forgiveness in service failures focusing on the role of consumer self-construal. *Journal of Global Scholars of Marketing Science Bridging Asia and the World*, 34(2), 231–252. <https://doi.org/10.1080/21639159.2023.2276395>



- Moors, A. (2017). *Appraisal Theory of Emotion*. In *Encyclopedia of Personality and Individual Differences* (pp. 1–9). Springer International Publishing. [https://doi.org/10.1007/978-3-319-28099-8\\_493-1](https://doi.org/10.1007/978-3-319-28099-8_493-1)
- Mori, S., Ming, T. S., Nor, N. F. M., Suppiah, V. L., & Imm, O. S. (2011). Attribution tendency and its relationship with actual and perceived proficiency. *Gema Online Journal of Language Studies*, 11(3), 199–218.
- Patterson, P. G., Cowley, E., & Prasongsukarn, K. (2006). Service failure recovery: The moderating impact of individual-level cultural value orientation on perceptions of justice. *International Journal of Research in Marketing*, 23(3), 263–277. <https://doi.org/10.1016/J.IJRESMAR.2006.02.004>
- Ran, Y., Wei, H., & Li, Q. (2016). Forgiveness from Emotion Fit: Emotional Frame, Consumer Emotion, and Feeling-Right in Consumer Decision to Forgive. *Frontiers in Psychology*, Volume 7-2016. <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2016.01775>
- Reisenzein, R. (2014). The attributional approach to emotion and motivation: Introduction to a special section of emotion review. *Emotion Review*, 6(4), 332–335. <https://doi.org/10.1177/1754073914534508>
- Riaz, Z., & Khan, M. I. (2016). Impact of service failure severity and agreeableness on consumer switchover intention: Mediating role of consumer forgiveness. *Asia Pacific Journal of Marketing and Logistics*, 28(3), 420–434. <https://doi.org/10.1108/APJML-07-2015-0106>
- Roy, V., Tata, S. V., & Parsad, C. (2018). Consumer response to brand involved in food safety scandal: An exploratory study based on a recent scandal in India. *Journal of Consumer Behaviour*, 17(1), 25–33. <https://doi.org/10.1002/cb.1666>
- Salagrama, R., Prashar, S., & Tata, S. V. (2023). Examining the influence of forgiveness and its antecedents on consumer behavior: the moderating role of service failure severity. *International Journal of Emerging Markets*, 18(10), 3973–3994. <https://doi.org/10.1108/IJOEM-11-2020-1378>
- Santos, A. L., & Casais, B. (2019). Corporate hypocrisy and social responsibility: A comparative study of brand crises effect on consumer's attitude toward brands. *World Review of Entrepreneurship Management and Sustainable Development*, 15(1–2), 110–131. <https://doi.org/10.1504/WREMSD.2019.098470>
- Sarkar, A., Sarkar, J. G., & S, S. (2021). Managing customers' undesirable responses towards hospitality service brands during service failure: The moderating role of other customer perception. *International Journal of Hospitality Management*, 94. <https://doi.org/10.1016/j.ijhm.2021.102873>
- Satterwhite, R. C., Fleenor, J. W., Braddy, P. W., Feldman, J., & Hoopes, L. (2009). A case for homogeneity of personality at the occupational level. *International Journal of Selection and Assessment*, 17(2), 154–164. <https://doi.org/10.1111/j.1468-2389.2009.00459.x>
- Scholl, A., Sassenberg, K., Scheepers, D., Ellemers, N., & de Wit, F. (2017). A matter of focus: Power-holders feel more responsible after adopting a cognitive other-focus, rather than a self-focus. *British Journal of Social Psychology*, 56(1), 89–102. <https://doi.org/10.1111/bjso.12177>
- Setiawan, M. (2019). Dynamic productivity growth and its determinants in the Indonesian food and beverages industry. *International Review of Applied Economics*, 33(6), 774–788. <https://doi.org/10.1080/02692171.2019.1606900>
- Sidhu, S. K., Ong, F. S., & Balaji, M. S. (2023a). Impact of failure severity levels on satisfaction and behavior: from the perspectives of justice theory and regulatory focus theory. *Journal of Consumer Marketing*, 40(4), 535–547. <https://doi.org/10.1108/JCM-06-2022-5412>
- Silalahi, R. A., Wijaya, C., Iswari, F. P., & Simanjuntak, E. R. (2024). The Role of Perceived Justice within the Service Recovery Context in the Online Marketplace Moderated by Failure Severity. *Pakistan Journal of Life and Social Sciences*, 22(1), 6711–6732. <https://doi.org/10.57239/PJLSS-2024-22.1.00489>
- Smith, A. K., Bolton, R. N., & Wagner, J. (1999). A Model of Customer Satisfaction with Service Encounters Involving Failure and Recovery. *Journal of Marketing Research*, 36(3), 356–372. <https://doi.org/10.2307/3152082>
- Soares, R. R., & Proença, J. F. (2014). The impact of service failure severity on post-recovery behavior: The moderating role of gender and relationship age. *Vision 2020 Sustainable Growth Economic Development and Global Competitiveness Proceedings of the 23rd International Business Information Management Association Conference Ibima 2014*, 1, 454–461.



- Sofia, R. D., Afiff, A. Z., & Aruan, D. T. H. (2023). The effect of attributions and failure severity on consumer complain behaviors in sharing economy. *Cogent Business & Management*, 10(3), 2275848. <https://doi.org/10.1080/23311975.2023.2275848>
- Song, J., Wen, C., & Huang, Y. (2025). Influencing customer compensation expectations in service failures: Comparing the roles of service robots and human employees. *International Journal of Hospitality Management*, 126. <https://doi.org/10.1016/j.ijhm.2024.104031>
- Sperry, K., & Siegel, J. T. (2013). Victim responsibility, credibility, and verdict in a simulated rape case: Application of Weiner's attribution model. *Legal and Criminological Psychology*, 18(1), 16–29. <https://doi.org/10.1111/j.2044-8333.2011.02022.x>
- Struthers, C. W., Eaton, J., Santelli, A. G., Uchiyama, M., & Shirvani, N. (2008). The effects of attributions of intent and apology on forgiveness: When saying sorry may not help the story. *Journal of Experimental Social Psychology*, 44(4), 983–992. <https://doi.org/10.1016/J.JESP.2008.02.006>
- Sugito, Nurbaity Lubis, A., Sulistya Rini, E., & Absah, Y. (2018). The determinant analysis that affects the modern retail image and its implications for consumers repurchase intention in Medan, Indonesia. *International Journal of Civil Engineering and Technology*, 9(13), 1330–1354.
- Swanson, S. R., & Hsu, M. K. (2011). The effect of recovery locus attributions and service failure severity on word-of-mouth and repurchase behaviors in the hospitality industry. *Journal of Hospitality and Tourism Research*, 35(4), 511–529. <https://doi.org/10.1177/1096348010382237>
- Tengilimoğlu, E. (2024). The Healing Power of Forgiveness: How Failure Severity Moderates the Effect of Emotions on Forgiveness and Behavioural Intentions. *Journal of Tourismology*, 10(2), 182–194. <https://doi.org/10.26650/jot.2024.10.2.1544161>
- Tengilimoğlu, E. (2025). Examining Revenge and Forgiveness Intentions In Response to Service Failures: Insights From The Hospitality Industry. *Tourism and Hospitality Management*, 31(4), 613–628. <https://doi.org/10.20867/thm.31.4.9>
- Tran, T. P., Roswinanto, W., Yunus, E. N., & Kurnia, P. R. (2016). Compensatory Solution: Can it Save a Company from a Service Failure? *Services Marketing Quarterly*, 37(2), 80–97. <https://doi.org/10.1080/15332969.2016.1154728>
- Tsarenko, Y., & Tojib, D. (2015). Consumers' forgiveness after brand transgression: the effect of the firm's corporate social responsibility and response. *Journal of Marketing Management*, 31(17–18), 1851–1877. <https://doi.org/10.1080/0267257X.2015.1069373>
- Ülker, P., & Karamustafa, K. (2024). Exploring Negative Restaurant Experiences Through an Extended Mehrabian-Russell Model: An Attributional Perspective. *International Journal of Tourism Research*, 26(5). <https://doi.org/10.1002/jtr.2747>
- Wang, C.-Y., Mattila, A. S., & Bartlett, A. (2009). An examination of explanation typology on perceived informational fairness in the context of air travel. *Journal of Travel and Tourism Marketing*, 26(8), 795–805. <https://doi.org/10.1080/10548400903356194>
- Wang, Q., Han, P., & Hao, S. (2025). Stepping forward or hiding: the effect of influencer streamers' responsibility-taking on consumer trust after live-streamed product failures. *Internet Research*. <https://doi.org/10.1108/INTR-03-2024-0389>
- Wei, C. K., & Ariffin, A. A. M. (2022). Airline Service Failure: Determinants of Passengers' Intention to Fly Again and Likelihood to Recommend. *Tourism*, 70(2), 270–284. <https://doi.org/10.37741/T.70.2.8>
- 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>
- Wei, J., Wang, Z., Hou, Z., & Meng, Y. (2022). The Influence of Empathy and Consumer Forgiveness on the Service Recovery Effect of Online Shopping. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.842207>

- Weiner, B. (1986). *An Attributional Theory of Motivation and Emotion*. In *An Attributional Theory of Motivation and Emotion*. Springer US. <https://doi.org/10.1007/978-1-4612-4948-1>
- Weun, S., Beatty, S. E., & Jones, M. A. (2004). The impact of service failure severity on service recovery evaluations and post-recovery relationships. *Journal of Services Marketing*, 18(2), 133–146. <https://doi.org/10.1108/08876040410528737>
- Witvliet, C. V. O., Root Luna, L., Worthington, E. L., & Tsang, J.-A. (2020). Apology and Restitution: The Psychophysiology of Forgiveness After Accountable Relational Repair Responses. *Frontiers in Psychology*, Volume 11-2020. <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2020.00284>
- Yao, E., & Siegel, J. T. (2021). The influence of perceptions of intentionality and controllability on perceived responsibility: Applying attribution theory to people's responses to social transgression in the COVID-19 pandemic. *Motivation Science*, 7(2), 199–206. <https://doi.org/10.1037/mot0000220>
- Yu, H., Legendre, T. S., & Ma, J. (2021). We stand by our brand: Consumers' post-food safety crisis purchase intention and moral reasoning. *Journal of Business Research*, 132, 79–87. <https://doi.org/10.1016/j.jbusres.2021.04.020>
- Yu, W., Cui, F., Han, X., & Lv, M. (2023). Does a corporation's food recall strategy affect its brand image and consumers' intention to purchase? A study in the context of cereal recall in China. *British Food Journal*, 125(4), 1437–1452. <https://doi.org/10.1108/BFJ-01-2022-0023>
- Zakiyyah, A. M., & Fadah, I. (2020). Product sales increase strategy through product diversification and market penetration. *International Journal of Scientific and Technology Research*, 9(2), 4180–4184.
- Zhang, M., Cai, S., & Qiao, T. (2025). Service failure type, response strategy and observers' perceived helpfulness: evidence from TripAdvisor. *International Journal of Contemporary Hospitality Management*, 37(3), 871–889. <https://doi.org/10.1108/IJCHM-03-2024-0428>
- Zourrig, H., Chebat, J.-C., & Toffoli, R. (2009). Exploring cultural differences in customer forgiveness behavior. *Journal of Service Management*, 20(4), 404–419. <https://doi.org/10.1108/09564230910978502>

### Corresponding author

Kirana Arista Salsabila can be contacted at: [kiranaarista28@gmail.com](mailto:kiranaarista28@gmail.com)

