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The Effects of Perceived Service Recovery Justice on Customer Patronage and Word- of-Mouth Communication

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Abstract : *Our study aims to analysis the effect of system recovery on customer patronage and word- of -mouth communications. Data collected from 348 customers of tourism companies, and then it was using factor analysis. The empirical results demonstrated that customer who perceived justice of dealing with service failure may achieve post-recovery satisfaction, which may affect customers' attitude towards the company and increase the spread of word- of- mouth and patronage. In addition, patronage raises the company's customers to spread the word of mouth.*

Keywords: Systems recovery, customer satisfaction; customer patronage; word of mouth

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1. Introduction

The tourism industry has become an important industry in the Iraqi economy, especially in recent years, as a result of the expansion of the work of tourist service organizations. In light of this, tourism companies seek to retain customers and do not want to lose them, they must take necessary procedures to achieve customer satisfaction and loyalty. Most service organizations recognize the importance of achieving customer satisfaction and loyalty (Shi& Zhang, 2011). In marketing studies, customer satisfaction is main factor to achieving competitive advantage to tourism companies.Maxham & Netemeyer (2002) proved that an organization can raise profits almost 100% by boosting customer retention 5%. According to Michel & Johnston (2009) attract costs a new customer 5 times more than to customer retention costs. It is difficult in-service context to avoid service failures during service delivery, this is because the unique nature of services (inseparable and intangible). Swanson& Hsu (2011) indicate that customer when encounters a service failure he will expect service recovery.

Understanding and analyzing service recovery is important for organizations because it motives customer to switch and represents the difference between customer retention and defection (Wang, Wu, Lin & Wang, 2011). Gustafsson (2009) argued that it is impossible to ensure (100%) without defect service, and it is an unrealistic goal. Most current service recovery researches have focused the short-run outcome. Evaluating influence of service recovery, and customer response on overall behavior intentions is limited (Wirtz& Mattila, 2004). A service failure may lead customer communicate their complaint to other customers through word of mouth about their failure experiences, adversely impacting company reputation, market share, profitability (Mueller, Palmer, Mack & McMullan, 2003). Effective service recovery systems could increase perceived quality, lead to build strong customer relationships based upon positive word of mouth, future repurchase intentions (Michel, Bowen & Johnston, 2009;Swanson & Hsu ,2011;La& Choi, 2012).

Furthermore, effective systems recovery impact on customer retention rate, a negative WOM, and customer switching (Van, Lariviere, &Vermeir, 2012).Despite of existence a number of services recovery studies which have been conducted context of hospitality (Michel& Johnston, 2009), healthcare, and mobile phone buyers (Van et al., 2012). To date, no previous studies have investigated service recovery in tourism industry, especially in Iraq , and the previous studies overlook that effective complaint handling is positively related to customer patronage and the subsequent word of mouth , which eventually leads to long-term profitability. Thus, this study presents distinct contribution. The current study contribute to extend the existing literature analyzing the direct effects of justice dimensions on customers response, along with its indirect effects, via post recovery satisfaction

The purpose of this study, then, is to assess the relative effects of procedural justice**,** distributive justice**,** and interactional justice on post recovery satisfaction and to examine the relationships between post recovery satisfaction and customer response variables: WOM, and patronage. Post recovery satisfaction serves as the mediator between the three dimensions of perceived justice and customer response variables.

In other word, this study seeks to contribute to an increasing body of service recovery knowledge by investigating the antecedents and consequences of service recovery satisfaction in tourism industry. Additionally, that provides valuable practice; it can be applied in the shaping of a dynamic framework for recovery systems of tourism industry and other industries.

1.1 Service failure and recovery systems

Although researchers have point out that firms should seek to 'zero defects' service, service failures are certain, and perhaps particularly so in tourism (La& Choi, 2012; Kim & Kim, 2009). As a real dilemma, failures occur when customer contact with a firm (Edvardsson, Tronvoll& Hoykinpuro, 2011). Thus, service recovery means how firm responds to a service failure (Chang, 2010). Therefore, the firm seeks to return "aggrieved customers" to a state of satisfaction after service failure. According to Lewis& McCann (2004) service recovery means the reactions of a firm to relieve and/or repair the damage to a customer that results from the firm's failure to deliver a service as is designed. It involves proactive and instant efforts to reduce negative evaluations of service. As for classifying service failures previous studies divided it into three main groups, First group involves service delivery failures, Second group is failure employee response to customer needs, Third group involve actions unsolicited and Unprompted (Mattila& Ro, 2009).

Understanding the kind of service failure that has happened is critical for designing a suitable recovery system, and for developing especially procedures to reduce the service failures (Lee& Chan, 2011;Wang et al., 2011). If avoiding service failure is difficult, it is important for companies to learn how to manage failure and reduce its negative impact (Michel&Johnston, 2009). Thus, the failure of the service stimulates customer dissatisfaction and complaint, negative word-of-mouth, and customer switching (Lin,2010). Therefore, a service recovery has been deemed as customer retention strategies (Seppänen, Huiskonen& Karppinen, 2014;Van et al., 2012).Many studies have confirmed that successful service delivery can lead to positive customer responses such as satisfaction, repeat purchase (McCollough& Yadav,2000) and the spread of word-of-mouth (Liao,2007). In the same context, the (Maxham, 2001) study argue that the effective service recovery significantly affects post-recovery satisfaction, repeat purchase intent, cross-selling, reduces the perceived risks.Thus, service recovery systems are related to the activities of the service provider in an attempt to solve the problems that cause the service failure. The study of these systems asserts that these systems are not only aimed at solving problems, but also reduce the negative results and enhance future customer intentions.To assess recovery systems, most studies have agreed to analyze three dimensions of perceived justice by the customers: (Maxham & Netemeyer, 2002; Mattila& Ro, 2009 ;Lee& Chan, 2011)

2. *Literature Review*

2.1 Distributive Justic

Distributive justice refers to perceived fairness of the tangible outcome of a conflict, negotiation, involving two or more parties, and it is related to result given to customer after service failure (Mattila& Ro, 2009). Río-Lanza (2009) described distributive justice "the assignment of tangible resources by the firm to rectify and compensate for a service failure". Distributive justice involves the compensation received by the customer as a result of losses and inconveniences due to service failure. This relates to the time, effort and energy consumed during service failure as compensation for service failure (Namkung, & Jang, 2010). They also include discounts and refunds offered to customers after a service failure (Orshinher, & Angelis, 2010). The previous study in the hotel and restaurant context confirms that distributive justice was a key criterion of satisfaction after recovery. For example, Pranic& Roehl (2013) suggested that after service recovery, the perceived distributive justice of the client has a positive impact on satisfaction that leads to reduce negative word-of mouth and complaint.

2.2 Procedural Justice

Procedural justice refers to the procedures that any customer must pass in order to claim a service recovery (Kwabena, Mabel, & Kwesi, 2011). In the other word, procedural justice is concerning perceived fairness of the evaluation criteria that customers use to judgment in a decision-making process (Gustafsson, 2009). Vazquez-Casielles, Suarez& Martin (2010) believe that the procedural justice including (speed of service recovery, decision control, accessibility, and flexibility). While (Mattila& Ro, 2009) illustrate the major elements of procedural justice involve formal policies and structural consideration. Seppänen et al.,(2014) also confirms that procedures must be consistent, unbiased and impartial.The previous study indicated that procedural justice may

have an impact on customer satisfaction after recovery (Huang, 2010). Also,Warden, Huang& Wu (2008) in their study found that perceived procedural justice enhance post- recovery satisfaction and customer switching intention Pranic& Roehl (2013) also recognized that speedy recovery has a positive impact on satisfaction after recovery, customer responsiveness and trust. Mattila& Ro (2009) suggested that speedy response of employees' impact on the customer responsive such as satisfaction, word of mouth, repurchase.

2.3 Interactional Justice

Liao (2007) believes that interactional justice is concerning with the way the customer is treated during the service process. Interactive justice described the way in which service failure is handled through interpersonal communication in the service context (Wen&Chi,2013). In other words, it means the way the company deals with the service problem, especially through interpersonal communication.Past studies have stated that the interactional justice elements are empathy, apology, honesty, politeness, and communication (McColl-Kennedy &Sparks, 2003; Wirtz& Mattila, 2004). Pranic& Roehl (2013) concluded that interactional justice affects customer satisfaction, word of mouth communication, and repurchase intentions. Wen&Chi, (2013) found that empathy and courtesy with the customer has a positive impact on customer satisfaction and re-purchase and attachment with the service provider.

2.4 Customer satisfaction in service recovery

Service failures are inevitable due to errors which occur during service delivery. Such failures result to customer dissatisfaction, which requires service recovery action with a view to get back customer's heart.De Matos, Rossi, Veiga, & Vieira (2009) indicated that post-recovery satisfaction due to a positive word of mouth which helps the firm for improving customer recommendations as an independent source of information in decisions make by customer to switch or repeat purchases. Yang (2005) believes that the goal of service recovery is to make customers satisfied with service failures and to sustaine and improve customer relationship as much as possible. del Río-Lanza, Vázquez & Díaz-Martín (2009) stated that post-recovery satisfaction has a significance impact on public satisfaction than any other variable of service delivery.Wirtz and Mattila (2004) concluded that apology and compensation effect on customer switching. Similarly, Nikbin, Armesh, & Jalalkamali (2011) showed the positive of influence of empathy and speed of service recovery on patronage. Suh& Qi (2013) confirmed direct influence of recovery attributes on customer switching and change in customer expectations.Wen&Chi (2013) demonstrated that recovery failure negatively affects customer satisfaction after recovery. Some studies have found that satisfaction levels after recovery exceed pre-failure level.Tax and Brown (1998) point out that (85%) of the satisfaction post recovery was due to justice perceived of the recovery process. There are three dimensions of justice which are distributive justice, procedural justice, and interactional justice.

2.5 Patronage

A sole purpose for any organization is to create a customer (Kuo & Wu, 2011) .The importance of a customer patronage per se is so deep which that includes financial and non-financialeffects Mlenga, Babatunde &Albertina (2014). That defining and measuring patronage is complicated. Patronage refers to strong emotions of attachment and loyalty towards brand or company (Kwabena et al., 2011). Kim and Kim (2009) defined customer patronage asmix of attitude, normative beliefs and motivations that impact purchasing behavior.Yang, (2005), advocated customer patronage is the support provided by customers to a specific organization. Customer patronage provides the base for sustaining and developing market share. Favorable attitude and repurchase intention have been used as measures of patronage (McCollough& Yadav, 2000). Attitudinal measure provides a better understanding of the factors related development of customer patronage (Wen&Chi, 2013). Intention of customer to behave in a certain style depends upon the attitude toward carry out the behavior and the social pressure to behave in that style (subjective norm) (Maxham, 2001).

Kwabena et al.(2011) indicated that there are different measures of customer patronage involve purchase frequency, relationship duration, cross-selling and share of wallet.The study conducted by (Liao, 2007) proved the significance of trust, satisfaction, and perceived quality to motivate customer to select and patronize a certain firm. Additionally, Kwabena& Kwesi, (2011) identified the determinant factors of patronage such as complaint handling, courtesy of employees, responsive speed, and pleasing manners. Furthermore, others studies proved patronage is determined by a service characteristics or product such as the design and ambient of company, quality, price, convenience, company image, and the atmosphere (Wang& Wang, 2011; Wen &Chi, 2013).Accordingly, Vazquez et al., (2010)asserted that quality, satisfaction, complaint handling were critical determinants of customer patronage. Arguably, these factors may impact on customers' decision to build a relationship with company. According to Shi& Zhang (2011) perceived benefits is the main stimulus to patronage with firm. A study carried out Van et al., (2012) was found customer patronage is a mixof psychological factors that effect on purchase behavior.

2.6Word-of-mouth

Many marketers believe that the success of service rely on the word-of-mouth that is generated. Godes and Mayzlin(2004) defined "informal Communications can include information transferred from one customer to another about the service "According to Sen& Lerman (2007) WOM is one of the most powerful weapons in the marketplace, because it is interactive, swift and unbiased. Most studies confirm that word-of-mouth is more economic than investing in a new customer (Yang, 2005; Wen&Chi, 2013). Thus, word of mouth communication is directed to other customer about the ownership, usage, or feature of services and their providers. Berger (2014) study has confirmed that forces underlying WOM are self-oriented motives, and for altruistic purposes. Some studies stated that motivations of WOM includes cognitive dissonance, psychological arousal, or to gain some social interests (Van et al., 2012; Alexandrov et al., 2013).

There are two types of word of mouth, namely (positive and negative) WOM (Lewis & McCann, 2004; Liao, 2007; Swanson & Hsu, 2011). Positive word of mouth can be described as strongly recommendation for others customer to repurchase from same firm. While negative word of mouth can be described as the customer complaints and tell others about why they do not buy products and services (Swanson & Hsu, 2011). Word-of-mouth has considered an important post-purchase behavior (Mattila&Ro, 2009). Kim and Kim (2009) point out that interpersonal communication affects the purchasing decisions of other customers. Most customers believe that word-of-mouth is trustworthy and reliable, and therefore will be a source of information because the services are intangible (Kuo, & Wu, 2011). Previous studies have proved word-of-mouth is one of the outcomes of customer satisfaction after the service experience. It also showed that customers who have experienced a service recovery a tendency clearly to share information with others about their experience (Edvardsson & Hoykinpuro, 2011; Kuo& Wu, 2011; La& Choi, 2012). The research conducted by de Matos et al., (2009) that service failure has an impact on word of mouth. Similar results were found in the study of Chang &Chang(2010)that failure has a direct effect on the behavior of the word of mouth. This view was reflected in the study of del Río-Lanza et al., (2009)who found that post-recovery satisfaction is correlated with WOM.

3. The Research Model

The theoretical framework in Figure 1 refers to the relationships between study variables. The theoretical framework suggests that the perceived dimensions of justice have an impact on post-recovery satisfaction and affect customer response in the light of patronage and word-mouth spread. In light of the previous theoretical relationships the model contends that post-recovery satisfaction affects the patronage and the word of mouth. Finally, in the light of previous relationships, the patronage leads customer to spread the word of mouth.

Therefore, we hypothesize that:

H1a: Perceived distributive justice will affect the post-recovery satisfaction.

H1a: Perceived distributivejustice will affect the patronage.

H1b: Perceived distributivejustice will affect the word-of-mouth.

H2a: Perceived interactionaljustice will affect the post-recovery satisfaction.

H2b: Perceived interactional justice will affect the patronage.

H2c: Perceived interactional justice will affect the word-of-mouth.

H3a: Perceived proceduraljustice will affect the post-recovery satisfaction.

H3b: Perceived proceduraljustice will affect the patronage.

H3c: Perceived proceduraljustice will affect the word-of-mouth.

H4a: Post-recovery satisfactionwill affectthe patronage.

H4b: Post-recovery satisfactionwill affectthe word-of-mouth.

H5: Patronage will affectthe word-of-mouth.

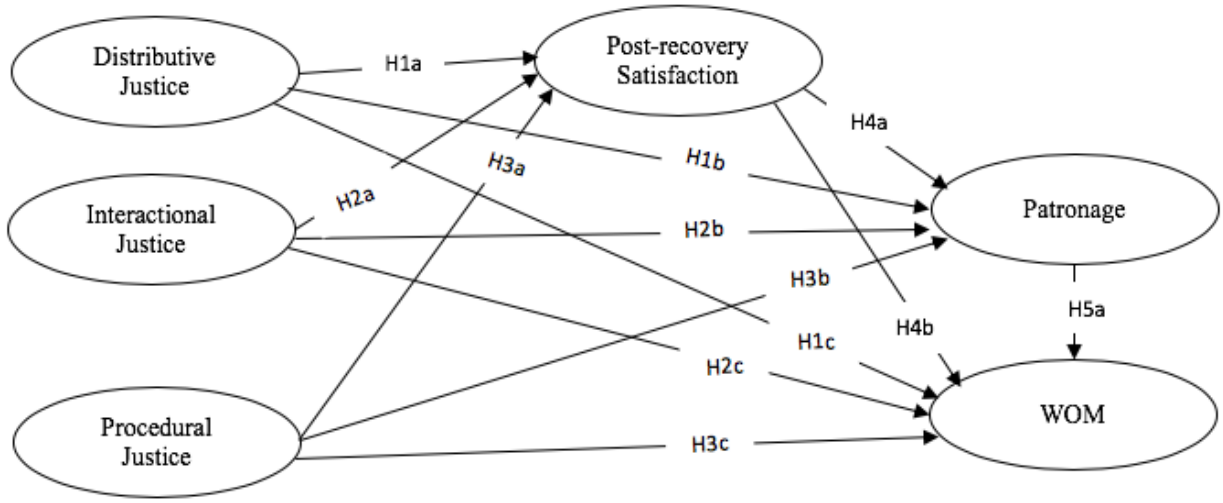

FIGURE 1: RESEARCH MODL

METHOD

3.1 Participants and Procedure

We administered a cross-sectional survey, a total of 433 questionnaires were distributed to a random sample of customers of tourism companies. 40% of the ages ranged from 36 to 45 years old. While more than (55%) were females. Eighty percent of the respondents had a high school degree.All measures adapted from previous studies have been applied on service recovery and customer loyalty (shown in Table 1). The measurements used in this study are given in Table 1. All elements used the Likert scale of type (strongly disagree with 5 points).

3.2 The Measurement Findings

It is used structural equation modeling to verify the proposed model and study hypotheses. Several fit index were evaluated to assess the fit of the measurement model to the data. The Measures were translated into Arabic using the back-translation technique. The scale was examined using confirmatory factor analysis. According to (Tables 1 and 2), the composite reliability values (Alpha Cronbach and)are greater than the acceptable level for all constructs which demonstrating the reliability of all. As well as the average variance extracted (AVE) exceeded the recommended level (AVE) (0.50).The results of (CFA) pointed out that the measurement model indicators were well fit to the data (χ^2 = 1981.54, df = 139; CFI = .95; NFI = .954; RMSEA = .06). When we use indicators based on Goodness-of-fit)

Table 1: CONFIRMATORY FACTOR ANALYSIS RESULTS

	FL	t-value
Distributive Justice =0.81; AVE=0.521; CR= 0.73 Maxham & Netemeyer (2002)		
Although this event caused me problems a company(X)'s efforts to resolve it resulted in a very positive outcome of me.	0.75	31.71**
Given the inconvenience caused by the problem, the outcome I received from a company(X) was fair.	0.81	14. 65*
The service recovery outcome that I received in response to the problem was more than fair.	0.79	28.72**
Given the circumstances, I feel a company(X) offered adequate compensation.	0.78	25. 91**
Procedural Justice α =0.79; AVE=0.611; CR= 0.79 Maxham & Netemeyer (2002)		
Despite the hassle caused by the problem, a company(X) responded quickly.	0.77	19. 88**

I feel a company(X) responded in a timely fashion to the problem.	0.79	12. 62*
I believe a company(X) has fair policies and practices to handle problems.	0.81	13. 68*
With respect to its policies and procedures, the employee(s) handled the problem in a fair manner.	0.79	16. 98**
Interactional Justice α =0.79; AVE=0.611; CR= 0.79 Maxham & Netemeyer (2002)		
In dealing with the problem, a company(X) personnel treated me in a courteous manner.	0.72	17. 93*
During effort to resolve the problem, a company(X) employee(s) seemed to care about the customers.	0.75	38.70 *
A company(X) employee(s) were appropriately concerned about my problem	0.72	19. 72*
While attempting to solve the problem, a company(X) personnel considered my views.	0.84	23. 78*
Post-Recovery Satisfaction α =0.79; AVE=0.611; CR= 0.79 Yang (2005)		
A company(X) provided a satisfactory resolution to the problem on this particular occasion.	0.78	21.22**
I am satisfied with a company(X)'s handling of this particular problem.	0.79	15. 91*
I am satisfied with this particular travel experience company(X)	0.81	23. 18*
Customer Patronage α =0.79; AVE=0.61; CR= 0.79 Mlenga et al., (2014)		
I intend to maintain relationship definitely with company(X)	0.75	25. 11*
I will possible switchingthis company(X) in the future	0.79	20.22**
I try to visit a company(X) when I want to buy a tourism Services	0.76	27. 92*
I intend to buy more services from company(X) next following year	0.80	13. 68*
A company(X) is the first choice when I want to buy tourism service	0.75	20. 72*
Word-of-mouth α =0.79; AVE=0.611 ;CR= 0.79 Swanson& Hsu (2011)		
I spread positive word-of-mouth about this company(X)	0.74	30. 18*
I recommend a company(X) to my friends.	0.79	21.29**
If my friends or relatives were looking for a company, I would tell them to try at this company(X).	0.72	18. 92*
Goodness-of-fit Indices χ^2= 1981.54, df = 139; CFI = .95; IFI = .954; RMSEA = .06		

Note: α=Cronbach Alfa; AVE=Average Variance Extracted; CR=Composite Reliability; CFI=Comparative Fit Index; IFI=Incremental Fit Index; RMSEA=Root Mean Square Error of Approximation

The values have exceeded (0.90) for CFI, NFI, and the value of RMSEA indicate a good fit of the model (0.06) (Hair, Anderson, Tatham, & Black, 1998).

Table 2: MEANS, STANDARD DEVIATIONS AND CORRELATIONS OF VARIABLES

Variable	M	S.D	PDJ	PPJ	PIJ	SR	Patrg	Wom
PDJ	3.22	0.83	1					
PPJ	3.42	0.72	0.247	1				
PIJ	3.63	0.80	0.502	0.412	1			

SR	3.74	0.84	0.245*	0.463*	0.588*	1		
Patrg	3.51	0.88	0.161**	0.367*	0.499*	0.517**	1	
Wom	3.91	0.89	0.446**	0.123*	0.398*	0.178*	0.591*	1

Notes: SD=Standard Deviation*correlations are significant at the 0.05 level; **correlations are significant at the 0.01 level (two-tailed).

4. **Tests of Hypotheses**

The findings the analysis of the structural model is shown in figure 1. Goodness-of-fit indexes CFI, NFI, all over (0.90), and the RMSEA (0.06) are acceptable. As shows in Figure1. the standardized path coefficients,(t) values and coefficients of determination. The results of hypotheses test were supported, all the three components of perceived justice have significantly impact (distributive justice was γ=0.385, procedural justice γ=0.491, interactional justice γ=0.455) on customer satisfaction post-recovery. It has been found that the evaluation of recovery system processes through interactive justice has a greater impact on satisfaction of customer post-recovery (γ=0.455) than distributive aspects (γ=0.385), which emphasizes the importance of good treatment for the customer, rather than just providing compensation to him.

The results indicate that the three variables of recovery systems (interactive justice, distributive justice, and procedural fairness) determine 62% of the variance in satisfaction of customer post-recovery. These three components have the significant impact (distributive justice was γ=0.415, procedural justice γ=0.498, interactional justice γ=0.411) on patronage.An addition, the results support hypothesis 4, showing that satisfaction of customer post-recovery affects on customer patronage (γ=0.558). The (R^2=0.517) indicates that the satisfaction of customer post-recovery and perceived justice explained (51.7%) of variance in customer patronage. All three variables of justice have a significantly impact (distributive justice was γ=0.484, procedural justice γ=0.525, interactional justice γ=0.359) on word- of -mouth. However, the effect customer patronage on word of mouth communications is much higher (β=0.558) than the effect of the satisfaction of customer post-recovery on word of mouth communications (β=0.398). Moreover, the results confirmed that the effect of of satisfaction of customer post-recovery on word of mouth communications (β=0.39) was statistically significant. While satisfaction of customer post-recovery, perceived justice and patronage explained a significant proportion (59%) of variance in word of mouth communications .That means when customers perceive that the company treat appropriately to resolve their problems and recover the service failure, they change their attitude about the company and, thus, they advocated it by the positive word of mouth.

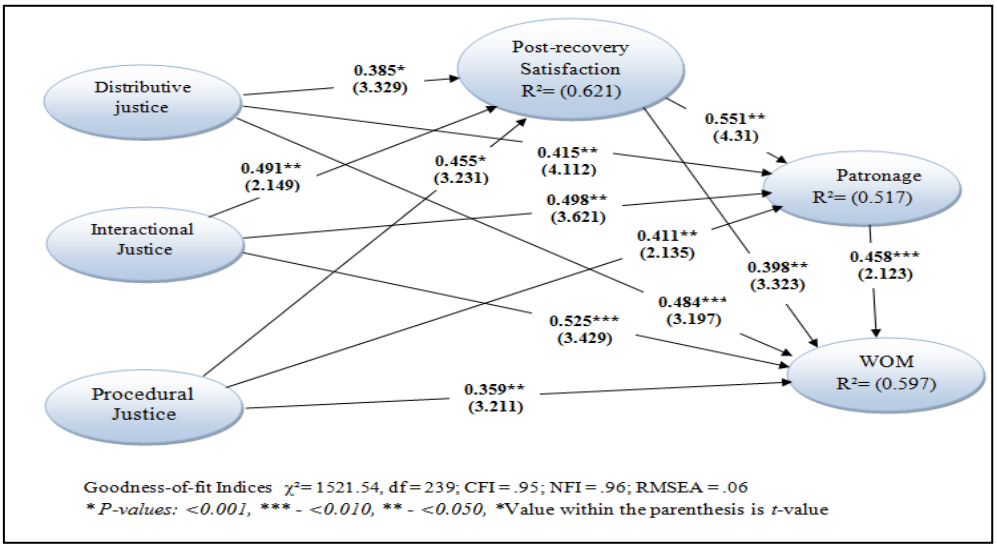

FIGURE 2: *Structural Model Test Results*

5. Conclusions

The recovery systems of service failure across the tourism sector have significantly related to customer behavioral and attitude specific his patronage and word-of-mouth. Tourism Company must make periodical evaluation of recovery systems. Moreover, the results reveal that recovery activities are very important for building and maintaining customer relationship to influence on advocators and to spread positive word of mouth and repurchase intentions. With regard to the analysis of the relationship between customer satisfaction and patronage, the result was logical so that with increased satisfaction, customers are willing to pay a premium and increase their purchases. Thus, dealing with defects and managing recovery is linked to creating a belief that the customer can get value in the ongoing relationships with the firm. In other words, improving customer satisfaction increases the likelihood of engaging in future transactions with the company. However, we should also recognize that satisfaction after recovery has an indirect effect on the spread word of mouth, through its influence on patronage.Hence, we can conclude that the recovery system plays an important role in building long-term relationships between the firm and customers. The perceived injustice of failure recovery systems may generate a "double deviation", which means that the company repeatedly fails to satisfy customer needs. Thus, customer satisfaction is reduced, leading to a switch to another provider.

6. Managerial applications and limitations

This study present distinct contribution, it proposes a model to relationships among system recovery evaluations based perceived justice and the satisfaction of customer post-recovery, the customer patronage and word of mouth. That provides valuable practice, it can be applied in the formulation of an illustration portrayal to service recovery systems of service failure in tourism industry and other industries. This study believes the model can be used by another service organization such as banking or telecommunication industry to examine of customer responsiveness and behavioral towards service failure. Moreover, this model could use to determine reasons of customer switching and churn. The limitations of this study focused on some tourist companies in certain cities and in a specific geographic location. In future studies, it can be an extension of other tourist companies in other locations. The service of failure and recovery systems can be further investigated with other variables such as inertia in relationships, and psychological contract violation. Longitudinal approach instead of cross-sectional which was in this study can be used to avoid time effect and to recognize the potential changes of customer attitudes with respect to his expectation in perceived justice in systems recovery and its effect customer behavioral.

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