



Effect of Justice Perceptions on Customer Satisfaction and Loyalty



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Abstract

The occurrence of service failures that cause dissatisfaction, will lead to consumer complaints. This study aims to analyze the effect of perceived justice on satisfaction after handling complaints, as well as the effect of satisfaction after handling complaints on consumer loyalty. Testing the hypothesis of this study using Structural Equation Modeling (SEM) analysis techniques using SMARTPLS, using IBM SPSS Statistics 22 for validity and reliability testing, the number of samples is 100 respondents, taken by using purposive sampling technique, with the criteria of respondents being customers who have file a complaint and come to the branch or cash office of PT Bank Tabungan Negara Denpasar for the occurrence of a service failure situation, and have received treatment from the PT Bank Tabungan Negara Denpasar. The results showed that (1) (2) (3) Perception of justice (distributive, procedural, interactional) had a positive and significant effect on satisfaction after receiving complaints handling, (4) Customer satisfaction after handling complaints had a positive and significant effect on customer loyalty. The managerial implications and suggestions in this study are to maintain customer satisfaction post complaints, companies must treat customers fairly by paying attention to efforts to resolve problems/service failures so that customers feel positive results, respond to customer complaints quickly, and resolve customer complaints in English. good and honest communication as it is. Thus, after-complaint customer satisfaction will increase customer loyalty.

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1 Introduction

Companies must be able to study the desires and expectations of consumers so that companies can provide the best offers because consumers will feel satisfied if the company meets the wishes and expectations of consumers so that the company can optimally create satisfaction for consumers who have come to visit and subscribe. Consumer satisfaction is widely believed to be one of the keys to the success of a business. This is because by satisfying consumers, the organization can increase its profit level and get a wider market share. [Kotler & Armstrong \(2015\)](#) state that satisfaction is a feeling (happy or disappointed) that arises after someone compares the performance expectations (results) of the product/service to the perceived performance of the product/service received.

According to [Lupiyoadi \(2018\)](#) satisfaction is the level of feeling where a person states the results of a comparison of the performance of the service product received with what is expected. Consumer satisfaction is the level of one's feelings as a result of a comparison between reality and expectations received from a product or service. Satisfied customers will repurchase and they tell others about the good experience about the product/service. The key is to match customer expectations with company performance. Many studies on customer satisfaction and behavior have been carried out in the banking industry, such as [Dewi et al. \(2014\)](#), [Juana et al. \(2017\)](#), [Suryaatmaja et al. \(2016\)](#), [Putra et al. \(2017\)](#), [Saraswita & Yasa \(2017\)](#), and [Nelwan et al. \(2021\)](#).

To meet customer needs as a form of service, PT Bank Tabungan Negara Denpasar is not free from errors that cause service failures. According to [Haitami & Situmorang \(2019\)](#), service failure is any type of error, deficiency, or problem that occurs during service provision. The causes of service failure depend on individual and situational factors, as well as a serious understanding of failure as a critical factor for selecting the appropriate recovery strategy. Service failure from the customer's point of view has been defined as an error arising during service delivery, which causes dissatisfaction. Service failure is any service error when a customer deals with a company, which can increase negative emotions and customer dissatisfaction ([Kim & Jang, 2014](#)). Service Failure is when consumer perceptions do not match expectations during Service Delivery. According to [Komunda & Osarenkhoe \(2012\)](#), there are various consequences of service failure, namely dissatisfaction, decreased customer trust, negative WOM behavior, and customer defection. Service failure is seen as a significant determinant of customer dissatisfaction. It is important to remember that service failure is determined by the customer and not by the service organization ([Yang & Mattila, 2012](#)).

Service failure that causes dissatisfaction, will then lead to consumer/customer complaints. Consumer complaint behavior includes all consumer actions taken as a result of their dissatisfaction with the purchase. Consumers make complaints to get compensation for the economic losses they experience. In addition to this, complaints are also made to rebuild the consumer's self-image. In some cases, the purchase or use of goods and services is associated with the customer's self-image, so that if a product or service has poor performance, it will reduce the customer's self-image. The decline in the customer's self-image will lead to the emergence of customer complaint behavior. Complaints expressed by customers related to perceived dissatisfaction are important things for the bank to know, and an explanation of customer complaints is a top priority that must be considered by management. The customer in submitting his complaint can be submitted in writing, verbal communication, or through electronic media. In this way, customers express their displeasure about some deficiencies or failures in a bank's products or services ([Söderlund & Colliander, 2015](#); [Karatepe, 2006](#)).

PT Bank Tabungan Negara, especially the Denpasar Branch Office, to improve customer protection and guarantee customer rights in the use of PT Bank Tabungan Negara as mandated by Law Number: 8 of 1999 concerning Consumer Protection, PT Bank Tabungan Negara, especially PT Bank Tabungan Negara Denpasar has a customer complaint settlement unit at every PT Bank Tabungan Negara office in Bali, be it Branch Offices, Sub-Branch Offices, even Cash Offices. Complaints can be made in writing and or verbally to the Special Unit for Settlement of Customer Complaints or here they are handled directly by Customer Service. The written complaint is made by filling out the form provided by the bank and must complete a photocopy of identity and other supporting documents (copy of deposit slip, proof of transfer, and so on). Meanwhile, customer complaints submitted by customer representatives, PT Bank Tabungan Negara require a power of attorney, and receipt of customer complaints can be made at any bank office and is not limited to the bank office where the customer opens an account and or the bank office where the customer makes financial transactions. Complaints from these customers can be made in writing and or verbally to the special unit for resolving customer complaints.

In response to handling customer complaints about service failures, companies need to carry out service recovery. [Siswhara et al. \(2016\)](#) define Service Recovery as an effort by a service provider company as a response to the occurrence of Service Failure which results in dissatisfaction by providing services or products. Service recovery is defined as the specific actions that organizations need to take to ensure that customers get a solution after a service

failure has caused them to be disappointed or dissatisfied. Service recovery is carried out to compensate for negative customer reactions to service failures (Haitami & Situmorang, 2019). Whenever a service failure occurs, people expect to be treated fairly. However, research has shown that many customers feel that they are not being treated fairly or are not being adequately compensated. When this happens, their reactions tend to be immediate, emotional, and lasting. On the other hand, a perceived fair outcome has a positive impact on customer satisfaction (Lovelock et al. 2018). According to Haitami & Situmorang (2019), service recovery, in general, can be realized in three main ways, namely three dimensions of perception of justice including distributive justice, procedural justice, and interactional justice.

Customer loyalty is an important factor in the growth of a company's market share in a highly competitive industry. Customer loyalty can also increase company profitability (Tolba et al, 2015). Kotler et al. (2012) state that loyalty is a deeply held commitment to repurchase or subscribe to a preferred product or service in the future despite situational influences and marketing efforts having the potential to cause consumers to switch to another product. Tjiptono (2011) states that customer loyalty as a customer's commitment to a brand, store, supplier based on a very positive attitude is reflected in consistent repeat purchases. Pappu & Oliver (2015) says customer loyalty is a commitment that is held tightly by customers to buy or prioritize a product in the form of goods or services consistently, this causes repeated purchases of the same brand, even though the customer gets situational or marketing influences. from competitors to replace other brands. The dimension used to assess customer loyalty is that customers prioritize and buy a product consistently. This loyalty has a positive impact on the company, such as loyal customers who make repeated purchases of the company's products.

Literature Review And Hypotheses Development

Ellyawati et al. (2012) stated that the perceived justice perception (distributive, procedural, and interactional) significantly and directly affects customer satisfaction. The effect of the justice perspective affects customer satisfaction through positive emotions. One part of the perspective of justice is distributive justice. Distributive justice refers to the perceived justice of an outcome. when awards are allocated or decisions made are judged to be fair or unfair. Distributive justice also reflects the resulting justice and focuses on compensation given for customer losses or customer inconveniences, whereas in distributive justice, customers expect reciprocity intangible matters. Distributive justice theory argues that the perception of justice is the customer's evaluation of the result of justice. Badawi (2012) also stated that the dimensions of distributive justice, procedural justice, and interactional justice can be used to reduce the level of negative customer emotions such as anger, annoyance, offended, and disappointment. The findings also explain the importance of implementing the justice dimension to solve customer problems as well as to reduce customer negative emotions in handling complaints to create customer satisfaction.

Mansori et al. (2014) stated that perceived distributive justice had a positive impact on customer satisfaction with recovery. In line with this, the results of research conducted by Ellyawati (2017), Azzahro et al. (2020), Shirleen & Hwa (2016), Zhua et al. (2020), and Hanzaee et al. (2013), who found that the perception of distributive justice had a positive and significant effect on after-recovery customer satisfaction. However, there are different findings by Amin et al. (2020), where it was found that distributive justice had no significant effect on service recovery satisfaction.

H1: Perception of distributive justice has a positive and significant effect on satisfaction after receiving complaint handling.

Phan et al. (2021) stated that interactive justice, outcome justice, procedural justice had a significant effect on customer satisfaction, customer satisfaction had a significant effect on customer loyalty. This study shows that the ability of customers to find and interact with technical support on the website and how the company treats customers will significantly determine customer satisfaction and loyalty. E-retailers in developing countries should consider the service recovery process as an opportunity to gain customer purchase intention. The results confirm the importance of after-sales service in online e-retailing in Vietnam. In addition to the role of product quality, the company's reaction when the service fails also has an impact on consumer attitudes towards e-retailers. Since the online shopping consumption market has been augmented with emotional orientation, after-sales service and recovery measures have become indispensable factors influencing the level of satisfaction and loyalty of buyers. The same thing was found by Ellyawati (2017), who stated that perceived service recovery justice (distributive, procedural, and interactional justice) had a positive effect on SRS (service recovery satisfaction).

The results of Ellyawati's research (2013) also confirm that the dimensions of the perception of procedural justice significantly affect recovery satisfaction. Thus it can be said that better procedures will increase the perception of procedural justice in a positive way. Then, it will increase recovery satisfaction. [Amin et al. \(2020\)](#) in their research stated that there is a relationship between procedural justice and interpersonal justice with service recovery satisfaction. It is therefore concluded that students who experience effective service recovery have more respect for the judicial process. Therefore, this study has narrowed the generalizability of previous studies about procedural and interpersonal justice. [Mansori et al. \(2014\)](#) stated that perceived procedural justice has a positive impact on customer satisfaction with recovery. This is in line with the research results of [Azzahro et al. \(2020\)](#), [Shirleen & Hwa \(2016\)](#), [Zhua et al. \(2020\)](#), [Ellyawati et al. \(2012\)](#), and [Hanzaee et al. \(2013\)](#) which states that the perception of procedural justice has a positive and significant effect on service recovery satisfaction.

H2: Perception of procedural justice has a positive and significant effect on satisfaction after receiving complaint handling.

[Khan et al. \(2016\)](#) stated that the perception of interactional justice has a significant positive effect on customer satisfaction with service recovery. The impact of perceived interactional justice on customer satisfaction with service recovery appears to be the most significant factor compared to procedural and distributive justice. The research results of [Phan et al. \(2021\)](#) showed that interactive justice, outcome justice, procedural justice (interactive justice, outcome justice, procedural justice) had a significant effect on customer satisfaction. The results of the analysis show that interactive justice has a significant role in customer satisfaction and customer loyalty. This shows that the ability of customers to find and interact with technical support on the website and how the company treats customers will significantly determine the level of satisfaction and loyalty of customers. Online shoppers are very concerned about how the service provider treats them and compensates them adequately when the service fails.

[Ellyawati et al. \(2013\)](#) in their research with regression analysis shows that the three dimensions of justice that are felt partially or simultaneously have a positive effect on recovery satisfaction. Furthermore, it was found that of the three dimensions of justice, perceived interactional justice had the highest response. In providing services, it is often inseparable from the person in charge. Therefore, certain meetings often elicit negative responses, even the best organizations inevitably face this problem. By providing high interaction to consumers, it is hoped that consumers will feel more valued, cared for, and understand the situation. This study confirms that the perceived interactional justice dimension directly affects recovery satisfaction significantly. [Amin et al. \(2020\)](#) stated that interpersonal justice has a significant effect on service recovery satisfaction. [Mansori et al. \(2014\)](#) stated that perceived interactional justice had a positive impact on customer satisfaction with recovery. In line with this, the results of research conducted by [Ellyawati \(2017\)](#), [Azzahro et al. \(2020\)](#), [Shirleen & Hwa \(2016\)](#), [Zhua et al. \(2020\)](#), and [Hanzaee et al. \(2013\)](#), who found that the perception of interactional justice has a positive and significant effect on customer satisfaction after service recovery. However, there are different findings by [Tolba et al. \(2015\)](#), where it was found that interactional justice contradicted what was hypothesized, which failed to be a statistically significant predictor of complaint satisfaction.

H3: Perception of interactional justice has a positive and significant effect on satisfaction after receiving complaint handling.

[Amin et al. \(2020\)](#) stated that service recovery satisfaction has a significant relationship with customer loyalty. The same thing was stated by [Tolba et al. \(2015\)](#), in his research stated that overall customer satisfaction was found to be a significant predictor of customer loyalty. In addition, customer satisfaction mediates the perspective of justice to handle complaints on customer loyalty. Therefore, companies need to ensure that customers have received good complaint handling, and are satisfied, so that customer loyalty can be created. [Phan et al. \(2021\)](#) stated that the three dimensions of perceived justice have a significant effect on customer satisfaction, customer satisfaction has a significant effect on customer loyalty. This finding shows how companies treat customers will significantly determine customer satisfaction and loyalty. After-sales service and recovery measures are indispensable factors that affect the level of satisfaction and loyalty of buyers.

In the results of research conducted by [Ellyawati \(2017\)](#), it was found that perceived service recovery justice (distributive, procedural, and interactional justice) had a positive effect on SRS (service recovery satisfaction). Furthermore, the average value of the three perceived justice variables is lower. Thus, it can be ascertained that there is a double deviation. The study also found that satisfied consumers are more likely to make repeat purchases and

spread positive WOM. Dissatisfied consumers spread negative WOM but continue to make repeat purchases. This indicates that even though customers experience double deviation of service failure, they remain loyal to the company. This shows that even though customers experience double deviation, they still want to buy the service. However, because the average value is only slightly above the average on the category interval scale, it can be concluded that their loyalty reaches the lowest satisfaction category. This happens because there is no promising service that replaces the service provided. When there are other better services available, consumers will easily switch to other products. This process is often referred to as false loyalty.

H4: Customer satisfaction of PT Bank Tabungan Negara Denpasar after handling complaints has a positive and significant effect on customer loyalty.

2 Materials and Methods

This research was conducted at PT Bank Tabungan Negara Denpasar. The selection of this location took into account the large number of PT Bank Tabungan Negara Denpasar customers in managing outlets in the city of Denpasar. This research was conducted from January to February 2021 which included a survey (questionnaire distribution), and completion of research results and discussion. The population used in this study were customers of PT Bank Tabungan Negara Denpasar in Denpasar who had experienced service failures and filed complaints to the PT Bank Tabungan Negara Denpasar office in Denpasar City, the number of which was infinite. In this study, the total number of indicators to be analyzed is 20 indicators, thus the minimum number of samples to be examined is 20 indicators multiplied by 5, which is 100 samples. The method of determining the sample in this research is using the purposive sampling method. The targets in this study are customers who have submitted complaints and come to the branch or cash office of PT Bank Tabungan Negara Denpasar for the occurrence of a service failure situation and have received treatment from the PT Bank Tabungan Negara Denpasar.

To test the hypothesis and produce a fit model, this study uses Partial Least Square (PLS). The PLS approach is most appropriate if the structural model to be analyzed meets the recursive model and the latent variables have formative, reflexive and mixed indicators. In PLS there are terms inner model and outer model. The inner model is a structural model of the relationship between latent variables, while the outer model is a measurement model (reflexive or formative). The structural model or inner model is evaluated by looking at the percentage of variance explained by looking at R² (R-square exogenous variable) for the dependent latent construct using the Stone-Glejsser Q Square test and seeing the magnitude of the structural path coefficient. This estimation and stability were evaluated by using the t-statistic test obtained through the bootstrapping procedure (Chang & Chang, 2010; Zhao et al., 2012).

3 Results and Discussions

Characteristics respondents

Characteristics of respondents are respondent data collected to determine the profile of research respondents. This study used a sample of 100 respondents. The following is the respondent's identity data in detail, the characteristics of the respondents are presented in Table 1.

Table 1
Characteristics respondents

No	Characteristics	Classification	Total Respondent (person)	Percentage (%)
1	Gender	Male	45	45
		Female	55	55
		Total	100	100
2	Age	< 25 years old	20	20
		26 - 35 years old	47	47

		> 45 years old	33	33
		Total	100	100
3	Educational Background	Senior High School	52	52
		Diploma	27	27
		Bachelor Degree	15	15
		Master Degree	6	6
		Total	100	100

Primary Data, 2021

In Table 1 above, it can be seen that female respondents are more dominant than males. If based on age, respondents aged 26-35 years are the most among other ages, while those aged less than 20 years are the least. In terms of recent education, respondents who dominate are respondents who have the latest education in high school/equivalent, while the last education is master's degree at least.

Inferential Analysis Results (PLS)

The results of the evaluation of the measurement model (outer model)

The evaluation of the outer model is also known as the evaluation of the measurement model, which is carried out to assess the validity and reliability of the model. The analysis of the construct measurement model with reflection indicators wants to see the validity of each indicator and test the reliability of the construct. The criterion of indicator validity is measured by convergent validity, while construct reliability is measured by composite reliability and average variance extracted or AVE.

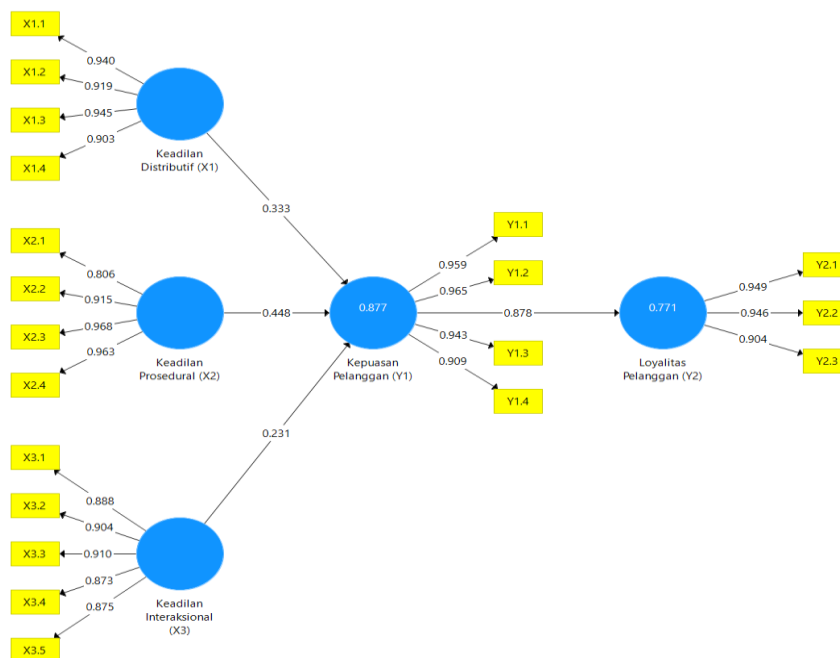


Figure 1. Outer model

- **Convergent Validity**

Convergent validity, the correlation between reflexive indicator scores and latent variable scores. This study uses loading of 0.5 to 0.6 is considered sufficient, because it is the initial stage of developing a measurement scale and the number of indicators per variable is not large, ranging from three to seven indicators.

Table 2
Convergent validity test results

	Distributive Justice (X1)	Interactional Justice (X3)	Procedural Justice (X2)	Customer Satisfaction (Y1)	Customer Loyalty (Y2)
X1.1	0.940				
X1.2	0.919				
X1.3	0.945				
X1.4	0.903				
X2.1			0.806		
X2.2			0.915		
X2.3			0.968		
X2.4			0.963		
X3.1		0.888			
X3.2		0.904			
X3.3		0.910			
X3.4		0.873			
X3.5		0.875			
Y1.1				0.959	
Y1.2				0.965	
Y1.3				0.943	
Y1.4				0.909	
Y2.1					0.949
Y2.2					0.946
Y2.3					0.904

Primary Data, 2021

Based on Table 2 it can be seen that all values in the convergent validity test are greater than 0.6. Thus it can be stated that the data in the study is valid.

- Discriminant validity using the square root of AVE and the correlation of latent variables

The model for assessing discriminant validity is the square root of average variance extracted (AVE) of each variable with correlations between other variables in the model. If the initial measurement values of the two methods are better than the values of other variables in the model, it can be concluded that these variables have good discriminant validity values or vice versa. Accordingly, it is recommended that the measurement value should be greater than 0.50.

Table 3
Discriminant validity test results (AVE)

	Average Variance Extracted (AVE)
Distributive Justice (X1)	0.859
Interactional Justice (X3)	0.792
Procedural Justice (X2)	0.838
Customer Satisfaction (Y1)	0.892
Customer Loyalty (Y2)	0.870

Primary Data, 2021

Based on Table 3, it can be seen that all AVE values are greater than 0.5. Thus it can be stated that the data in the study is valid.

• Composite Reliability

Composite reliability is a group of indicators that measure a variable having good composite reliability, Composite Reliability measures internal consistency and the value must be above 0.70.

Table 4
Composite reliability test results

	Composite Reliability
Distributive Justice (X1)	0.961
Interactional Justice (X3)	0.950
Procedural Justice (X2)	0.954
Customer Satisfaction (Y1)	0.970
Customer Loyalty (Y2)	0.953

Primary Data, 2021

Based on Table 4, it can be seen that all Composite reliability values in each variable are greater than 0.7. Thus it can be stated that the data in the research is reliable.

The results of the evaluation of the measurement model (inner model)

In assessing the structural model with PLS structural, it can be seen from the value of Q-squares for each endogenous latent variable as the predictive power of the structural model. The value of R-squares is a goodness fit model test. However, if the calculation results show a Q-square value of more than 0 (zero), then the model deserves to be said to have a relevant predictive value. Calculation of Q-square using the formula $Q^2 = 1 - [(1-R12) (1-R22)]$ so it requires an R-square value that serves to also find out how big the contribution of the X variable to Y.

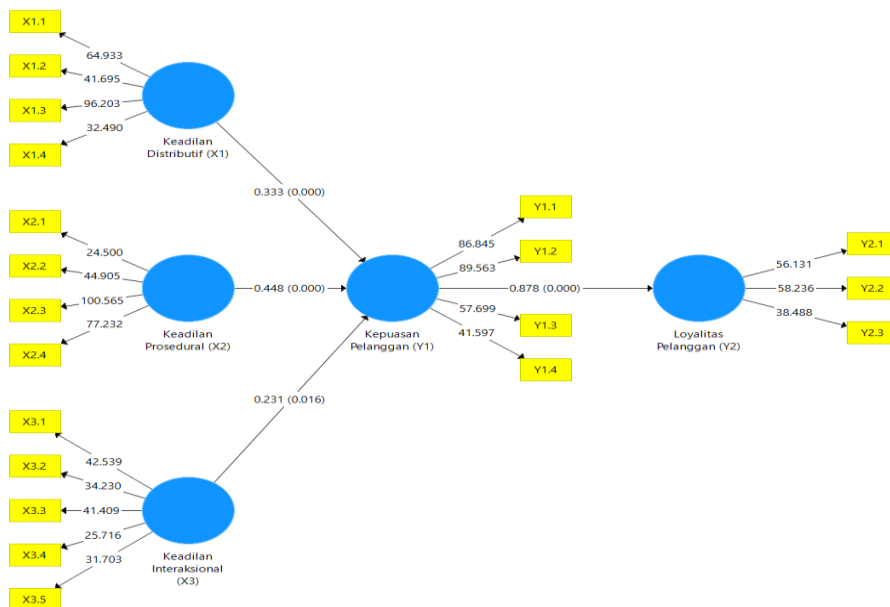


Figure 2. Inner model

• R – square

R-square for the dependent construct R-square value can be used to evaluate the effect of predictors on each endogenous latent variable. The results of R2 of 0.67, 0.33, and 0.19 for endogenous latent variables in the structural model indicate that the model is "good", "moderate", and "weak". The R-square value is used to later calculate the Q-square value which is the goodness of fit model test.

Table 5
R-square test results

	R Square	R Square Adjusted
Customer Satisfaction (Y1)	0.877	0.873
Customer Loyalty (Y2)	0.771	0.768

Primary Data, 2021

Based on Table 5, the R-square value for the variables of distributive justice, procedural justice, and interactional justice on customer satisfaction after handling complaints is 0.877 including the good, which shows that it has a large influence of $0.877 \times 100\% = 87.7\%$. The R-square value for the variables of distributive justice, procedural justice, and interactional justice on customer loyalty is 0.771 including the good, which shows that it has a large influence of $0.771 \times 100\% = 77.1\%$.

- Q – square

The inner model test is done by looking at the Q-square value which is the goodness of fit model test. If the Q-square value is greater than 0 (zero) it indicates that the model has predictive relevance, while the Q-square value is less than 0 (zero) indicating that the model lacks predictive relevance. The Q-square calculation can be seen as follows:

$$Q^2 = 1 - [(1-R^2) (1- R^2)]$$

$$Q^2 = 1 - [(1-0.877) (1-0.771)]$$

$$Q^2 = 1 - [(0,123) (0,229)]$$

$$Q^2 = 1 - (0.028)$$

$$Q^2 = 0.972$$

Based on the calculations above, the Q-square value of 0.972 is obtained, which is more than 0 and close to 1, so it can be concluded that the model has a predictive relevance value or the model deserves to be said to have a relevant predictive value.

Hypothesis test results

In testing the hypothesis, it can be seen from the t-statistical value and probability value. To test the hypothesis by using statistical values, for alpha 5% the t-statistic value used is 1.96. So the criteria for acceptance/rejection of the hypothesis are that H_a is accepted and H_0 is rejected when the t-statistic > 1.96. To reject/accept the hypothesis using probability then H_a is accepted if the p-value < 0.05.

Table 6
Direct effect test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Distributive Justice (X1) -> Customer Satisfaction Post complaints (Y1)	0.333	0.332	0.090	3.689	0.000
Interactional Justice (X3) -> Customer Satisfaction Post complaints (Y1)	0.231	0.221	0.095	2.425	0.016
Procedural Justice (X2) -> Customer Satisfaction Post complaint (Y1)	0.448	0.458	0.076	5.890	0.000
Customer Satisfaction Post complaint (Y1) -> Customer Loyalty (Y2)	0.878	0.877	0.024	35.901	0.000

Primary Data, 2021

The Effect of perceived distributive justice on post-complaint handling satisfaction

The p-value of the distributive justice variable on post-complaint customer satisfaction is 0.000 which is compared to a significant one of 0.05. Because the p-value < significant ($0.000 < 0.05$) with a positive beta value of 0.333 and a t-statistic value of 3.689 compared to a t-table of 1.96. Because the t-statistical value > t-value ($3.689 > 1.96$), it can be concluded that distributive justice has a significant positive effect on post-complaint customer satisfaction. The results of hypothesis testing indicate that distributive justice has a positive and significant effect on customer satisfaction after handling complaints. These results can illustrate that the higher the level of distributive justice perceived by the customer, the higher the level of customer satisfaction after handling complaints. Vice versa, the lower the level of distributive justice perceived by the customer, the lower the level of customer satisfaction after handling complaints.

In a study conducted by [Ellyawati et al. \(2013\)](#), it was stated that perceived distributive justice had a significant effect on recovery satisfaction. His research findings show that both complainants and non-complainants who experience service failure are more interested in receiving service recovery in the form of compensation and appropriate communication from the service provider. There is a tendency that the justice of remedies perceived by non-complainants is more positive than that of complainants. Thus, it can be interpreted that the greater the compensation value, the greater the customer satisfaction. It can be noticed that the consumer has spent a certain amount of money and experienced a service failure on the purchase episode. It is therefore natural that consumers tend to expect service recovery at least in the form of compensation to replace the money spent. No matter how good the procedure and communication with staff, it cannot replace the loss of funds that have been paid by consumers to service providers.

[Tolba et al. \(2015\)](#) in their research stated that distributive justice and procedural justice were found to be predictors of complaint satisfaction. His study extends the previous literature on the complaint handling process and its impact on customer satisfaction and loyalty by applying the resulting conceptual model to a new context, namely in Egypt. The results of his research show that the concept of complaint handling is an important mechanism if a business aims to retain its customers. [Khan et al. \(2016\)](#) also stated that the perception of distributive justice has a significant positive effect on customer satisfaction with service recovery (customer satisfaction with service recovery).

[Ellyawati et al. \(2012\)](#) stated that perceived justice perceptions (distributive, procedural, and interactional) significantly and directly affected customer satisfaction. The influence of a justice perspective affects customer satisfaction through positive emotions. One part of the perspective of justice is distributive justice. Distributive justice refers to the perceived justice of an outcome. when awards are allocated or decisions made are judged to be fair or unfair. Distributive justice also reflects the resulting justice and focuses on compensation given for customer losses or customer inconveniences, whereas in distributive justice, customers expect reciprocity intangible matters. Distributive justice theory argues that the perception of justice is the customer's evaluation of the outcome of justice. [Badawi \(2012\)](#) also stated that the dimensions of distributive justice, procedural justice, and interactional justice can be used to reduce the level of customers' negative emotions such as anger, annoyance, offended, and disappointment. The findings also explain the importance of implementing the justice dimension to solve customer problems as well as to reduce customer negative emotions in handling complaints to create customer satisfaction.

[Mansori et al. \(2014\)](#) stated that perceived distributive justice had a positive impact on customer satisfaction with recovery. In line with this, the results of research conducted by [Ellyawati \(2017\)](#), [Azzahro et al. \(2020\)](#), [Shirleen & Hwa \(2016\)](#), [Zhua et al. \(2020\)](#), and [Hanzaee et al. \(2013\)](#), who found that the perception of distributive justice had a positive and significant effect on post-recovery customer satisfaction. However, there are different findings by [Amin et al. \(2020\)](#), where it was found that distributive justice had no significant effect on service recovery satisfaction.

The effect of procedural justice perceptions on post complaint handling satisfaction

The p-value of the interactional justice variable on post-complaint customer satisfaction is 0.016 which is compared to a significant value of 0.05. Because the p-value < significant ($0.016 < 0.05$) with a positive beta value of 0.231 and a t-statistic value of 2.425 compared to a t-table of 1.96. Because the t-statistical value > t-value ($2.425 > 1.96$), it can be concluded that interactional justice has a significant positive effect on post-complaint customer satisfaction. The results of hypothesis testing indicate that procedural justice has a positive and significant effect on customer satisfaction after handling complaints ([Yogasari & Budiasih, 2019](#); [Pooranam & Nandhini, 2018](#)). These results can illustrate that the higher the level of procedural justice perceived by the customer, the higher the level of customer satisfaction after handling complaints. Vice versa, the lower the level of procedural justice perceived by the customer, the lower the level of customer satisfaction after handling complaints.

Procedural justice is a basic need because customers expect providers to correct failures in providing prompt service. The results of research conducted by [Tolba et al. \(2015\)](#), stated that procedural justice and distributive justice

were found to be predictors of complaint satisfaction. One of the key findings of this study shows the higher impact of procedural justice than distributive justice on complaint satisfaction. Therefore, companies need to ensure that their customers perceive their complaint handling procedures and results as fair and are satisfied with the complaint handling experience. Current studies show that this is an important mechanism if a business aims to retain its customers and increase customer loyalty. This is further supported by the results of research by Khan et al. (2016) which states that the perception of procedural justice has a significant positive effect on customer satisfaction with service recovery (customer satisfaction with service recovery).

Phan et al. (2021) stated that interactive justice, outcome justice, procedural justice (interactive justice, outcome justice, procedural justice) had a significant effect on customer satisfaction, customer satisfaction had a significant effect on customer loyalty. This study shows that the ability of customers to find and interact with technical support on the website and how the company treats customers will significantly determine customer satisfaction and loyalty. E-retailers in developing countries should consider the service recovery process as an opportunity to gain customer purchase intention. The results confirm the importance of after-sales service in online e-retailing in Vietnam. In addition to the role of product quality, the company's reaction when the service fails also has an impact on consumer attitudes towards e-retailers. Since the online shopping consumption market has been augmented with emotional orientation, after-sales service and recovery measures have become indispensable factors influencing the level of satisfaction and loyalty of buyers. The same thing was found by Ellyawati (2017), who stated that perceived service recovery justice (distributive, procedural, and interactional justice) had a positive effect on SRS (service recovery satisfaction).

The results of Ellyawati's research (2013) also confirm that the dimensions of the perception of procedural justice significantly affect recovery satisfaction. Thus it can be said that better procedures will increase the perception of procedural justice in a positive way. Then, it will increase recovery satisfaction. Amin et al. (2020) in his research stated that there is a relationship between procedural justice and interpersonal justice with service recovery satisfaction. It is therefore concluded that students who experience effective service recovery have more respect for the judicial process. Therefore, this study has narrowed the generalizability of previous studies about procedural and interpersonal justice. Mansori et al. (2014) stated that perceived procedural justice has a positive impact on customer satisfaction with recovery. This is in line with the research results of Azzahro et al. (2020), Shirleen & Hwa (2016), Zhua et al. (2020), Ellyawati et al. (2012), and Hanzaee et al. (2013) which states that the perception of procedural justice has a positive and significant effect on service recovery satisfaction.

The effect of interactional justice perceptions on post complaint handling satisfaction

The p-value of the procedural justice variable on post-complaint customer satisfaction is 0.000 which is compared to a significant one of 0.05. Because the p-value is < significant ($0.000 < 0.05$) with a positive beta value of 0.448 and a t-statistic value of 5.890 which is compared to a t-table of 1.96. Because the value of t-statistics > t-value ($5.890 > 1.96$) it can be concluded that procedural justice has a significant positive effect on post-complaint customer satisfaction. The results of hypothesis testing indicate that interactional justice has a positive and significant effect on customer satisfaction after handling complaints (Chebat & Slusarczyk, 2005; Wang et al., 2011). These results can illustrate that the higher the level of interactional justice perceived by the customer, the higher the level of customer satisfaction after handling complaints. On the other hand, the lower the level of interactional justice perceived by the customer, the lower the level of customer satisfaction after handling complaints.

Interactional justice refers to the handling of service failures and personal interactions between service providers and customers during the service recovery process. This component includes employee empathy, courtesy, sensitivity, and efforts to solve problems. Ellyawati et al. (2012) from the results of his research stated that perceived interactional justice had a direct and significant impact on customer satisfaction with recovery. Interactional Justice is defined as the customer's perception of the justice of employee attitudes and personal interaction skills with customers. Interactional justice is related to the behavior of service providers when treating customers during the service recovery process. Interactional justice refers to the attitude of service providers (in terms of being polite, respectful, or rude) when interacting with customers during the problem-solving process.

Khan et al. (2016) stated that the perception of interactional justice has a significant positive effect on customer satisfaction with service recovery (customer satisfaction with service recovery). The impact of perceived interactional justice on customer satisfaction with service recovery appears to be the most significant factor compared to procedural and distributive justice. The research results of Phan et al. (2021) show that interactive justice, outcome justice,

procedural justice (interactive justice, outcome justice, procedural justice) have a significant effect on customer satisfaction. The results of the analysis show that interactive justice has a significant role in customer satisfaction and customer loyalty. This shows that the ability of customers to find and interact with technical support on the website and how the company treats customers will significantly determine the level of satisfaction and loyalty of customers. Online shoppers are very concerned about how the service provider treats them and compensates them adequately when the service fails.

Ellyawati et al. (2013) in her research with regression analysis shows that the three dimensions of justice that are felt partially or simultaneously have a positive effect on recovery satisfaction. Furthermore, it was found that of the three dimensions of justice, perceived interactional justice had the highest response. In providing services, it is often inseparable from the person in charge. Therefore certain meetings often elicit negative responses, even the best organizations inevitably face this problem. By providing high interaction to consumers, it is hoped that consumers will feel more valued, cared for, and understand the situation. This study confirms that the perceived interactional justice dimension directly affects recovery satisfaction significantly. Amin et al. (2020) stated that interpersonal justice has a significant effect on service recovery satisfaction. Mansori et al. (2014) stated that perceived interactional justice had a positive impact on customer satisfaction with recovery. In line with this, the results of research conducted by Saraswita & Yasa (2017), Ellyawati (2017), Azzahro et al. (2020), Shirleen & Hwa (2016), Zhua et al. (2020), and Hanzaee et al. (2013), who found that the perception of interactional justice has a positive and significant effect on customer satisfaction after service recovery. However, there are different findings by Tolba et al. (2015), where it was found that interactional justice contradicted what was hypothesized, which failed to be a statistically significant predictor of complaint satisfaction.

The effect of post complaint handling satisfaction on customer loyalty

The p-value of the post-complaint customer satisfaction variable on customer loyalty is 0.000 which is compared to a significant one of 0.05. Because the p-value is < significant ($0.000 < 0.05$) with a positive beta value of 0.878 and a t-statistic value of 35.901 which is compared to a t-table of 1.96. Because the t-statistical value > t-value ($35.901 > 1.96$), it can be concluded that post-complaint customer satisfaction has a significant positive effect on customer loyalty. The results of hypothesis testing indicate that customer satisfaction after handling complaints has a positive and significant effect on customer loyalty. These results can illustrate that the higher the level of customer satisfaction after handling complaints, the higher the level of customer loyalty. Vice versa, the lower the level of customer satisfaction after handling complaints, the lower the level of customer loyalty.

A good and effective recovery effort will lead to satisfaction for consumers, and this can also mean this is an opportunity for service providers to increase customer retention. Dewi et al. (2014), Supriaddin et al. (2015), and Juana et al. (2017) in their research state that increasing customer satisfaction will increase customer trust and loyalty. The company's efforts to increase customer trust and loyalty require handling complaints in a short time. Loyal customers are reflected in the customer's enthusiasm for transactions and recommending them to others and taking advantage of the company's new products.

Khan et al. (2016) in their findings state that customer satisfaction with service recovery (customer satisfaction with service recovery) has a significant positive effect on consumer loyalty. Customer satisfaction has a significant effect on customer loyalty followed by continuous service intentions. These findings offer practical insight into the behavior of bank customers who have had bad experiences with banks and their opinions on the subsequent follow-up received from the restoration of bank services. In addition, it also serves as a guide for managers to develop appropriate strategies in the service recovery process at the bank. In short, effective service recovery is essential and should be carefully designed and carried out to create customer satisfaction and building loyalty, and continue service intentions among customers.

Amin et al. (2020) stated that service recovery satisfaction has a significant relationship with customer loyalty. The same thing was stated by Tolba et al. (2015), in his research stated that overall customer satisfaction was found to be a significant predictor of customer loyalty. In addition, customer satisfaction mediates the perspective of justice to handle complaints against customer loyalty. Therefore, companies need to ensure that customers have received good complaint handling, and are satisfied, so that customer loyalty can be created. Phan et al. (2021) state that the three dimensions of perception of justice have a significant effect on customer satisfaction, customer satisfaction has a significant effect on customer loyalty. This finding shows how companies treat customers will significantly determine customer satisfaction and loyalty. After-sales service and recovery measures are indispensable factors that affect the level of satisfaction and loyalty of buyers.

In the results of research conducted by Ellyawati (2017), it was found that perceived service recovery justice (distributive, procedural, and interactional justice) had a positive effect on SRS (service recovery satisfaction). Furthermore, the average value of the three perceived justice variables is lower. Thus, it can be ascertained that there is a double deviation. The study also found that satisfied consumers are more likely to make repeat purchases and spread positive WOM. Dissatisfied consumers spread negative WOM but continue to make repeat purchases. This indicates that even though customers experience double deviation of service failure, they remain loyal to the company. This shows that even though customers experience double deviation, they still want to buy the service. However, because the average value is only slightly above the average on the category interval scale, it can be concluded that their loyalty reaches the lowest satisfaction category. This happens because there is no promising service that replaces the service provided (Wu, 2013; Gustafsson, 2009). When there are other better services available, consumers will easily switch to other products. This process is often referred to as false loyalty.

4 Conclusion

Distributive justice has a positive and significant effect on customer satisfaction after handling complaints, interactional justice has a positive and significant effect on customer satisfaction after handling complaints, procedural justice has a positive and significant effect on customer satisfaction after handling complaints, and customer satisfaction after handling complaints has a positive and significant effect on customer loyalty. Based on these findings, the results of this study can be said to support the basic theory (grand theory) used in this study, namely the theory of justice, where the theory of justice is divided into 3 types, namely distributive justice, procedural justice, and interactive justice. The results of research at PT Bank Tabungan Negara Denpasar Branch Office show that better distributive justice affects the high level of customer satisfaction after handling complaints.

Suggestions

This is by the theory of justice which implies that the better the company's response to complaints submitted by customers, the more satisfied customers will be. The results of research at PT Bank Tabungan Negara Denpasar Branch Office show that better procedural justice affects the high level of customer satisfaction after handling complaints. This is by the theory of justice which implies that the better the company's policies, processes, and regulations for complaints submitted by customers, the more satisfied customers will be. The results of research at PT Bank Tabungan Negara Denpasar Branch Office show that better interactional justice affects the high level of customer satisfaction after handling complaints. This is by the theory of justice which implies that the better the company's handling of complaints submitted by customers, the more satisfied customers will be. In addition to this, the results of this study are also able to enrich the repertoire of knowledge in the fields of Human Resource Management (HRM) and Organizational Behavior, as well as support other empirical studies related to the influence of distributive justice, procedural justice, interactional justice, and customer satisfaction on loyalty. customer.

Conflict of interest statement

The authors declared that's they have no competing interests.

Statement of authorship

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

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