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## The Effect of Service Recovery on Customer Satisfaction with Customer Trust as an Intervening Variable

Imadji Chrisdwiandra<sup>1\*</sup>

<sup>1</sup> Universitas Diponegoro, Semarang, Indonesia

\* Corresponding author: Imadji Chrisdwiandra ([imadjic@gmail.com](mailto:imadjic@gmail.com))

### Abstract

In today's competitive business world, customer satisfaction is one of the main focuses of companies in maintaining their reputation and growth. However, in the midst of efforts to meet customer expectations, things do not always go according to plan. Sometimes, errors or customer dissatisfaction occur in the service process or business transactions. This is what encourages researchers to consider the importance of service recovery in the EV Charging division of PT PLN Haleyora Power Jateng DIY, as an effort to restore customer satisfaction after dissatisfaction or detrimental incidents. Service recovery is a strategy that focuses on how companies respond to and resolve customer complaints or dissatisfaction. However, the success of service recovery is determined not only by how well the company resolves the problem, but also by how those efforts affect the customer's perception of the company as a whole. Therefore, the role of customer trust as an intervening variable is very important in understanding the relationship between service recovery and customer satisfaction. This research uses explanatory research methods with quantitative methods. Explanatory research is research with the aim of finding out whether there is a relationship and influence between the independent variables and the dependent variable. If there is a relationship and influence, then how close is the relationship and influence to the Partial Least Square (PLS) test tool? The research results show the importance of customer trust as an intervening variable in the relationship between service recovery and customer satisfaction because trust plays an important role in moderating customer perceptions of recovery efforts carried out by the company.

### Keywords

Service Recovery, Perceptions, Customer Trust, Customer Satisfaction

## 1. Introduction

In today's competitive business world, customer satisfaction is one of the main focuses of companies in maintaining their reputation and growth. However, in the midst of efforts to meet customer expectations, things do not always go according to plan. Sometimes, errors or customer dissatisfaction occur in the service process or business transactions. This is what encourages companies to consider the importance of service recovery, namely efforts to restore customer satisfaction after dissatisfaction or detrimental incidents (Hazée, 2017). Service recovery is a strategy that focuses on how the company responds to and resolves customer complaints or dissatisfaction. However, the success of service recovery is not only determined by how well the company resolves the problem, but also by how these efforts influence customer perceptions of the company as a whole (Ampong, 2020). Therefore, the role of customer trust as an intervening variable is very important in understanding the relationship between service recovery and customer satisfaction.

Customer trust reflects the trust built between customers and the company. This involves customers' perceptions of the company's credibility, integrity, and ability to fulfill its promises (Koupai, 2015). In the context of service recovery, customer trust is an important factor that influences how customers assess the company's efforts to correct errors or dissatisfaction. Therefore, exploring the relationship between service recovery, customer trust, and customer satisfaction becomes essential in understanding the dynamics of interactions between companies and customers (Zaid, 2021). In a dynamic business environment, customer trust becomes a valuable asset that cannot be ignored for long-term success length of a company. When customers have high trust in a company, they tend to be more loyal, more likely to recommend products or services to others, and more tolerant of mistakes that may occur (Etemad-Sajadi, 2017). Therefore, a deep understanding of how service recovery affects customer trust is key in strengthening the relationship between companies and customers.

The importance of customer trust as an intervening variable in the relationship between service recovery and customer satisfaction is because trust plays an important role in moderating customer perceptions of recovery efforts carried out by the company (Zhang, 2015). When customers have a high level of trust in the company, they tend to see service recovery efforts as evidence of the company's commitment to improving the situation and meeting customer expectations. In addition, customer trust also influences customers' interpretation of service recovery (Cheng, 2019). Customers who have high trust in the company tend to give a more positive assessment of the recovery efforts carried out, even if the results are not completely satisfactory. The reason customer trust is an intervening variable is because it is the main foundation of a strong relationship between customers and brands. When a company experiences a service failure, service recovery is an important step to repair the damage that has occurred in the customer experience. However, service recovery itself may not be enough to ensure optimal customer satisfaction. This is why customer trust has a very important role as an intervening variable between service recovery and customer satisfaction.

First of all, effective service recovery can help correct errors or failures that occur in the customer experience. However, without strong trust from customers, such recovery efforts may not be fully accepted or perceived as sincere efforts. Customer trust helps ensure that customers receive service restoration with confidence that the company is responsible and committed to correcting errors. Second, customer trust creates a solid foundation for building long-term relationships between customers and companies. When customers believe a company is reliable and trustworthy, they are more likely to be receptive to service recovery and have higher satisfaction with their overall experience with the brand. Trust helps strengthen the

emotional bond between customers and brands, thereby increasing customer loyalty and extending the customer life cycle.

The importance of service recovery according to Chen (2017) also lies in its impact on the company's image and reputation. Customers tend to give higher marks to companies that are responsive and proactive in responding to their complaints. By demonstrating a commitment to correcting errors and meeting customer expectations, companies can gain greater trust and loyalty from their customers. In today's digital era, service recovery has also become increasingly important due to the influence of social media. Customer experiences, both positive and negative, can quickly be shared widely via social media platforms, which can influence people's perception of a brand. Therefore, according to Choi (2014) service recovery is not only about satisfying individual customers, but also about maintaining the company's overall reputation in the eyes of the public. In a company's progress, it is very important that customer trust, which is the trust built between customers and the company, is the foundation for customer satisfaction. When customers trust that a company will fulfill its promises, provide quality products or services, and act ethically, this creates a strong foundation for customer satisfaction (Hussain, 2015).

Mansori (2016) has shown that customers who trust a brand or company tend to be more satisfied with their experience. When customers have high trust in a company, they tend to feel more comfortable, more confident, and more satisfied with the products or services they receive. They have confidence that the company will do its best to meet their needs and expectations. An important aspect of trust is consistency, transparency and company integrity in interactions with customers. When companies maintain high standards in their behavior and communication with customers, this strengthens a sense of trust and customer satisfaction. Customers feel valued and heard by the company, which increases customer loyalty and retention (Omoriegbe, 2019). By paying attention to customer trust, the company creates a solid foundation for building and maintaining high customer satisfaction. Companies that succeed in building strong trust with their customers have a greater opportunity to create satisfying experiences for customers. This not only increases customer loyalty, but also strengthens the company's brand reputation in the market (Koupai, 2015).

Therefore, it is important for companies to prioritize building customer trust as an integral part of their business strategy. By focusing on transparency, consistency, and integrity in interactions with customers, companies can strengthen their relationships with customers and create an environment that produces positive and significant customer satisfaction (Uzir, 2021). This is supported by research Russo (2022), Lin (2015) and Van Den Haak (2015) which states that there is a positive and significant influence of customer trust on customer satisfaction.

## **2. Literature Review**

The relationship between distributive justice and customer trust is essential in understanding the dynamics of the relationship between customers and companies. Distributive justice, which emphasizes fairness in the allocation of resources, rights, and benefits, creates a strong foundation for building trust among customers (Ambrose, 2003). When customers see that a company treats them fairly in terms of prices, promotions, and other benefits, these fuels positive perceptions of the company and its products. Research shows that customers are more likely to trust companies they perceive to be fair in their business practices. When distributive justice is applied consistently, customers feel appreciated and treated well, which in turn strengthens their sense of trust in the company. They believe that company decisions are not based solely on internal interests, but also consider the interests and justice for customers.

A significant aspect of distributive justice is price fairness and discount policies. When customers feel that the price of their product or service matches the value they receive, this builds a sense of satisfaction and trust in the company. By paying attention to distributive justice, companies create a solid foundation for building and maintaining customer trust (Ateke, 2015). This helps build deeper and more sustainable relationships between companies and customers, ultimately resulting in customer loyalty and strengthening the company's reputation in the market. Therefore, consistent recognition and implementation of distributive justice is the key to building positive and significant trust with customers. This is supported by research Bacile (2018), Cakici (2019) and Hazée (2017) which states that there is a positive and significant influence of distributive justice on customer trust.

**H1:** *Distributive justice has a significant effect on customer trust*

The relationship between procedural justice and customer trust forms a strong foundation for positive interactions between companies and customers. Procedural justice, which focuses on an individual's impression or perception of fairness in the decision-making process and implementation of rules, provides a fair and transparent framework for customers (Koupai, 2015). When customers see that a company implements procedures consistently and provides fair participation opportunities, they are more likely to trust the company. Norizan (2019) has shown that when decision-making and problem-solving procedures are carried out in a fair and transparent manner, customers feel valued and heard. This triggers a positive perception of the company and strengthens the emotional connection between customers and the brand. Procedural justice also builds trust that the company will take customer concerns or complaints seriously and take appropriate action. An important aspect of procedural justice is transparency and consistency in the communication and decision-making process.

When customers see that the company is open about the policies, procedures, and decisions they make, this strengthens their sense of trust and satisfaction with the company. This helps build the perception that the company treats customers fairly and values their contributions. By paying attention to procedural justice, companies can strengthen customer trust and strengthen long-term relationships with customers. Consistency in implementing fair and transparent procedures creates an inclusive and just environment for customers (Uzir, 2021). In doing so, the company not only builds positive and significant trust with customers, but also creates a solid foundation for customer loyalty and long-term success in the market. This is supported by research Muhammad (2020), Vázquez-casielles (2010), and Wan (2017) which states that there is a positive and significant influence of Procedural Justice on Customer Trust.

**H2:** *Procedural Justice has a significant effect on Customer Trust*

The relationship between interactional justice and customer trust is essential in forming positive interactions between companies and customers. Interactional justice emphasizes the importance of fair, transparent and respectful social interactions between companies and customers (Mansori, 2016). When customers feel that they are treated with respect, honesty, and consistency by staff or customer service, this builds a sense of trust and satisfaction with the company. Research Pantouvakis (2018) has shown that customers tend to trust companies that they perceive to be fair in their communication and interaction practices social. When interactional justice is applied consistently, customers feel appreciated and recognized, which in turn strengthens their sense of trust in the company. They trust that the company treats them with high ethics and considers their interests and needs.

Important aspects of interactional justice are politeness, transparency and responsiveness in interactions between companies and customers. When customers get quick and satisfactory responses to their questions, complaints, or needs, this increases their trust and satisfaction with the company (Chaparro-Peláez, 2015). Companies that are able to maintain high standards in interpersonal interactions create strong emotional bonds with customers. By paying attention to interactional justice, companies create a solid foundation for building and maintaining customer trust. This helps build deeper and more sustainable relationships between companies and customers, which ultimately results in customer loyalty and strengthens the company's reputation in the market (Min Zhang, 2015). Therefore, consistent recognition and implementation of interactional justice is the key to building positive and significant trust with customers. Then the hypothesis in this research.

**H3:** *Interactional Justice has a significant effect on Customer Trust*

Customer trust, which is the trust built between customers and the company, is the foundation for customer satisfaction. When customers trust that a company will fulfill its promises, provide quality products or services, and act ethically, this creates a strong foundation for customer satisfaction (Hussain, 2015). Research Mansori (2016) has shown that customers who trust a brand or company tend to be more satisfied with their experience. When customers have high trust in a company, they tend to feel more comfortable, more confident, and more satisfied with the products or services they receive. They have confidence that the company will do its best to meet their needs and expectations. An important aspect of trust is consistency, transparency and company integrity in interactions with customers. When companies maintain high standards in their behavior and communication with customers, this strengthens a sense of trust and customer satisfaction. Customers feel valued and heard by the company, which increases customer loyalty and retention (Omorieg, 2019). By paying attention to customer trust, the company creates a solid foundation for building and maintaining high customer satisfaction. Companies that succeed in building strong trust with their customers have a greater opportunity to create satisfying experiences for customers. This not only increases customer loyalty, but also strengthens the company's brand reputation in the market (Koupai, 2015). Therefore, it is important for companies to prioritize building customer trust as an integral part of their business strategy. By focusing on transparency, consistency, and integrity in interactions with customers, companies can strengthen their relationships with customers and create an environment that produces positive and significant customer satisfaction (Uzir, 2021). This is supported by research Russo (2022), Lin (2015) and Van Den Haak (2015) which states that there is a positive and significant influence of Customer Trust on Customer Satisfaction.

**H4:** *Customer Trust has a significant effect on Customer Satisfaction*

### **3. Methods**

This research uses explanatory research SEM PLS with quantitative methods. Explanatory research is research that aims to test a hypothesis, whether to strengthen or reject the hypothesis seen from the research results. Explanatory research is research with the aim of finding out whether there is a relationship and influence between the independent variables and the dependent variable. If there is a relationship and influence, then how close is the relationship and influence (Cooper, 2017). Quantitative method research is the process of obtaining knowledge based on data or numbers using statistical calculations from the number of sample respondents provided in the survey conducted. Syaiful (2018) believes that this quantitative approach is used for research on certain populations and samples as well as collecting data based on research variables.

This research also uses descriptive analysis to describe respondents and field conditions. Descriptive statistical analysis is statistics that are used to analyze data by describing or illustrating the data that has been collected as it is without the intention of making general conclusions or generalizations (Ghozali, 2012). Research carried out on populations (without samples being taken) will clearly use descriptive statistics in its analysis. However, if the research is carried out on a sample, the analysis can use descriptive or inferential statistics. Descriptive statistics can be used if the researcher only wants to describe sample data, and does not want to make conclusions that apply to the population from which the sample was taken. However, if researchers want to make conclusions that apply to the population, then the analysis technique used is inferential statistics (Ghozali, 2012).

#### 4. Results and Discussion

Based on the test results using the SmartPLS application program version 3.2.9 (Smart Partial Least Square), it can be concluded that distributive justice has a negative and insignificant effect towards customer trust. with a path coefficient (O) of -0.121 with a t-statistic value of 1.104 with a significance level of 0.136 which is greater than 0.05. This coefficient which has a negative sign indicates that the higher Distributive Justice has no effect on customer trust. Therefore, the first hypothesis states that there is an influence between distributive justice and customer trust not proven. These results indicate that the company's efforts to distribute justice or fair treatment in providing services and offers do not directly increase the level of customer trust in the company. Although fairness in service distribution is an important aspect, these results show that this factor alone is not enough to build or increase customer trust. Customers may pay attention to other aspects that are more important or more relevant in determining their level of trust in a company. Thus, PT PLN Haleyora needs to re-evaluate their strategy related to Distributive Justice and focus on other aspects that may have more influence on Customer Trust. Aspects such as openness and transparency, responsiveness and quality of interactions with customers may need to be strengthened to build stronger trust. Further evaluation and additional research could help identify other factors that are more effective in increasing customer trust.

Research shows that customers are more likely to trust companies they perceive to be fair in their business practices. When distributive justice is applied consistently, customers feel appreciated and treated well, which in turn strengthens their sense of trust in the company. They believe that company decisions are not based solely on internal interests, but also consider the interests and justice for customers. A significant aspect of distributive justice is price fairness and discount policies. When customers feel that the price of their product or service matches the value they receive, this builds a sense of satisfaction and trust in the company. By paying attention to distributive justice, companies create a solid foundation to build and maintain customer trust (Ateke, 2015). This helps build deeper and more sustainable relationships between companies and customers, ultimately resulting in customer loyalty and strengthening the company's reputation in the market. Therefore, consistent recognition and implementation of distributive justice is the key to building positive and significant trust with customers. This is supported by research Bacile (2018), Cakici (2019) and Hazée (2017) which states that there is a positive and significant influence of distributive justice on customer trust.

**Table 1.** Hypothesis Test Results

Variable	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values (Sig.)
<b>DJ – CT</b>	-0.133	0.109	1,104	0.136
<b>PJ–CT</b>	0.393	0.082	4,487	0,000
<b>IJ – CT</b>	0.355	0.090	4,112	0,000
<b>CT – CS</b>	0.375	0.094	3,821	0,000

Smart partial least square, it can be concluded that procedural justice has a positive and significant effect on customer trust with a path coefficient (o) of 0.369 with a t-statistic value of 4.487 with a significance level of 0.000 which is smaller than 0.05. this positive coefficient indicates that the higher procedural justice has an effect on customer trust. therefore, the second hypothesis states that there is an influence between procedural justice and customer trust proven, these results indicate that customers of PT. PLN Haleyora Semarang regional office feel the importance of procedural justice in building their trust in the company. procedural justice, which includes fairness in the decision-making process, transparency, and opportunities for customers to express opinions, significantly influences the level of customer trust. when customers feel that a company implements fair and transparent procedures, they tend to have more confidence in the company's good intentions and competence.

The implication of these results is that PT. PLN Haleyora needs to continue to strengthen the procedural justice aspect in their operations and services. this can include increasing transparency in every process, providing effective channels for customers to provide feedback, and ensuring that all decisions are made fairly and consistently. in this way, companies can strengthen customer trust, which is an important component in building positive and sustainable long-term relationships with customers. procedural justice also builds trust that the company will take customer concerns or complaints seriously and take appropriate action. an important aspect of procedural justice is transparency and consistency in the communication and decision-making process. when customers see that the company is open about the policies, procedures, and decisions they make, this strengthens their sense of trust and satisfaction with the company. This helps build the perception that the company treats customers fairly and values their contributions.

By paying attention to procedural justice, companies can strengthen customer trust and strengthen long-term relationships with customers. consistency in implementing fair and transparent procedures creates an inclusive and just environment for customers (Uzir, 2021). in doing so, the company not only builds positive and significant trust with customers, but also creates a solid foundation for customer loyalty and long-term success in the market. this is supported by research Muhammad (2020), Vázquez-Casielles (2010), and Wan (2017) which states that there is a positive and significant influence of procedural justice on customer trust.

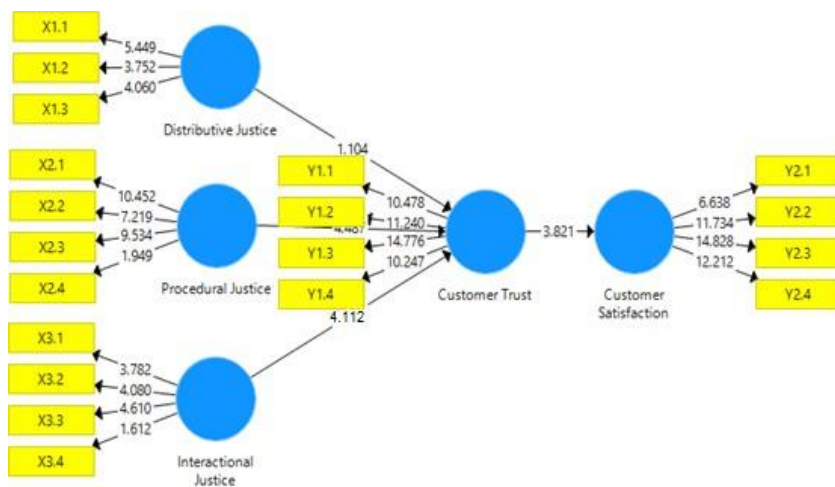


Figure 1. Hypothesis

The test results using the SmartPLS application program version Smart Partial Least Square), it can be concluded that Customer Trust has a positive and significant effect on Customer Satisfaction. With a path coefficient (O) of 0.359 with a t-statistic value of 3.821 with a significance level of 0.000 which is smaller than 0.05. This positive coefficient indicates that the higher Customer Trust has an effect on Customer Satisfaction. Therefore, the fourth hypothesis which states that there is an influence between Customer Trust and Customer Satisfaction is proven. These results indicate that customers of PT PLN Haleyora Semarang Regional Office who have a high level of trust in the company tend to feel more satisfied with the services provided. Customer Trust, which includes customer confidence in a company's reliability, integrity and competence, significantly increases customer satisfaction levels. When customers feel that they can trust a company, they tend to be more satisfied with their overall experience.

The implication of these results is that PT PLN Haleyora needs to continue to build and maintain customer trust to increase their satisfaction. This can be done through improving service quality, transparency in communication, and quick and effective responses to customer problems or complaints. By increasing customer trust, companies not only increase satisfaction but also build long-term loyalty which is important for business sustainability. An important aspect of trust is consistency, transparency and company integrity in interactions with customers. When companies maintain high standards in their behavior and communication with customers, this strengthens a sense of trust and customer satisfaction. Customers feel valued and heard by the company, which increases customer loyalty and retention (Omoregie, 2019). By paying attention to customer trust, the company creates a solid foundation for building and maintaining high customer satisfaction. Companies that succeed in building strong trust with their customers have a greater opportunity to create satisfying experiences for customers. This not only increases customer loyalty, but also strengthens the company's brand reputation in the market (Koupai, 2015). Therefore, it is important for companies to prioritize building customer trust as an integral part of their business strategy. By focusing on transparency, consistency, and integrity in interactions with customers, companies can strengthen their relationships with customers and create an environment that produces positive and significant customer satisfaction (Uzir, 2021). This is supported by research Russo (2022), Lin (2015) and Van Den Haak (2015) which states that there is a positive and significant influence of Customer Trust on Customer Satisfaction

**Table 2.** Indirect Effect Test Results

Variable	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values (Sig.)	Information
DJ- CT- CS	0.189	0.067	2,443	0.023	Mediate
PJ- CT- CS	0.157	0.056	2,374	0.010	Mediate
IJ- CT- CS	-0.062	0.056	1,161	0.124	Not Mediating

Indirect influence on the Distributive Justice variable towards Customer Satisfaction through Customer Trust has a path coefficient (O) of 0.212 with a t-statistic of 0.2443 and a significance of 0.023 which is less than 0.05. This means Customer Trust capable mediating the influence of Distributive Justice on Customer Satisfaction. These results indicate that although Distributive Justice does not directly have a significant effect on Customer Trust, it has a significant indirect effect on Customer Satisfaction when mediated by Customer Trust. That is, fairness in the distribution of a company's services and offerings can increase customer satisfaction, but this effect occurs through increasing customer trust first. When customers perceive fairness in service distribution, they are more likely to trust the company, and this increased trust, in turn, increases their satisfaction. The implication of these results is that PT PLN Haleyora needs to pay attention to the importance of building customer trust as an effective intermediary in increasing satisfaction through distributive justice. Companies must focus on implementing fair policies and procedures in service distribution to build trust which ultimately increases customer satisfaction. Measures such as transparency in pricing, fair offers, and equal treatment of all customers can help achieve this goal.

Indirect influence on the Procedural Justice variable towards Customer Satisfaction through Customer Trust has a path coefficient (O) of -0.053 with a t-statistic of 0.2374 and a significance of 0.124 which is less than 0.05. This means Customer Trust capable mediating the influence of Distributive Justice on Customer Satisfaction. These results indicate that procedural justice in the decision-making process and company interactions does not have a significant indirect effect on customer satisfaction through customer trust. Even though Procedural Justice has a significant direct influence on Customer Trust, customer trust formed from procedural justice is not strong enough to significantly increase customer satisfaction indirectly. The implication of these results is that PT PLN Haleyora needs to re-evaluate their strategy in implementing procedural justice and how it translates into customer trust and satisfaction. While transparency and fairness in procedures are important for building trust, they do not automatically increase customer satisfaction unless accompanied by other factors that may be more directly related to the customer experience.

Indirect influence on the Interactional Justice variable towards Customer Satisfaction through Customer Trust has a path coefficient (O) of 0.133 with a t-statistic of 0.1161 and a significance of 0.010 which is more than 0.05. This means Customer Trust unable mediating the influence of Interactional Justice on Customer Satisfaction. These results indicate that although Interactional Justice, which includes the way a company communicates and treats customers with respect and empathy, has a positive effect on Customer Trust, the indirect effect through Customer Trust is not significant in increasing Customer Satisfaction. This means that the interactional justice felt by customers is not strong enough to increase customer satisfaction indirectly through customer trust. The implication of these results is that PT PLN Haleyora needs to re-evaluate how their interactional aspects can be more effective in increasing customer satisfaction. While building trust through interactional justice remains important, companies may need to pay

attention to other factors that can directly increase customer satisfaction. This can include improving service quality, quick responses to customer complaints, and improving the overall customer experience.

## 5. Conclusion

Distributive Justice has a negative and insignificant effect on Customer Trust in PT PLN Haleyora EV Charging Customers, Semarang City. This means that a high level of Distributive Justice does not have a greater influence on Customer Trust. Procedural Justice has a positive and significant effect on Customer Trust in PT PLN Haleyora EV Charging Customers, Semarang City. This means that a high level of Procedural Justice has a greater influence on Customer Trust. Interactional Justice has a positive and significant effect on Customer Trust in PT PLN Haleyora EV Charging Customers, Semarang City. This means that a high level of Interactional Justice has a greater influence on Customer Trust. Customer Trust has a positive and significant effect on Customer Satisfaction for PT PLN Haleyora EV Charging Customers, Semarang City. This means that a high level of Customer Trust has a greater influence on Customer Satisfaction. The indirect effect of the Distributive Justice variable on Customer Satisfaction through Customer Trust has a path coefficient (O) of 0.212 with a t-statistic of 0.2443 and a significance of 0.023 which is less than 0.05. This means that Customer Trust is capable mediating the influence of Distributive Justice on Customer Satisfaction. The indirect effect of the Procedural Justice variable on Customer Satisfaction through Customer Trust has a path coefficient (O) of - 0.053 with a t-statistic of 0.2374 and a significance of 0.124 which is less than 0.05. This means that Customer Trust is capable mediating the influence of Distributive Justice on Customer Satisfaction. The indirect effect of the Interactional Justice variable on Customer Satisfaction through Customer Trust has a path coefficient (O) of 0.133 with a t-statistic of 0.1161 and a significance of 0.010 which is more than 0.05. This means that Customer Trust is not capable mediating the influence of Interactional Justice on Customer Satisfaction.

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