

# The Influence of it Incident Management and Training on Service Improvement: Does Organizational Dehumanization Have an Impact?

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## Abstract

This study aims to identify the positive impact of training and incident management on service recovery performance and the negative impact of organizational dehumanization on service recovery performance. The results showed that training and incident management have a positive effect on service recovery performance. However, the moderation of organizational dehumanization does not have a significant effect on reducing service recovery performance but instead strengthens it. This research provides more understanding that the implementation of banking operations, including Islamic banking, must be carried out with strict regulations, including the affirmation of provisions that can be interpreted as a pattern of organizational dehumanization. However, to strengthen and accelerate the post-incident service recovery process, it must be supported by continuous and quality training.

**Keywords:** Incident Management, Organizational Dehumanization, Service Performance.

## INTRODUCTION

The perceived benefits of mobile banking and ease of use are essential factors that contribute to customer satisfaction and loyalty. Reliability, convenience, and security influence the overall satisfaction level of mobile banking services (Feliciano et al., 2024). So, any service-related disruptions could potentially lower satisfaction levels, as customers may perceive the service as less reliable and efficient.

The impact of mobile Banking disruptions on customer satisfaction can be diverse, given that various dimensions of service quality and user experience have an effect on convenience and decreased customer satisfaction, and disruptions can damage perceptions and increase customer complaints, which have an impact on reducing loyalty, because satisfaction is a significant mediator between service quality and loyalty (Septivianto & Sarwoko, 2024). So, if not handled efficiently, customer satisfaction can be further deteriorated. Another aspect, the competitive landscape of mobile banking of Islamic banks when compared to conventional banks, where products such as m-BCA and BRI Mobile are preferred due to their superior service quality, underlies the importance of maintaining high service standards to maintain customer loyalty (Tedjokusumo & R. Murhadi, 2023).

Training is essential to equip frontline employees with the necessary skills to handle service failures, thereby improving service recovery performance effectively. Various studies have shown that training directly impacts employees' ability to perform service recovery by building psychological and physical skills to cope with service problems (Al-Bazaiyah, 2022). Moreover, organizational support, which includes training, is critical to fostering a conducive work environment that enhances employees' service recovery performance (Kurniawan, 2020).

Conversely, organizational dehumanization, characterized by a lack of empathy and support from the organization, can negatively impact employee engagement and job performance. This dehumanization can lead to adverse outcomes such as increased job stress, burnout, and decreased job satisfaction, reducing service recovery performance (Abou Zeid et al., 2024). When employees perceive their work environment as dehumanizing, their ability to effectively engage in service recovery is reduced, highlighting the importance of a supportive organizational culture so that Empowerment and organizational support can mitigate the adverse effects of dehumanization by increasing employees' affective commitment and job satisfaction, thereby improving their service recovery performance (Elziny & Emam, 2021).

### Literatur Review

The effect of training and IT Maturity on service recovery performance is a multifaceted topic of significant interest in several recent studies. Training, particularly in the form of customer service training, has been shown to positively impact service recovery performance by equipping frontline employees with the necessary skills to handle service failures effectively (Al-Bazaiyah, 2022). This is supported by the findings that behavior-based techniques (e.g., monitoring, coaching, job rotation) and cognitive-based techniques (e.g., role-playing, lectures, computer-based training) significantly improve organizational performance, which in turn can improve service recovery outcomes (Almohaimmed, 2017). In addition, Total Quality Management (TQM) practices, including training, have been found to positively influence service recovery performance, especially when combined with empowerment, which acts as a mediating factor (Al-Ababneh et al., 2018)

Information Technology (IT) also plays a vital role in service recovery by providing tools that facilitate quick and effective responses to service failures. IT management systems can assist in tracking service issues, managing customer feedback, and implementing corrective actions quickly, thereby improving overall service recovery performance (Al-Ababneh et al., 2018) So that the maturity of incident management owned by each Islamic Bank can be a benchmark for accelerating service recovery performance after an IT incident.

However, the organizational environment, especially the presence of dehumanization, can significantly mediate this effect. Organizational dehumanization, characterized by a lack of empathy and support for employees, can lead to adverse outcomes such as reduced work engagement, increased work stress, and counterproductive work behaviors, which negatively impact service recovery performance (Abou Zeid et al., 2024). Research has shown that a supportive organizational environment that values employees and provides a conducive work atmosphere can increase affective commitment and job satisfaction, thereby improving service recovery performance (Elziny & Emam, 2021). Conversely, an inhumane work environment can exacerbate stress and reduce employees' willingness to engage in effective service recovery (Abou Zeid et al., 2024)

While training and IT incident management are critical components to improving service recovery performance, their effectiveness is significantly affected by the organizational context. Ensuring a supportive and humanized work environment is essential to maximizing the benefits of training and IT in service recovery efforts (Elziny & Emam, 2021). In summary, the interaction between training, IT incident management, and organizational dehumanization highlights the importance of a holistic approach to service recovery. Organizations must not only invest in training and IT incident management but also foster a supportive and empathic work environment to fully realize the potential of these investments in improving service recovery performance.

### Hypothesis Development

Integrating IT incident management in service recovery enables efficient complaint handling, real-time communication, and data analysis, which are critical for promptly identifying and fixing

service problems. Research shows that service sector companies, due to increasing demand and the heterogeneous nature of services, are more prone to service failures, making the role of service recovery performance increasingly critical (Ma et al., 2022). Effective service recovery performance is considered a strategic issue in service marketing literature, as it not only helps retain dissatisfied customers but also provides a learning experience for organizations to ensure excellent service quality. Technology adoption in the service recovery process can significantly improve organizational practices, as it facilitates readiness for technology adoption and structural empowerment, which are essential for enhancing service recovery performance. In addition, top management's commitment to service quality, supported by IT, can lead to better service recovery outcomes by empowering frontline employees and ensuring they have the necessary tools and information to address customer complaints effectively. Studies have shown that IT incident management enables organizations to maintain long-term relationships with customers by ensuring that service recovery efforts are timely, accurate, and meet customer expectations, thus turning dissatisfied customers into loyal customers (Ma et al., 2022). In conclusion, IT integration in the service recovery process is critical to improving SRP, as it supports efficient complaint handling, empowers employees, and ensures top management's commitment to service quality, ultimately leading to increased customer satisfaction and loyalty.

### **H1. Incident management has a positive effect on Service Recovery Performance**

Empowered employees with IT resources such as incident management can respond to service failures more quickly and accurately, increasing customer satisfaction and loyalty (Al-Ababneh et al., 2018). The determinants of service recovery satisfaction and loyalty involve service recovery systems and service recovery performance. Service recovery performance, defined as the actions employees take to address service failures, plays a vital role in shaping customer satisfaction and loyalty. Effective service recovery can turn dissatisfied customers into loyal customers by addressing their complaints promptly and empathetically (Al-Ababneh et al., 2018). Service recovery is critical in the service industry due to inevitable service failures, and effective recovery can turn customer dissatisfaction into loyalty, thus maintaining customer satisfaction and loyalty (Al-Ababneh et al., 2018). Employee empowerment plays a vital role in responding to service failures more quickly and effectively (Al-Ababneh et al., 2018) coupled with organizational support and training, significantly improves employees' ability to perform service recovery tasks, leading to higher job satisfaction and reduced turnover intentions (Al-Bazaiyah, 2022).

### **H2. Training has a positive impact on service recovery performance**

The impact of training and rewards on service recovery performance in the Takaful industry in the Southeast Asian region is significant, especially when considering the mediating role of employee commitment. Research has shown that trained employees are better equipped to efficiently handle service failures and restore customer satisfaction (Kurniawan, 2020). The service industry is inherently vulnerable to service failures due to the high level of customer interaction and the heterogeneous nature of (Ma et al., 2022) The role of job resources, defined as the ability to utilize personal and organizational resources to overcome work-related challenges, is critical to establishing a supportive work environment, including adequate supervisory support and training (Al-Bazaiyah, 2022) because Islamic bank employees' commitment to their organization is influenced by various factors, including organizational culture, job satisfaction, distributive justice, and spirituality in the workplace (Zakiy et al., 2023). So, the concept of organizational dehumanization becomes relevant when looking at how a company's internal behaviors and policies can affect employees' ability to respond to customer

needs with empathy and responsiveness because research on work environments that emphasize strict bureaucracy or inhumane performance standards can reduce employees' ability to provide personalized and effective services (Johnson, 2021).

**H3. Organizational dehumanization hurts service recovery performance.**

Dehumanization in the workplace leads to various adverse outcomes, including increased job stress, burnout, and mental health problems, which collectively reduce employee engagement and productivity (Abou Zeid et al., 2024). Organizational dehumanization significantly impacts hospitality employees' service recovery performance and sabotage behaviors, with psychological well-being and tenure playing an essential role in mediating these effects. This stressful environment negatively impacts employees' ability to perform effective service recovery, a critical aspect in the service industry where service failures are common and require prompt resolution to maintain customer satisfaction and organizational reputation (Elziny & Emam, 2021)

**H4a. Organizational dehumanization affects the relationship between the commitment of employees who have received training on service recovery performance.**

**H4b. Perceptions of organizational dehumanization weaken the relationship between incident management and service recovery performance.**

This study formulates a research model, as presented in Figure 1, based on the developed theoretical framework and hypotheses.

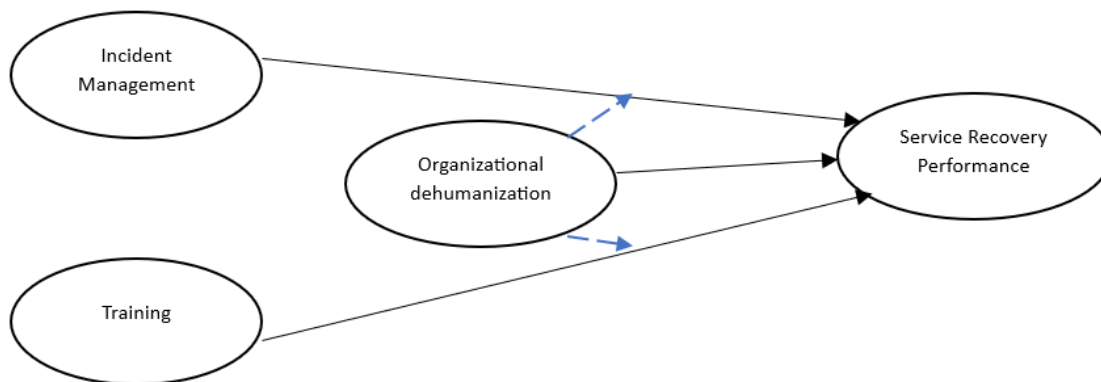


Figure 1. based on the developed theoretical framework and hypotheses.

**METHODS**

**Research design**

This article uses a survey method with statistical hypothesis testing so that it becomes scientific research based on positivism or quantitative. The sample population includes all frontline employees of Islamic banks in Indonesia, such as Customer service, Tellers, and Supervisor. Furthermore, respondents were determined based on a nonprobability sampling method, namely purposive sampling based on the criteria of Islamic bank employees who work at Islamic banks and the system they use has experienced interference.

**RESULTS AND DISCUSSION**

Descriptive statistics and respondent demographics

The demographic information of the respondents used in this study is presented in Table 1. In terms of age, the two largest groups are those aged between 18-24 years and 25-34 years, indicating the dominance of the younger generation among Islamic bank employees who serve as front liners, with the majority being female, 79.75%. This shows that female employees are believed to be able to communicate well to customers on every feature of Islamic bank products. The employment status category is dominated by permanent employees, so it can be concluded that Islamic Banks mitigate potential operational risks well that can arise from employment status conditions. The dominant participants in this study were employees of Bank Syariah Indonesia, and this incident was not intentional but was based on the representation of employees working in Islamic banks in each particular region/island and on the condition that the system owned and used by the Islamic Bank where the respondent worked had experienced interference. However, this situation should be considered when drawing conclusions from the results.

Table 1. Respondents demographic.

Criteria	Frequency	%
<b>Age</b>		
18-24	21	26.58%
25-34	45	56.96%
35-44	10	12.66%
45-54	3	3.80%
<b>Gender</b>		
Female	63	79.75%
Male	16	20.25%
<b>Employment Status</b>		
Contract Employee from 3rd party (outsourcing)	5	5%
Direct Contract Employee from the Company	22	22%
Permanent Employees	71	72%
<b>Place of Work</b>		
Bank Syariah Indonesia	73	92.40%
Bank Muamalat	1	1.27%
Bank Sumsel Babel (Capem Sako Kenten)	5	6.33%

**Measurement model assessment**

To determine the extent to which the results of using the measure reflect the established theory, construct validity testing is carried out (Korbi & Bougatef, 2017) . As a general guideline, an assessment of the loading and cross-loading scores is carried out (Hair et al., 2013). And based on the results of the outer loadings in this study, Convergent Validity is determined to be more than 0.7, as shown in table 2 below:

Table 2. Convergent Validity

Variable	Indicator	Loadings
Incident Management (IM)		
There is a reporting SOP if an incident occurs	IM1	0,859
Incident management commitment to reduce the impact of incidents	IM2	0,940
There is training related to the explanation mechanism if a problem or incident occurs	IM3	0,906
Technical SOPs communicate the progress and follow-up of incidents	IM4	0,927
Regular incident status updates to Customer Service and network officials	IM5	0,906
List of incident management follow-ups	IM6	0,924
Status updates of incidents that have been resolved and the status is declared closed.	IM7	0,909
There are special tools for call handling	IM8	0,946
trend analysis of incidents that occur, along with alternative resolutions from the network	IM9	0,888
There is a reporting SOP if an incident occurs	IM10	0,880
Monitor customer perceptions of services provided to customers after the incident.	IM11	0,952
Instant feedback on incident recovery against customer business needs	IM12	0,866
Training (T)		
Receive continuous training to be able to serve well.	T1	0,888
Received intensive training before dealing with customers	T2	0,828
Received training on how to serve customers better	T3	0,918
Receive training to be able to deal with customer complaints	T4	0,909
Receive training to be able to take care of customer problems	T5	0,945
Receive training on how to handle customer complaints	T6	0,898
Proactive in taking care of customers	T7	0,849
I can control how to solve customer problems	T8	0,829
Organizational Dehumanization (DH)		
Employee performance is the most important.	ODMoral A1	0,864
The jobs that are retained are those that cannot be substituted by technology.	ODObjective B1	0,706
The Bank measures the contribution of each employee	ODObjective B2	0,920
Service Recovery Performance (SRP)		
I can handle customer dissatisfaction seriously.	SRP1	0,825
I am okay with a customer making a complaint.	SRP2	0,916
I resolved all transaction issues.	SRP3	0,758
I am satisfied if every customer complaint is resolved.	SRP4	0,829
The majority of loyal customers come from customers whose complaints I have resolved	SRP5	0,898

Furthermore, the assessment used factor loadings and average variance extraction (AVE) (Hair et al., 2021). Based on Table 3, all loadings exceed the recommended score of 0.5 (Hair et al., 2013) This indicates that each item has an AVE score higher than 0.5, as required by the general rule (Fornell & Larcker, 1981; Hair et al., 2013)

### Composite Reliability and Average Variance Extracted

Table 3. Reliability and Validity Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
IM	0,981	0,982	<b>0,983</b>	<b>0,826</b>
T	0,960	0,965	0,966	0,781
DH	0,780	0,821	0,872	0,697
SRP	0,900	0,910	0,927	0,717

The Incident Management (IM) variable has a Composite reliability value of  $0.983 \geq 0.70$ , which shows that the overall IM indicator is reliable in measuring Cedent Management. Likewise, Training (T), Organizational Dehumanization (DH), and Service Recovery Performance (SRP) have values above  $\geq 0.70$ .

The AVE value of the IM variable is 0.826, which means that the variation of measurement indicators contained in the IM variable is 82.6%. The requirements for good convergent validity are met because the IM AVE value is  $0.826 \geq 0.50$ . When viewed in the table above, the AVE value for each variable is above  $\geq 0.50$  (good convergent validity).

### Discriminant validity

Table 4. Heterotrait-monotrait ratio (HTMT) results

DH	IM	SRP	T
	0,690		
		0,631	
			0,683

The discriminant validity evaluation with HTMT is fulfilled to determine whether the HTMT value for each pair of variables is less than 0.90. This means that the variance shared by the variables is higher for their respective measuring indicators than divided into other variable indicators. Based on Table 4 above, the evaluation of discriminant validity with HTMT has been fulfilled.

### Fornell-Larcker criterion

Table 5. Fornell Larker Results

	DH	IM	SRP	T
DH	<b>0,835</b>			
IM	0,636	<b>0,909</b>		
SRP	0,769	0,599	<b>0,847</b>	
T	0,637	0,795	0,647	<b>0,884</b>

Based on Table 5 above, it is known that the root AVE value for DH is 0.835, which is greater than the correlation with other variables (which is below), so for discriminant validity, the correlation has been fulfilled.

Likewise, with other variables, the AVE root correlation between variables and the choreography value has been fulfilled overall.

**R Square**

Table 6. Hasil Rsquare

	R-square	R-square adjusted
<b>SRP</b>	0,648	0,629

The magnitude of IM, T, and DH's influence on SRP is 64.8%, and the rest is influenced by other variables not examined in this study.

**F Square**

Tabel 7. Hasil Fsquare

	DH	IM	SRP	T
<b>DH</b>			0,454	
<b>IM</b>			0,001	
<b>SRP</b>				
<b>T</b>			0,045	

From Table 7 above, it can be seen that the DH value of 0.454 has a high effect on SRP, while IM has a very low effect on SRP with a value of 0.001, and T has a very high effect on SRP with a value of 0.045.

**Structural Model Evaluation**

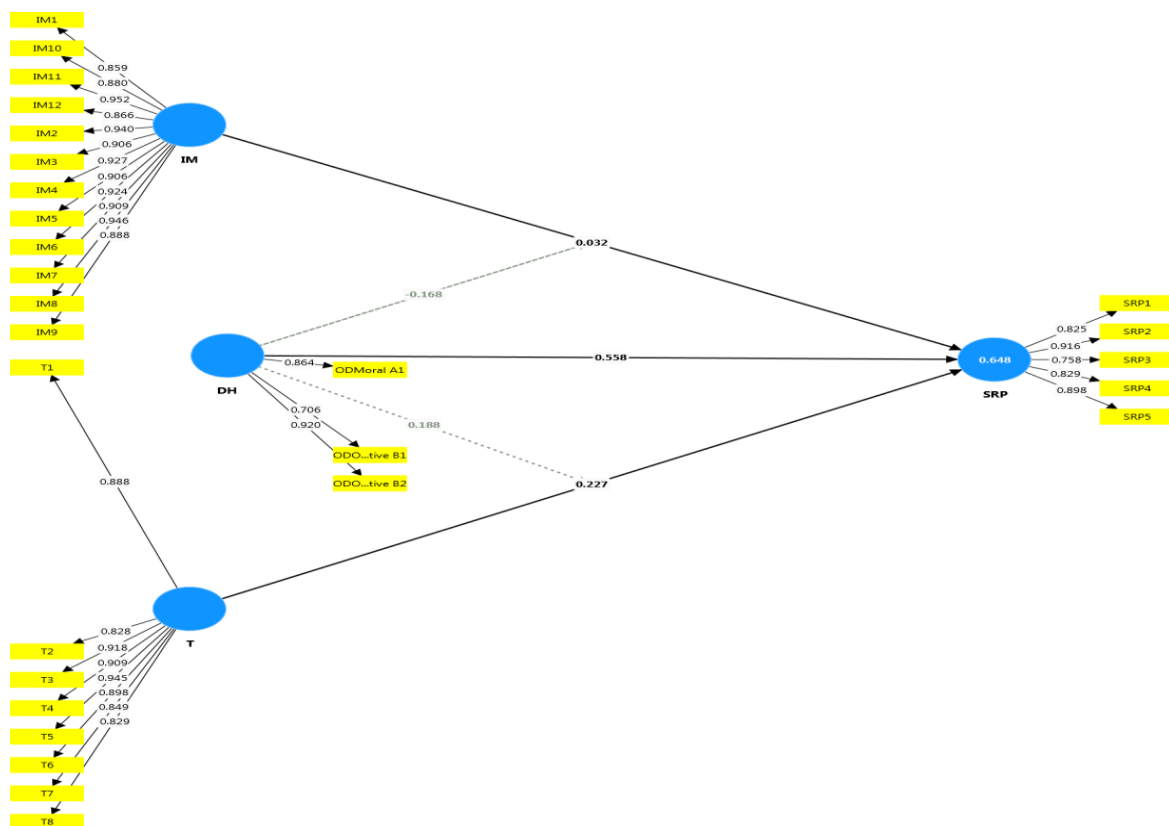


Figure 2. Structural Model Evaluation



Table 8. Structural Model

Hypothesis	Code	Path coefficients
DH -> SRP	H1	0,558
IM -> SRP	H2	0,032
T -> SRP	H3	0,227
DH x IM -> SRP	H4a	-0,168
DH x T -> SRP	H4b	0,188

Based on the model above, it can be seen that the value of incident management (IM) is 0.032 <0.05, which means that it does not have a significant effect on Service recovery performance (SRP). In contrast, the Training variable (T) has a value of 0.227 > 0.05, which means it influences Service recovery performance and the Organizational Dehumanization variable (DH) has a value of 0.558 > 0.05, which means Organizational Dehumanization affects Service recovery performance (SRP). As for the moderating variable, Organizational Dehumanization affects incident management and Service recovery performance with a value of -0.168 < 0.05, and Dehumanization affects training and Service recovery performance by 0.188 > 0.05.

## Discussion

Training is critical in improving service recovery performance by providing employees with the skills, knowledge, and confidence needed to manage and resolve service failures effectively. Numerous studies have consistently shown that training is closely linked to superior performance in various service sectors, such as financial institutions, hotels, and insurance companies (Ahmad et al., 2018). Practical training helps develop personal attributes such as self-confidence and problem-solving skills, which are crucial for handling complicated customer complaints and service setbacks (Abdien, 2017). Trained employees are better equipped and more motivated, enabling them to provide faster and superior quality service recovery. The beneficial influence of training on SRP is further corroborated by research showing a strong correlation between customer service training, reduced turnover intention, and increased job satisfaction among staff (Al-Bazaiyah, 2022).

Training greatly influences service recovery performance as the provision of training assists frontline employees in acquiring the necessary competencies to address service failures proficiently, consequently increasing customer satisfaction and loyalty. This study has proven hypothesis 2 (H2) as the results of various studies conducted by Boshoff & Allen, (2000) (Yavas et al., 2003) have shown a positive correlation between training and service recovery performance, with the most recent findings showing a b coefficient value of 0.698, highlighting the solid predictive nature of training for service recovery performance (Al-Bazaiyah, 2022).

The organizational dehumanization factor has played an important role in improving service recovery performance. This is because Islamic Banks are financial institutions that are required to be run with strict regulations. When the process is followed by an organizational pattern that seems less humane, such as treating employees like robots or production tools so that those who are retained are those who only contribute, and if their work can be substituted by technology, they will be replaced immediately as stated in the results of hypothesis 3 (H3).

Incident management, which involves good process management through the adoption of tools and practices to improve recovery efforts, emerged as another important factor, as generated by this research in Hypothesis 1 (H1). These practices involve reduced hierarchical levels to facilitate faster decision-making and improved process adaptability to enable frontline personnel to transition

from problem identification to resolution more expediently (Ahmad et al., 2018)

## CONCLUSION

Training has a positive impact on service recovery performance, especially in the context of improving employees' ability to solve problems and cope effectively with unwanted situations. Employees can gain the knowledge and skills needed to interact with customers more effectively, increase customer satisfaction, and strengthen business relationships through proper training. In addition, training can also improve employees' confidence in handling difficult situations so that they can provide fast, precise, and satisfying responses to customers. Thus, investment in training can offer long-term benefits to companies in improving service quality and strengthening brand reputation in customers' eyes. Strengthening the commitment of frontline employees to make service recovery efforts can be done by affirming that only employees who provide a commitment to contribute positively can survive and become part of an organization's commitment.

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