

Investigation of the Effect of Perceived Justice on Post-Recovery Overall Satisfaction, Post-Recovery Revisit Intention and Post-Recovery Word-of-Mouth Intention from Airline Industry in Iran: The Role of Corporate Image

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Abstract: The purpose of this paper is to investigate the effects of perceived justice dimensions (distributive, procedural and interactional) on post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention by considering the role of corporate image. Totally, 400 questionnaires were distributed to Iran Air customers, that 228 questionnaires were used for the final analysis, which the results from analysis of them based on simple linear regression and multiple hierarchical regression show that distributive justice and procedural justice have a positive influence on post-recovery revisit intention and post-recovery word-of-mouth intention. Also, interactional justice has a positive influence on post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention. The study also demonstrated that corporate image plays a moderating role in the relationship between perceived justice dimensions and post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention; Only, the moderating role of corporate image was not found in the relationship between distributive justice and post-recovery revisit intention and also in the relationship between interactional justice and post-recovery word-of-mouth intention. Therefore, Airlines needs to make continuous efforts to create and hold a positive image and perception in the mind of customers, even in service failure/recovery situations.

Key words:Corporate Image • Perceived Justice • Post-Recovery Overall Satisfaction • Post-Recovery Revisit Intention • Post-Recovery Word-of-Mouth Intention

INTRODUCTION

It is a certain fact that customer satisfaction, is a central issue in marketing and consumer behavior studies since it is a major factor influencing repeat purchase, word-of mouth communication, and loyalty behavior [1-2]. similarly, finding methods to satisfy customers has been a major focus of businesses [3]. Despite the great efforts towards satisfaction of customers, sometimes mishaps in providing services occurs inevitably [4]. When customers become dissatisfied from initial service/product failure(s) and/or inappropriate responses to complaints they do not tend to revisit, switch to competitors probably and spread negative word of mouth. Losses due to dissatisfied customers are greater than costs of fixing service problems [5]. This loss is represented by switching

present customers to competitors and negative word of mouth communicated to potential customers. Further, it costs five times more to attract a new customer than it does to keep an existing one [6].

Service providers respond to customer complaints in order to resist these negative consequents. Efforts toward correcting services can act as a buffer against service failure outcomes, if those are perceived as adequate by customers. When the correcting efforts are extraordinary, customer attitudinal and behavioral consequences can be even higher than in a pre-failure assessment [7]. A service failure and complaint due to it is an opportunity to transform a dissatisfied customer into a satisfied one [8-9] and to create sustained relationships with customers [10-11]. But, though sometimes dissatisfied customers are converted in to loyal ones, more than half of correcting efforts lead to negative assessments [6].

Scholars have proposed that customer dissatisfaction does not result from the service failure itself but from service provider response, or lack of response, to the failure [12-13]. If the complaint is not addressed suitably even a minor service problem, may become a major issue. Researchers try to understand both instantaneous and indirect consequences of recovery efforts. Regarding to advances in service recovery studies, effects of recovery efforts on recovery satisfaction (what constitutes a successful recovery?) have been examined on the basis of the justice theory. Researchers found that perceived justice determines recovery satisfaction. Recovery efforts may enhance general satisfaction and behavioral intentions that help in establishing long-term relationships with customers. The predictability of the dimensions of justice in relation to post-recovery attitudinal and behavioral consequences has been a concern of scholars and practitioners. Which dimension of justice exerts a greater effect on post-recovery overall satisfaction and behavioral intentions is not clear. Also, given the previous recovery studies [4, 14], the relative importance of the dimensions of justice may be dependent on service nature, the customer's relationship with the organizations, types of service and the failure condition. Replication of the findings on specific industry (casual dining segment in the study) allows obtaining industry specific insights on roles of service recovery.

McCollough [15] found nonlinearity of the effect of recovery on customer satisfaction, i.e. high recovery might not result in high satisfaction while low recovery might not create low satisfaction. Del Rio-Lanza *et al.* [16] suggest to study moderating factors in the relationships between perceived justice and satisfaction. Among these variables, they recommended studying customers' image or evaluation of the firm's brand and global satisfaction with the firm and their attributions of the causes of the problem. Notwithstanding the relevance of brand image, there are little efforts towards examining the role played by brand image in relation to perceived justice considering service recovery efforts and post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention.

According to the above-said, this study aims to fill these gaps in the literature by addressing dimensions of perceived justice effects on post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention and to analyze moderating role played by corporate image in the relationship between perceived justice and post-recovery

overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention.

Literature Review

Perceived Justice with Service Recovery: Customers and service providers inevitably face with incidents that occur during exchange processes. Thus, they expect fair behavior from other party and their evaluation is based on perceived justice. Adams [17] justice theory says that in every exchange, people weigh the inputs against the outputs and compare them with those of others in similar conditions. if there is an equal balance between them, the exchange is considered as 'fair', but if the consequences do not meet with the person's expectations, then this results in inequity. Previous research conducted on service failure and recovery provided a proof for suitability of justice concepts as a basis for gaining insights on the process of service recovery and its outcomes [4, 8, 18-19].

Distributive Justice: Distributive justice means the assignment of tangible resources by the firm to correct and compensate for a service failure [16]. In a service failure/ recovery context, it points to the perceived fairness of the service failure/recovery consequence [20]. When it is perceived that that benefits have not been allocated in an equitable way, distress is experienced [21], which leads to trying to revive the distributive justice. Studies have provided empirical document that perceived fairness of tangible consequences exert a positive effect on recovery evaluation [4, 22]. Past literature on service recovery have measured distributive justice based on the "justice," "fairness," "need," "value" and "reward" of outcomes [23-24].

Procedural Justice: Procedural justice means the methods being used by the firm to address the problems occurring during service delivery in such dimensions as accessibility, timing/speed, process control, delay and flexibility to cope with the consumer's recovery needs [16]. Procedural justice also consists of policies, procedures and tools being used by firms to support communication with customers and particularly, the time taken to process complaints and to make an appropriate decision [25]. On service recovery side, procedural justice refers to the customer's perception of justice for the processes required to recover the failed service [14]. Procedural justice concentrates on the way that the consequence is obtained. According to past literature, there are six sub dimensions for procedural justice,

namely, flexibility, accessibility, process control, decision control, response speed and acceptance of responsibility [8, 16, 19].

Interactional Justice: Interactional justice addresses interpersonal interactions during service delivery. It refers to the assessment of the degree to which the customers have experienced justice in human interactions from the employees of service organization during the recovery process [26]. In service recovery situation, interactional justice refers to the assessment of the degree to which the customers have experienced justice in human interactions from the employees of service firms in the recovery process [26]. Past literature proposes that there are six sub-dimensions for interactional justice. These sub-dimensions consists of Courtesy, honesty, offering explanations, empathy, endeavor and offering apologies [16, 27].

Overall Satisfaction: Consumer satisfaction has been of marketing studies marketing over the last few decades. But, marketing scholars have not accepted a general definition of satisfaction. Giese and Cote [28], defined satisfaction as a summary affective response of various degrees of intensity with a specific time point of determination and limited duration directed toward focal aspects of product acquisition and/or consumption.

Consumers' satisfaction is seen as a major significant constructs [29] and an important goal in marketing [30]. Satisfaction has a central place in marketing because it is a good predictor of purchase behaviour (repurchase, purchase intentions, brand choice and switching behaviour) [29]. given its importance, several theories and models have been proposed with the aim of defining this concept and explain satisfaction in different products/services and consumption context. The expectancy-disconfirmation paradigm [31], the perceived performance model [32], as well as attribution models [33], affective models [34] and equity models [35] are only some of the major theoretical bases developed to explain consumer satisfaction. But they have caused controversies and debates among marketing scholars. Some of the questions are as follows (a) the application of each model; which of the models are best applicable in various consumption contexts and for various products? [30]; (b) the measurement of satisfaction; should different measurement instruments be used for different products and services? And (c) The definition of satisfaction; should it be defined with focus on the response (construct) or on the process (model) [28]?

Measurement of satisfaction raises another problem. The transaction-specific and overall satisfaction are two approaches are widely being used in this respect. The transaction-specific approach views satisfaction as an emotional response to the most recent transactional experience [36], while the overall satisfaction perspective views satisfaction as a cumulative evaluative response.

Satisfaction with products and services has widely been studied. Satisfaction is a major predictor of customer loyalty [37] and the of the relationship between the two is strongly influenced by customer characteristics such as variety seeking, age and income [38]. Demographic variables also influence the level of customer satisfaction [39]. when customers are satisfied they usually use a service more frequently than those not satisfied [40], they show a stronger repurchase intention and they spread good word of mouth in relation to the service [41]. Satisfaction is likely to has a direct effect on repurchase intentions [42], however some scholars have found that adjusted expectations is a moderator of the effect of consumer satisfaction on repurchase intentions [43-44].

Revisit Intentions: The concept of revisit intentions is derived from behavioral intentions. Oliver [45] and Croston *et al.* [46] defined behavioral intentions (i.e., repurchase and word-of-mouth intentions) in this way "a stated likelihood to engage in a behavior". Early studies saw repurchase intention as a determining factor for commitment or loyalty [47-49]. Revisit intentions has been considered arising from satisfaction rather than an initiator of revisit decision-making process [50]. Consistent with Han *et al.* [51], revisit intentions is regarded as an affirmed likelihood to revisit the restaurant in both the absence and presence of a positive attitude toward the service provider.

Word-of-Mouth Intention: Word-of-mouth behavior is considered as a major post purchase behavior. Mangold *et al.* [52] stressed that interpersonal communication exerts an important effect on consumer purchasing behavior. Since potential customers perceive word-of-mouth communication credible, it might have a considerable impact [53]. Also, because services are intangible, its importance as an information source of information is significant.

Researchers have studied (positive or negative) word-of-mouth as one of the outcomes of customer satisfaction/dissatisfaction following a consumption experience. When Customers experienced favorable service recovery, showed a strong desire toward sharing positive information about their experience [52, 54].

Corporate Image: Corporate image refers to perception of an organization by consumer and implicitly impacts the perception of the operation of the company [55, 56]. Dobni and Zinkhan [57] considered corporate image as the representation of a brand in the consumer's mind that is related to an offering. Keller [56] proposed that corporate image can be regarded as a set of perceptions on a formed by a consumer given the associations. gyun and Lelanc [58] state that corporate image is associated with different physical and behavioural attributes of the company, like; business name, architecture, variety of goods or services, tradition, ideology and to the feeling of quality communicated by each person interacting with the clients of the company. The corporate brand is an intangible and invaluable asset for the organization. Robert and Dowling [59] proposed that the corporate brand is a valuable intangible asset, that is hard to impersonate and may help firm in obtaining sustained superior financial performance. Favorable brand image not only represents a positive image of brand but also suggest a higher level of brand image strength compared to other brands [60].

Research Hypothesis

Perceived Distributive Justice and Post-Recovery Overall Satisfaction, Post-Recovery Revisit Intention and Post-Recovery Word-of-Mouth Intention: A three dimensional view of justice is employed to examine how customers respond to recovery efforts. Customers form justice-based normative recovery expectations and compare it with recovery performance in the recovery evaluation [61]. In a business exchange, inequity is a consequence of perception of outcome inadequacy by customer [62]. Distributive justice refers to the compensation received by dissatisfied customers to remove their complaints [8, 63]. Perceived fairness of distributive justice results from efforts of atonement from provider. Indeed, compensation may be considered as the most effective recovery strategy in recovering service failures in restaurants [64]. Empirical document provided by studies show that perceived fairness of tangible consequences have a positive effect on recovery evaluation [4, 18, 22, 64]. Also, this study suggests that distributive justice as a result of recovery efforts affects post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention. Thus:

- H1: The perceived distributive justice has a positive influence on post-recovery overall satisfaction.
- H2: The perceived distributive justice has a positive influence on post-recovery revisit intention.
- H3: The perceived distributive justice has a positive influence on post-recovery word-of-mouth intention.

Perceived Procedural Justice and Post-Recovery Overall Satisfaction, Post-Recovery Revisit Intention and Post-Recovery Word-of-Mouth Intention:

The process used to resolve conflicts or dispense rewards in service recovery evaluation is of significance for customers [8, 19, 65]. Flexibility, timely responding and responsiveness are considered as components of procedural justice [19, 66]. Procedural justice consists of policies, procedures and tools used by firms to support communication with customers and especially, the time allocated to process complaints and to arrive at a decision [67]. As reported by several studies procedural justice is of an important effect on recovery satisfaction [4, 19]. but, when manipulated as timeliness, procedural justice did not have a major effect on customer post-recovery revisit intention and negative post-recovery word-of-mouth intention [8]. Blodgett *et al.* [8] proposed that procedural justice is of the least significance among the justice dimensions and this may be attributed to the fact that procedural justice is less tangible than distributive justice and less visible than interactional justice. The argument show that the scenario effect may contribute to the insignificant relationships. Thus, present study manipulated procedural justice in timeliness, responsiveness and flexibility and suggests that customer perceived fairness of procedural justice have effects on post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention. Thus:

- H4: The perceived procedural justice has a positive influence on post-recovery overall satisfaction.
- H5: The perceived procedural justice has a positive influence on post-recovery revisit intention.
- H6: The perceived procedural justice has a positive influence on post-recovery word-of-mouth intention.

Perceived Interactional Justice and Post-Recovery Overall Satisfaction, Post-Recovery Revisit Intention and Post-Recovery Word-of-Mouth Intention: The third aspect of justice, interactional justice, evolved from procedural elements of justice [68]. Interactional justice

still relates to process, but an interpersonal one [69]. Interactional justice refers to “dealing with interpersonal behavior in the enactment of procedures and the delivery of consequences” [19]. Interactional justice focuses on the allocation way of resources or rewards [8, 19]. Clemmer and Schneider [69] listed six principles that customers use when judging interactional justice: friendliness, bias, honesty, expressions of interest, being sensitive and politeness. One of the most recommended recovery strategies include apology – the minimal recovery strategy that a service provider should incorporate in the recovery process. Researchers have reported that apology communicates concern and empathy to customers [6, 70]. thus, interpersonal manner of dealing with complaints by service provider undermines customer inequity judgments and increases justice perception when efforts are perceived as appropriate. So, present study proposes interpersonal manner shown by service providers exerts a positive effect on post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention. Thus:

- H7: The perceived interactional justice has a positive influence on post-recovery overall satisfaction.
- H8: The perceived interactional justice has a positive influence on post-recovery revisit intention.
- H9: The perceived interactional justice has a positive influence on post-recovery word-of-mouth intention.

Moderating Role of Corporate Image in Relationship between Perceived Justice Dimensions and Post-Recovery Overall Satisfaction, Post-Recovery Revisit Intention and Post-Recovery Word-of-Mouth Intention:

Previous studies addressed the effect of perceived justice dimensions on post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention [71]. However, the degrees of the relationship between perceived justice dimensions and post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention might not be identical across corporate image levels. Kim and Kim [60] propose that good brand image not only represent positive image of brand but also shows a higher level of brand image strength than other brands. Also, according to Nguyen and Leblanc [58], high level of corporate image is associated with a better quality perception, business name and ideology of the company.

Thus, a good corporate image is of significance for firms. Previous studies propose that corporate image has effects on customers’ satisfaction [72]. Consumers who develop a positive mental schema of a brand will tend toward high customer satisfaction through a halo effect where all things related to the brand are similarly valenced [73]. given this fact, even though service failures occur occasionally, when customers have a positive mental schema of a brand, they will think that the company will benefit them in future. Thus, the effect exerted by recovery efforts on perceived justice dimensions efforts might have a stronger influence on the post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention of customers who have a positive corporate image. In addition to the potential \significance of these findings, to our best knowledge, no previous studies have examined the moderating role of brand image in relation to perceived justice in service recovery. Thus, presents study proposed the following hypotheses:

- H10: Corporate image will moderate the relationship between perceived distributive justice and post-recovery overall satisfaction.
- H11: Corporate image will moderate the relationship between perceived distributive justice and post-recovery revisit intention.
- H12: Corporate image will moderate the relationship between perceived distributive justice and post-recovery word-of-mouth intention.
- H13: Corporate image will moderate the relationship between perceived procedural justice and post-recovery overall satisfaction.
- H14: Corporate image will moderate the relationship between perceived procedural justice and post-recovery revisit intention.
- H15: Corporate image will moderate the relationship between perceived procedural justice and post-recovery word-of-mouth intention.
- H16: Corporate image will moderate the relationship between perceived interactional justice and post-recovery overall satisfaction.
- H17: Corporate image will moderate the relationship between perceived interactional justice and post-recovery revisit intention.
- H18: Corporate image will moderate the relationship between perceived interactional justice and post-recovery word-of-mouth intention.

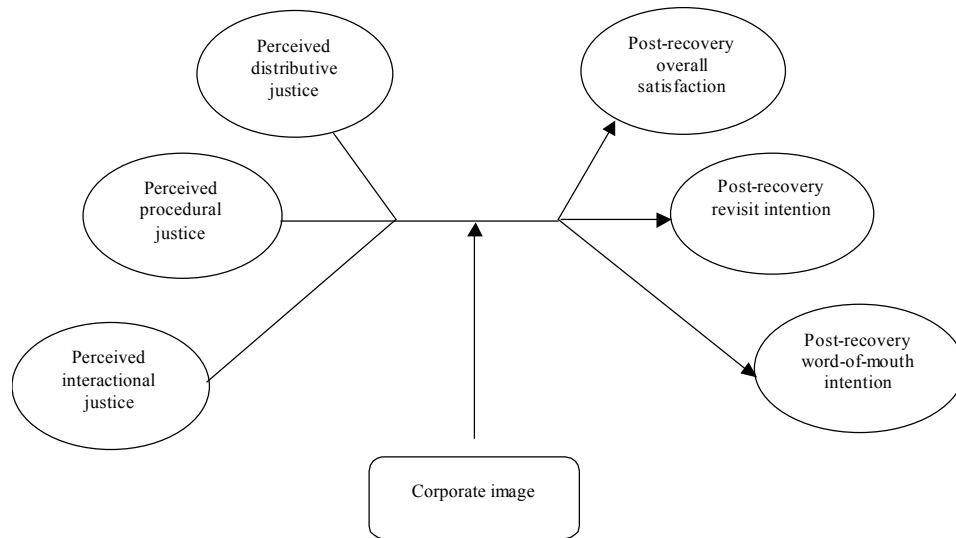


Fig. 1: The conceptual model for research

Therefore, based on the hypothesis, figure 1 is a conceptual model to this study.

Methodology

Questionnaire Design

Perceived Justice Dimensions: Procedural justice was measured based on four items based on Folger and Konovsky's [74] scale. A four-item scale which measured interactional justice was also built for this research. Two interactional justice items were derived from Folger and Konovsky's [74] research and two items were culled from prior service recovery literature that employed a perceived justice framework [8]. The interactional justice items represented the degree to which firm service agents tried on the complainant's behalf and treated them with respect, courtesy, fairness and honesty in all stages of the recovery process. Distributive justice was measured with four items that explained customer inputs (e.g., time, effort, hassle, anxiety, cost) and outputs. All perceived justice items were measured using five-point "strongly disagree–strongly agree" scales.

Post-Recovery Overall Satisfaction: Three items for overall satisfaction were derived from Oliver and Swan [75]. Items were measured based on five-point "strongly disagree–strongly agree" scales.

Post-Recovery Revisit Intention: Three items for revisit intentions were derived from Blodgett *et al.* [8], Maxham and Netemeyer [76], Kim *et al.* [77] and Ha and Chung [78]. Items were measured based on five-point "strongly disagree–strongly agree" scales.

Post-Recovery Word-of-Mouth Intention: Three items for word-of-mouth intention were derived from Maxham and Netemeyer [76] and Kim *et al.* [77]. Items were measured on five-point "strongly disagree–strongly agree" scales.

Corporate Image: To measure the corporate image, we used a four-item scale based on Zeithaml [79] and Selnes [80]. All items were measured based on a five-point Likert scales (1=strongly disagree, 5=strongly agree).

Sample and Data Collection: Data were collected from airline passengers. The respondents were approached by interviewers at Emam Khomeini International Airport, Tehran, in May 2012 while they were waiting for their flight. The major advantage of this procedure was the possibility of approaching airline customers without having to obtain customer records in advance. A screening question was asked to indicate if respondents experienced any service failure with airline during previous year. A self-administered questionnaire was distributed to these customers. The questionnaire was based on genuine English questionnaire items and then translated into Persian. Two linguists who were educated in the U.S. were involved in the translation process. A pilot test was conducted by distributing the questionnaire to 35 airline passengers to refine the instrument by explaining any vague expressions or misrepresentation of the genuine meanings. Out of 400 surveys, the response rate was 63%, representing a total of 252 returned questionnaires. Out of the 252 collected, 24 questionnaires were either incomplete or the answers were found to be unreliable, leaving the remaining 228 questionnaires that were retained for further data analysis.

Table 1: Results of original regression analysis table

Hypothesis	Independent Variable	Dependent Variable	Unstandardized Coefficients		Standardized Coefficients		
			B	Std. Error	Beta	t	Sig.
1	perceived distributive justice	post-recovery	3.369	.145		23.233	.000
		overall satisfaction	.025	.058	.038	.439	.662
2	perceived distributive justice	post-recovery	-.969	.423		-2.293	.023
		revisit intention	1.290	.151	.598	8.535	.000
3	perceived distributive justice	post-recovery	2.496	.250		10.003	.000
		word-of-mouth intention	.179	.063	.240	2.830	.005
4	perceived procedural justice	post-recovery	3.579	.278		12.869	.000
		overall satisfaction	.080	.099	.070	.809	.420
5	perceived procedural justice	post-recovery	2.807	.244		11.503	.000
		revisit intention	.227	.087	.222	2.601	.010
6	perceived procedural justice	post-recovery	2.139	.207		10.325	.000
		word-of-mouth intention	.431	.052	.583	8.217	.000
7	perceived interactional justice	post-recovery	1.028	.135		7.630	.000
		overall satisfaction	.754	.041	.846	18.182	.000
8	perceived interactional justice	post-recovery	1.588	.159		10.003	.000
		revisit intention	.477	.040	.720	11.885	.000
9	perceived interactional justice	post-recovery	1.350	.240		5.634	.000
		word-of-mouth intention	.547	.062	.610	8.800	.000

Table 2: Results of hierarchical multiple regression analysis

Hypothesis	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
						R Square Change	F Change	Sig. F Change
10	1	.038 ^a	.001	-.006	.587	.001	.192	.662
	2	.483 ^b	.234	.222	.516	.232	39.384	.000
11	1	.598 ^a	.358	.352	.992	.358	72.846	.000
	2	.598 ^b	.358	.348	.996	.000	.043	.837
12	1	.240 ^a	.058	.050	.640	.058	8.009	.005
	2	1.000 ^b	1.000	1.000	.000	.942	2.207	.000
13	1	.070 ^a	.005	-.003	.653	.005	.654	.420
	2	.613 ^b	.376	.366	.519	.371	77.271	.000
14	1	.222 ^a	.049	.042	.573	.049	6.766	.010
	2	.508 ^b	.258	.247	.508	.209	36.674	.000
15	1	.583 ^a	.340	.335	.531	.340	67.522	.000
	2	.732 ^b	.535	.528	.448	.195	54.565	.000
16	1	.846 ^a	.716	.714	.313	.716	330.595	.000
	2	.965 ^b	.932	.931	.154	.216	412.351	.000
17	1	.720 ^a	.519	.515	.407	.519	141.242	.000
	2	.757 ^b	.573	.567	.385	.054	16.569	.000
18	1	.610 ^a	.372	.367	.466	.372	77.441	.000
	2	.610 ^b	.372	.363	.467	.000	.134	.715

Data Analysis: In order to test 9 research hypotheses, regarding to significance values and t-value in original regression analysis table (Table 1), it is judged that if sig. value is less than research error coefficient value, i.e. 0.05 and also t-value is more than 1.96 or less than -1.96, then the related hypothesis will be supported with a CI confidence intervals of 95%.

Also in order to identify moderating role of corporate image in hypotheses 10 to 18, research hypotheses will be judged employing hierarchical multiple regression in 2 blocks (Table 2). For each phase, R^2 is calculated and variance extension (ΔR^2) is estimated using R^2 from previous phase. In each R^2 phase, ΔR^2 represent the influence of the variable being introduced to the analysis in the same phase. In each phase, R^2 will be significant if

introducing of variables in each phase leads to increase in R^2 and decrease in standard error which in that case moderating role of the newly introduced variable i.e. corporate image is demonstrated.

RESULTS AND DISCUSSION

Hypothesis Testing

Hypothesis 1: Findings of original regression analysis table (t-value = 0.439; sig = 0.662) in relation to hypothesis 1 show that distributive justice from perceived justice dimensions does not positively influence on post-recovery overall satisfaction; Thus hypothesis 1 is rejected.

Hypothesis 2: Findings of original regression analysis table (t-value = 8.535; sig = 0.000) in relation to hypothesis 2 show that distributive justice has a positive effect on post-recovery revisit intention; Thus hypothesis 2 is supported.

Hypothesis 3: Findings of original regression analysis table (t-value = 2.830; sig = 0.005) in relation to hypothesis 3 show that distributive justice influences positively on post-recovery word-of-mouth intention; thus hypothesis 3 is supported.

Hypothesis 4: Findings of original regression analysis table (t-value = 0.809; sig = 0.420) in relation to hypothesis 4 show that procedural justice from perceived justice dimensions does not positively influence on post-recovery overall satisfaction; Thus hypothesis 4 is rejected.

Hypothesis 5: Findings of original regression analysis table (t-value = 2.601; sig = 0.01) in relation to hypothesis 5 show that procedural justice from perceived justice dimensions influences positively on post-recovery revisit intention; Thus hypothesis 5 is supported.

Hypothesis 6: Findings of original regression analysis table (t-value = 8.217; sig = 0.000) in relation to hypothesis 6 show that procedural justice from perceived justice dimensions influences positively on post-recovery word-of-mouth intention; Thus hypothesis 6 is supported.

Hypothesis 7: Findings of original regression analysis table (t-value = 18.182; sig = 0.000) in relation to hypothesis 7 show that interactional justice has a positive effect on post-recovery overall satisfaction; Thus hypothesis 7 is supported.

Hypothesis 8: Findings of original regression analysis table (t-value = 11.885; sig = 0.000) in relation to hypothesis 8 show that interactional justice has a positive effect on post-recovery revisit intention; Thus hypothesis 8 is supported.

Hypothesis 9: Findings of original regression analysis table (t-value = 8.800; sig = 0.000) in relation to hypothesis 9 show that interactional justice has a positive effect on post-recovery word-of-mouth intention; Thus hypothesis 9 is supported.

Hypothesis 10: According to results from hierarchical regression, R^2 for first phase in which distributive justice was introduced in equation equaled 0.001 and then by introducing corporate image in second phase R^2 value for these two variables equaled 0.234 and ΔR^2 for corporate image variable was 0.232. According to increase in from 0.001 to 0.234 and also decrease in standard error of estimation from 0.587 to 0.516 it can be concluded that corporate image variable can play a moderating role between 2 variables of distributive justice and post-recovery overall satisfaction, thus this hypothesis is supported.

Hypothesis 11: According to results from hierarchical regression, R^2 for first phase in which distributive justice was introduced in equation, equals 0.358, then by introducing corporate image variable in equation in second phase, R^2 of these 2 variables equals 0.358 and ΔR^2 for corporate image variable was obtained as 0.000 showing that this variable cannot explain post-purchase intentions variance. Given the fact that R^2 value remained fixed at 0.358 and standard error of estimation increased from 0.992 to 0.996; it may be concluded that corporate image variable cannot play a moderating role between two variable of distributive justice and post-recovery revisit intention; thus this hypothesis is rejected.

Hypothesis 12: According to results from hierarchical regression, R^2 for first phase in which distributive justice was introduced in equation equaled 0.058 and then by introducing corporate image in second phase R^2 value for these two variables equaled 1.000 and ΔR^2 for corporate image variable was 0.942. According to increase in from 0.058 to 1.000 and also decrease in standard error of estimation from 0.640 to 0.000 it can be concluded that corporate image variable can play a moderating role between 2 variables of distributive justice and post-recovery word-of-mouth intention, thus this hypothesis is supported.

Hypothesis 13: According to results from hierarchical regression, R^2 for first phase in which procedural justice was introduced in equation equaled 0.005 and then by introducing corporate image in second phase R^2 value for these two variables equaled 0.376 and ΔR^2 for corporate image variable was 0.371. According to increase in from 0.005 to 0.376 and also decrease in standard error of estimation from 0.653 to 0.519 it can be concluded that corporate image variable can play a moderating role between 2 variables of procedural justice and post-recovery overall satisfaction, thus this hypothesis is supported.

Hypothesis 14: According to results from hierarchical regression, R^2 for first phase in which procedural justice was introduced in equation equaled 0.049 and then by introducing corporate image in second phase R^2 value for these two variables equaled 0.258 and ΔR^2 for corporate image variable was 0.209. According to increase in from 0.049 to 0.258 and also decrease in standard error of estimation from 0.573 to 0.508 it can be concluded that corporate image variable can play a moderating role between 2 variables of procedural justice and post-recovery revisit intention, thus this hypothesis is supported.

Hypothesis 15: According to results from hierarchical regression, R^2 for first phase in which procedural justice was introduced in equation equaled 0.340 and then by introducing corporate image in second phase R^2 value for these two variables equaled 0.535 and ΔR^2 for corporate image variable was 0.195. According to increase in from 0.340 to 0.535 and also decrease in standard error of estimation from 0.531 to 0.448 it can be concluded that corporate image variable can play a moderating role between 2 variables of procedural justice and post-recovery word-of-mouth intention, thus this hypothesis is supported.

Hypothesis 16: According to results from hierarchical regression, R^2 for first phase in which interactional justice was introduced in equation equaled 0.716 and then by introducing corporate image in second phase R^2 value for these two variables equaled 0.932 and ΔR^2 for corporate image variable was 0.216. According to increase in from 0.716 to 0.932 and also decrease in standard error of estimation from 0.313 to 0.154 it can be concluded that corporate image variable can play a moderating role between 2 variables of interactional justice and post-recovery overall satisfaction, thus this hypothesis is supported.

Hypothesis 17: According to results from hierarchical regression, R^2 for first phase in which interactional justice was introduced in equation equaled 0.519 and then by introducing corporate image in second phase R^2 value for these two variables equaled 0.573 and ΔR^2 for corporate image variable was 0.054. According to increase in from 0.519 to 0.573 and also decrease in standard error of estimation from 0.407 to 0.385 it can be concluded that corporate image variable can play a moderating role between 2 variables of interactional justice and post-recovery revisit intention, thus this hypothesis is supported.

Hypothesis 18: According to results from hierarchical regression, R^2 for first phase in which interactional justice was introduced in equation, equals 0.372, then by introducing corporate image variable in equation in second phase, R^2 of these 2 variables equals 0.372 and ΔR^2 for corporate image variable was obtained as 0.000 showing that this variable cannot explain post-purchase intentions variance. Given the fact that R^2 value remained fixed at 0.372 and standard error of estimation increased from 0.466 to 0.467; it may be concluded that corporate image variable cannot play a moderating role between two variable of interactional justice and post-recovery word-of-mouth intention; thus this hypothesis is rejected.

DISCUSSION AND CONCLUSION

Service failure occurs inevitably and all service firms face with it. Firms should take care of afflicted customer so that do not loss future profit. The results from present investigation show the significance of a expert recovery continuum and accomplishment to compose a sensation of veracity about the consumers' complaint. The sensation of veracity in the outcomes of the consumers' complaint is more significant than the disconfirmation of prospect of service recovery. Unsatisfied customers expect a well report of what has taken place, an apology, compensation, reparation that may transform unsatisfied customers to satisfied one again. In other words, unsatisfied customers expect the firm to take responsibility of the condition and address it.

Past service recovery research has provided insights about the role played by perceived justice on post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention. But, present study also examined the role played by corporate image in service recovery contexts. Present study sought to examine dimensions of perceived justice on post-recovery overall satisfaction, post-recovery

revisit intention and post-recovery word-of-mouth intention and to analyze whether brand image moderates the relationship between perceived justice with service recovery and post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention.

Based on responses from the 228 respondents, the results show that distributive justice and procedural justice exert a positive effect on post-recovery revisit intention and post-recovery word-of-mouth intention. In addition, interactional justice has a positive effect on post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention. Present study also indicated that corporate image plays a moderating role in the relationship between procedural justice and post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention; also, corporate image has a moderating role in the relationship between distributive justice and post-recovery overall satisfaction and post-recovery word-of-mouth intention; and also corporate image is a moderating factor in the relationship between interactional justice and post-recovery overall satisfaction and post-recovery revisit intention. However, the moderating role of corporate image was not seen in the relationship between distributive justice and post-recovery revisit intention and also in the relationship between interactional justice and post-recovery word-of-mouth intention.

Limitations And Future Research Directions: Though our results help to broaden our understanding of customer responses to service failures and recoveries, certain limitations are noteworthy. First, several psychologically based individual difference variables, as well as one's willingness to complain, could influence the relationships in our model. For instance, a customer's assertiveness or aggressiveness could influence the relationships between justice and satisfaction [81]. Do such traits influence the probability of complaining? Such individual difference variables may also account for those who completed the entire study and those who did not.

Second, certain contextual variables might influence the relationships examined in our model. For example, the perceived severity of the failure [4] and the degree to which the customer holds the firm responsible for the failure [82] could influence the power of the relationships we found in our model. So, future research taking these variables in to account may assist in broadening our insights on customer responses to complaint handling.

Third, since present study only concentrated on one service sector (airline industry) and in a specific country, the findings cannot be extended to other service sectors and different geographical areas. Therefore, future research can repeat this study in other service sectors and different countries.

Finally, future research may examine some other moderating variables in the relationship between perceived justice with service recovery and post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention. Among these variables, the authors suggest customer's personality.

Managerial Implications: The results obtained in present study have significant implications for marketing practitioners. Iran Air should train employees to understand what dimensions of perceived justice, the fair distributive treatment, interpersonal communication is significant to the customers. If Iran Air can enhance these dimensions of service recovery, the customers will be satisfied with service recovery that benefits the company in future.

The study also showed that corporate image is a moderating factor in the relationship between procedural justice and post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention; also corporate image plays a moderating role in the relationship between distributive justice and post-recovery overall satisfaction and post-recovery word-of-mouth intention; and also corporate image plays a moderating role in the relationship between interactional justice and post-recovery overall satisfaction and post-recovery revisit intention. Also, the moderating role of corporate image was not found in the relationship between distributive justice and post-recovery revisit intention and also in the relationship between interactional justice and post-recovery word-of-mouth intention. Therefore, Airlines are required to make continuous efforts to create and hold a positive image and perception in the mind of customers, even in service failure/recovery conditions.

Service administrations should take some measures to recover service failures. Firstly, organizations should build up a complete service recovery program. This program should contain subjects about customer communication and behavior manner to satisfy customer after service failures.

Secondly, firms should form a firm structure that encourage customer complaint. Generally, customers don't want to complain and instead of complain they switch to another firms. Specifying and interrelating

customers who have showed service failure is a major prerequisite in trying to fix the failures problems.

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