

Perceived Justice in Service Recovery and Recovery Satisfaction: The Mediating Role of Trust

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Abstract: The purpose of this study is to assess the influence of perceived justice on customer trust and to examine the mediating role of trust in the relationship between perceived justice and recovery satisfaction. Data were gathered on perceived justice with service recovery, trust and recovery satisfaction by means of survey from hotel guests who stayed and experienced a service failure, at middle-level and upscale hotels in Malaysia. Unlike, all previous studies, this study incorporate a fourth dimension of justice-informational justice-to the service recovery literature. In addition, it presumes trust as an antecedent of recovery satisfaction. The results show that the effect of interactional justice on trust was stronger than procedural and informational justice. Since interactional justice, procedural justice and informational justice have significant effects on recovery satisfaction through trust, trust was found to be an important mediating variable. Thus, by understanding the important mediating role of trust, service employees can deliver more effective service recovery strategies and enhance recovery satisfaction.

Key words: Service failure • Service recovery • Perceived justice • Trust • Recovery satisfaction

INTRODUCTION

Organizations in both manufacturing and service sectors try to deliver high quality products and services in order to increase customer satisfaction and loyalty. Although the mechanization of many services has reduced the opportunities for failure, but still companies with high contact personal services have a great deal of critical incidents which failure can jeopardize a long-term buyer seller relationship. Therefore, even companies with best strategic plans and the tightest quality control procedures cannot avoid mistakes in all interactions with customers. Bitner [1] argue that due to the unique nature of services it is impossible to ensure 100% error-free service.

Service failures represent a potential threat to the foregoing benefits associated with long-term customers [2]. Furthermore, Keaveney [2] states that service failure and failed recoveries are among the major causes of customer-switching behavior.

Reichheld and Sasser [p. 148, 3] state: "Errors are inevitable, dissatisfied customers are not." When a failure occurs, the organization should look for ways to remedy or recover it. Service recovery refers to the

actions an organization takes in order to response to a service failure [4]. Some researchers suggest that a company's service recovery effort can reinforce customer relationships and eventually attain customer patronage [5-9].

In order to understand service recovery more deeply, researchers have used justice theory as the main framework for examining service recovery procedures [10]. Therefore, for service organizations to develop effective service recovery strategies, it is crucial to understand the three dimensions of justice: distributive, procedural and interactional [10].

Generally, in service failure and recovery studies only the three dimensions of justice [distributive, procedural and interactional] are investigated. In fact, there are only a few recent studies of service failure and recovery that analyze the impact of perceived justice and include informational justice as an independent variable [11, 12]. Whereas, Colquitt [13] compares different models of perceived justice and finds that a four dimensions model is significantly better than the three-dimensional model. Therefore, there is a need to include informational justice as a fourth dimension of justice to the service recovery literature.

Prior studies show that perceived justice with service recovery affects trust [14-16]. DeWitt *et al.* [46] investigated perceived justice with service recovery as one dimension and its relationship with trust. dos Santos and der Heyde Fernandes [15] investigated the relationship between distributive justice, procedural justice and interactional justice with trust in the company and trust in employees. Aurier and Siadou-Martin [16] found that perception of justice have substantial effects on two dimensions of trust namely credibility and benevolence. But these studies have not analyzed whether different dimensions of justice affect trust differently. Chebat and Slusarczyk [7] observe that the specific effects of three dimensions of justice on customer loyalty are different from each other, but work analyzing whether the justice dimensions also affect trust differently is absent for the literature.

In addition, previous research on service failure and recovery has never examined trust as an antecedent of recovery satisfaction. There are studies showing that customers trust in the company and employees will enhance their satisfaction with company [17-20]. However, trust has never been considered in as a mediator in the relationship between perceived justice with service recovery and recovery satisfaction. Kim *et al.* [21] agrees with this and emphasize that the majority of studies presumes satisfaction as an antecedent of trust, whereas there are other studies that presume trust as an

antecedent of satisfaction [17-20]. Therefore, there is a need to validate a more solid basis of causal relationships among recovery satisfaction and trust.

In this regard, the purpose of this study is to bridge these gaps in the literature by examining dimensions of perceived justice on trust and to analyze whether trust mediates the relationship between perceived justice and recovery satisfaction. The current study was conducted in the hotel industry in Malaysia.

Literature Review and Hypotheses Development

Perceived Justice with Service Recovery: Customers and service providers cannot prevent the incidents that occur during exchange processes. Therefore, the parties involved expect fair behavior from each other and they do their evaluation based on perceived justice. Adams [22] justice theory states that in every exchange that takes place, people weigh the inputs against the outcomes and compare them with those of others in similar situations. In the event that there is an equal balance between them, the exchange is considered as ‘fair’, but if the outcomes do not meet with the person’s expectations, then this results in inequity. Current research on complaint handling has offered considerable evidence of the suitability of the concept of justice as a basis for understanding the process of service recovery and its outcomes [6, 23-25]. Table 1 summarizes the existing empirical literature that examines the effect of perceived justice on recovery

Table 1: Previous studies on the perceived justice, recovery satisfaction and trust

Author/s	Sample	Notable findings
Kim <i>et al.</i> [2009]	Hotel customers	The effect of DJ on satisfaction with service recovery was stronger than those of PJ and IJ. Since DJ, PJ and IJ have significant effects on trust, WOM and revisit intention through recovery satisfaction, recovery satisfaction was found to be an important mediating variable.
DeWitt <i>et al.</i> [2008]	Restaurants and hotel customers	Perceived justice with service recovery as a single dimension had a positive effect on customer trust. In addition, trust following service recovery had a positive effect on customer loyalty.
dos Santos and Heyde Fernandes [2008]	Airline passengers	IJ has a stronger effect on consumer trust in the employees which, in turn, revealed a high impact on trust in the company. In addition, satisfaction with complaint handling does not mediate the relationship between the dimensions of fairness and trust. Finally, both repurchase intention and word-of-mouth communication were influenced by trust in the company, satisfaction with complaint handling and perceived value.
Aurier and Siadou-Martin [2007]	Customers of different industries	Perceived justice following a service recovery had a positive effect on perceived quality and value. There was a minor direct effect of justice on satisfaction, but rather indirect impacts through perceived quality [outcome and interaction] and value. Moreover, perception of justice has substantial effects on trust [credibility and benevolence] but not on commitment.
Ok <i>et al.</i> [2005]	Members of community service and religious group as casual restaurant customers	Distributive, procedural and interactional justice affect service recovery satisfaction, which in turn affects trust and overall satisfaction. Here, procedural justice has a stronger impact on service recovery satisfaction than other types of justice.
Weun <i>et al.</i> [2004]	Students and non-students	IJ and DJ had a significant positive relationship with customer satisfaction after a service recovery. In addition, previous service recovery was an important determinant of trust, commitment and negative word-of-mouth. Service failure severity also was a significant moderating variable.

satisfaction and trust in a variety of industries. Justice theories have identified four main dimensions for justice [injustice] perception: distributive justice, procedural justice, interactional justice and informational justice.

Distributive Justice: Distributive justice refers to the assignment of tangible resources by the firm to rectify and compensate for a service failure [26]. Distributive justice focuses on the outcome of the exchange that includes such monetary rewards as refunds for failed service, discounts, coupons, etc [27, 28]. Furthermore, it has been mentioned that distributive justice [DJ] relates to the compensation offered to dissatisfied customers to resolve their complaints [6, 29]. When an individual perceives that benefits have not been allocated equitably, he/she experiences distress [30], which in turn motivates him/her to restore the distributive justice. Studies have provided empirical evidence that perceived fairness of tangible outcomes have a positive effect on recovery evaluation [31, 23, 32]. Previous literature in service recovery have measured distributive justice by the “justice,” “fairness,” “need,” “value” and “reward” of outcomes [7, 9].

Procedural Justice: Procedural justice refers to the methods the firm uses to deal with the problems arising during service delivery in aspects such as accessibility, timing/speed, process control, delay and flexibility to adapt to the consumer's recovery needs [26]. Procedural justice also includes policies, procedures and tools that companies use to support communication with customers and specifically, the time taken to process complaints and to arrive at a decision [33]. Procedural justice focuses on the way that the outcome is reached. Based on previous literature, there are six sub-dimensions for procedural justice, namely, flexibility, accessibility, process control, decision control, response speed and acceptance of responsibility [6, 25, 34, 26].

Interactional Justice: Interactional justice focuses on interpersonal interactions during the process of service delivery. It means the evaluation of the degree to which the customers have experienced justice in human interactions from the employees of service organization during the recovery process [28]. Tax *et al.* [pp: 62, 25] conceptualized interactional justice as “the perceived fairness of interpersonal treatment that people receive during the enactment of procedures”. Previous literature states that there are five sub-dimensions for Interactional justice. These sub-dimensions are: courtesy, honesty, empathy, endeavor and offering apologies [25, 10, 26].

Informational Justice: Informational justice refers to the adequacy and truthfulness of information explaining the causes of a negative event [13], i.e. this justice dimension focuses on the equity of the explanations and justifications offered about decisions, about the reason behind things [Ambrose *et al.*, 20, 19]. A customer's perception of information justice is threatened by the lack of explanations provided to people about why procedures were used in a certain way or why outcomes were distributed in a certain manner [35, 13, 36]. Offering information relevant to a decision enhances people's perceptions of fairness [34, 37]. Informational justice has been relatively ignored in service marketing literature and only recently applied into the context [38].

Greenberg [35] claimed that a component of interactional justice focusing on interpersonal sensitivity could be isolated as a separate construct called “interpersonal justice”. Interpersonal justice can be defined as the extent to which authorities treat outcome recipients with dignity and respect [13]. Greenberg [35] also asserted that the component of interactional justice relating to communication issues formed a separate construct which he labeled “informational justice”. Recently, empirical research in management has appeared that supports the four factor model of justice [13, 36] and that interpersonal and informational justice have unique effects on managerial outcomes [13].

Trust: Trust has been defined as “... a willingness to rely on an exchange partner in whom one has confidence” [39]. Schurr and Ozanne [40] defined the term as the belief that a partner's word or promise is reliable and a party will fulfill his/her obligations in the relationship. Consumer trust entails both the belief that the product or service provider has the skills, ability and expertise (competence); [17] and the belief that the service provider is concerned about the welfare and best interests of the consumer (benevolence); [41]. Competence trust is predominantly grounded in beliefs about the provider's skills, credibility and expertise. In contrast, benevolence-based trust is predominantly grounded in perceived benevolence, the belief that the trustee wishes the trustor well, aside from an egocentric profit motive [42]. Benevolence trust involves the perceived willingness of the trustee to behave in a way that benefits the interests of both parties with a genuine concern for the partner even at the expense of profit [43]. Ganesan and Hess [44] propose two dimensions of trust: [1] credibility, or the focal partner's intention and ability to keep promises; and [2]

benevolence, or evidence of the focal partner's genuine concern for the partner through sacrifices that exceed a purely egocentric profit motive.

Perceived Justice and Trust: A number of authors suggest that the construct of trust is an important element of long-term buyer-seller relationships in a business environment [19, 45]. Trust is viewed as an important feeling because of its ability to moderate risk in the buying process. As such, trust permits the buyer to make commitments to a single source whose prior behavior has been satisfactory with the confidence that this supplier will continue to perform in a similar manner.

One of the few studies to explore the direct relationship between the dimensions of justice and customer trust is that of Ruyter and Wetzels [14], who found a significant relationship. In a recent research on the airline passengers by dos Santos and Fernandes [15] the building of consumer trust was sensitive to perceptions of justice regarding the way complaints were handled by the company. More specifically, the perception of interactional fairness strongly impacted consumer trust in the employees which, in turn, revealed a high impact on trust in the company. Furthermore, Aurier and Siadou-Martin [16] in their research examining the role of perceived justice in service consumption/purchase experiences found that perception of justice has substantial effects on both kinds of trust namely credibility and benevolence trust. DeWitt *et al.* [46] considered perceived justice with service recovery as a single dimension and found that perceived justice with service recovery had a positive effect on customer trust. However, previous research has never analyzed whether different dimensions of justice affect trust differently. Therefore, based on the above discussion this study hypothesizes that:

- *H1. There is a positive relationship between distributive justice and trust.*
- *H2. There is a positive relationship between procedural justice and trust.*
- *H3. There is a positive relationship between interactional justice and trust.*
- *H4. There is a positive relationship between informational justice and trust.*

Trust and Satisfaction: The effect of trust on customer satisfaction has been mentioned by a number of the researchers. In a relationship, consumers' trust evaluations before occurring a specific exchange have a direct influence on their post purchase satisfaction [17].

Andaleeb [18] hypothesized that when customers trust the source, they feel a sense of security by the belief that the source will act in a secure manner which result in positive outcomes. Thus, this evaluation will lead to high satisfaction. Schul *et al.* [47] suggests that the combination of trust, mutual respect and support is associated with higher satisfaction. Anderson and Narus [19] consider trust as a central component in relationships. They suggest that trust is a result of communicating and leads to cooperation, reduced conflict and overall satisfaction with the relationship. Smith and Barclay [20] propose that trust leads to mutually satisfying relationships among partners. Grossman [48] suggest that when customers trust the marketers, they will have a higher level of satisfaction with the firm, the products purchased and the relationship itself.

In intimate relationships, trust has been found to lead to higher levels of relationship satisfaction and love and Butler [49] considers trust to be "vital to the effective functioning of all levels of human systems: nations, organizations, groups, dyads and individuals" [p. 579]. Kelley and Davis [50] found that customers with social attachment toward the service provider responded more negatively to the service failure compared to other customers. Priluck [51] found that customers in the relationship felt more trust and commitment toward service provider and when a service failure occurred, they were more reluctant to defect. Therefore, maintaining a relationship with the service provider is more important than meeting expectations in service recovery. Hess *et al.* [52] found customers with ongoing relationship with their service provider had lower recovery expectations than customers with discrete relationship. Grossman [48] states that increased levels of trust and commitment result in increased levels of satisfaction among consumers. Dissatisfaction occurs less, when consumers feel trust and commitment. Even when product dissatisfaction occurs, the customer gives more opportunity to the marketer to recover from the anger of a dissatisfied consumer if he or she feels that the marketer will attempt to remedy the situation in good faith.

From the above statements it can be concluded that, when the customer trusts the service provider and feels that the service provider has the expertise and benevolence, the effect of trust on recovery satisfaction will be higher. Therefore, based on that, this study hypothesizes that:

- *H5. There is a positive relationship between trust and recovery satisfaction.*

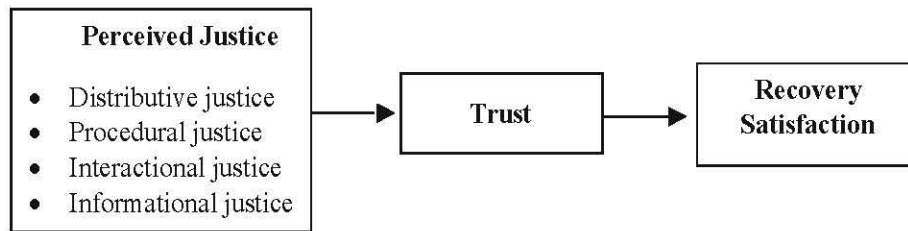


Fig. 1: Research Framework

Conceptual Framework of the Study: In line with literature review and the purpose of study described in the beginning of the paper, the conceptual framework of this study was configured as illustrated in figure 1. Distributive, procedural, interactional and informational justices will affect trust [H1, H2, H3, H4]. Besides, trust has a relationship with customer's recovery satisfaction [H5].

Method

Sample and Procedure: Data were collected by a self-administered questionnaire from hotel guests in Malaysia. This study chose middle level and upscale hotels, because successful service recovery from failure is a high priority for these kinds of hotel managers to maintain long-term guest relationships. A group of two hotel managers and four university lecturers participated in a pilot test to refine the instrument by clarifying any ambiguous expressions or misrepresentation of the original meanings. The current work uses a convenience sampling method and the conditions for the inclusion of respondents were that they must have encountered a problem with a hotel in the last one year. Out of 500 surveys, the response rate was 37%, representing a total of 185 returned questionnaires. Out of the 185 collected, 32 questionnaires were either incomplete or the answers were found to be unreliable, leaving a remaining 153 questionnaires that were retained for further data analysis.

Measures: Multiple item scales were used to measure each construct in this study. If possible, validated scales from previous literature were employed after a slight modification. In this study, the items in all scales were measured on a seven-point Likert-type scale ranging from "strongly disagree" [1] to "strongly agree" [7]. A total of 31 items were used to capture the six constructs.

For this study, the distributive justice was measured by a five-item scale adapted from Folger and Konovsky [53], Maxham and Netemeyer [54] and Smith and Bolton [8]. The procedural justice was measured by a five-item

scale adapted from Blodgett *et al.* [6], Folger and Konovsky [53], Maxham and Netemeyer [54] and Smith and Bolton [1998]. To measure the interactional justice construct, this study used a seven-item scale adapted from Folger and Konovsky [53], Maxham and Netemeyer [54] and Smith and Bolton [8]. Information justice was adapted from Colquitt *et al.* [13]. The recovery satisfaction scale was measured by a six-item scale adapted from Bitner [1], Brown and Leigh [55] and Davidow [56]. The four-item scale for trust was adapted from Morgan and Hunt [57] and Wong and Sohal [58].

RESULTS

Respondents Demographic Profile: For this study, the sample consisted of 60.8% female and 39.2% male respondents. The findings also indicate that most of the respondents are aged between 21 to 30 years old. Almost 56.9% of the respondents were married, 41.2% single and 2% divorced. Over 39.9% of the respondents hold bachelor degree, 30.7% master, 10.5% certificate/diploma, 9.8 PhD/doctorate, 8.5 high school and below and only 0.7% hold professional certificate.

Goodness of Measures: Factor analysis was used to understand the underlying factor of variables in the proposed framework [59]. A Varimax rotation method was applied to variables. The selected factors were based on eigenvalues equal to or greater than 1.00. In this research, the chosen cut off point for significance loading is minimum 0.40. Then, the factors and selected items were grouped and renamed accordingly.

Factor analysis was performed on twenty one items in the perceived justice with service recovery. The result is shown in Table 2. The KMO was 0.868 and Bartlett's test of sphericity was significant at the 0.00 level. The anti-image correlation matrix ranged from 0.874 to 0.931 [<0.5], so, there were sufficient correlations among the items. Four factors were extracted with 79.46% of the variance. Factors were labeled as distributive, procedural, interactional and informational justice.

Table 2: Results of the Factor Analysis

Variables	Components			
	1	2	3	4
Considering the trouble caused and the time lost, the compensation I received from the hotel was acceptable.	.064	.498	.030	.706
The hotel took good compensation measures to solve the problem.	-.036	.259	.053	.775
The hotel's efforts were sufficient to offer a satisfactory compensation.	-.068	.303	.093	.799
I think the hotel was quite fair when compensating me for the problem that occurred.	.029	.311	.153	.741
In general, the hotel was able to compensate me adequately to solve the problems it had in the delivery of the service.	.117	.168	-.127	.752
I think my problem was resolved in the right way.	.079	.890	.055	.348
I think the hotel has good policies and practices for dealing with problems.	.008	.898	.008	.213
Despite the trouble caused by the problem, the hotel was able to respond adequately.	-.001	.891	-.079	.265
The hotel proved flexible in solving the problem.	.053	.866	.062	.278
The hotel tried to solve the problem as quickly as possible.	.000	.882	.056	.287
The employees in the hotel showed interest in my problem.	.923	.001	.100	.017
The employees in the hotel did everything possible to solve my problem.	.905	.024	.263	.028
The employees in the hotel were honest when dealing with my problem.	.926	.046	.304	.029
The employees in the hotel dealt with me courteously when solving the problem.	.888	.012	.405	.034
The employees in the hotel showed interest in being fair when solving the problem.	.877	.049	.287	-.002
The hotel was candid in its communication with you.	.436	.106	.752	-.074
The hotel explanations regarding the procedures were reasonable.	.369	.119	.781	.012
The hotel explained the procedures thoroughly.	.203	-.050	.924	.006
The hotel communicated the details in a timely manner	.161	-.019	.838	.128
The hotel tailored its communication to your specific needs	.378	-.012	.505	.079
Eigenvalue	7.018	7.018	7.018	7.018
Variance Explained [%]-Total 79.46%	23.280	22.420	17.360	16.390

Table 3: Descriptive and Reliability Statistics of the Factors

Constructs	No of Items Remain	Items Dropped	Cronbach Alpha	n
Distributive Justice	5	0	0.876	153
Procedural Justice	5	0	0.960	153
Interactional Justice	5	1	0.971	153
Informational Justice	5	0	0.881	153
Trust	4	0	0.951	153
Recovery Satisfaction	6	0	0.892	153

Table 4: Results of Regression Analysis

	Std. Beta	t-value
<i>Independent Variables</i>		
Distributive Justice	.095	1.503
Procedural Justice	.435	2.835***
Interactional Justice	.533	6.115***
Informational Justice	.318	2.161**
F Value		28.068***
R ²		0.657
Adjusted R ²		0.431

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Table 5: Results of Regression Analysis

	Std. Beta	t-value
<i>Independent Variables</i>		
Trust	0.649	10.483**
F Value		109.903***
R ²		0.421
Adjusted R ²		0.417

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Table 6: Result of regression analysis

Variable	Standardized Beta	
	Step 1	Step 2
<i>Independent variables</i>		
Distributive Justice	-0.023	-0.044
Procedural Justice	0.416***	0.321***
Interactional Justice	0.536***	0.420***
Information Justice	0.053	0.016
<i>Mediating variables</i>		
Trust		217***
F value	82.421***	13.932***
R ²	0.690	0.717
Adjusted R ²	0.682	0.707
R ² change	0.690	0.027

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Reliability: Reliability analysis is established by testing whether the items grouped under a factor are internally consistent and stable. Cronbach's alpha [α] was used to analyze the reliability of the instruments. Reliability over 0.80 is good; reliability in the range of 0.70 is acceptable; and reliability less than 0.60 is considered poor [60]. The results of this analysis are shown in Table 4. Distributive, procedural, interactional and informational justice, trust and satisfaction with recovery are accepted based on Cronbach's alpha above 0.70. The results of the descriptive analysis for all variables are also presented in Table 3.

Hypotheses Testing: Multiple regression analysis was evaluated to determine the relationship between distributive, procedural, interactional and informational justices and trust. Perceived justice dimensions were defined as independent variables and trust was defined as dependent variable. Procedural, interactional and informational justices were found to be positively related to trust. The effect of interactional justice on trust was stronger than procedural and informational justice. However, there was not a significant relationship between distributive justice and trust. Table 4 shows the results of the regression analyses.

Multiple regression analysis was also used in order to determine the relationships between trust and recovery satisfaction. In this case, trust was defined as independent variable and recovery satisfaction was defined as dependent variable. The results show a significant relationship that trust is positively related to recovery satisfaction. Table 5 shows the results of the regression analyses.

Hierarchical regression analysis was evaluated to determine the mediating role of trust in the relationship between distributive, procedural, interactional and

informational justices and recovery satisfaction. As shown in Table 6, trust mediates the relationship between procedural, interactional and informational justices and recovery satisfaction. The details of the hierarchical regression are presented in Table 6.

DISCUSSION

Satisfied customers are an essential asset to any successful hotel industry. Satisfying customers mean meeting their expectations or providing a service that exceeds their expectations. An effective recovery after a failure plays an important role in satisfying customers [21]. Therefore, an effective recovery must be carefully planned and carried out in order to achieve customer satisfaction.

The empirical results testing the relationships between perceived justice with service recovery, trust and recovery satisfaction demonstrated that all hypothesized relationships were supported except for the relationship between distributive justice and trust. The impact of interactional justice on customers trust appears to be stronger than that of procedural and informational justice, which is consistent with the previous findings of dos Santos and der Heyde Fernandes [15]. Therefore, hotel management should implement an effective way of interactional justice. Hotel management can do this task by offering apologies, appearing courteous and respectful and showing empathy and attentiveness. In order to enhance the procedural justice, a training program should focus on instilling the proper procedures and the correct policies by reacting to customer problems quickly and handling guest complaints in a timely manner. In terms of informational justice, the hotel management can offer information relevant to a decision and subsequent recovery to their guests.

The findings also show that the effect of trust on satisfaction with recovery is significant and positive. The results are consistent with findings of Singh and Sirdeshmukh [17], Anderson and Narus [19] and Grossman [48] who demonstrated that trust have a positive relationship with customer satisfaction. In the hotel industry, appropriate relationship marketing through establishing trust is important to form, maintain and improve a sound business relationship with customers [21]. Once trust is built, customers have the confidence that the hotel management is benevolent and competent to solve the customer problems and will act positively towards their customers in future. Therefore, customers' satisfaction increases.

The results confirmed prior findings of relationship between perceived justice with service recovery, trust and subsequently trust on recovery satisfaction. The current study extends previous models by examining the mediating role of trust between justice with service recovery and recovery satisfaction. The results suggest that trust has a full mediating role. In other words, a good interactional justice, procedural justice and informational justice positively affect customer trust and subsequently enhance customers' recovery satisfaction.

Implications: Several important managerial implications emerge from this study. First, hotel industry management should train employees to understand what aspects of perceived justice, the interpersonal communication, proper policies and procedures and explanations are important to the customers. If hotels can improve these aspects of service recovery, the customers will trust the service provider, otherwise, inadequate service recovery worsen customers trust and subsequently satisfaction with service recovery.

Second, in order to enhance interactional justice which had a stronger relationship with trust, hotel managers should implement a training program, which clearly illustrates the exemplary reactions improving the interactional justice practice via teaching how to properly treat angry guests, demonstrating empathy and attentiveness and offering a genuine apology. Situational questions and role playing can be an effective way for guest-contact employees to learn what to do and what not to do in non-routine situations [21]. Hotel managers should consider suitable rewards and recognition for their staff's smart choice of exemplary recovery efforts to stimulate their voluntary participation [61].

Third, guest-contact employees should be empowered in such a way as to provide a quick recovery resolution for any service breakdown. It is important for hotels to incorporate empowerment and mentoring procedures into their operating manuals by clearly delineating the critical issues such as the maximum monetary incentive of contact employees without supervisor approval; the promptness of the responses; and the employees' behavioral responses of showing empathy and compassion, of giving an apology and of allowing flexibility of complaining procedures [25].

A fourth implication is that hotel managers can influence consumers' trust through their efforts to recover the service. Specifically, to increase trust and consequently raise satisfaction with service recovery, the current research suggests improving the perception of activities that have to do with interactional justice (courtesy, honesty, empathy, endeavor and offering apologies), procedural justice (flexibility, accessibility, response speed) and informational justice (offering explanations).

Limitations and Future Research: This study like all other studies suffers from various limitations, that restrict the generalization of the findings and opens directions for future research. First, since this study only focused on one service sector (hotel industry) and in a specific country the findings cannot be generalized to other service sectors and different geographical areas. Therefore, Future research can replicate this study in other service sectors and different countries.

Second, since this study was based on the cross-sectional survey to respondents who had stayed in middle level hotels, the findings might be affected by the respondent's memory bias. Future research needs to adopt a longitudinal design, because most relationship variables like trust may be measured more accurately in the time-series design [21].

A third limitation refers to the sample of this study. This study used a convenience sampling method consisting of 153 responses. Future research can overcome this limitation by taking a larger, randomly-selected sample which may provide a more comprehensive result.

In addition, future research may consider some other mediating and moderating variables in the relationship between perceived justice with service recovery and satisfaction with recovery. Among these variables, the authors recommend customers attributions of failure and personality.

CONCLUSION

Prior service recovery research has developed an understanding of the role of perceived justice with service recovery in building customer trust. But work analyzing whether the different justice dimensions also affect trust differently in the hotel industry is not researched. Besides, previous researches have not investigated the mediating role of trust in the relationship between perceived justice and recovery satisfaction. Therefore, the purpose of this study was to examine the effects of different dimensions of perceived justice on trust and to analyze whether trust mediates the relationship between perceived justice and customers satisfaction with service recovery. The results indicate that interactional justice, procedural and informational justices have a positive relationship with trust and subsequently, trust positively affects satisfaction with recovery. The results also confirmed the mediating role of trust in the relationship between perceived justice and satisfaction with service recovery.

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