

# THE ROLE OF SERVICE RECOVERY SATISFACTION MEDIATION ON TRUST IN THE HOSTING PROVIDER

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## Abstract

***The results of solving problems experienced by customers are known from how customers behave after this happens. This study determines whether there is an influence between distributive justice, procedural justice, interactional justice on service recovery satisfaction, and trust. And want to know whether service recovery satisfaction mediates the influence of distributive justice, procedural justice, and interactional justice on trust. The results showed that service satisfaction recovery mediates the effect of distributive justice and interactional justice on trust.***

***Keyword: Service recovery, service failure, distributive justice, procedural justice, transactional justice, service recovery satisfaction, trust.***

## 1. INTRODUCTION

Service has different characters from goods. Companies with a product core in the form of goods can determine a warranty strategy or replace it with new damage. The same goods with the same quality will provide the same experience to customers who use these goods because of the visible, homogeneous, storable and, possessive nature of the goods. The customer is not involved in the making.

Hosting services have an essential role in the global economy. The research institute McKinsey (2019) presents the forecasting of the Asian economy through their broadcast program "The Future of Asia" with the title "The Asian Century has Arrived". In an interview with James Cabtree, a professor from the Lee Kuan Yew School of Public Policy at the National University of Singapore who is also a senior at the School's Center on Asia and Globalization, and Parag Khanna, founder and managing partner of FutureMap it was concluded that

in the coming decades future Asia does not only talk about China but Asia as a whole. James Cabtree revealed that the Asian economy would change, from previously only participating in global trade and innovation flows to an economy with direction.

Indonesia, as part of ASEAN and also Asia is mentioned as a country that has eternal wealth, namely natural resources and others as a comparative advantage including human resources as well as a market share, all of which can be used as capital in economic competition in the present and future. Human resource availability creates opportunities for business people to reach them with online services and offline services supported by online services. Online services require reliable hosting. Almost all daily government and private activities, be it work, study, and shopping activities, are carried out online. If previous online services were an additional strategy for offline services, online services could be the primary strategy for running a business. In reality, there is no perfect hosting service. All have the possibility of a service failure. In a test of hosting service providers, only 1 out of 17 hosting service providers has a support rating of 9/10 (Willy Randika, 2020). Ideally, a hosting service provider must have technical support that serves problems and answers customer questions 24 hours a day and seven days a week at all times because customers will not know when the website will be hit by a problem so that if a service failure occurs, technical support will always be there to solve the problem. Speed in responding to and overcoming service failures is one of procedural justice (Hoffman and Bateson, 2010: 363). No customer wants to lose website visitors due to service failure problems on hosting.

## 2. LITERATURE REVIEWS AND HYPOTHESIS DEVELOPMENT

### 2.2. Service Recovery

This study uses literature and previous studies as a basis for building hypotheses. All of these previous literature and studies discuss service recovery, distributive justice, procedural justice, interactional justice, service recovery satisfaction, and trust.

#### 2.1. Service Failure

Zeithaml et al. (2018: 179-180) states that service failure is described as service performance that is below customer expectations, which leads to customer dissatisfaction. Service failure can be in the form of failure in service delivery or the service delivered does not meet customer expectations. Service failures can occur due to service not being available when promised, late or too slow service distribution, poor service execution, and unskilled and disrespectful employees. According to Hoffman and Bateson (2010: 346), service failure can occur due to errors in the delivery of services and services that are not following customer expectations. Services have different characteristics of goods. The intangible nature of the service causes the customer to have a subjective judgment. According to Tjiptono (2019: 513), service failure can be caused by several factors, namely service provider errors, team member errors, customer errors, and errors beyond the service provider's control. Customers have varied responses when they experience a service failure. Zeithaml et al. (2018: 183) states that when customer service fails, they become dissatisfied or have negative emotions. There are two types of customers' actions due to dissatisfaction or negative emotions, namely submitting complaints to service providers or choosing to remain silent. Some customers submit complaints directly to service providers. Customers can submit complaints by spreading negative word of mouth to others directly or through conventional or electronic mass media. Besides, customers can submit complaints to third parties, for example, to consumer protection agencies. Customers who submit complaints or choose to remain silent will ultimately decide to continue using the service or move to another service provider.

Zeithaml et al. (2018: 179) states that service recovery refers to organizations' actions in response to service failures to improve the situation for customers. Research shows that solving problems that afflict customers has a strong influence on satisfaction, loyalty, word of mouth communication, and core service performance. A well-designed service recovery strategy that can be used for future service improvements can reduce costs incurred due to service failures. According to Hoffman and Bateson (2010: 356-364), the steps in service recovery are: (1) instilling a service recovery culture throughout the company, (2) identifying service failures, (3) identifying the root causes of problems, (4) determining strategies service recovery, and (5) delivery of service recovery strategies to customers.

According to Hoffman and Bateson (2010: 362), there are five categories of service recovery strategies. The first category is compensation strategy, a compensation strategy that is carried out by providing compensation to customers to compensate for customer losses, emotional costs, monetary costs, and lost time costs caused by a service failure. The second category is the restoration strategy, which is the recovery strategy offered to customers to compensate for the current condition in several ways, namely providing new services as a replacement for services that have failed, repairing services that have been interrupted, and then handing them back to customers and providing substitutions for current services. The third category is the apologetic strategy, which is the company's service recovery strategy by apologizing to customers. An apology can be made by the service provider or the company's top management. The fourth category is the reimbursement strategy, a service recovery strategy that provides returns in the form of a refund either in cash or in the form of a credit from the store. The next category is an unresponsive strategy; a recovery strategy carried out by service providers by not responding to customer complaints. The success of the service recovery strategy can be seen from the perception of fairness that is felt by customers. Perceptions of fairness are the fairness felt by customers regarding whether the input they provide than the output they receive results in an evaluation of service recovery (Hoffman and Bateson, 2010: 264).

### **2.3. Distributive Justice**

According to Zeithaml et al. (2018: 194), distributive justice is obtained by customers after submitting a complaint. Distributive justice is also called outcome fairness. Fairness of results includes adequate compensation according to the level of complaint in reimbursement of money, free services, discounts, and repairs. Hoffman and Bateson (2010: 363) state that distributed justice is a component of the perception of justice, referring to the specific results of service recovery efforts. In other words, distributive justice is what the company offers explicitly to customers when a service failure occurs. Distributive justice emphasizes whether the results (outputs) match the inputs or complaints (inputs). These results can be in compensation, restoration, apologies, substituting, or neglecting customer complaints. According to Tjiptono (2019: 516), distributive justice is related to customers' results from complaints. Fair results can be given in the form of apologies, refunds, repairs, product replacement, price corrections, or a combination thereof. Seiders and Berry (1998) suggest that the principle of distributive justice includes equity, equality, and needs. Equity emphasizes that the participant's reward is the same as his contribution to the exchange. La and Choi (2019) stated that distributive justice affects service recovery satisfaction. In line with Waqas et al. (2014), who also revealed the effect of distributive justice on satisfaction. Yoo (2018) states that distributive justice has a positive and significant effect on satisfaction. Good service recovery can increase customer trust (Harsono, 2018).

### **2.4. Procedural Justice**

According to Zeithaml et al. (2018: 195), Procedural justice is the perception of justice in service recovery related to policies, regulations, and timeliness in the complaint process. The characteristics of a fair procedure are clear, precise, and accessible. On the other hand, an unfair procedure's characteristics are slow, prolonged, uncomfortable, and unreasonable. Hoffman and Bateson (2010: 363) say that procedural justice is the perception of fairness in service recovery related to the process (time) of how long the customer lasts during the service recovery process. Immediacy in the service recovery process is the primary key because

it is related to the level of effectiveness and retention level. Customers may be satisfied with the service recovery strategy offered, but recovery evaluation can be wrong if getting the results takes much time. According to Tjiptono (2019: 516-517), procedural justice is the perception of justice in service recovery related to policies, regulations, and timeliness in the complaint process. Fair procedures include several things, namely: (1) the company bears responsibility for service failures that occur, (2) any complaints are handled quickly, (3) there is a flexible system, and also considers individual situations and customer input regarding the final results. Seiders and Berry (1998) suggest six procedural justice principles, namely consistency, free from bias, accuracy, correctability, representativeness, and ethicality.

Consistency refers to the same behavior across processes and over time. Freedom from bias is necessary to avoid self-interest. Accuracy aims to minimize misinformation. Correctability allows appeals and reversals for wrong decisions. Representativeness denotes values that reflect all subgroups. While ethically refers to consistency with ethical and moral values. Singh (2016) reveals that procedural justice has a positive and significant effect on satisfaction. Yoo (2018) also revealed this and was confirmed by La and Choi (2019), who stated that procedural justice had a positive and significant effect on service recovery satisfaction. Also, DeWitt et al. (2008) explained that procedural justice has a positive and significant effect on trust that will affect service providers' customer behavior.

### **2.5. Transactional Justice**

The interaction between customers and service providers in service recovery is inseparable from an interpersonal communication strategy. Interpersonal communication is communication between two or more people (Robbins and Coulter, 2016: 436). Service providers who want to make it easier for customers to contact them or vice versa must prepare an interpersonal communication strategy. According to Zeithaml et al. (2018: 194), Interactional justice is justice in terms of customer treatment in the service recovery process. Such treatment includes politeness, honesty, and care. Procedural fairness can dominate other perceptions of fairness if customers feel the company and its employees are indifferent and do not do much



to solve problems. Hoffman and Bateson (2010: 363) say that interactional justice refers to an interpersonal way of service recovery processes and how the recovery results are presented. These ways can be empathy, politeness, and friendly attitude shown during the service recovery process. Companies must understand that customers are so frustrated by a service failure that interactional justice has a significant impact on problem-solving. Tipton (2019: 516-517) also has the same opinion, namely defining interactional justice as a perception of fairness in service recovery that involves interpersonal treatment obtained during the recovery process. These relationship behaviors include politeness, care, and honesty. Interactional justice requires the ability to manage customer emotions. Employees who do not have authority can become an obstacle in achieving fair interactional justice. Seiders and Berry (1998) provide three principles of interactional justice: respect, honesty, and politeness. Respect refers to a positive response to customers.

Honesty refers to straightforwardness, not things or hidden agendas that will add to customer losses. Politeness refers to appropriateness, how to choose sentences of apology, and attitude in responding to customer complaints. Harsono (2018) states that interactional justice has no significant effect on satisfaction and trust associated with service recovery. This statement is different from Yoo (2018), who stated that interactional justice positively and significantly affects satisfaction. Similarly, according to Wen and Chi (2013), interactional justice has a positive and significant effect on trust. Furthermore, the trust obtained determines customer loyalty (DeWitt et al., 2008).

## **2.6. Service Recovery Satisfaction (SRS)**

Hoffman and Bateson (2010: 289) state that customer satisfaction compares expectations and actual perceptions of service. Wirtz and Lovelock (2016) state that customer satisfaction is an evaluation of performance and comparing it with previous customer expectations, service recovery satisfaction is the customer's expectation of service recovery compared to the actual results of service recovery. Satisfaction is a customer evaluation of a product or service in terms of whether the product or service has met the customer's needs and expectations. Failure to meet customer needs and expectations is assumed to result in dissatisfaction.

Customers satisfied with service recovery will be more loyal than customers who are not satisfied with service recovery (Zeithaml et al., 2018: 180). From the definition of satisfaction described by experts, service recovery satisfaction is obtained, namely customer evaluation of service recovery strategies carried out by service providers to overcome service failures experienced by customers. Customers can find satisfaction immediately after delivering certain services or after the service recovery process due to a service failure. The context of service recovery involves service recovery justice, namely, to determine customer satisfaction (Yoo, 2018). Distributive justice and procedural justice affect customer satisfaction related to compensation and the existence of clear procedures (Tsao, 2018). The way staff interacts with customers does not significantly affect what customers want is more about distributive justice (Harsono, 2018). La and Choi (2019) also revealed that both distributive justice, procedural justice, and interactional justice positively affect service recovery satisfaction. Wen and Chi (2013) explained the effect of satisfaction on trust, who reveals that service recovery satisfaction positively affects post-service service confidence. This statement is reinforced by Osman et al. (2016), which states that satisfaction has a positive and significant effect on trust. Based on the theories that have been presented by the experts, logically, satisfaction is formed by forming variables. One of the service recovery variables is service recovery justice, namely distributive justice, procedural justice, and interactional justice. Satisfaction also contributes to customer trust; in the context of service recovery, customers can become believe or not believe anymore.

## **2.7. Trust**

Trust believes that partners are open and always tell the truth in business communication (Kumra and Mittal, 2004). Trust in a brand is a customer's willingness to trust or rely on a brand in a risk situation due to the expectation that the brand will produce positive results. Good service recovery positively affects customer trust (DeWitt et al., 2008). In their study, Osman et al. (2016), Chu et al. (2012) stated that trust is influenced by satisfaction. Building trust in service recovery also requires procedural and distributive justice because both of these equities in service recovery have a significant effect on trust. Interactional justice can affect

trust, as explained by Wen and Chi (2013), but it can also not affect trust expressed by Harsono (2018).

**2.8. Conceptual Framework and Hypotheses**

From the literature and previous studies, concepts and research hypotheses can be built as follows:

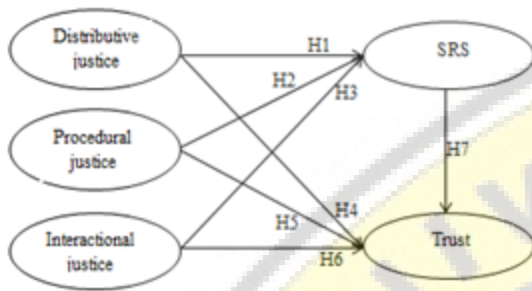


Fig 1. Conceptual Framework

- H1: Distributive justice affects service recovery satisfaction
- H2: Procedural justice affects service recovery satisfaction
- H4: Distributive justice affects trust
- H3: Interactional justice affects service recovery satisfaction
- H5: Procedural justice affects trust
- H6: Interactional justice affects trust.
- H7: Service recovery satisfaction affects trust

**3. METHODOLOGY**

The unit analyzed in this study is a hosting customer at a hosting service provider company in Jakarta. This study used purposive sampling because the population could not be known. The sample in this study amounted to 100 people hosting customers of this service provider who live in Indonesia and have a social media account. This study uses the Partial Least Square (PLS) analysis tool, which is a potent analysis tool that does not depend on many assumptions, the data does not have to be normally distributed, and the sample size does not have to be large to explain the relationship between latent variables.

**4. QUESTIONNAIRE DEVELOPMENT**

The questionnaire in this study can be seen in Table 1 below:

No	Variables	Dimension of measuring	Reference
1	Distributive justice	x1.1 The right response x1.2 Fair results	La and Choi (2019)
2	Procedural Justice	x2.1 Clear procedure x2.2 Problems are resolved according to procedure x2.3 Flexible in handling service failures.	La and Choi (2019), Singh (2016), Yoo (2018)
3	Transactional Justice	x3.1 Concern x3.2 Honesty x3.3 Courtesy	Yoo (2018)
4	Service recovery satisfaction	y.1 satisfaction with how to deal with problems y.2 satisfaction of the overall result	La and Choi (2019), Singh (2016)
5	Trust	z.1 customer first z.2 Responsive z.3 Keeping promises	DeWitt. et.al (2008)

Table 1. Questionnaire development

Sample characteristics can be seen in Table 2 below:

No	Item	Classification	Frequenc y	Percentage
1	Last education	Senior High School	29	29%
		Diploma (D1/D2/D3/D4)	13	13%
		Undergraduate	50	50%
		Magister	8	8%
2	working experience with hosting	Less than 1 year	29	29%
		1 to 5 years	58	58%
		6 to 10 years	8	8%
		More than 10 years	5	5%

Table 2. Sample demographics

**5. RESULT AND FINDING**

In this study we conducted two model tests, the outer model and the inner model.

5.1. Outer Model

The outer model is evaluated by convergent validity, discriminant validity, and composite reliability (Abdillah and Jogiyanto, 2015: 195). In this study, Distributive Justice is measured by 2 indicators, Procedural Justice is measured by 3 indicators, Transactional Justice is measured by 3 indicators, Service Recovery Satisfaction is measured by 2 indicators, and Trust is measured by 3 indicators.

1. Outer loading

Chin (1995) states that one of the convergent validity parameters is that the outer loading value must be > 0.7. The measurement model of this study provides outer loading results which indicate that each indicator has an outer loading value of > 0.7 so that it meets the convergent validity requirements.

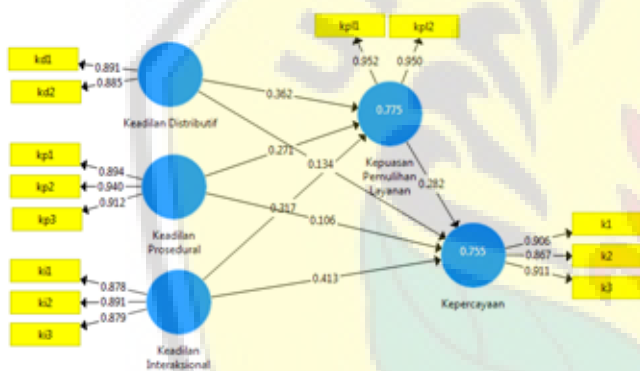


Fig 2. Algorithm Model

2. AVE

AVE (Average Variance Extracted) must have a value > 0.5 to meet one of the requirements of convergent validity (Chin, 1995). The variables in this study have an AVE value > 0.5 so that they meet the convergent validity requirements.

Variables	AVE
Distributive Justice	0,789
Procedural Justice	0,838
Interactional Justice	0,779
Service Recovery Satisfaction	0,904
Trust	0,801

Table 3. AVE

3. AVE's squared root and latent variable correlation

One of the parameters of discriminant validity is that the squared root of the AVE value must be greater than the latent variable correlation. The squared root of AVE in this study is greater than the correlation between latent variables so that it meets the conditions for discriminant validity.

Variables	AVE	Squared root
Distributive Justice	0,789	0,888
Procedural Justice	0,838	0,915
Interactional Justice	0,779	0,882
Service Recovery Satisfaction	0,904	0,950
Trust	0,801	0,895

Table 4. AVE and squared root of AVE

4. Cross loading

One of the parameters of discriminant validity is cross-loading, where the loading value of the indicator must be greater on its latent variable than the other variables. Thus, the indicators in this study meet the requirements of discriminant validity.

Indicators	DJ (x1)	PJ (x2)	IJ (x3)	SRS (y)	TRUST (z)
x1.1	<b>0,891</b>	0,665	0,772	0,729	0,723
x1.2	<b>0,885</b>	0,752	0,646	0,748	0,666
x2.1	0,767	<b>0,894</b>	0,671	0,706	0,653
x2.2	0,728	<b>0,940</b>	0,733	0,749	0,737
x2.3	0,696	<b>0,912</b>	0,676	0,741	0,669
x3.1	0,745	0,667	<b>0,878</b>	0,711	0,755
x3.2	0,747	0,707	<b>0,891</b>	0,717	0,758
x3.3	0,620	0,631	<b>0,879</b>	0,721	0,679
y1	0,783	0,736	0,770	<b>0,952</b>	0,798
y2	0,797	0,785	0,773	<b>0,950</b>	0,748
z1	0,720	0,756	0,751	0,806	<b>0,906</b>
z2	0,652	0,581	0,748	0,657	<b>0,867</b>
z3	0,726	0,671	0,727	0,712	<b>0,911</b>

Table 5. Cross Loading

5. Cronbach's alpha and composite reliability

Hair et al. (2018: 755) states that the value of composite reliability between 0.6 to 0.7 is acceptable, while a value of 0.7 to 0.95 is a satisfactory value. The composite reliability value of each variable in this study was greater

than 0.7 (Table 2) so that this study has satisfactory reliability. Cronbach's Alpha value strengthens the result of composite reliability which states that this study is reliable.

Variables	Composite Reliability	Cronbach's Alpha
Distributive Justice	0,882	0,733
Procedural Justice	0,940	0,903
Interactional Justice	0,914	0,858
Service Recovery Satisfaction	0,950	0,894
Trust	0,924	0,876

Table 6. Cronbach's alpha and composite reliability

### 5.2. Inner Model

#### 1. Path coefficient

The t-statistic value on the path coefficient shows support for the hypothesis. The following is an explanation of the support of the hypothesis in this study based on the t-statistic value. Hypothesis 1 states that distributive justice affects service recovery satisfaction. The t-statistic value obtained is 3.526 with an alpha of 5 percent. This value is greater than the two-tailed t-table value (1.96). Thus hypothesis 1 is supported. Hypothesis 2 states that distributive justice affects trust. The t-statistic value obtained is 1.004 with an alpha of 5 percent. This value is smaller than two-tailed t-table value (1.96). Thus hypothesis 2 is not supported. Hypothesis 3 states that procedural justice affects service recovery satisfaction. The t-statistic value obtained was 1.856 with an alpha of 5 percent. This value is smaller than the two-tailed t-table value (1.96). Thus hypothesis 3 is not supported. Hypothesis 4 states that procedural fairness affects trust. The t-statistic value obtained is 0.813 with an alpha of 5 percent. This value is smaller than the two-tailed t-table value (1.96). Thus hypothesis 4 is not supported. Hypothesis 5 states that interactional justice affects service recovery satisfaction. The t-statistic value obtained is 2.268 with an alpha of 5 percent. This value is greater than the two-tailed t-table value (1.96). Thus hypothesis 5 is supported. Hypothesis 6 states that interactional justice affects trust. The t-statistic value obtained is 3,465 with an alpha of 5 percent. This value is greater than the two-tailed t-table value (1.96). Thus hypothesis 6 is supported. Hypothesis 7 states that service recovery satisfaction affects trust.

The t-statistic value obtained is 2.561. This value is greater than the two-tailed t-table value (1.96). Thus hypothesis 7 is supported.

	T Statistics ( O/STDEV )	Supported/ Not Supported
Distributive Justice -> Service Recovery satisfaction	3,526	Supported
Distributive Justice -> Trust	1,004	Not supported
Procedural Justice-> Service Recovery satisfaction	1,856	Not supported
Procedural Justice -> Trust	0,813	Not supported
Interactional Justice -> Service Recovery satisfaction	2,268	Supported
Interactional Justice -> Trust	3,465	Supported
Service Recovery satisfaction -> Trust	2,561	Supported

Table 7. Path coefficient

#### 2. The role of service recovery satisfaction as a mediation

In the mediation role test, the output parameter significance test is seen in the t-statistic value obtained from the total effect results. The effect of total distributive justice on trust is 1,977. The t-statistic value is greater than the two-tailed t-table value (1.96) for the alpha of 5 percent. Thus the variable service recovery satisfaction significantly mediates distributive justice and trust.

The total effect of procedural fairness on trust is 1.366. The t-statistic value is less than the two-tailed t-table value (1.96) for the alpha of 5 percent. Thus the service recovery satisfaction variable does not significantly mediate procedural fairness and trust.

The total effect of interactional justice on trust is 4.263. The t-statistic value is greater than the two-tailed t-table value (1.96) for the alpha of 5 percent. Thus the variable service recovery satisfaction significantly mediates interactional justice and trust.



	T Statistics ( O/STDEV )
Distributive Justice -> Service Recovery satisfaction	3,526
Distributive Justice -> Trust	1,977
Procedural Justice-> Service Recovery satisfaction	1,856
Procedural Justice -> Trust	1,366
Interactional Justice -> Service Recovery satisfaction	2,268
Interactional Justice -> Trust	4,263
Service Recovery satisfaction -> Trust	2,561

Table 8. Total effect

## 6. CONCLUSION

Service Recovery satisfaction has full mediation in the effect of distributive justice on trust and has a partial mediating effect on the effect of interactional justice on trust. Service provider companies can use the results of research to determine service recovery strategies, which parts need attention, repair, or rearrangement to attract customers to be loyal and continue to use the service. Customers who remain loyal even though they have experienced service failures are a promotional value that benefits service providers so that it will guarantee the inclusion of service providers in the future.

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