

**THE EFFECTS OF PERCEIVED JUSTICE ON
SATISFACTION AND CUSTOMER LOYALTY IN
MALAYSIA TELECOMMUNICATION INDUSTRY**

WENDY PRIMUS

PERPUSTAKAAN
UNIVERSITI MALAYSIA SABAH

**SCHOOL OF BUSINESS AND ECONOMICS
UNIVERSITY MALAYSIA SABAH
2013**



UMS
UNIVERSITI MALAYSIA SABAH

**THE EFFECTS OF PERCEIVED JUSTICE ON
SATISFACTION AND CUSTOMER LOYALTY IN
MALAYSIA TELECOMMUNICATION
INDUSTRY**

WENDY PRIMUS

**DISSERTATION SUBMITTED IN
FULFILLMENT REQUIREMENT FOR THE
DEGREE OF MASTER IN BUSINESS
ADMINISTRATION**

**SCHOOL OF BUSINESS AND ECONOMICS
UNIVERSITY MALAYSIA SABAH
2013**



UMS
UNIVERSITI MALAYSIA SABAH

UNIVERSITI MALAYSIA SABAH

BORANG PENGESAHAN TESIS

JUDUL KAJIAN: THE EFFECTS OF PERCEIVED JUSTICE ON SATISFACTION AND CUSTOMER LOYALTY IN MALAYSIA TELECOMMUNICATION INDUSTRY

IJAZAH: MASTER IN BUSINESS ADMINISTRATION

SAYA WENDY PRIMUS SESI PENGAJIAN 2012/2013


MENGAKU MEMBENARKAN TESIS INI DISIMPAN DI PERPUSTAKAAN UNIVERSITI MALAYSIA SABAH DENGAN SYARAT-SYARAT KEGUNAAN SEPerti BERIKUT;

1. Tesis adalah hak milik universiti malaysia sabah.
2. Perpustakaan universiti malaysia sabah dibenarkan membuat salinan untuk tujuan pengajian sahaja.
3. Perpustakaan dibenarkan membuat salinan tesis ini sebagai bahan pertukaran antara institusi pengajian tinggi.
4. Sila tandakan [✓]

SULIT (Mengandungi maklumat yang berdarjah keselamatan atau kepentingan Malaysia seperti yang termaktub dalam AKTA RAHSIA RASMI 1972)

TERHAD (Mengandungi maklumat TERHAD yang telah ditentukan oleh organisasi/ badan di mana penyelidikan dijalankan)

TIDAK TERHAD


(TANDATANGAN PENULIS)

Disahkan Oleh

(TANDATANGAN PERPUSTAKAAN)

Alamat Tetap : LOT 120 TAMAN OLIVIA

PHASE 2 KAMPUNG GANANG 88200

KEPAYAN KOTA KINABALU SABAH

TARIKH: 02 OCTOBER 2013

DR. STEPHEN LAISON SONDOH

(NAMA PENYELIA)

Catatan:

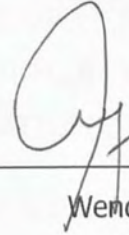
- Jika tesis ini SULIT dan TERHAD, sila lampirkan surat daripada pihak berkuasa/ organisasi berkenaan dengan menyatakan sekali dan tempoh tesis ini perlu dikelaskan sebagai SULIT dan TERHAD.
- Tesis dimaksudkan sebagai tesis bagi Ijazah Doktor Falsafah dan Sarjana Secara Penyelidikan atau Disertasi bagi pengajian secara kerja kursus dan Laporan Projek Sarjana Muda (LPSM)



DECLARATION

I hereby declare that the material in this thesis is my own except for quotations, excerpts, summaries and references, which have been duly acknowledge.

15th August 2013



Wendy Primus

PE20117041C



CERTIFICATION

NAME : **WENDY PRIMUS**

MATRIC NO. : **PE20117041C**

TITLE : **THE EFFECTS OF PERCEIVED JUSTICE ON
SATISFACTION AND CUSTOMER LOYALTY IN
MALAYSIA TELECOMMUNICATION INDUSTRY**

DEGREE : **MASTER OF BUSINESS ADMINISTRATION**

VIVA DATE : **28TH AUGUST 2013**

DECLARED BY

SUPERVISOR

SIGNATURE

Dr. Stephen L. Sondoh



ACKNOWLEDGEMENT

Firstly, I would like to thank GOD for giving me the strength, wisdom and ability to complete my master's dissertation, without Him, all these would not have been possible.

My special gratitude goes to my supervisor Dr. Stephen Laison Sondoh for being there to guide me and assists me throughout the process of completing the dissertation. I pray to god that he will continually bless him in every aspects of his life.

I wish to say million thank you to my beloved parents and sister, Mr. Primus Juis Jumpat, Mdm Chan Yuet Leng and Cornie Primus-Juis who have been my supporter throughout the MBA course. Thank you for believing in me and giving me your prayer and endless supports during the hard time I experienced in the MBA course. Daddy, thank you for your protection from up above, I will always miss you.

Last but not least, I would also like to thank all my friends for your helping hand to make the dissertation a reality for me especially, Feuna Anasius, Flaviana Daevy, Azwin Zawawi, Hasnita Noorzain, Sharidah Sharudin, Irene Chin Tze Ling, Suresh Lopez, Tan Jinn Fu and many more. I pray that GOD will guide and protect each one of you in your further undertakings.

Wendy Primus

15th AUGUST 2013



ABSTRACT

THE EFFECTS OF PERCEIVED JUSTICE ON SATISFACTION AND CUSTOMER LOYALTY IN MALAYSIA TELECOMMUNICATION INDUSTRY

The purpose of this study is to assess the effect of perceived justice on customer loyalty and to examine the mediating role of satisfaction in the relationship between perceived justice and customer loyalty. It examines the perception of "Justice" in the service recovery and how it affects customer loyalty and the level of satisfaction specifically in the Telecommunication Industry. A total of 281 respondents were participated in the data collections and data was collected through a survey from mobile telephone users in Malaysia particularly in the area of Kota Kinabalu. The results show that the effects of distributive justice, interactional justice and informational on customer loyalty were significant. Procedural justice and listening and timing justice were found to be insignificant to customer loyalty. Satisfaction as the mediator variable included to examine the relationship between perceived justice and customer loyalty shows that distributive justice are fully mediated and interactional justice and informational justice were found partially mediated to customer loyalty. The insignificant influences of procedural justice and listening and timing justice on satisfaction and customer loyalty are found to be issues needed to be highlighted and to be proposed for in-depth study. The results of this study shows the importance of perceived justice in service recovery and satisfaction in service recovery leads to high level of loyalty intension to deliver more effective and efficient service recovery strategies and enhance customer loyalty and satisfaction.



ABSTRAK

Tujuan kajian ini adalah untuk menilaikesan keadilan yang dilihat pada kesetiaan pelanggan dan untuk mengkaji peranan pengantara kepuasan dalam hubungan antara keadilan dilihat dan kesetiaan pelanggan. Ia mengkaji persepsi "Justice" dalam pemulihan perkhidmatan dan bagaimana ia memberikesan kepada kesetiaan pelanggan dan tahap kepuasan khususnya dalam Industri Telekomunikasi. Seramai 281 responden telah mengambil bahagian di dalam pengumpulan data dan data yang telah dikumpulkan melalui kaji selidik daripada pengguna telefon mudah alih di Malaysia, terutamanya di kawasan Kota Kinabalu. Hasil kajian menunjukkan bahawa kesan pengedaran keadilan, keadilan interak sidan maklumat pada kesetiaan pelanggan adalah penting. Keadilan prosedur dan mendengar dan keadilan masa didapati tidak penting. Kepuasan sebagai pemboleh ubah pengantara termasuk untuk mengkaji hubungan antara keadilan dilihat dan kesetiaan pelanggan menunjukkan bahawa keadilan pengedaran adalah pengantara sepenuhnya adan interaksi keadilan dan maklumat keadilan didapati sebahagiannya diselesaikan kepada kesetiaan pelanggan. Pengaruh tidak signifikan dalam prosedur keadilan, keadilan pendengaran dan masa didalam kepuasan pengguna dan juga kesetiaan pengguna didapati menjadi isu-isu yang perlu diperjelaskan dan dicadangkan untuk kajian yang lebih mendalam. Hasil kajian menunjukkan kepentingan tanggapan keadilan dalam pemulihan perkhidmatan disamping betapa pentingnya tanggapan keadilan dalam pemulihan perkhidmatan disamping juga kepuasan dalam pemulihan perkhidmatan. Ini kerana ia akan membawa kepada tahap kesetiaan yang tinggi dalam menyampaikan strategi pemulihan perkhidmatan yang lebih efektif dan cekap seterusnya ia dapat meningkatkan kesetiaan dan kepuasan pengguna.

TABLE OF CONTENTS

	Page
TITLE	
DECLARATION	i
CERTIFICATION	ii
ACKNOWLEDGEMENT	iii
ABSTRACT	iv
<i>ABSTRAK</i>	v
LIST OF CONTENTS	
LIST OF TABLES	vii
LIST OF FIGURES	ix
CHAPTER 1: INTRODUCTION	1
1.1 Background of Study	1
1.2 Research Problem	4
1.3 Research Question	6
1.4 Research Objective	7
1.5 Scope of Study	7
1.6 Significance of Study	7
1.7 Definition of Term	8
1.8 Organization of Thesis	9
CHAPTER 2: LITERATURE REVIEW	11
2.1 Introduction	11
2.2 Perceived Justice	11
2.3 Distributive Justice	14



2.4 Procedural Justice	16
2.5 Interactional Justice	19
2.6 Informational Justice	21
2.7 Satisfaction	22
2.8 Customer Loyalty	25
2.9 Social Exchange Theory	27
CHAPTER 3: RESEARCH FRAMEWORK AND METHODOLOGY	30
3.1 Introduction	30
3.2 Research Framework	30
3.3 Hypothesis Development	31
3.3.1 Perceived Justice and Satisfaction	31
3.3.2 Perceived Justice and Customer Loyalty	32
3.3.3 Satisfaction mediates the relationship between perceived justice and customer loyalty	33
3.3.4 Satisfaction and Customer Loyalty	34
3.4 Research Design	34
3.5 Sampling Design	35
3.5.1 Target Population and Sampling Frame	35
3.5.2 Sampling Procedure	35
3.5.3 Sample Size	36
3.6 Research Instruments	37
3.6.1 Distributive Justice	37
3.6.2 Procedural Justice	38
3.6.3 Interactional Justice	39
3.6.4 Informational Justice	40
3.6.5 Satisfaction	41
3.6.6 Customer Loyalty	42
3.7 Pilot Test	43



3.8 Data Collection Method	43
3.8 Data Analysis Method	43
3.8.1 Statistical Analysis	43
3.8.2 Factor Analysis	43
3.8.3 Reliability Analysis	44
3.8.4 Correlation Analysis	44
3.8.5 Multiple Regression Analysis	44
3.8.6 Hierarchical Regression Analysis	45
3.9 Summary	45
CHAPTER 4: DATA ANALYSIS AND FINDINGS	46
4.1 Introduction	46
4.2 Data Collection and Response Rate	46
4.3 Profile of Respondents	47
4.4 Factor Analysis	50
4.4.1 Factor Analysis of Perceived Justice	50
4.4.2 Factor Analysis of Satisfaction	58
4.4.3 Factor Analysis of Customer Loyalty	58
4.5 Reliability Analysis	59
4.6 Modification Of Proposed Research Framework	60
4.7 Restatement Of Hypothesis	61
4.8 Descriptive Analysis	62
4.9 Correlation Analysis	63
4.10 Multiple Regression Analysis	65
4.10.1 The Relationship between Perceived Justice and Satisfaction	65
4.10.2 The Relationship between Perceived Justice and Customer Loyalty	66
4.10.3 The Relationship between Satisfaction and Customer Loyalty	67



4.11 Hierarchical Regression Analysis	68
4.11.1 The Relationship between Satisfaction towards Perceived Justice dimensions (Distributive Justice, Interactional Justice and Informational Justice) and Customer Loyalty	69
CHAPTER 5: DISCUSSION AND CONCLUSION	73
5.1 Introduction	73
5.2 Recapitulation of The Study Findings	73
5.3 Discussion of Findings	76
5.3.1 The Effect of Perceived Justice towards Satisfaction and Customer Loyalty	76
5.3.2 The Effects of Satisfaction towards Customer Loyalty	81
5.4 Contribution of Study	82
5.4.1 Theoretical Implications	82
5.4.2 Managerial Implications	83
5.5 Limitation of Study	91
5.6 Suggestion for Future Study	92
5.7 Conclusion	93
REFERENCES	95
APPENDIX	108



LIST OF TABLE

		Page
Table 3.1	Measurement Items for Distributive Justice	38
Table 3.2	Measurement Items for Procedural Justice	39
Table 3.3	Measurement Items for Interactional Justice	40
Table 3.4	Measurement Items for Informational Justice	41
Table 3.5	Measurement Items for Satisfaction	42
Table 3.6	Measurement Items for Customer Loyalty	42
Table 4.1	Profile of Respondents	48
Table 4.2	Types of Complaints	49
Table 4.3	Factor Analysis of Perceived Justice	56
Table 4.4	Factor Analysis of Satisfaction	58
Table 4.5	Factor Analysis of Customer Loyalty	59
Table 4.6	Reliability Analysis on Variable of the study	60
Table 4.7	Summary of Restated Hypothesis	61
Table 4.8	Mean and Standard Deviation for Variables in this study	63
Table 4.9	Pearson Correlations Matrix of Study Variables (N=281)	65
Table 4.10	Regression Analysis of Perceived Justice and Satisfaction	66
Table 4.11	Regression Analysis of Perceived Justice and Customer Loyalty	67
Table 4.12	Regression Analysis of Satisfaction and Customer Loyalty	68
Table 4.13	Regression Analysis of Perceived Justice and	70

	Customer Loyalty	
Table 4.14	Results of Hypothesis Testing	71
Table 5.1	The Effects of the Dimensions of Perceived Justice on Satisfaction and Customer Loyalty: Comparison of Hypotheses with Actual Result	80

LIST OF FIGURE

		Page
Figure 1.0	Total Number of Complaint – Sabah State	3
Figure 3.0	The relationship of perceived justice, satisfaction and customer loyalty	31

CHAPTER 1

INTRODUCTION

1.1 BACKGROUND OF STUDY

In today's every changing business environment, customer service requests are more complex and, at the same time demands for instant gratification are higher (Eccentex Corporation, 2011). Maxham III and Netemeyer (2002) highlighted that customer complaint cannot be eliminate, but can be learned to effectively respond to them. Service provider's responds on service failures occurs, can either create a strong customer bond, or changed from minor distraction into a major incident (Hoffman, Kelley & Rotalsky, 1995). Blodgett, Hill and Tax (1997) mentioned that, the increasing of competitive markets have shown the importance of sustaining loyalty and to develop long-term relationships with existing customers. In consistent with other researchers, Smith, Bolton and Wagner (1999) highlighted that organizations are facing a strong pressure especially in customer service than before, because of new entrant in the market that offering competitive offers to attract customers. In the service recovery context, organization's responses towards customer's complaint is crucial either to bring back customer's satisfaction and regain loyalty or to exasperate customers that leads to a competing firm.

Consumer nowadays were all well informed of rights they have which encourage in seeking for better service quality from the service provider. Complaints can be in various forms of expressions where customer's main objective is to let the service provider or organization's representative able to listen to them and provide them fair and just solutions to the problem they were facing. Complaining options include seeking redress, engaging in negative word of mouth, exiting, and contracting third parties (Boldgett *et al.*, 1997). Service failures and service recoveries analysis is important and beneficial to service organizations, the analysis outcome enables the management to identify common failure situations and to formulate strategies in handling service failure that may occur in the future (Hoffman *et al.*, 1995).



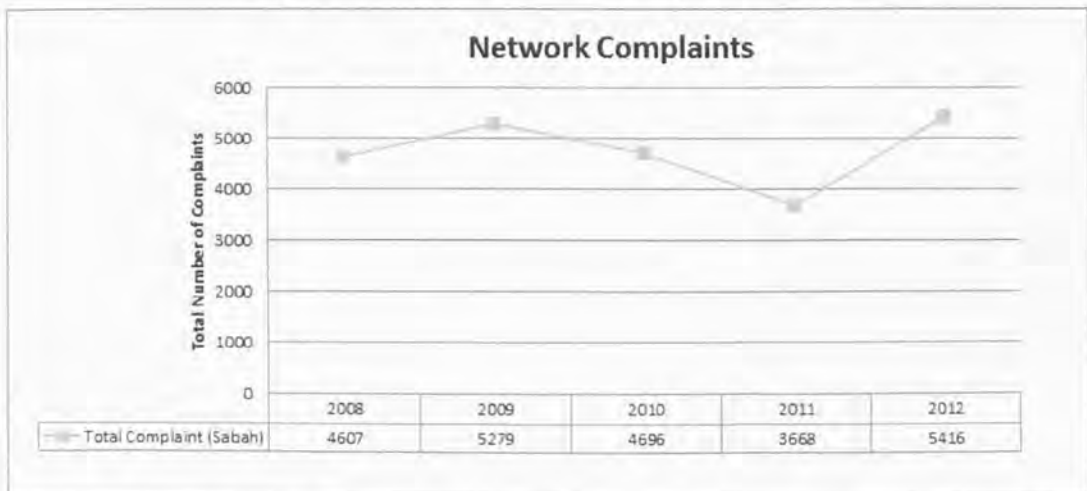
Chang, Lee and Tseng (2008) defined that service failures may upset and disappoint customers, but failure that were immediately and effectively addressed will gain customer's loyalty and satisfaction where else service failures that is not being handled immediately and effectively is surely to arouse dissatisfaction and switching intention. Studies in the cost of defections and strategy implementation in the reduction of service failure occurrence are an element of quality improvement programs (Boldgett *et al.*, 1997). According to Hoffman and Kelley (2000), customers may exit to the competition for numerous reasons believing that inappropriate responses to service failures will significantly increases the firm's switching rate.

Ultimately, dissatisfaction will eventually lead to negative actions and outcomes that these customers may react in order to express their dissatisfaction. As customers were aware of their rights, it has encouraged them to voice out to friends or relatives about their experience of dissatisfied or lodging official complaints to the service providers to express their dissatisfaction towards the service failures. Bougie, Pieters and Zeelenberg (2003) highlighted that anger and dissatisfaction can be caused by many events such as waiting time for service to be activated or normalized, dealing with unresponsive or impolite personnel, and core service failures. In consistent with Maxham III and Netemeyer (2002) study, perceptions regarding recovery processes are best handled directly after customers experience failures in the service they had used rather than prolonging the waiting time to recover the failures.

Customer satisfaction is important to the business survival (Kau & Loh, 2006). Maxham III and Netemeyer (2002) mentioned that implicit promise of fairness is salient, systematically categorizing customer complaint (Hoffman *et al.*, 1995) will help the provider to handle and manage complaint because complaint represent an opportunity to rectify related problems to the products or services and also to positively influence the behavior of customer (Blodgett *et al.*, 1997). In the telecommunication industry, customer loyalty (Dekimpe, Steenkamp, Mellens & Abeele, 1997) is the most crucial element that one service provider needed to gain because it is the key success of the telecommunication company to maintain a long

term relationship between the subscriber and the service provider (Aydin & Ozer, 2005). Disloyal customer may results to millions of revenue and profit lost where customer switched to other service provider (Aydin & Ozer, 2005). Resources obtain from a telecommunication company showing the total number of network complaints lodged through the call center in the state of Sabah from the year 2008 until 2012. The total numbers in the figure below shows that mobile subscriber in Malaysia, particularly in the state of Sabah responded to the service failures specifically related to network failure. The figure below shows the trending of complaint made by mobile telephone users in the state.

Figure 1.0: Total Number of Complaint – Sabah State



Source: Celcom Axiata Berhad (2013). VOC Complaint Report – Network Performance

According to MCMC Licensed Company Malaysia (2012), Malaysia will be expecting an increment of 41.9 million mobile subscribers in the year 2013 from 27.1 million in the year 2008. Increment of mobile subscribers from the report given by the commission, shows that it is important for the telecommunication operators in Malaysia to understand the compliant trending of their customers in response towards service failures, understanding the trend is crucial for the operator to develop effective business strategies and strategic actions in managing good customer relationship, satisfy customer and gaining customer loyalty (Nimako & Mensah, 2012). Eventually when the number of subscriber increases have

significant of increment in the number of complaint received from customers. Malaysia currently have fairly young population which is growing rapidly fast with the higher demand of telecommunications usage has seen the contribution towards the country's economic (Malaysian-German Chamber of Commerce and Industry, n.d.).

Malaysian Communications and Multimedia Commission (MCMC, 2012) announced the content industry development as an important catalyst in the development of the country's communications and multimedia industry which leads towards the economy growth in the future. According to the annual report, revenue reported from the communications industry had increase by 11% from RM41.2 billion in 2009 to RM45.8 billion in 2010. In the same year, domestic revenue is reported at RM35.4 billion and represented 6.3% of the country Gross Domestic Product (GDP) and 8.9% of the Gross National Product (GNP). With such high contributions, programs for the development of the telecommunication industry were actively introduced to provide a better infrastructure for the country's telecommunication (i.e. Long Term Evolution (LTE) Technology, Antenna and Propagation Theory to Practice, Fundamental of Satellite Communication and Hybrid Optical and Wireless Technologies for Next Generation Applications).

Thus, this study aims is to use an social exchange theory-base used by (Kau & Loh, 2006) in understanding of consumer's perceptions towards the service failure and service recovery efforts of the service provider in the context of telecommunication industry. In addition, this study also aims to examine a research model of Nikbin, Ismail, Marimuthu and Armesh (2012) on the perceived of justice in service recovery on customer satisfaction and loyalty.

1.2 RESEARCH PROBLEM

The usage of mobile is increasing in Malaysia yearly with the effort of the local government together with Malaysian Communications and Multimedia Commission (MCMC) and major telecommunication operators to expands the coverage in major cities and as well as in the rural area in providing the best network coverage and service experience. Therefore it is important for the management of mobile

telecommunication operators to understand the purposes a complaint was made by the customers (Nimako & Mensah, 2012). Moreover, Yi and Gong (2008) mentioned in order to improve the competitiveness in the industry, service provider had begun to pay great attentions to their customer's voice.

Metehan and Yasemin (2011) highlighted that it is of strategic importance for firms to solve customer complaints rapidly and efficiently. In ensuring satisfaction on the service recovery, procedures and actions apply and deployments of skilled personnel are crucial in handling customer complaint (Kau & Loh, 2006). Mostert, De Meyer and van Rensburg (2009) mentioned that service failures and the subsequent service recovery efforts of an organization can have a profound effect on customers' satisfaction with an organization as well as on the quality of the relationship to build long-term relationships with its customers.

Service providers in the telecommunication industry taking all efforts to fulfill customer needs for greater customer's satisfaction towards the service provided and offered by the service provider. Complaint channels make the process of lodging complaint easily by the mobile telecommunication companies (Nimako, 2012). As mentioned earlier, service failures and service recovery affects customer's experience of the service experience that one service provider had to offer. Complaints arise when customers feels upset by service failures and fail to handle effectively towards the service failures is sure to cause dissatisfaction (Chang *et al.*, 2008). Hoffman and Kelley (2000), pointed that limited research found specifically examining the influence of perceived justice on service failure and recovery. Boldgett *et al.*, (1997), addressed that limited effort had been expended in developing a theoretical understanding of how different dimensions of justice effects on consumers' post-complaint behavior after experiencing service failure and service recovery. Moreover, few studies on the perceived of justice been done to examine the relationship and effects in an eastern cultural especially in the telecommunication industry in Malaysia context and lack of empirical studies in that including the fourth dimension of perceived justice (i.e. informational justice) in examining the relationship of satisfaction in the service industry (Nikbin *et al.*, 2012). Not many studies were done with the present of the informational justice

especially in the service marketing research and study and lack of investigation done on the framework in all service failure situations (Mattila & Cranage, 2005; Mattila, 2006; Nikbin, Ismail & Marimuthu, 2012).

It is important to quickly to address the reason of service failed to be delivered to the mobile telephone users. Hoffman *et al.*, (1995), mentioned that when service failures occur, service provider's responds on service failures occurrences, can either create a strong customer bond, or changed from minor disturbance into a major defection. The usage of telephone had increase day by day with all the services provided by the telecommunication companies and as well as with the introductions of attractive plans tied up with latest smartphones. Understanding the customer complaint behavior is crucial for companies to ensure the level of satisfaction. Hoffman *et al.*, (1995) highlighted that service failures and service recoveries analysis is important and beneficial to service organizations, the analysis outcome enables the management to identify common failure situations and to formulate strategies in handling service failure that may occur in the future. Moreover, service recovery is a process whereby series of actions needed to be taken as a result from dissatisfy customer perception of initial service failure delivery (Kau & Loh, 2006).

Customer responses towards service recovery are determined of perceived justice. Perceived justice is commonly referring to fairness of the results that the customer's expecting to receive from the service provider. Hoffman and Kelley (2000) highlighted perceived of justice suggested, it is the recoveries itself; the outcomes which connected to the strategies; and the interpersonal behaviors that presented during the recovery process and outcomes delivering.

1.3 RESEARCH QUESTIONS

This research main question is to find out the effects of perceived justice on satisfactions and customer loyalty in Malaysia telecommunication industry specifically in the Kota Kinabalu area. This question will then leads to several research questions as follows:

- A. Does perceived justice have a positive relationship with satisfaction?
- B. Does satisfaction have a positive relationship with customer loyalty?
- C. Does perceived justice have a positive relationship with customer loyalty?
- D. To what extent is the relationship between perceived justice and customer loyalty mediated by satisfaction?

1.4 RESEARCH OBJECTIVES

The objectives of this study are as follows:

- A. To examine the effects of perceived justice on customer satisfactions.
- B. To examine the effects of satisfaction on customer loyalty
- C. To examine the effects of perceived justice on customer loyalty
- D. To examine the mediating effects of satisfaction on the relationship between perceived justice and satisfaction

1.5 SCOPE OF STUDY

Telecommunication is an important medium in communicating between people across nations to shorten the gap of distance. Growth in telecommunication industry is visible through the extension and introductions of variety of product, services and packages to attract existing and new customers. Challenges faced by these telecommunication providers as the market started to growth according to the introductions of various technologies. Therefore, this research is aim to conduct an in-depth study of the Malaysian mobile telecommunication customer's perceived of justice towards the service recovery in addition to examine the relationship between satisfaction and customer's behavior towards the recovery stage. This study mainly aims and target to gather information through questionnaires on customers whom have experienced service failure and service recovery and had mad complaint to the service provider in the area of Kota Kinabalu city.

1.6 SIGNIFICANCE OF STUDY

The finding of this study is to provide better understanding of perceived justice values (i.e distributive justice, procedural justice, interactional justice and

informational justice) among the mobile customers towards the experience of service failure and recovery especially in the context of Malaysia. The objective of this study, is believe that could contribute towards the knowledge on customers perceived of justice relating with satisfaction and customers behavioral (i.e. customer loyalty with the intention to stay) especially in the telecommunication industry to the service providers to better understand the customer's level of satisfaction after the service recovery take place.

Outcome in behavioral is worth taking notes especially in the context of service industry in ensuring to maintain the bond between the service provider and existing customers through the level of satisfaction perceived by the customers. Behavioral can be categorized in two types, negative or positive. It is known that positive behavior exhibited will benefit the provider where else negative behavior will result in defections. Therefore, this study is important in providing valuable information to the service provider of telecommunication in sustaining a good relationship with the customer even after service failure occurred with justice treatment given during the process of service recovery by satisfying the customers.

1.7 DEFINITIONS OF TERM

The definition of terminologies used in this study is as below:

PERCEIVED JUSTICE

Perceived Justice is defined defined that perceived justice especially in the service recovery where it connected to the outcomes from the recovery strategies along with the interpersonal behaviours that portray during the process of recovery with delivery of outcomes. (Hoffman & Kelley, 2000).

DISTRIBUTIVE JUSTICE

Distributive Justice is defined as perceived fairness of the tangible outcome of a dispute, negotiation, or decision involving two or more parties (Boldgett *et al.*, 1997).

PROCEDURAL JUSTICE

Procedural justice defined as the perceived fairness on the policies and standards of procedures used as the guidelines for the service provider to make decisions in the early studies by Greenberg (1990).

INTERACTIONAL JUSTICE

Interactional Justice is defined as the mode in which the recovery process is operationalized and recovery outcomes presented (Kau & Loh, 2006).

INFORMATIONAL JUSTICE

Express of favouritism feelings towards the information received in an effort to gain understanding about the cause of service failure and to assists in getting a fair and quick solution at the end of the process (Tax, Brown & Chandrashekar, 1998).

CUSTOMER LOYALTY

Customer loyalty is defined as a commitment shown by customer towards an organization with a continuous of support and backup to the same service provider (Kau & Loh, 2006)

SATISFACTION

Satisfaction is defined as the customer's overall feeling towards the service provider in the end result of an event (Davidow, 2000).

SERVICE RECOVERY

Service recovery is defined as responses and action taken by the provider towards service failure (Gronroos, 1988).

1.8 ORGANIZATION OF THESIS

This report consists of five chapters. Chapter one provides the overview of the significance of the study in perceived justice on customer's loyalty with the mediating effects of satisfaction in the context of mobile telecommunication industry. Research problems highlighted in this chapter to bridge the gaps mentioned by researchers to further extend the study. Follow by the research

REFERENCES

- Ambrose, M., Ronald, L.H., & Shankar, G. (2007). The Relationship Between Justice And Attitudes: An Examination Of Justice Effects On Event And System-Related Attitudes. *Organizational Behavior And Human Decision Processes*. Vol. 103, 21-36.
- Andreassen, T.W. (1999). What Drives Customer Loyalty With Complaint Resolution? *Journal of Service Research*. Vol. 2, 324-365.
- Anderson, J.C., & Narus, J.A. (1990). A Model Of Distributor Firm And Manufacturer Firm Working Partnerships. *Journal of Marketing*. Vol. 54, 42-58
- Aydin, S., & Ozer, G. (2005). The Analysis Of Antecedents Of Customer Loyalty In The Turkish Mobile Telecommunication Market. *European Journal of Marketing*. Vol. 39(7/8), 910-925.
- Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction In Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*. Vol. 51, 1173-1182.
- Berli, A., Martin, K.D., & Quintana, A. (2004). A Model Of Customer Loyalty In The Retail Banking Market. *European Journal of Marketing*. Vol. 38(1/2), 253-275.
- Bitner, M.J., Booms, B.H., & Tetreault, M.S. (1990). The Service Encounter: Diagnosing Favorable And Unfavorable Incidents. *Journal of Marketing*. Vol. 54, 71-84.
- Blodgett, J.G. (1994). The Effects Of Perceived Justice On Complainants' Repatronage Intentions And Negative Word-Of-Mouth Behavior. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*. Vol. 7, 1-14.

- Blodgett, J.G., Hill, D.J., & Tax, S.S. (1997). The Effects Of Distributive, Procedural, And Interactional Justice On Postcomplaint Behavior. *Journal of Retailing*. Vol. 73(2), 185-210.
- Blodgett, J.G., Wakefield, K.L., & Barnes, J.H. (1995). The Effects Of Customer Service On Consumer Complaining Behavior. *Journal of Services Marketing*. Vol. 9(4), 31-42.
- Bloemer, J.M.M., & Kasper, H.D.P. (1995). The Complex Relationship Between Consumer Satisfaction And Brand Loyalty. *Journal of Economic Psychology*. Vol. 16, 311-329.
- Bolton, R.N., & Drew, J.H. (1991). A Multi-stage Model Of Customers' Assessments Of Service Quality And Value. *Journal of Consumer Research*. Vol. 17(4), 375-384.
- Boohene, R., & Agyapong, K.Q. (2011). Analysis Of The Antecedents Of Customer Loyalty Of Telecommunication Industry in Ghana: The Case Of Vodafone (Ghana). *International Business Research*. Vol. 4(1), 229-240.
- Boshoff, C. (1997). An Experimental Study of Service Recovery Options. *International Journal Service Industry Management*. Vol. 8(2), 110-130.
- Bougie, R, Pieters, R, & Zeelenberg, M. (2003). They get back: The experience and behavioral implications of anger and dissatisfaction in services. *Journal of the academy of marketing science*. Vol. 31(4), 377-393.
- Bowen, D.E., Gilliland, S.W., & Folger, R. (1999). How Being Fair With Employees Spills Over To Customers. *Organizations Dynamics*. Vol. 28, 7-23.
- Burlikowska, M.D., & Szewieczek, D. (2008). Customer's Satisfaction The Element Of Proquality Strategies Of Organization. *Journal of Achievements In Materials And Manufacturing Engineering*. Vol. 28 (1), 91-94.
- Celcom Axiata Berhad (2013). VOC Complaint Report – Network Performance.
- Cengiz, E. (2010). Measuring Customer Satisfaction: Must Or Not? *Journal of Naval Science And Engineering*. Vol. 6(2), 76-88.

- Chandrashekar, M., Rotte, K., Tax, S.S., & Grewal, R. (2007). Satisfaction Strength And Customer Loyalty. *Journal of Marketing Research*. Vol. 44(1), 153-163.
- Chang, H.S., Lee, J.C., & Tseng, C.M. (2008). The Influence Of Service Recovery On Perceived Justice Under Difference Involvement Level – An Evidence Of Retail Industry. *Contemporary Management Research*. Vol. 4(1), 57-82.
- Chebat, J.C., & Slusarczyk, W. (2005). How Emotions Mediate The Effects Of Perceived Justice On Loyalty In Service Recovery Situations: An Empirical Study. *Journal of Business Research*. Vol. 58, 664-673.
- Churchill, G.A.JR., & Carol, S. (1982). An Investigation Into The Determinants Of Customer Satisfaction. *Journal of Marketing Research*. Vol. 19, 491-504.
- Clemmer, E.C., & Schneider, B. (1996). Fair Service. *Advances In Services Marketing And Management*. Vol. 5, 109-126.
- Cohen, J. (1988). *Statistical Power Analysis For The Behavioral Sciences (Second Edition)*. Hillsdale, NJ: Lawrence Erlbaum Associates.
- Cook, K.S., & Hegtvedt, K.A. (1983). Distributive Justice, Equity, And Equality. *Annual Review of Sociology*. Vol. 9, 217-241.
- Cook, K.S., & Emerson, R.M. (1978). Power, Equity And Commitment In Exchange Networks. *American Sociological Review*. Vol. 43(5), 721-739.
- Cook, K.S., Emerson, R.M., Gillmore, M.R., & Yamagishi, T. (1983). The Distribution Of Power In Exchange Networks: Theory And Experimental Results. *American Journal of Sociology*. Vol. 89(2), 275-305.
- Cropanzano, R., & Mitchell, M.S. (2005). Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*. Vol. 31(6), 874-900.
- Culnan, M.J., & Armstrong, P.K. (1999). Information Privacy Concerns, Procedural Fairness, and Impersonal Trust: An Empirical Investigation. *Organization Science*. Vol. 10 (1), 104-115.

- Colquitt, J.A. (2001). On the Dimensionality Of Organizational Justice: A Construct Validation Of A Measure. *Journal of Applied Psychology*. Vol. 3, 386-400.
- Colquitt, J.A., Conlon, D.E., Wesson, M.J., Porter, C.O.L.H., & Ng, K.Y. (2001). Justice At The Millennium: A Meta-Analytic Review Of 25 Years Of Organizational Justice Research. *Journal of Applied Psychology*. Vol. 3, 425-445.
- Colquitt, J.A., & Rodell, J.B. (2011). Justice, Trust, And Trustworthiness: A Longitudinal Analysis Integrating Three Theoretical Perspectives. *Academy of Management Journal*. Vol. 54(6), 1183-1206.
- Davidow, M. (2003). Have You Heard The Word? The Effect Of Word Of Mouth On Perceived Justice, Satisfaction And Repurchase Intentions Following Complaint Handling. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*. Vol. 16, 67-80.
- Dekimpe, M.G., Steenkamp, J.B.E.M., Mellens, M., & Abeele, P.V. (1997). Decline And Variability In Brand Loyalty. *International Journal of Research In Marketing*. Vol. 14, 405-420.
- Deng, Z.H., Lu, Y.B., Wei, K.K., & Zhang, J.L. (2009). Understanding Customer Satisfaction And Loyalty: An Empirical Study Of Mobile Instant Messages In China. *International Journal of Information Management*. Vol. 30, 289-300.
- East, R., Gendall, P., Hammond, K., & Lomax, W. (2005). Consumer Loyalty: Singular, Additive Or Interactive? *Australasian Marketing Journal*. Vol. 13(2), 10-26.
- Eccentex Corporation*. (2011). Top Issues in Handling Complaints and the path to successful complaint management.. Eccentex Corporation.
- Emerson, R.M. (1976). Social Exchange Theory. *Annual Review of Sociology*. Vol. 2, 335-362.

- Fan, Y.W., Wu, C.C., & Wu, W.T. (2010). The Impacts Of Online Retailing Service Recovery And Perceived Justice On Consumer Loyalty. *International Journal of Electronic Business Management*. Vol. 8(3), 239-249.
- Field, A. (2005). *Discovery Statistics Using SPSS Secon Edition*. London : SAGE Publications Ltd.
- Fornell, C. (1992). A National Customer Satisfaction Barometer: The Swedish Experience. *Journal of Marketing*. Vol. 56 (1), 6-21.
- Ganesh, J., Arnold, M.J., & Reynolds, K.E. (2000). Understanding The Customer Base Of Service Providers: An Examination Of The Differences Between Switchers And Stayers. *Journal of Marketing*. Vol. 64(3), 65-87.
- Gilly, M.C., & Hansen, R.W. () Consumer Complaint Handling As A Strategic Marketing Tool. *The Journal of Product And Brand Management*. Vol. 1(3), 5-16.
- Goodwin, C., & Ross, I. (1992). Consumer Responses To service Failures: Influence Of Procedural And Interactional Fairness Perceptions. *Journal of Business Research*. Vol. 25(2), 149-163.
- Goodwin, C., & Ross, I. (1989). Salient Dimensions Of Perceived Fairness In Resolution Of Service Complaints. *Journal of Consumer Satisfaction/Dissatisfaction and Complaining Behavior*. Vol. 2, 87-92.
- Greenberg, J. (1990). Organizational Justice: Yesterday, Today and Tomorrow. *Journal of Management*. Vol. 16(2), 399-432.
- Greenberg, J. (1993). The Social Side Of Fairness: Interpersonal And Informational Classes Of Organizational Justice. *Justice In The Workplace: Approaching Fairness In Human Resource Management*. 79-103.
- Gremler, D.D., Gwinner, K.P., & Brown, S.W. (2001). Generating Positive Word-Of-Mouth Communication Through Customer-Employee Relationships. *International Journal of Service Industry Management*. Vol. 12(1), 44-59.

- Gronroos, C. (1988). Service Quality: The Six Criteria Of Good Perceived Service Quality. *Review of Business*. Vol. 9, 10-13.
- Ha, J.Y., & Jang, S.C. (2009). Perceived Justice In Service Recovery And Behavioral Intentions: The Role Of Relationship Quality. *International Journal of Hospitality Management*. Vol. 28, 319-327.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E. and Tatham, R. L. (2006). *Multivariate Data Analysis Sixth Edition*. New Jersey: Prentice Hall.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis Seventh Edition* . New Jersey : Pearson Prentice Hall.
- Hoffman, K.D., & Kelley, S.W. (2000). Perceived Justice Needs And Recover Evaluation: A Contingency Approach. *European Journal Of Marketing*. Vol. 34 (3/4), 418-432.
- Hoffman, K.D., Kelly, S.W., & Rotalsky, H.M. (1995). Tracking Service Failures And Employee Recovery Efforts. *Journal of Services Marketing*. Vol. 5(3), 225-250.
- Homburg, C., & Furst, A. (2005). How Organizational Complaint Handling Drives Customer Loyalty: An Analysis Of The Mechanistic And The Organic Approach. *Journal of Marketing*. Vol. 69, 95-114.
- Holloway, B.B., Wang, S., & Beatty, S.E. (2009). Betryal? Relationship Quality Implications In Service Recovery. *Journal of Services Marketing*. Vol. 23(6), 385-396.
- Jacoby, J., & Kyner, D.B. (1973). Brand Loyalty Vs. Repeat Purchasing Behavior. *Journal of Marketing Research*. Vol. 10(1), 1-9.
- Jones, T.O., & Sasser, W.E. Jr. (1995). Why Satisfied Customer Defect. *Harvard Business Review*. Vol. 73(6), 88-99.
- Karatepe, O.M. (2006). Customer Complaints And Organizational Responses: The Effects of Complaints' Perceptions Of Justice On Satisfaction and Loyalty. *International Journal of Hospitality Management*. Vol. 25(1), 69-90.

- Kau, A.K., & Loh, E.W.Y. (2006). The Effects Of Service Recovery On Consumer Satisfaction: A Comparison Between Complainants And Non-Complainants. *Journal of Services Marketing*. Vol. 20/2, 101-111.
- Kim, S.Y., & Kandampully, J. (2012). *Exploring Customer Loyalty Following Service Recovery: The Relationships Of Perceived Justice, Commitment, Trust, And Loyalty*. Ohio State University
- Kim, T., Kim, W.G., & Kim, H.B. (2008). The Effects Of Perceived Justice On Recovery Satisfaction, Trust, Word-Of-Mouth, And Revisit Intention In Upscale Hotels. *Tourism Management*. Vol. 30, 51-62.
- Kim, M.K., Park, M.C., & Jeong, D.H. (2004). The Effects Of Customer Satisfaction And Switching Barrier On customer Loyalty In Korean Mobile Telecommunication Service. *Telecommunications Policy*. Vol. 28, 145-159.
- Kitchenham, B., & Pfleeger, S.L. (2002). Principles Of Survey Research Part: 5 Population And Samples. *Software Engineering Notes*. Vol. 27(5), 17-20.
- Konovsky, M.A. (2000). Understanding Procedural Justice and Its Impact on Business Organizations. *Journal of Management*. Vol. 26, 489-511.
- Koonmee, K. (2011). Fairness in the workplace: The relative effects of distributive and procedural justice on incentive satisfaction. *The Business Review, Cambridge*. Vol. 17, 160-166.
- Krishnamurthi, L., & Raj, S.P. (1991). An Empirical Analysis Of The Relationship Between Brand Loyalty And Consumer Price Elasticity. *Marketing Science*. Vol. 10(2), 172-183.
- Kuo, Y.F., & Wu, C.M. (2012). Satisfaction And Post-Purchase Intentions With Service Recovery Of Online Shopping Websites: Perspective On Perceived Justice And Emotions. *International Journal of Information Management*. Vol. 32, 127-138.
- Kurland, N. B., & Egan, T.D. (1999). Telecommuting: Justice And Control In The Virtual Organization. *Organization Science*. Vol. 10, 500-513.

- Lee, E.J., & Park, J.K. (2010). Service Failures In Online Double Deviation Scenarios: Justice Theory Approach. *Managing Service Quality*. Vol. 20(1), 46-69.
- Leventhal, G.S. (1977). *What Should Be Done With Equity Theory? New Approaches To The Study Of Fairness In Social Relationships*. Washington, D.C. : John Wiley.
- Malaysian-German Chamber of Commerce and Industry (n.d.). Market Watch 2012 IT And Telecommunications In Malaysia. Retrieve from http://www.malaysia.ahk.de/fileadmin/ahk_malaysia/Market_reports/IT_and_Telecommunications_in_Malaysia.pdf
- Mattila, A.S. (2006). The Power Of Explanations In Mitigating The Ill-Effects Of Service Failures. *Journal of Services Marketing*. Vol.20(7), 422-428.
- Mattila, A.S., & Cranage, D. (2005). The Impact Of Choice On Fairness In The Context Of Service Recovery. *Journal of Services Marketing*. Vol. 19(5), 271-279.
- Maxham III, J.G. (2001). Service Recovery's Influence On Consumer Satisfaction, Positive Word-Of-Mouth, and Purchase Intentions. *Journal of Business Research*. Vol. 54, 11-24.
- Maxham III, J.G., & Netemeyer, R.G. (2002). Modeling Customer Perceptions Of Complaint Handling Over Time: The Effects Of Perceived Justice On Satisfaction And Intent. *Journal of Retailing*. Vol 78, 239-252.
- McColl-Kennedy, J.R., & Sparks, B.A. (2003). Application of Fairness Theory To Service Failures and Service Recovery. *Journal of Service Research*. Vol. 5(3), 251-266.
- MCMC (2012). Malaysian Communications And Multimedia Commission (MCMC). Retrieved from <http://www.skmm.gov.my/>
- Metehan, T., & Yasemin, Z.A. (2011). Demographic Characteristics And Complaint Behavior: An Empirical Study Concerning Turkish Customers. *International Journal of Business And Social Science*. Vol. 2(9), 42-48.

- Molm, L.D. (1994). Dependence And Risk: Transforming The Structure Of Social Exchange. *Social Psychology Quarterly*. Vol. 57(3), 163-176.
- Mosahab, R., Mahamad, O., & Ramayah. T. (2010). Service Quality, Customer Satisfaction and Loyalty: A Test of Mediation. *International Business Research*. Vol. 3(4), 72-80.
- Mossholder, K.W., Bennett, N., & Martin, C.L. (1998). A Multilevel Analysis Of Procedural Justice Context. *Journal of Organizational Behavior*. Vol. 19, 131-141.
- Mostert, P.G., De Meyer, C.F., & van Rensburg, L.R.J. (2009). The Influence Of Service Failure And Service Recovery On Airline Passengers' Relationships With Domestic Airlines: An Exploratory Study. *Southern African Business Review*. Vol. 13(2), 118-140.
- Nikbin, D., Ismail, I., & Marimuthu, M. (2010). Perceived Justice In Service Recovery And Recovery Satisfaction: The Mediating Role Of Trust. *World Applied Sciences Journal (Special Issues Of Tourism & Hospitality)*. Vol. 10, 99-109.
- Nikbin, D., Ismail, I., & Marimuthu, M. (2012). The Relationship Between Informational Justice, Recovery Satisfaction, And Loyalty: The Moderating Role Of Failure Attributions.
- Nikbin, D., Ismail, I., Marimuthu, M., & Armesh, H. (2012). Perceived Justice In Service Recovery And Switching Intention Evidence From Malaysian Mobile Telecommunication Industry. *Management Research Review*. Vol. 35 (3/4), 309-325.
- Nikbin, D., Ismail, I., Marimuthu, M., & Jalalkamali, M. (2010). Perceived Justice In Service Recovery And Recovery Satisfaction: The Moderating Role Of Corporate Image. *International Journal of Marketing Studies*. Vol. 2, 47-56.
- Nimako, S.G. (2012). Customer Dissatisfaction And Complaining Responses Towards Mobile Telephony Services. *The African Journal of Information Systems*. Vol. 4(3), 83-99.

- Nimako, S.G., & Mensah, A.F. (2012). Motivation For Customer Complaining And Non-Complaining Behavior Towards Mobile Telecommunication Services. *Asian Journal of Business Management*. Vol. 4(3), 310-320.
- Nozick, R. (1973). Distributive Justice. *Philosophy and Public Affairs*. Vol. 3(1), 46-126.
- Ok, C., Back, K.J., & Shanklin, C.W. (2005). Modeling Roles Of Service Recovery Strategy: A Relationship Focused View. *Journal of Hospitality And Tourism Research*. Vol. 29(4), 484-507.
- Oliver, R.L. (1980). A Cognitive Model Of The Antecedents And Consequences Of Satisfaction Decisions. *Journal of Marketing Research*. Vol. 17(4), 460-469.
- Oliver, R.L. (1999). Whence Consumer Loyalty? *Journal of Marketing*. Vol. 63, 33-44.
- Oliver, R.L. & Swan, J.E. (1989). Consumer perceptions Of Interpersonal Equity And Satisfaction. *Journal of Consumer Reasrch., Journal of Markeing*. Vol.16, 372-83.
- Pallant, J. (2005). *SPSS Survival Manual: A Step By Step Guide To Data Analysis Using SPSS For Windows (Version 12)*. Australia: National Library of Australia.
- Petrick, J.F. (2004). Are Loyal Visitors Desired Visitors? *Tourism Management*. Vol. 25, 463-470.
- Reichheld, F.F., & Saser, E.W. (1990). Zero Defects: Quality Comes To Services. *Harvard Business Review*. Vol. 68, 105-111.
- Richins, M.L. (1983). Negative Word-Of-Mouth By Dissatisfied Consumer: A Pilot Study. *Journal of Marketing*. Vol. 47 (1), 68-78.
- Rio-Lanza, A.B., Vazquez-Casielles, R., & Diaz-Martin, A.M. (2009). Satisfaction With Service Recovery: Perceived Justice And Emotional Responses. *Journal of Business Research*. Vol. 62, 775-781.

- Ro, H.J. (2007). *A Typology Of Consumer Dissatisfaction Responses: Exit, Voice, Loyalty, And "MORE"*. (Doctoral dissertation, The Pennsylvania State University, 2007). Retrieved from <https://etda.libraries.psu.edu/paper/7860/>
- Sekaran, U. (2003). *Research Methods For Business: A Skill Building Approach Fourth Edition*. New York : John Wiley & Son Inc.
- Shoemaker, S., & Lewis, R.C. (1999). Customer Loyalty: The Future OF Hospitality Marketing. *Hospitality Management*. Vol. 18, 345-370.
- Singh, J., & Sirdeshmukh, D. (2000). Agency And Trust Mechanisms In Customer Satisfaction And Loyalty Judgements. *Journal of The Academy of Marketing Science*. Vol. 28(1), 150-167.
- Sividass, E., & Baker-Prewitt, J.L. (2000). An Examination Of The Relationship Between Service Quality, Customer Satisfaction, And Store Loyalty. *International Journal of Retail And Distribution Management*. Vol. 28(2), 73-82.
- Smith, J.B., & Barclay, D.W. (1997). The Effects Of Organizational Differences And Trust On The Effectiveness Of Selling Partner Relationships. *Journal of Marketing*. Vol. 61(1), 3-21.
- Smith, A.L., & Bolton, R.N. (1998). An Experimental Investigation Of Customer Reactions To Service Failure And Recovery Encounters: Paradox Or Peril? *Journal of Service Research*. Vol. 1(1), 65-81.
- Smith, A.K., Bolton, R.N., & Wagner, J. (1999). A Model Of Customer Satisfaction With Service Encounters Involving Failure And Recovery. *Journal of Marketing Research*. Vol. 36, 356-372.
- Solvang, B.K. (2008). Customer Protest: Exit, Voice Or Negative Word Of Mouth. *International Journal of Business Science and Applied Management*. Vol. 3 (1), 14-32.

- Sparks, B., & Fredline, L. (2007). Providing An Explanation For Service Failure: Context, Content, And Customer Responses. *Journal of Hospitality and Tourism Research*. Vol. 31(2), 241-260.
- Sudin, S. (2011). Fairness Of And Satisfaction With Performance Appraisal Process. *Journal of Global Management*. Vol. 2 (1), 66-83.
- Sweeney, J.C., Soutar, G.N., & Mazzarol, T. (2005). *The Differences Between Positive And Negative Word-Of-Mouth-Emotion As A Differentiator?* Paper presented at the ANZMAC 2005 Conference: Consumer Behavior.
- Tabachnick, B. G., & Fidell, L. S. (2007). *Using Multivariate Statistics. Fifth Edition*. United States of America : Pearson Education, Inc. .
- Tax, S.S., Brown, S.W., & Chandrashekar, M. (1998). Customer Evaluations of Service Complaint Experiences: Implications For Relationship Marketing. *Journal of Marketing* ,Vol. 62, 60-67.
- Taylor, S. (1994). Waiting For Service: The Relationship Between Delays And Evaluations Of Service. *Journal of Marketing*. Vol. 58(2), 56-69.
- The American Marketing Association*. (1995). Retrieved 15 May, 2013, from http://www.marketingpower.com/_layouts/dictionary.aspx
- Tornblom, K.Y., & Vermunt, R. (2007). Towards An Integration Of Distributive Justice, Procedural Justice, And Social Resource Theories. *Soc Just Res*. Vol. 20, 312-335.
- Walster, E., Berscheid, E., & Walster, G.W. (1973). New Directions of Equity Research. *Advance In Experiential Social Psychology*. Vol. 9, 1-42.
- Wang, I.M., & Shieh, C.J. (2006). The Relationship Between Service Quality And Customer Satisfaction: The Example Of CJKU Library. *Journal of Information And Optimization Sciences*. Vol. 27 (1), 193-209.
- Wegner, B. (1987). The Illusion of Distributive Justice. *European Sociological Review*. Vol. 3(1), 1-13.

- Wirtz, J., & McColl-Kennedy, J.R. (2010). Opportunistic Customer Claiming During Service Recovery. *Journal of The Academy of Marketing Science*. Vol. 38, 654-675.
- Wirtz, J., & Mattila, A.S. (2004). Consumer Responses To Compensation, Speed Of Recovery And Apology After A Service Failure. *International Journal of Service Industry Management*. Vol. 15(2), 150-166
- Yi, Y.J., & Gong, T.S. (2008). The effects of customer justice perception and affect on customer citizenship behavior and customer dysfunctional behavior. *Industrial Marketing Management*. Vol. 37, 767-783.