

**ANTECEDENTS AND OUTCOMES OF SERVICE RECOVERY
SATISFACTION: A STUDY AMONG OPEN UNIVERSITY
MALAYSIA STUDENTS IN KLANG VALLEY,
MALAYSIA**

MOHD RUSHIDI BIN MOHD AMIN

**OPEN UNIVERSITY MALAYSIA
2019**

**ANTECEDENTS AND OUTCOMES OF SERVICE RECOVERY SATISFACTION: A
STUDY AMONG OPEN UNIVERSITY MALAYSIA STUDENTS
IN KLANG VALLEY, MALAYSIA**

MOHD RUSHIDI BIN MOHD AMIN

A dissertation submitted in partial fulfilment of the requirements for the degree of
Doctor of Business Administration

Cluster of OUM Business and Management
Open University Malaysia

2019

DECLARATION

Name: Mohd Rushidi bin Mohd Amin

Matric Number: CGS00888629

I hereby declare that this dissertation is the result of my own work, except for quotations and summaries which have been duly acknowledged.

Signature:

Date:

**ANTECEDENTS AND OUTCOMES OF SERVICE RECOVERY
SATISFACTION: A STUDY AMONG OPEN UNIVERSITY MALAYSIA
STUDENTS IN KLANG VALLEY, MALAYSIA**

MOHD RUSHIDI BIN MOHD AMIN

ABSTRACT

Researchers and practitioners often pay less attention to service recovery research compared to service quality or customer satisfaction particularly in the context of open and distance learning (ODL) in Malaysia. More importantly, the antecedents and outcomes of service recovery satisfaction are often given less emphasis by the ODL institutions in their efforts to gain advantages in the current higher education environment. Based on past literature, four dimensions of justice were used to develop a theoretical understanding of the antecedents of service recovery satisfaction and its outcomes. This study investigated the relationships between justice dimensions (distributive, procedural, interpersonal, and informational), university image, service recovery satisfaction, and customer future outcomes (trust, word of mouth, repurchase intention and loyalty). Data were collected through a survey of 303 OUM students in Klang Valley, Malaysia who experienced service failure and service recovery. This study proposed and tested a framework via Partial Least Square Structural Equation Modeling (PLS-SEM). The results reveal a significant relationship between justice dimensions and service recovery satisfaction in terms of procedural and interpersonal justice. Service recovery satisfaction had a significant effect on all customer outcomes understudy. The inclusion of the university image as moderators were found out does not moderate the relationship between justice dimensions and service recovery satisfaction, implying that the university image does not have a significant interaction effect on this relationship. Therefore, the result of the study will help the managers and professionals to better understand how the antecedents and outcomes of service recovery satisfaction are important for the organisation, and how to deal with the customers in service failure situations to maximise the organisation profit. These results have important implications for marketing theory and business practicality.

Keywords: Justice Dimensions, Service Recovery Satisfaction, University Image, Open and Distance Learning (ODL)

**ANTISEDEN DAN HASIL KEPUASAN PEMULIHAN PERKHIDMATAN:
KAJIAN DIKALANGAN PELAJAR UNIVERSITI TERBUKA MALAYSIA
DI LEMBAH KELANG, MALAYSIA**

MOHD RUSHIDI BIN MOHD AMIN

ABSTRAK

Penyelidik dan pengamal sering memberi kurang perhatian kepada penyelidikan pemulihan perkhidmatan berbanding dengan kualiti perkhidmatan atau kepuasan pelanggan, terutamanya di dalam konteks pembelajaran terbuka dan jarak jauh (PJJ) di Malaysia. Lebih penting lagi, antiseden dan hasil kepuasan pemulihan perkhidmatan sering diberikan kurang penekanan oleh institusi PJJ dalam usaha mereka untuk mendapatkan kelebihan di dalam persekitaran pendidikan tinggi semasa. Berdasarkan kepustakaan yang lepas, empat dimensi keadilan digunakan untuk membangunkan pemahaman teori mengenai antiseden dan hasil kepuasan pemulihan perkhidmatan. Kajian ini menyiasat hubungan antara dimensi keadilan (pengedaran, prosedur, interpersonal, dan maklumat), imej universiti, kepuasan pemulihan perkhidmatan, dan hasil tingkah laku pelanggan (kepercayaan, kata mulut ke mulut, niat belian dan kesetiaan). Data dikumpul melalui tinjauan 303 pelajar PJJ di Lembah Kelang, Malaysia yang mengalami kegagalan perkhidmatan dan seterusnya pemulihan perkhidmatan. Kajian ini mencadang dan menguji kerangka kerja melalui Model Persamaan Struktur Separa (PLS - SEM). Hasil kajian menunjukkan hubungan yang signifikan antara dimensi keadilan dan kepuasan pemulihan perkhidmatan dari segi keadilan prosedur dan interpersonal. Kepuasan pemulihan perkhidmatan mempunyai kesan yang signifikan terhadap semua hasil pelanggan yang dikaji. Dengan kemasukan imej universiti sebagai faktor penyederhana, ia didapati tidak mempunyai kesan ke atas hubungan antara dimensi keadilan dan kepuasan pemulihan perkhidmatan, menyiratkan bahawa imej universiti tidak mempunyai pengaruh interaksi yang signifikan terhadap hubungan ini. Oleh itu, hasil kajian ini akan membantu para pengurus dan profesional untuk memahami dengan lebih baik bagaimana antiseden dan hasil kepuasan pemulihan perkhidmatan adalah penting bagi organisasi bagaimana menangani pelanggan dalam situasi kegagalan perkhidmatan untuk memaksimumkan keuntungan organisasi. Keputusan ini mempunyai implikasi penting untuk teori pemasaran dan perniagaan.

Kata Kunci: Dimensi Keadilan, Kepuasan Pemulihan Perkhidmatan, Imej Universiti, Pembelajaran Terbuka dan Jarak Jauh

ACKNOWLEDGEMENTS

For a post-graduate student, embarking a journey of this nature especially as a part time student, the most pleasant task is to acknowledge those who have either directly or indirectly affected it. First of all, I would like to thank my supervisor, Associate Professor Dr. Shishi Kumar a/l Piaralal for his advice and inspiration which altogether assisted me to write this dissertation. Without his guidance, it is impossible for me to complete this dissertation and my studies. He is a great person who took time to motivate, advised and has been more than generous with his time in providing inspiration in making this dissertation a success despite his busy schedule. He also has been a great mentor for me, someone who would not hesitate to share his experience, knowledge and his continuous support has been priceless. Thanks to him, over the last four years, have been full of successes.

Next, I owe my gratitude to Rear Admiral Dato' Dr. Zainal Abidin bin Hamdan, Royal Malaysian Navy, who encouraged me to take up the challenge to further a doctoral study that would add value to my knowledge and also my greatest appreciation to Tuan Haji Syed Haron Syed Ahmad for his invaluable advice in the whole preparation for this journey. As I was advised, it is not an easy option but the satisfaction gained has been immeasurable.

To my beloved mother, my wife Nur Fatimah binti Khalid, my son and daughter for their patience and understanding of my indulgence on this study. Lastly, to my immediate family members has always remained a source of love, affection and encouragement, despite the physical distance that has kept us apart.

TABLE OF CONTENTS

TITLE PAGE	
DECLARATION	ii
ABSTRACT	iii
ABSTRAK	iv
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vi
LIST OF TABLES	x
LIST OF FIGURES	xii
LIST OF ABBREVIATIONS	xiii
CHAPTER 1.....	1
1.1 Background of the Study.....	1
1.1.1 Educational Services.....	3
1.1.2 Export Potential of Higher Education.....	6
1.2 Problem Statement.....	7
1.3 Research Objectives.....	13
1.4 Research Questions.....	15
1.5 Research Hypotheses.....	16
1.6 Significance of the study.....	18
1.7 Scope of study.....	20
1.8 Definition of Key Variables.....	22
1.8.1 Distributive Justice.....	22
1.8.2 Procedural Justice.....	23
1.8.3 Interpersonal Justice.....	23
1.8.4 Informational Justice.....	23
1.8.5 Service Failure.....	24
1.8.6 Service Recovery.....	24
1.8.7 Service Recovery Satisfaction.....	25
1.8.8 Loyalty.....	25
1.8.9 Word of Mouth (WOM).....	26
1.8.10 Trust.....	26
1.8.11 Repurchase Intention.....	27
1.8.12 University Image.....	27
1.8.13 Open and Distance Learning (ODL).....	27
1.9 Organisation of the study.....	28
CHAPTER 2.....	30
2.1 Higher Education in Malaysia.....	30
2.2 Open and Distance Learning (ODL) in Malaysia.....	35
2.3 Service Failure.....	39
2.4 Service Recovery.....	41
2.5 Justice Theory.....	44
2.6 Antecedents of Service Recovery Satisfaction.....	47
2.6.1 Distributive Justice.....	48
2.6.2 Procedural Justice.....	52

2.6.3	Interactional Justice.....	54
2.6.4	Interpersonal and Informational Justice.....	56
2.7	Service Recovery Satisfaction.....	61
2.8	Outcomes of Service Recovery Satisfaction.....	65
2.8.1	Repurchase Intention.....	68
2.8.2	Word of Mouth (WOM).....	72
2.8.3	Trust.....	77
2.8.4	Loyalty.....	79
2.9	University Image.....	83
2.10	Proposed Research Framework.....	89
CHAPTER 3.....		92
3.1	Research Paradigm.....	92
3.2	Research Design.....	97
3.3	Research Instrument Design and Development.....	99
3.4	Operationalization and Measurement of Constructs.....	103
3.4.1	Operational of Justice Dimensions.....	105
3.4.2	Operational Service Recovery Satisfaction.....	107
3.4.3	Operational University Image.....	108
3.4.4	Operational of trust, WOM, repurchase intention and loyalty.....	109
3.4.5	Demographic Profile.....	115
3.5	Pre-testing the Questionnaire.....	118
3.6	Pilot Study.....	120
3.6.1	Pilot Study Results.....	121
3.6.2	Instrument Reliability.....	125
3.6.3	Instrument Validity.....	128
3.6.4	Content validity.....	129
3.6.5	Construct validity.....	129
3.7	Sampling Technique.....	131
3.8	Population and Sample size.....	133
3.9	Data collection procedure.....	135
3.10	Proposed Framework for Data Analysis.....	138
3.10.1	Partial Least Squares Path Modeling (PLS).....	140
3.10.2	Evaluations of Measurement and Structural Model.....	143
3.10.3	Assessment of Measurement Model.....	143
3.10.4	Assessment of Structural Model.....	148
3.10.5	Common Method Variance.....	151
3.10.6	Moderator Testing Using PLS-SEM.....	152
3.11	Ethical consideration.....	154
CHAPTER 4.....		156
4.1	Introduction.....	156
4.2	Response Rate.....	156
4.3	Sample Characteristics.....	157
4.4	Content and Face Validity Check.....	159
4.5	Data Screening and preliminary checks.....	160
4.5.1	Preliminary Checks.....	161
4.5.2	Handling of Missing Data.....	162

4.6	Assessment of Common Method Variance (CMV).....	163
4.7	Demographic Characteristics of Respondents after Deletion of Outliers.....	164
4.8	Descriptive Analysis.....	166
4.8.1	Examining Justice Dimensions.....	166
4.8.2	Examining University Image construct.....	171
4.8.3	Examining Service Recovery Satisfaction construct.....	172
4.8.4	Examining Outcomes of Service Recovery Satisfaction.....	174
4.8.5	Respondent's Complainer Information.....	182
4.9	Data Analysis and Results.....	196
4.10	Assessment of Measurement Model.....	197
4.10.1	Convergent validity.....	199
4.10.2	Discriminant validity.....	202
4.10.3	Reliability test.....	206
4.11	Assessment of Structural Model.....	206
4.12	Test for Moderator.....	215
4.13	Hypotheses Testing.....	215
CHAPTER 5	223
5.1	Introduction.....	223
5.2	Summary of the results.....	224
5.3	Recapitulation of the study.....	224
5.4	Discussion of major findings.....	225
5.4.1	Demographic profile and descriptive analysis.....	226
5.4.2	Discussion based on objectives of the research.....	234
5.4.3	Research Objective 1: To examine the relationship between distributive justice and service recovery satisfaction.....	235
5.4.4	Research Objective 2: To examine the relationship between procedural justice and service recovery satisfaction.....	237
5.4.5	Research Objective 3: To examine the relationship between interpersonal justice and service recovery satisfaction.....	237
5.4.6	Research Objective 4: To examine the relationship between informational justice and service recovery satisfaction.....	238
5.4.7	Research Objective 5: To examine the relationship between service recovery satisfaction and repurchase intention.....	239
5.4.8	Research Objective 6: To examine the relationship between service recovery satisfaction and word of mouth.....	241
5.4.9	Research Objective 7: To examine the relationship between service recovery satisfaction and trust.....	241
5.4.10	Research Objective 8: To examine the relationship between service recovery satisfaction and loyalty.....	242
5.4.11	Research Objective 9: To determine the moderating effects of university image on the relationship between distributive justice and service recovery satisfaction..	243
5.4.12	Research Objective 10: To determine the moderating effects of university image on the relationship between procedural justice and service recovery satisfaction.....	244
5.4.13	Research Objective 11: To determine the moderating effects of university image on the relationship between interpersonal justice and service recovery satisfaction.....	244

5.4.14 Research Objective 12: To determine the moderating effects of university image on the relationship between informational justice and service recovery satisfaction.....	245
5.5 Research Implication.....	245
5.5.1 Theoretical Perspectives.....	246
5.5.2 Methodological Perspectives.....	248
5.5.3 Practical Perspectives.....	249
5.5.4 Managerial Perspectives.....	252
5.6 Limitations.....	255
5.7 Future Research.....	256
5.8 Conclusion.....	258
REFERENCES.....	259
APPENDIX A.....	299
APPENDIX B.....	312

LIST OF TABLES

Table 3.1	Summary of items used to measure constructs in this study.....	101
Table 3.2	Number of the item for each research constructs	104
Table 3.3	Operationalization of justice dimension constructs.....	106
Table 3.4	Operationalization of construct service recovery satisfaction.....	108
Table 3.5	Operationalization of construct university image.....	109
Table 3.6	Operationalization of construct trust	111
Table 3.7	Operationalization of construct word of mouth	112
Table 3.8	Operationalization of construct repurchase intention	113
Table 3.9	Operationalization of construct loyalty.....	114
Table 3.10	Demographic profile	115
Table 3.11	Comments from respondents (pilot study).....	122
Table 3.12	Time schedule for the pilot study	123
Table 3.13	Demographic profiles of respondents in the pilot test	123
Table 3.14	Values of Cronbach's Alpha for Justice Dimensions	127
Table 3.15	Values of Cronbach's Alpha for University Image, Service Recovery Satisfaction, Trust, Word of Mouth, Repurchase Intention and Loyalty	127
Table 3.16	Values of Cronbach's Alpha for Part II - Research Model (Section A and B).....	128
Table 4.1	Demographic Profile of Respondents	157
Table 4.2	Reverse Coded Items	161
Table 4.3	Demographic Profiles of Respondents after Deletion of Outliers.....	165
Table 4.4	Descriptive statistic for justice dimensions.....	166

Table 4.5 Descriptive statistic for university image	171
Table 4.6 Descriptive statistic for service recovery satisfaction	173
Table 4.7 Descriptive statistic for trust	174
Table 4.8 Descriptive statistic for WOM	176
Table 4.9 Descriptive statistic for repurchase intention.....	177
Table 4.10 Descriptive statistic for loyalty.....	179
Table 4.11 Initial Level of Satisfaction.....	181
Table 4.12 Types of Service Failure Experienced	181
Table 4.13 Profile of Complainer Respondents.....	182
Table 4.14 Additional views/suggestions by complainers	184
Table 4.15 Convergent Validity.....	200
Table 4.16 Discriminant Validity	203
Table 4.17 Loadings and Cross loadings.....	204
Table 4.18 Heterotrait-Monotrait ratio (HTMT) index.....	205
Table 4.19 Assessment of collinearity in of structural model	207
Table 4.20 Hypotheses Testing.....	209
Table 4.21 R square (R^2)	212
Table 4.22 Predictive relevance (Q^2)	214

LIST OF FIGURES

Figure 2.1 Antecedents and Outcomes of Service Recovery Satisfaction	89
Figure 3.1 Minimum size sample calculation using the G*Power program	135
Figure 3.2 Testing of the moderator interaction (for distributive justice).....	154
Figure 4.1 Visual output for 'Academic facilitation' theme	193
Figure 4.2 Visual output for 'More efficient support service' theme	194
Figure 4.3 Visual output for 'Student assistance' theme.....	195
Figure 4.4 Structural Model.....	210

LIST OF ABBREVIATIONS

ODL	-	Open and Distance Learning
WOM	-	Word of Mouth
PLS	-	Partial Least Square
SEM	-	Structural Equation Model
CFA	-	Confirmatory Factor Analysis
KMO	-	Kaiser Meyer Olkin
CB SEM	-	Covariance Based Structural Equation Model
LV	-	Latent Variable
AVE	-	Average variance extracted
CR	-	Composite Reliability
SET	-	Social Exchange Theory
TRA	-	Theory of Reasoned Action

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

In the global dynamic environment, the service sector has become one of the main key drivers for economic development. It is the fastest growing sector in the world Gross Domestic Product (GDP), where the sector itself has collectively accounted for about two third of the world services trade. The progress of globalisation and the rapid advancement of information and communication technology (ICT) contribute to the acceleration of this sector. The service sector is playing its role as one of the main economic pillars to many economies throughout the world such as the US, UK, Japan, Brazil, India, Singapore and most governments are putting greater emphasis on services sector in their countries' economic planning.

In Malaysia, the service sector is ranked as the second main contributor to the GDP and anticipated to be the main key contributor to the national growth in the coming years (MIDA, 2017). In 2005, it has recorded a remarkable performance where 62 per cent of the 5.3 per cent economic growth rate is represented by services trade (EPU, 2010). Some of the main services sectors that generated the revenues for the economy are tourism, telecommunications, education and financial services. In terms of world services exports, Malaysia is among the top 30 contributors with a total of USD 19.0 billion in 2005.

Due to its large potential for the economic growth of the nation, this sector is carefully crafted to further improve its competitiveness and resilience in the Eleventh Malaysia Plan (2016 – 2020). The government has aimed to further develop the potential of this particular sector and turn it into knowledge-intensive and innovation led as indicated in Service Sector Blueprint, 2015 (MITI, 2015). The growth rate of the service sector is 6.8 per cent annually that will yield up to 56.5 per cent of GDP in 2020 and provided 9.3 million employment. The services sector is an all-in-one environment whereby the importance of service business is easily exceeding beyond industry because of its complementing nature. The services industry could develop competently by itself as a sector but it could expand dynamically along with other industries growth. For example, the service sector such as transportation and logistics, telecommunications, financial services and professional services are essential to become the facilitator for other industries operations and productions.

Therefore, close co-operation and co-ordination between relevant services and other industries would further accelerate the services sector development. More importantly, the service sector also can be internationalised more conveniently as compared to other brick-and-mortar businesses. Due to its intangible and inseparability of consumption in nature, many physical resources requirements can be eliminated when venturing abroad (Heidenreich, Wittkowski, Handrich, & Falk, 2015). For example, to transport of raw materials and heavy equipment's, it is not necessitated to start off a service business in another country. Services can be exported by using the franchising system, licensing a brand name and copyrighting of information.

All these business models can be done efficiently in a shorter period of time for service organisations to internationalise their businesses beyond domestic borders. Another potential opportunity of the services sector is the availability of the market space. With the emergence of the Internet, various types of e-service have been created and innovated. For instances, eBay, Lazada, Zalora and AliBaba is an online and e-commerce service that duplicate the common traditional and brick and mortar establishment. Service business has an advantage in permeating effectively into the market space and the easiness to transform and digitize most of the services to some degree into e-services contributes to this effectiveness. That, in turn, would enable efficient dissemination and transmission of services via the Internet. Currently, various service industries such as banking, telecommunication, music and entertainment have already exploiting successfully into the market space. As the development of the Internet continues to advance, the e-services sub-sector is expected to grow even further.

1.1.1 Educational Services

This subsector has been growing steadily following the liberalisation and deregulation of the education and training market since the late 1990s. There has been considerable import substitution of tertiary education but rapid expanding export market for higher education following greater private investment in the tertiary education industry. The national educational reform was introduced since the late 1990s that had far-reaching implication on the development of higher education in Malaysia.

These reforms affected both the provision of higher education by the public and private sector. Essentially there are two facets to these reforms, one strict central or federal government control over the provision of higher education by public institutions was relaxed and the responsibilities shifted to a corporate structure and private universities were allowed to operate. Both changes allowed greater interaction of market forces and contributed to the expansion of local education and training market. The reformation of education has encouraged the private sector to play a more dynamic and expanded role in higher education to meet excess demand and to produce sufficient skilled workers to overcome labour and skill shortages. Self-sufficiency in education is critical to the nation, to achieve developed nation status by the year 2020. The expanding of the higher education market began to attract overseas students and given a small domestic market to reposition itself as the regional centre of excellence in tertiary education to benefits from economies of scale.

In order to develop the tertiary education market, policy changes have been made such as the relaxation of rules in issuing permits for the operation of private higher education institutions. Furthermore, a number of fiscal and financial incentives were granted by the government such as tax exemption on educational materials and equipment and tax deductions were given to the corporate organisation that contributed cash and materials to government education institutes. Several amendments were also made to the existing legislation governing tertiary education and introduced a new one such as corporatisation of public universities that allowed for greater autonomy and flexibility in finance, human resource management and academic affairs.

The policy changes also allowed the establishment of private universities including the establishment of local private universities, university colleges or setting up of branch campuses of foreign universities. The Malaysian Qualification Agency (MQA) was set up to ensure the quality of education was not compromised. Furthermore, the Ministry of Higher Education has launched the Malaysia Education Blueprint (MOHE, 2015) to chart the future direction of the development of private higher education with the aim to transform the nation into a regional centre of excellence for higher education. These changes led to an unprecedented development of tertiary education in Malaysia especially for the private universities including Open and Distance Learning (ODL) institutions. Public and private universities are driven by different objectives. Private universities are commercially driven where fees are charged on a commercial basis and public universities offer education for the public good and the fees are nominal.

The huge investment in tertiary education by the private sector has greatly expanded the market for tertiary education. In 2013, there are 60 private universities compared with only 20 public universities in Malaysia (MOE, 2014). The sharp rise in the supply of tertiary education is largely attributed to excess demand from local students due to severe shortages in the supply of public tertiary education and the high cost of overseas education. The domestic market is far too small for sustained expansion of the industry and also to sustain growth in the tertiary education industry in Malaysia including to attract more local and international students. The number of student's enrolment into private higher education institutions is 484,963 in 2013 compared with 560,359 in the public university.

Total students enrolment in tertiary education in Malaysia is 1,156,293 students including the enrolment in Polytechnic and Community College. In private higher education, a total of 134,420 students of new enrolment in the academic year of 2013 for various postgraduate and undergraduate program (MOE, 2014). The foreign students contributed an estimated RM 325 million in foreign exchange earnings based on the Bank Negara Malaysia cash balance of payment reporting and the Ministry of Higher Education targets to have about 100,000 foreign students by the year 2025 and this would translate to about RM 3.8 billion in export earnings from higher education.

1.1.2 Export Potential of Higher Education

Malaysia competitive advantages in the export of higher education depend on its ability to provide good quality education in selected fields at competitive prices. The cost of living is relatively low in Malaysia as compared to Singapore and Brunei which remains its competitor. Malaysia needs to build upon its current strength to capture the expanding overseas market for higher education. In order to do this, it has to have a more integrated strategy to promote its higher education services in targeted overseas markets. Promotional efforts such as those carried out by the UK, US, and Australia is vital in marketing and promoting Malaysia as a centre of excellence in higher education. At the domestic level, it has to revamp the policy and institutional framework governing tertiary education to remove the barriers that prevent the education industry from responding to changing market needs.

Educational services have undergone significant development and the progressions have been driven by new developing economic opportunities, changing customer and stakeholder requirements, technology innovation, regulatory changes, and more competitive environment. The Malaysia government through Ministry of Higher Education has developed Malaysia Education Blueprint (MEB) based on the of five fundamental that consist of access, quality, equity, unity, and efficiency (MOHE, 2015). The Ministry aspires to increase access to and enrolment in higher education by 2025. If Malaysia were to successfully improve tertiary enrolment rates from 48 per cent to 70 per cent, this will bring Malaysia on par with the highest enrolment levels in ASEAN. This growth scenario will require an additional 1.1 million places by 2025 including private higher education institutions (HEI) including online learning. In 2012, the numbers of students in the private sector are 455,000 students and 545,000 students in public universities. However, in 2025, the projected growth for the number of students in the private sector is 867,000 students and 764,000 number of students in public universities.

1.2 Problem Statement

The business landscape in educational sector becomes more complicated as many tertiary institutions offer similar academic programs. In addition, with a large number of universities and colleges in operation, one would expect hyper-competition ahead in the higher education industry in this country. The business nature of private higher education establishment is profit driven and to satisfy and retain their students

remain one of the key objective of these institutions to sustain financially in the long term.

Contras with public universities which still received annual monetary funding from the government, the main revenue for the private universities are generated from the corporate endowment and fees from the students. Therefore, it is vital for private education institutions to keep on satisfying their existing students in order to finance their various expenditure and survive in this challenging time. It is important for these institutions to distinguish themselves from one another. Good service and satisfaction are among the common competitive advantages offered by these institutions to ensure their sustainability and growth. However, higher education institutions often neglect to recover back their student's satisfaction right after service failure happened and very little is known about service recovery satisfaction and its outcomes in ODL context. Park and Ha (2016) stated that delivering an effective service recovery is vital for sustainable business success because a recovery encounter plays a critical role in a customer's decision to stay with a business or not. After experiencing service failure, the customers are deliberate to re-evaluate the effort of the service provider for service provided in order to rectify the service failure (Chou, 2015). Past research indicated that the inability to recover during service recovery effort may cause the customer to leave and highly potential bring in decimating effects on the service provider financial bottom line (Harrison-Walker, 2019; Shapiro & Nieman-Gonder, 2006). Kumar, Umashankar, Kim, and Bhagwat (2014) indicate that in spite of organisations heavily invested in service improvements, services failures and customer dissatisfaction are still very high and remains a serious concern.

Service failure is unavoidable in the service industry due to the high-human contact related and if not managed appropriately, it is likely to have a vital damaging effect (Stratemeyer & Geringer, 2014). It is the mismatch performance between customer expectations and experience (Jin, Nicely, Fan, & Adler, 2019; Liat, Mansori, Chuan, & Imrie, 2017). While service failure is inevitable, the failure situation will get worse if the students are not provided with effective service recovery (Dabholkar & Spaid, 2012; Hoffman, Kelley, & Rotalsky, 2016). Dissatisfied students will lodge a complaint and having high numbers of complaints is signalling the management that something is not right somewhere along their service delivery process. Unsolved complaints or late rectification action by the service provider would further diminish and affect the student outcomes (Vaerenbergh & Orsingher, 2016).

Service recovery is an efficient way to retain and satisfy customers and is one of the important element for service provider success in the services industry (Hassan, Azhar, & Farooq, 2014). This is the reason the higher educational institution should not ignore the importance of service recovery as the competition in educational services is hyperintense and students are always tempted by competitors. It is costlier to acquire a new student than keep an existing one and higher education institutions are highly concerned in reducing attrition rate (Santhi & Ganesh, 2015). Regarding of the cost and profitability benefits that related with keeping an existing customer, only few research has been conducted on the area of service failure recovery as the customer retention strategy (Nadiri, 2016; Sciarelli, Nagm, Dakrory, Tani, & Khashan, 2017). Johnston and Michel (2008) and Lewis and McCann (2004) stated that research on service failure and recovery is still evolving and conducting more research in the area of service failure is

very important to facilitate the process of providing satisfactory recovery and to alleviated back the dissatisfied students to satisfied level and at the same time to see whether recovery satisfaction would positively influence the students response or outcomes.

Past studies on service failure and recovery have studied service recovery from justice perspective (Juhari, Awais Bhatti, & Kumar Piaralal, 2016; Petzer, Meyer-Heydenrych, & Svensson, 2017; Kumar Piaralal, Kumar Piaralal, & Awais Bhatti, 2014; Singh & Crisafulli, 2016) and also the response from the perspective service organisation to the effects of justice (Matikiti, Roberts-Lombard, & Mpinganjira, 2018; Nikbin, Marimuthu, Hyun, & Ismail, 2015). Kim, Kim, & Kim (2009) mentioned there is still room of opportunities on how service organisation recovery efforts affect customer satisfaction and subsequent relationship with the organisation. Past studies has indicated that different dimensions of justice (distributive, procedural, interpersonal and informational justice) have a different effect on customer recovery and they suggested to analyse the effects of different dimensions of justice on satisfaction in a service failure and recovery context (Chebat & Slusarczyk, 2005; Kim, Yoo, & Lee, 2012; Maxham III & Netemeyer, 2002a). In addition, del Río-Lanza, Vázquez-Casielles, and Díaz-Martín (2009) stated that different dimensions of justice do not have the same level of importance in explaining satisfaction and they highlighted the requirement to analyse the dimensions of justice dimensions separately rather than in an aggregate form. However, Colquitt (2001) compares different models of perceived justice and find that a four-dimension model is significantly better than the three-dimension model.

The combination of each justice dimension or four dimension model yields significant result towards service recovery satisfaction comparing to three-justice dimension model as demonstrated in Lawkobkit and Blomer (2015), Nikbin, Ismail, Marimuthu, and Armesh (2012) and Petzer et al. (2017). Furthermore, Krishna, Dangayach, and Jain (2011) highlighted the significance of informational justice in service recovery studies and they recommended to include informational justice as part of the four dimensions of justice in the future service recovery research. Due to this matter, this study includes informational justice in the research model as a fourth dimension of justice. In addition, Shugan (2004) mentioned that additional research and extensions of current studies are needed and may offer more effective ways for minimising certain failures during service delivery to the customers.

Nikbin et al., (2015) found out that the effect of service recovery on satisfaction is not linear; then again, high recovery may not lead to high satisfaction while low recovery may not lead to low satisfaction. Based on his study, service recovery satisfaction may not be only associated with service recovery itself but also the attributes of the university image. Weun, Beatty, and Jones (2004) suggested that customer assessment of recovery strategies including the effect of recovery strategies on their future relationship with the service organisation should not be modelled in a linear fashion. They highlighted the importance of investigating interaction effects when trying to better understand these complex evaluation processes. Nikbin, Ismail, Marimuthu, and Jalalkamali (2010) recommends considering moderating factors in the relationship between perceived justice with service recovery and satisfaction.

Among these variables, they recommend the organisation image or more specifically university image that applied in this study. However, despite the importance of the university image, little effort has been made to investigate the role of the university image in relation to perceived justice regarding service recovery efforts and recovery satisfaction. Therefore, it is essential for conducting research to investigate the moderating role of university image in the relationship between the justice dimension and recovery satisfaction. Although service failure and recovery has been studied in a wide range of service industries, it has not been well studied in the educational based services particularly in ODL context. Waqas, Ali, and Khan (2014) stated that the application of service recovery and justice theory in educational services is in its early phase.

While in recent years there are several studies on service recovery focusing on the education industry, they have mostly focused on higher education institutions in western context (Chahal & Devi, 2015; Chandra, Gruber, & Lowrie, 2013; Gruber, Chowdhury, & Reppel, 2011). Thus, there is a lack of research on service recovery in the Malaysia private higher education institutions specifically on Open University of Malaysia (OUM). The study by Waqas et al., (2014) is among the recent study which is looking at the service recovery in the education industry and mentions that service recovery in the education industry is very important and still at the early phase. However, their study did not consider all dimensions of perceived justice and determine which dimensions of justice is a stronger determinant of recovery satisfaction. Besides, their study did not examine the effects of service recovery satisfaction and its outcomes. Therefore, this study is filling this gap.

To the best of the researcher knowledge, there are no studies conducted done in OUM to understand service recovery. This study concentrated to comprehend the antecedents and outcomes of service recovery satisfaction including the university image as the moderator. Service recovery satisfaction outcomes which consist of trust, word of mouth, loyalty and repurchase intention are also being examined. This study is undertaken among OUM learners who had experienced service failure.

1.3 Research Objectives

Based on the background of the research and the problem statement, the main focus of this study is to determine the relationships that constitute justice dimensions, service recovery satisfaction, university image and outcomes (trust, word of mouth, loyalty, repurchase intentions). This study is carried out in the context of open and distance learning (ODL) and the unit of analysis is the OUM learners who experienced service failure and service recovery. This study aims to offer some useful information about the variables under investigation with the expectation of contributing to the understanding and further development of knowledge in this particular field. Therefore, the main objectives of this study are to understand the antecedents and outcomes of service recovery satisfaction for OUM learners who have highlighted their experience of service failure. The specific objectives of this study are as follows:

RO₁: To examine the relationship between distributive justice and service recovery satisfaction.

RO₂: To examine the relationship between procedural justice and service recovery satisfaction.

RO₃: To examine the relationship between interpersonal justice and service recovery satisfaction.

RO₄: To examine the relationship between informational justice and service recovery satisfaction.

RO₅: To examine the relationship between service recovery satisfaction and repurchase intention.

RO₆: To examine the relationship between service recovery satisfaction and word of mouth.

RO₇: To examine the relationship between service recovery satisfaction and trust.

RO₈: To examine the relationship between service recovery satisfaction and loyalty.

RO₉: To determine the moderating effects of university image on the relationship between distributive justice and service recovery satisfaction.

RO₁₀: To determine the moderating effects of university image on the relationship between procedural justice and service recovery satisfaction.

RO₁₁: To determine the moderating effects of university image on the relationship between interpersonal justice and service recovery satisfaction.

RO₁₂: To determine the moderating effects of university image on the relationship between informational justice and service recovery satisfaction.

1.4 Research Questions

The background study presented in the previous section has prompted several research questions that this study seeks to further investigate. The fundamental purpose of this study is to investigate the associated variables. Based on the research objectives mentioned in the earlier section, this study aims to answer the following research questions:

RQ₁: Is there a significant relationship between distributive justice and service recovery satisfaction?

RQ₂: Is there a significant relationship between procedural justice and service recovery satisfaction?

RQ₃: Is there a significant relationship between interpersonal justice and service recovery satisfaction?

RQ₄: Is there a significant relationship between informational justice and service recovery satisfaction?

RQ₅: Is there a significant relationship between service recovery satisfaction and repurchase intention?

RQ₆: Is there a significant relationship between service recovery satisfaction and word of mouth?

RQ₇: Is there a significant relationship between service recovery satisfaction and trust?

RQ₈: Is there a significant relationship between service recovery satisfaction and loyalty?

RQ₉: Does university image have a significant moderating effect on the relationship between distributive justice and service recovery satisfaction?

RQ₁₀: Does university image have a significant moderating effect on the relationship between procedural justice and service recovery satisfaction?

RQ₁₁: Does university image have a significant moderating effect on the relationship between interpersonal justice and service recovery satisfaction?

RQ₁₂: Does university image have a significant moderating effect on the relationship between informational justice and service recovery satisfaction?

1.5 Research Hypotheses

The following hypotheses will serve as a guide to answer all the research questions of the study:

H₁: Distributive justice has a significant relationship with service recovery satisfaction.

H₂: Procedural justice has a significant relationship with service recovery satisfaction.

H₃: Interpersonal justice has a significant relationship with service recovery satisfaction.

H₄: Informational justice has a significant relationship with service recovery satisfaction.

H₅: Service recovery satisfaction has a significant relationship with repurchase intention.

H₆: Service recovery satisfaction has a significant relationship with word of mouth.

H₇: Service recovery satisfaction has a significant relationship with trust.

H₈: Service recovery satisfaction has a significant relationship with loyalty.

H₉: The relationship between distributive justice and service recovery satisfaction will be stronger when the interaction effect of university image is significant.

H₁₀: The relationship between procedural justice and service recovery satisfaction will be stronger when the interaction effect of university image is significant.

H₁₁: The relationship between interpersonal justice and service recovery satisfaction will be stronger when the interaction effect of university image is significant.

H₁₂: The relationship between informational justice and service recovery satisfaction will be stronger when the interaction effect of university image is significant.

1.6 Significance of the study

Studies that focused on service recovery in higher education warrant further investigations (Waqas et al., 2014). The antecedents of service recovery found in previous studies might also be different in various settings, and it tends to be industry-specific (Mattila, 2001). Therefore, this study contributed to the further understanding of the role of service recovery particularly in the context of ODL. OUM should adopt recovery strategies that will improve the relationship with their students that will further increase their overall satisfaction as suggested by Chahal and Devi (2015). Does not matter how rigorous the service or quality procedure that has been established by the OUM, service failure is inevitable particularly in the environment where there is no physical or direct interaction between the customer and service provider (Dabholkar & Spaid, 2012). When service failure happens, the students will feel dissatisfied, angry, not delighted, unhappy, and may leave the institution if their complaints are not adequately addressed (Gull & Iftikhar, 2012).

In the perspectives of OUM, having high numbers of complaints on a monthly basis is signalling the management that something is not right somewhere along their service delivery process. Whether the complaint is coming from an academic or non-academic category, OUM management must address it appropriately and timely (Chahal & Devi, 2013). It is the aspiration of Multimedia Technology Enhancement Operations Sdn Bhd (METEOR) for OUM to be the leader of open and distance learning in Malaysia and its mission is to broaden the educational access and offer lifelong learning

opportunities to adult learners by adopting flexible mode of learning, and providing conducive learning environment (Zabidi et al., 2017).

Service failure may dampen this aspiration and above all, it may affect the target set-up by the government as one of the main stakeholders to achieve the objectives of Malaysia Education Blueprint by 2025 (MOHE, 2015). Service failure can directly affect the institutions aim and diminished the professionalism of OUM management. If service failure is not recovered adequately, the students could lose faith, become less loyal, spreading negative word of mouth and above all may leave the institution (Arqawi, Al-hila, Naser, & Shobaki, 2018; Noor, Khalil, & Latif, 2016). Therefore, service failure must be overcome and OUM must have an effective service recovery in place. Service recovery through justice dimensions is one of the potential solutions that can reinstate back the level of satisfaction after the customer experienced service failure (Smith & Mpinganjira, 2015).

It is an on-going effort and OUM must see the application of service recovery as a fundamental requirement to maintain overall customer satisfaction. This, in turn, will have positive customer outcomes which can minimise customer defection and embrace the challenges positively (Knox & van Oest, 2014). This study will help OUM to provide a better understanding towards the essentials of providing service right for the first and second time in case if service failure does happen and also provides useful information to OUM service administrator to understand the dissatisfied customer and can plan a better next course of action.

Furthermore, OUM will be able to formulate effective service recovery and understand their customers' expectations whenever service recovery is required to enhance customer satisfaction and positive customer outcome (Umashankar, Ward, & Dahl, 2017; Vaerenbergh & Orsingher, 2016). Positive customer outcomes influenced by service recovery satisfaction will be further strengthened (Cheung & To, 2016). In term of practicality, a discussion on the managerial implications and recommendations from this study will be provided to assist OUM service staff to better comprehend the antecedents and outcomes of service recovery satisfaction. They can formulate appropriate service recovery strategies toward customer oriented strategies. This can be done by addressing specific customer requirements wherever possible. OUM can apply these results in the development of effective customer and support services, aimed at establishing a strong and durable customer relationship service, strategic relationship marketing strategies and could lead to increased profitability and sustainability. It is hoped that this study will enable OUM to evaluate their current practice and improve their existing service delivery to their learners. The significance of this study should enhance the students' satisfaction and reduce students' dissatisfaction in order to bring down defection and attrition rates which are greater in the segment of ODL.

1.7 Scope of study

The scope of this study focuses on three aspects, which includes the variable under study, respondents and the industry. Among the reason that choosing higher education setting, particularly in the ODL context, is that this sub-sector is identified as one of the main pillars that contribute to the growth of the country economic and it is

projected to be one of the potential and largest contributors to the education service sector in Malaysia.

This is in line with the Government's aim to establish Malaysia as an education hub in meeting the globalisation demand by 2025. With the large investment made by the government specifically focusing on the education industry, has turn ODL to be one of the important players in the industry. This study is limited to Open University of Malaysia (OUM). Therefore, this research examined the antecedents and outcomes of service recovery satisfaction of OUM students. Data is collected through survey questionnaires and the respondents of this study are the OUM students who have the experience service failure and service recovery provided by the institution. The survey questionnaire is developed and validated based on the constructs consist of justice dimensions (distributive, procedural, interpersonal and informational justice), service recovery satisfaction, customer outcomes (trust, word of mouth, loyalty and repurchase intention) and university image. The questionnaire comprises of statements to established student recovery satisfaction and to collect demographic data in relation to OUM. Items in the research instruments were adapted from previous research.

This study is conducted at OUM branches in Klang Valley, Malaysia (OUM Shah Alam Learning Centre, Petaling Jaya Learning Centre, Bangi Learning Centre, Sri Rampai Learning Centre and Kuala Lumpur Learning Centre) and the respondents must be active students and at least has studied one semester. This is to ensure that the respondents have experienced and familiar with the OUM services such as academic and examination procedure, finance regulation, library services, student support service

and others. The respondents are expected to reveal truthful and sincere response on the perception on the constructs under studies and they are independent in completing the survey without any influence by the researcher as this will intimidate them in any possible way.

1.8 Definition of Key Variables

Main variables are defined and particularly identified according to the research objectives of this study, in order to give a better comprehension of the measurement concepts.

1.8.1 Distributive Justice

Distributive justice can be defined as the extent to which the final outcome is perceived as fair (Cengiz, ER, & Kurtaran, 2007). Distributive justice refers to the distribution of resources and outcomes expressed by the customer. It is the customer who determines the fairness of the distribution through comparison with others and deals with the perception of whether the outcome is fair or otherwise, which forms the basis of the concept of distributive justice. Distributive justice also concerned with the reality that not all customers are treated alike; the allocation of outcomes is differentiated in the organisation.

1.8.2 Procedural Justice

Procedural justice can be defined as the extent to which the policies and procedures used to achieve the final outcome are perceived as fair (Cengiz et al., 2007). It is the perceived fairness of procedures which are used to determine outcome decisions and these procedures should be consistent, bias-free, take into account the concerns of all parties and be morally acceptable. The customer is concerned about whether the decision process is fair and the process used to determine the outcome just.

1.8.3 Interpersonal Justice

Interpersonal justice can be defined as the extent to which the individual received the treatment with dignity and respect during the time when the procedure is being carried out (Colquitt, 2001). It is concerned with how information is communicated and whether the customers affected by a decision and are treated in a courteous and polite manner. In a service recovery situation, interpersonal justice represents whether the employees show adequate sensitivity towards the customer and treat them with respectfully.

1.8.4 Informational Justice

Informational Justice is the extent of perceived adequacy and truthfulness in relaying information and explaining the causes of unfavourable outcomes (Colquitt, 2001). Informational justice emphasises on the amount and quality of information

provided concerning procedures and outcomes. Clarity, adequacy and sincerity of communications regarding a decision are an important component of informational justice and involve adequate information related to an outcome or actions are provided to the customers at the recovery stage.

1.8.5 Service Failure

Service failure refers to the problems that occur during the customers' experience with the service provider (Maxham III, 2001). It represents situations of conflict between the customer and the service provider which involves any service related problems that occur during the service delivery. Customers are satisfied when the service delivery meets or exceeds expectations, however, they would complain when the service delivery is below expectations. Research often refers to service failures as the moments of truth to denote situations where the service delivery fails and the relationship between customer and service provider can be undermined.

1.8.6 Service Recovery

Service recovery refers to the actions and activities that a service provider takes in response to a service failure in the service delivery, aimed at rectifying it, in order to elevate the dissatisfied customer to a satisfied level (Gronroos, 1990). Service recovery is a process that identifies service failures, effectively resolves customer problems, determines their root causes and provides valuable information that allows service providers to enhance their service delivery in the future. Service recovery differs from

complaint management because it focuses on service failures and attempts to solve it at the service encounter level even before they leave the encounter dissatisfied.

1.8.7 Service Recovery Satisfaction

Service recovery satisfaction refers to the customers' overall affective feelings about the service provider as a result of its complaint handling (Maxham III & Netemeyer, 2002b). Satisfaction alone is not sufficient for acceptable customer perceptions of the desired service. Service recovery satisfaction is the extent to which customers are satisfied with the recovery efforts after experiencing service failures and it is the degree of overall pleasure or contentment felt by the customer, resulting from the ability of the service to fulfil the customer's desires, expectations and needs in relation to the service.

1.8.8 Loyalty

Loyalty refers to a customer's willingness to make an investment in order to strengthen his or her relationship with the service provider (Kau & Loh, 2006). It is a commitment to patronise a preferred service consistently in the future, thereby causing repetitive same service even though situational influences and marketing efforts have the potential to cause switching intention.

1.8.9 Word of Mouth (WOM)

Word of mouth refers to the extent to which a customer informs an acquaintance about an event that has created a certain level of satisfaction (Kau & Loh, 2006). It is an informal communication between the customers regarding the evaluation of goods and services offered by the service provider. WOM also some sort of casual communication to evaluate products/services between private parties, between customers and a service provider such as compliments and complaints. It is similar to the exchange of thoughts, ideas, or comments between two or more customers, none of whom is a marketing source.

1.8.10 Trust

Trust refers to the customer's confidence in the service provider's reliability and integrity (Kau & Loh, 2006). In service recovery context, trust is the customer willingness to accept vulnerability on the basis of a positive expectation of the service failure resolution. Trust also referred as a willingness to be vulnerable to the other party's actions and as an intention to accept vulnerability as a consequence of the actions or attributes of the trustee irrespective of the ability to monitor or control. The trustor makes the decision to trust, whereas the trustee is the party wishing to be trusted. Trust is the trustor's believe in the trustee.

1.8.11 Repurchase Intention

Repurchase intention refers to the customer's aim to maintain a relationship with a particular service provider and to make his or her next purchase with the same provider (Maxham III & Netemeyer, 2002b). It is the customer's judgement about buying again a designated product or service from the same service provider, taking into account their current situation and likely circumstances. Repurchase intention denotes to the subjective probability that an individual will continue to purchase products from the service provider or store in the future.

1.8.12 University Image

University image is the extent of the student's perception of the university as a result of the student's previous involvement with the university and contributes towards the whole image of the institutions (Andreassen, 2001; Azoury, Daou, & Khoury, 2014). It is regarded as a basic fundamental in the general evaluation of any organisation on the account of the quality that lies in the customers' minds when hearing the name of the organisation. University image also is seen as a perception of services provided which is partly communicative and partly cognitive.

1.8.13 Open and Distance Learning (ODL)

ODL is a multi-dimensional concept aimed at closing the gap between time, geographical, economic, social, educational and communication barriers between the

student, the learning institution and peers (Antwerpen, 2015). It referred to a system of teaching and learning characterised by separation of tutor and learner in time and/or place; uses multiple media for delivery of instruction; involves two-way communication and occasional face-to-face meeting for tutorials and learner-learner interaction (Chawinga & Zozie, 2016). It is an alternative approach of education and training in which using the learning resources, rather than attending classroom sessions, is the central feature of the learning experience.

1.9 Organisation of the study

This study consists of five chapters, whereby Chapter 1 discusses the introduction, background of the study, problem statement, research objectives, research questions, the significance of the study, and scope of the study. Chapter 2 reviews the literature to develop a theoretical framework to be examined in the study. It also consists of a brief introduction on higher education and ODL in Malaysia, reviews relevant literature on theories and empirical findings on service recovery that aligns antecedents and outcomes of service recovery satisfaction, justice dimensions, university image. In this chapter, streams of research related to service recovery satisfaction are critically reviewed. Chapter 3 contains the research methodology that covers the research paradigm, research design and methodology, pre-test, pilot test, sampling technique, data collection procedure and analysis. Operational definitions of each construct, items to be identified and scaling are also explained. Chapter 4 provides empirical evidence on data analysis and findings to address the issues of this quantitative research. This chapter explains the data analysis process and the results

obtained in this study. Chapter 5 concludes the research findings and discussed in the light of extant research on antecedents and outcomes of service recovery satisfaction. Furthermore, the study implications for theory, practice and managerial perspectives are discussed, along with implications, limitations and directions for future research.

REFERENCES

- Abd-El-Salam, E. M., & Shawky, A. Y. (2013). The Impact of Corporate Image and Reputation on Service Quality , Customer Satisfaction and Customer Loyalty : Testing the Mediating Role . Case Analysis in An International Service Company. *The Business & Management Review*, 3(2), 177–196. doi:10.1108/17506200710779521
- Abdullah, F. (2006). The development of HEdPERF: a new measuring instrument of service quality for the higher education sector. *International Journal of Consumer Studies*, 30(November), 569–581. doi:10.1111/j.1470-6431.2005.00480.x
- Abu-ELSamen, A. A., Akroush, M. N., Al-Khawaldeh, F. M., & Al-Shibly, M. S. (2011). Towards an integrated model of customer services skills and customer loyalty: The mediating role of customer loyalty. *International Journal of Commerce and Management*, 21(4), 349–380.
- Adams, J. S. (1963). Toward an Understanding of Inequity. *Journal of Abnormal and Social Psychology*, 67(5), 422–436. doi:10.1037/h0040968
- Adams, J. S. (1965). Inequity in Social Exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (pp. 267–299). New York: Academic Press.
- Adesina, K. I., & Chinonso, I. (2015). Service delivery and customer satisfaction in hospitality industry: A study of the Divine Fountain Hotels Limited, Lagos, Nigeria. *Journal of Hospitality Management and Tourism*, 6(1), 1–7. doi:10.5897/jhmt2015.0139
- Aghaz, A., Hashemi, A., & Sharifi Atashgah, M. S. (2015). Factors contributing to university image: the postgraduate students' points of view. *Journal of Marketing for Higher Education*, 25(1), 104–126. doi:10.1080/08841241.2015.1031314
- Ahmad, H. (2014). An Overview of the Malaysian Higher Education Issues and Challenges. *Malaysian Online Journal of Education Management*, 2(1), 10–19.
- Ahmad, M., Kadir, S. A., Alam, S. S., Muhamad, N. S. adah, Ghani, N. S. A., & Mandak, N. M. (2015). Online service failure: Diagnosing customer's evaluation of critical incidents outcomes. *International Journal of Applied Business and Economic Research*, 13(1), 239–257.
- Ajzen, I., & Fishbein, M. A. (1980). *Understanding attitudes and predicting social behaviour*. (1st Ed.). NJ: Prentice-Hall.
- Akter, S., D'Ambra, J., & Ray, P. (2011). Trustworthiness in mhealth information services: An assessment of a hierarchical model with mediating and moderating effects using partial least squares (pls). *Journal of the American Society for Information Science and Technology*, 62(1), 100–116.

- Al-bazaiah, S. A. I., & Hassan, H. (2017). The Influence of Management Practices on Service Recovery Performance, Turnover Intention and Job Satisfaction among Front Line Officer in the Public Sector Organisation in. In *Proceedings of The 7th Annual International Conference (AIC)* (pp. 536–549). Banda Aceh, Indonesia.
- Al-Louzi, F. S. (2018). Organizational Justice and its Relationship with the Subordinates' Performance and Trust in their Leaders: A Theoretical Study. *Journal of Business & Management (COES&RJ-JBM)*, 6(3), 112–139. doi:10.25255/jbm.2018.6.3.112.139
- Allen, A. M., Brady, M. K., Robinson, S. G., & Voorhees, C. M. (2015). One firm's loss is another's gain: capitalizing on other firms' service failures. *Journal of the Academy of Marketing Science*, 43(5), 648–662. doi:10.1007/s11747-014-0413-6
- Allred, S. B., & Ross-Davis, A. (2010). The Drop-off and Pick-up Method: An Approach to Reduce Nonresponse Bias in Natural Resource Surveys. *Small-Scale Forestry*, 10(3), 305–318.
- Alrubaiee, L., & Al-Nazer, N. (2010). Investigate the impact of relationship marketing orientation on customer loyalty: The customer's perspective. *International Journal of Marketing Studies*, 2(1), 155–174.
- Alves, H., & Raposo, M. (2010). The influence of university image on student behaviour. *International Journal of Educational Management*, 24(1), 73–85.
- Amaratunga, D., Baldry, D., Sarshar, M., & Newton, R. (2002). Quantitative and qualitative research in the built environment: application of “mixed” research approach. *Work Study*, 51(1), 17–31.
- Amit, N., & Ghazali, N. A. (2018). Using Simulation to Model Queuing Problem at a Fast-Food Restaurant. In *Regional Conference on Science, Technology and Social Sciences (RCSTSS 2016)* (pp. 1055–1062). Singapore: Springer. doi:10.1007/978-981-13-0074-5
- Anagnostopoulou, E., Mavroidis, I., Giossos, Y., & Koutsouba, M. (2015). Student satisfaction in the context of a postgraduate programme of the Hellenic Open University. *Turkish Online Journal of Distance Education*, 16(2), 40–55.
- Anderson, E. W., & Fornell, C. (1994). Customer satisfaction research prospectus. In Ronald T. Rust & Richard L. Oliver (Eds.). In *Service quality: New directions in theory and practice* (pp. 241–268). California: Sage Publications.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural Equation Modeling in Practice: A Review and Recommended Two-Step Approach. *Psychological Bulletin*, 103(3), 411–423.

- Anderson, R. E., & Swaminathan, S. (2011). Customer satisfaction and loyalty in e-markets: A PLS modeling approach. *Journal of Marketing Theory and Practice*, 19(2), 221–234.
- Andreassen, T. W. (1999). What drives customer loyalty with complaint resolution? *Journal of Service Research*, 1(4), 324–32.
- Andreassen, T. W. (2001). From Disgust to Delight: Do Customers Hold a Grudge? *Journal of Service Research*, 4(1), 39–49. doi:10.1177/109467050141004
- Andreassen, T. W., & Lanseng, E. (1997). The principal's and agents' contribution to customer loyalty within an integrated service distribution channel: An external perspective. *European Journal of Marketing*, 31(7), 487 – 503.
- Andreassen, T. W., & Lindestad, B. (1998). Customer Loyalty and Complex Services—The Impact of Corporate Image on Quality, Customer Satisfaction and Loyalty for Customers with Varying Degrees of Service Expertise. *International Journal of Service Industry Management*, 9(1), 7–23.
- Antonetti, P., Crisafulli, B., & Maklan, S. (2018). Too Good to Be True? Boundary Conditions to the Use of Downward Social Comparisons in Service Recovery. *Journal of Service Research*, 21(4), 438–455. doi:10.1177/1094670518793534
- Antwerpen, S. van. (2015). The quality of teaching and learning of BCom honours degree students at an open distance learning university in South Africa. *Africa Education Review*, 12(4), 680–695. doi:10.1080/18146627.2015.1112159
- Arqawi, S. M., Al-hila, A. A., Naser, S. S. A., & Shobaki, M. J. Al. (2018). The Effect of Procedural Justice on the Organizational Loyalty of Faculty Staff in Universities. *International Journal of Academic Management Science Research*, 2(10), 30–44.
- Asaad, Y., Melewar, T. C., Cohen, G., & Balmer, J. M. T. (2013). Universities and export market orientation: an exploratory study of UK post-92 universities. *Marketing Intelligence & Planning*, 31(7), 838–856.
- Athayde, R. (2009). Measuring enterprise potential in young people. *Entrepreneurship Theory and Practice*, 33(2), 481–500.
- Azemi, Y., Ozuem, W., Howell, K. E., & Lancaster, G. (2019). An exploration into the practice of online service failure and recovery strategies in the Balkans. *Journal of Business Research*, 94(May), 420–431. doi:10.1016/j.jbusres.2018.08.035
- Azoury, N., Daou, L., & Khoury, C. El. (2014). University image and its relationship to student satisfaction- case of the Middle Eastern private business schools. *International Strategic Management Review*, 2(1), 1–8. doi:10.1016/j.ism.2014.07.001

- Babbie, E. R. (2010). *The Basics of Social Research* (5th ed.). Belmont, CA: CENGAGE Learning Custom Publishing.
- Bajaj, H., & Krishnan, V. R. (2016). Role of justice perceptions and social exchange in enhancing employee happiness. *International Journal of Business Excellence*, 9(2), 192–209. doi:10.1504/IJBEX.2016.074843
- Baker, J., Parasuraman, A., Grewal, D., & Voss, G. B. (2002). The influence of multiple store environment cues on perceived merchandise value and patronage intentions. *Journal of Marketing*, 66(2), 120–141.
- Baker, T., & Meyer, T. (2014). Explanation information and source in service recovery initiatives. *Journal of Services Marketing*, 28(4), 311–318. doi:10.1108/JSM-12-2012-0249
- Balaji, M. S., Jha, S., Sengupta, A. S., & Krishnan, B. C. (2018). Are cynical customers satisfied differently? Role of negative inferred motive and customer participation in service recovery. *Journal of Business Research*, 86, 109–118. doi:10.1016/j.jbusres.2018.01.023
- Balaji, M. S., Roy, S. K., & Sadeque, S. (2016). Antecedents and consequences of university brand identification. *Journal of Business Research*, 69(8), 3023–3032. doi:10.1016/j.jbusres.2016.01.017
- Ball, D., Coelho, P. S., & Machás, A. (2004). The role of communication and trust in explaining customer loyalty: An extension to the ECSI model. *European Journal of Marketing*, 38(9/10), 1272–1293.
- Bambauer-Sachse, S., & Rabeson, L. E. (2015). Service recovery for moderate and high involvement services. *Journal of Services Marketing*, 29(5), 331–343. doi:10.1108/JSM-05-2014-0155
- Barclay, D. W., Thompson, R., & Higgins, C. (1995). The partial least squares (PLS) approach to causal modeling: Personal computer adoption and use an illustration. *Technology Studies: Special Issue on Research Methodology*, 2(2), 285–309.
- Barsky, J., & Nash, L. (2003). Customer satisfaction: Applying concepts to industry-wide measures. *The Cornell Hotel and Restaurant Administration Quarterly*, 44(5–6), 173–183.
- Bartram, T., & Casimir, G. (2007). The relationship between leadership and follower in-role performance and satisfaction with the leader. *Leadership and Organization Development Journal*, 28(1), 4–19.
- Basso, K., & Pizzutti, C. (2016). Trust Recovery Following a Double Deviation. *Journal of Service Research*, 19(2), 209–223. doi:10.1177/1094670515625455

- Bennett, R., & Kottasz, R. (2000). Practitioner perceptions of corporate reputation: An empirical investigation. *Corporate Communications: An International Journal*, 5(4), 224–235.
- Berge, Z. L., & Huang, Y. (2004). A model for sustainable student retention: A holistic perspective on the student dropout problem with special attention to e-learning. *DEOSNEWS*, 13(5), 1-26.
- Berry, C. R. ., & Parasuraman, A. . (1991). *Marketing Services: Competing Through Quality*. New York, NY: New York Press.
- Bhandari, M. S. (2010). *Impact of Varying Service Recovery Attributes on Outcomes in Process-Based and Outcome-Based Service Failure: An Empirical Examination*. Victoria University.
- Bhandari, M. S., Tsarenko, Y., & Polonsky, M. J. (2007). A proposed multi-dimensional approach to evaluating service recovery. *Journal of Services Marketing*, 21(3), 174–185. doi:10.1108/08876040710746534
- Bhattacharjee, A. (2001). Understanding Information Systems Continuance: An Expectation-Confirmation Model. *MIS Quarterly*, 25(3), 351–370.
- Bhattacharjee, A. (2012). *Social Science Research: Principles, Methods, and Practices*. Tampa, Florida: Global Text Project.
- Bidin, R., Muhaimi, A., & Bolong, J. (2014). Strategising Corporate Identity for the Perception of Corporate Image in the Selected Government-linked Companies (GLCs) in Malaysia. In *Procedia - Social and Behavioral Sciences* (Vol. 155, pp. 326–330). Langkawi, Kedah: Elsevier. doi:10.1016/j.sbspro.2014.10.300
- Bies, R. (2005). Are Procedural Justice and Interactional Justice Conceptually Distinct? In J. A. Greenberg, Jerald; Colquitt (Ed.), *Handbook of Organizational Justice* (pp. 85–112). Mahwah, NJ, US: Lawrence Erlbaum Associates Publishers.
- Bies, R., & Moag, J. (1986). Interactional justice: Communication criteria of fairness. In R. J. Lewicki, B. H. Sheppard, & M. . Bazerman (Eds.), *Research on negotiation in organization* (pp. 43–55). Greenwich, CT: JAI Press.
- Bies, R., & Shapiro, D. (1987). Interactional justice: The influence of causal accounts. *Social Justice Research*, 1(2), 199–218.
- Bijmolt, T. H. ., Huizingh, K. R. E., & Krawczyk, A. (2014). Effect of complaint behaviour and service recovery satisfaction on consumer intentions. *Internet Research*, 24(5), 608–628. doi:10.1108/MRR-09-2015-0216
- Bitner, M. J. (1990). Evaluating Service Encounters: The Effects of Physical Surroundings and Employee Responses. *Journal of Marketing*, 54(2), 69–82.

- Bitner, M. J., Booms, B. H., & Tetreault, M. S. (1990). The service encounter: Diagnosing favorable and unfavorable incidents. *Journal of Marketing*, 54(January), 71–84.
- Blodgett, J. G., Hill, D. J., & Tax, S. S. (1997). The effects of distributive, procedural, and interactional justice on postcomplaint behavior. *Journal of Retailing*, 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*, 9(4), 31–42. doi:10.1108/08876049510094487
- Boateng, S. L. (2019). Online relationship marketing and customer loyalty: a signaling theory perspective. *International Journal of Bank Marketing*, 37(1), 226–240. doi:10.1108/IJBM-01-2018-0009
- Borah, S. B., Prakhya, S., & Sharma, A. (2019). Leveraging service recovery strategies to reduce customer churn in an emerging market. *Journal of the Academy of Marketing Science*, 1–21. doi:10.1007/s11747-019-00634-0
- Bordonaba-Juste, M. V., & Polo-Redondo, Y. (2008). Differences between Short and Long-term Relationships: An Empirical Analysis in Franchise Systems. *Journal of Strategic Marketing*, 16(4), 327–354.
- Bouckennooghe, D., De Clercq, D., & Deprez, J. (2014). Interpersonal Justice, Relational Conflict, and Commitment to Change: The Moderating Role of Social Interaction. *Applied Psychology*, 63(3), 509–540. doi:10.1111/apps.12006
- Boulding, W., Kalra, A., Staelin, R., & Zeithaml, V. A. (1993). A Dynamic Process Model of Service Quality: From Expectations to Behavioral Intentions. *Journal of Marketing Research*, 30(February), 7–27.
- Bouranta, N., Psomas, E., & Vouzas, F. (2019). The effect of service recovery on customer loyalty: the role of perceived food safety. *International Journal of Quality and Service Sciences*, 11(1), 69–86. doi:10.1108/IJQSS-10-2017-0093
- Bradley, G. L., Sparks, B. A., & Weber, K. (2015). The stress of anonymous online reviews: a conceptual model and research agenda. *International Journal of Contemporary Hospitality Management*, 27(5), 739–755. doi:10.1108/MRR-09-2015-0216
- Bradley, G., & Sparks, B. (2012). Explanations: if, when, and how they aid service recovery. *Journal of Services Marketing*, 26(1), 41–51.
- Bravo, R., Montaner, T., & Pina, J. M. (2009). The role of bank image for customers versus non-customers. *International Journal of Bank Marketing*, 27(4), 315–334.

- Brown, R., & Mazzarol, T. (2009). The importance of institutional image to student satisfaction and loyalty within higher education. *Higher Education*, 58(1), 81–95.
- Brown, S. W., Cowles, D. L., & Tuten, T. L. (1996). Service Recovery: Its Value and Limitations as a Retail Strategy. *International Journal of Service Industry Management*, 7(5), 32–46.
- Cai, R. (Raine), Lu, L., & Gursoy, D. (2018). Effect of disruptive customer behaviors on others' overall service experience: An appraisal theory perspective. *Tourism Management*, 69, 330–344. doi:10.1016/j.tourman.2018.06.013
- Cambra-Fierro, J., Melero-Polo, I., & Sese, J. (2015). Does the nature of the relationship really matter? An analysis of the roles of loyalty and involvement in service recovery processes. *Service Business*, 9, 297–320. doi:10.1007/s11628-013-0228-4
- Canic, M. J., & McCarthy, P. M. Service Quality and Higher Education Do Mix (2000).
- Carr, C. L. (2007). The FAIRSERV Model : Consumer Reactions to Services Based on a Multidimensional Evaluation of Service Fairness. *Decision Sciences*, 38(1), 107–130. doi:10.1111/j.1540-5915.2007.00150.x
- Casidy, R., & Shin, H. (2015). The effects of harm directions and service recovery strategies on customer forgiveness and negative word-of-mouth intentions. *Journal of Retailing and Consumer Services*, 27, 103–112. doi:10.1016/j.jretconser.2015.07.012
- Cengiz, E., ER, B., & Kurtaran, A. (2007). The Effects of Failure Recovery Strategies on Customer Behaviours via Complainants Perceptions of Justice Dimensions in Banks. *Banks and Bank System*, 2(3), 174–188.
- Chahal, H., & Devi, P. (2013). Identifying Satisfied/Dissatisfied Service Encounters in Higher Education. *Quality Assurance in Education: An International Perspective*, 21(2), 211–222. doi:10.1108/09684881311310728
- Chahal, H., & Devi, P. (2015). Consumer Attitude Towards Service Failure and Recovery in Higher Education. *Quality Assurance in Education*, 23(1), 67–85.
- Chaimankong, B., Chaimankong, M., Phinichka, N., & Siridej, P. (2019). The Mediating Role of Trust in The Relationships Between CSR and Customer Behavior: An Empirical Study of Starbucks in Thailand. *Journal of Humanities and Social Sciences Thonburi University*, 13(1), 21–32.
- Chandra, S., Gruber, T., & Lowrie, A. (2013). Service Recovery Encounters in the Classroom: Exploring the Attributes of Professors Desired by Male and Female Students. In *Marketing Strategies for Higher Education Institutions: Technological Considerations and Practices: Technological Considerations and Practices* (pp. 219–238).

- Chang, C. W., Tseng, T. H., & Woodside, A. G. (2013). Configural algorithms of patient satisfaction, participation in diagnostics, and treatment decisions' influences on hospital loyalty. *Journal of Services Marketing*, 27(2), 91–103. doi:10.1108/08876041311309225
- Chang, H. H., Lai, M. K., & Hsu, C. H. (2012). Recovery of online service: Perceived justice and transaction frequency. *Computers in Human Behavior*, 28(6), 2199–2208. doi:10.1016/j.chb.2012.06.027
- Chang, H. H., Tsai, Y. C., Wong, K. H., Wang, J. W., & Cho, F. J. (2015). The effects of response strategies and severity of failure on consumer attribution with regard to negative word-of-mouth. *Decision Support Systems*, 71, 48–61. doi:10.1016/j.dss.2015.01.007
- Chang, Y. W., & Chang, Y. H. (2010). Does service recovery affect satisfaction and customer loyalty? An empirical study of airline services. *Journal of Air Transport Management*, 16(6), 340–342. doi:10.1016/j.jairtraman.2010.05.001
- Chatterjee, Samprit, & Hadi, A. S. (2012). *Regression Analysis by Example* (5th ed.). Wiley.
- Chatterjee, Swagato. (2018). Impact of actual service provider failure on the satisfaction with aggregator. *Journal of Strategic Marketing*, 26(7), 628–647. doi:10.1080/0965254X.2017.1339115
- Chawinga, W. D., & Zozie, P. A. (2016). Increasing access to higher education through open and distance learning: Empirical findings From Mzuzu University, Malawi. *International Review of Research in Open and Distance Learning*, 17(4), 1–20.
- 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*, 58(5), 664–73.
- Chen, I. J., & Paulraj, A. (2004). Towards a theory of supply-chain management: The constructs and measurement. *Journal of Operations Management*, 22(2), 119–150.
- Chen, Y.-T., & Chou, T.-Y. (2012). Exploring the continuance intentions of consumers for B2C online shopping: Perspectives of fairness and trust. *Online Information Review*, 36(1), 104–125. doi:10.1108/14684521211209572
- Cheung, F. Y. M., & To, W. M. (2016). A customer-dominant logic on service recovery and customer satisfaction. *Management Decision*, 54(10), 2524–2543.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. In Marcoulides (Ed.). In *Modern Methods for Business Research*. Mahwah, NJ: Lawrence Erlbaum Associates.

- Chin, W. W., & Newsted, P. R. (1999). Structural equation modeling analysis with small samples using partial least squares. In Hoyle, R. (Eds.). In *Statistical Strategies for Small Sample Research* (pp. 1307–1341). Thousand Oaks, CA: Sage Publications.
- Chiu, C.-M., Huang, H.-Y., & Yen, C.-H. (2010). Antecedents of trust in online auctions. *Electronic Commerce Research and Applications*, 9(2), 148–159.
- Choi, B., & Choi, B. J. (2014). The effects of perceived service recovery justice on customer affection, loyalty, and word-of-mouth. *European Journal of Marketing*, 48(1), 108–131. doi:10.1108/EJM-06-2011-0299
- Chou, P. F. (2015). An analysis of the relationship between service failure, service recovery and loyalty for Low Cost Carrier travelers. *Journal of Air Transport Management*, 47, 119–125. doi:10.1016/j.jairtraman.2015.05.007
- Chuah, S. H. W., Rauschnabel, P. A., Marimuthu, M., Thurasamy, R., & Nguyen, B. (2017). Why do satisfied customers defect? A closer look at the simultaneous effects of switching barriers and inducements on customer loyalty. *Journal of Service Theory and Practice*, 27(3), 616–641. doi:10.1108/JSTP-05-2016-0107
- Churchill, G. A., & Iacobucci, D. (2005). *Marketing Research: Methodological Foundations* (9th ed.). Mason, Ohio: Thomson South-Western.
- Civera, A., & Meoli, M. (2017). Does university prestige foster the initial growth of academic spin-offs? *Economia e Politica Industriale*, 1–32. doi:10.1007/s40812-017-0072-y
- Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86(2), 278–321.
- Collie, T. A., Sparks, B., & Bradley, G. (2000). Investing in Interactional Justice: A Study of the Fair Process Effect within a Hospitality Failure Context. *Journal of Hospitality and Tourism Research*, 24(4), 448–472. doi:10.1177/109634800002400403
- Collis, J, Hussey, R., Crowther, D., Lancaster, G., Saunders, M., & Lewis, P. (2003). *Business research methods*. New York: Palgrave Macmillan.
- Collis, Jill, & Hussey, R. (2009). *Business research: a practical guide for undergraduate and postgraduate students* (3rd ed.). Palgrave Macmillan.
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: a construct validation of a measure. *The Journal of Applied Psychology*, 86(3), 386–400. doi:10.1037/0021-9010.86.3.386

- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001). Justice at the millenium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425–445. doi:10.1037//0021-9010.86.3.425
- Contiero, E., Ponsignon, F., Smart, P. A., & Vinelli, A. (2016). Contingencies and characteristics of service recovery system design. *International Journal of Operations & Production Management*, 36(11), 1644–1667. doi:10.1108/ijopm-06-2015-0325
- Cooper, D. R., & Schindler, P. S. (2013). *Business Research Methods*, (12th ed.). McGraw-Hill Education.
- Cooper, P. (2007). Knowing your ‘Lemons’: Quality Uncertainty in UK Higher Education. *Quality in Higher Education*, 13(1), 19–29. doi:10.1080/13538320701272698
- Costers, A., Vaerenbergh, Y. Van, & Broeck, A. Van den. (2019). How to boost frontline employee service recovery performance: the role of cultural intelligence. *Service Business*, 1–22. doi:10.1007/s11628-019-00396-3
- Coulter, K. S., & Coulter, R. A. (2002). Determinants of trust in a service provider: The moderating role of length of relationship. *Journal of Service Marketing*, 16(1), 35–50.
- Creswell, J. W. (2013). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (4th ed.). Sage Publications, Inc.
- Cronin, J. J. J., Brady, M. K., & Hult, G. T. M. (2000). Assessing the Effects of Quality, Value, and Customer Satisfaction on Consumer Behavioral Intentions in Service Environments. *Journal of Retailing*, 76(2), 193–218.
- Cropanzano, R., Fortin, M., & Kirk, J. F. (2015). How do We Know When We are Treated Fairly? Justice Rules and Fairness Judgments. *Research in Personnel and Human Resources Management*, 21, 279–350. doi:10.1108/S0742-730120150000033010
- Cropanzano, R., & Mitchell, M. S. (2005). Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*, 31(6), 874–900. doi:10.1177/0149206305279602
- Crosby, L. A., Evans, K. R., & Cowles, D. (1990). Relationship quality in services selling: An interpersonal influence perspective. *Journal of Marketing*, 54(3), 68–81.
- Dabholkar, P. A., & Spaid, B. I. (2012). Service failure and recovery in using technology-based self-service: Effects on user attributions and satisfaction. *Service Industries Journal*, 32(9), 1415–1432. doi:10.1080/02642069.2011.600518

- Daniel, T., Nicholas, R., & N. Ronald, B. (2012). Antecedents of Customer Loyalty in the Mobile Telecommunication sector in Kenya. *International Journal of Research in Computer Application & Management*, 2(7), 9–15.
- Davis-Sramek, B., Droge, C., Mentzer, J. T., & Myers, M. B. (2009). Creating commitment and loyalty behavior among retailers: What are the roles of service quality and satisfaction? *Journal of the Academy of Marketing Science*, 37, 440–454.
- De Clercq, D., & Saridakis, G. (2015). Informational injustice with respect to change and negative workplace emotions: The mitigating roles of structural and relational organizational features. *Journal of Organizational Effectiveness: People and Performance*, 2(4), 346–369.
- de Matos, C. A., Rossi, C. A. V., Veiga, R. T., & Vieira, V. A. (2009). Consumer reaction to service failure and recovery: the moderating role of attitude toward complaining. *Journal of Services Marketing*, 23(7), 462–475.
- de Matos, C. A. de, Henrique, J. L., & Rossi, C. A. V. (2007). Service Recovery Paradox: A Meta-Analysis. *Journal of Service Research*, 10(1), 60–77.
- del Río-Lanza, A. B., Vázquez-Casielles, R., & Díaz-Martín, A. M. (2009). Satisfaction with service recovery: Perceived justice and emotional responses. *Journal of Business Research*, 62(8), 775–781. doi:10.1016/j.jbusres.2008.09.015
- Denzin, N. K., & Lincoln, Y. S. (2011). *The SAGE Handbook of Qualitative Research* (4th ed.). Sage.
- DeShields, O. W., Kara, A., & Kaynak, E. (2005). Determinants of business student satisfaction and retention in higher education: applying Herzberg's two-factor theory. *International Journal of Educational Management*, 19(2), 128–139. doi:10.1108/09513540510582426
- DeWitt, T., Nguyen, D., & Marshall, R. (2008). Exploring customer loyalty following service recovery. *Journal of Service Research*, 10, 269–281.
- Diamantopoulos, A., Sarstedt, M., Fuchs, C., Wilczynski, P., & Kaiser, S. (2012). Guidelines for choosing between multi-item and single-item scales for construct measurement: a predictive validity perspective. *Journal of the Academy of Marketing Science*, 40(3), 434–449.
- Dietmar, G. Von, Harhoff, G., & Weber, R. (2010). The effects of entrepreneurship education. *Journal of Economic Behavior & Organization*, 76(1), 90–112.
- Ding, M. C., Ho, C. W., & Lii, Y. S. (2015). Is corporate reputation a double-edged sword? Relative effects of perceived justice in airline service recovery. *International Journal of Economics and Business Research*, 10(1), 1–17. doi:10.1504/IJEBR.2015.070266

- Ding, M. C., & Lii, Y. S. (2016). Handling online service recovery: Effects of perceived justice on online games. *Telematics and Informatics*, 33(4), 881–895. doi:10.1016/j.tele.2016.02.001
- Dlačić, J., Arslanagić, M., Kadić-Maglajlić, S., Marković, S., & Raspor, S. (2014). Exploring perceived service quality, perceived value, and repurchase intention in higher education using structural equation modelling. *Total Quality Management & Business Excellence*, 25(1–2), 141–157. doi:10.1080/14783363.2013.824713
- Dong, B., Sivakumar, K., Evans, K. R., & Zou, S. (2015). Effect of Customer Participation on Service Outcomes. *Journal of Service Research*, 18(2), 160–176. doi:10.1177/1094670514551727
- Du, J., Fan, X., & Feng, T. (2010). An experimental investigation of the role of face in service failure and recovery encounters. *Journal of Consumer Marketing*, 27, 584–593. doi:10.1108/07363761011086335
- Efron, B., & Tibshirani, R. J. (1993). *An introduction to the bootstrap*. New York, NY: Chapman and Hall.
- Elamin, A. M., & Alomaim, N. (2011). Does Organizational Justice Influence Job Satisfaction and Self-Perceived Performance in Saudi Arabia Work Environment? *International Management Review*, 7(1), 61–79.
- Eom, S. B., Wen, H. J., & Ashill, N. (2006). The Determinants of Students' Perceived Learning Outcomes and Satisfaction in University Online Education: An Empirical Investigation. *Decision Sciences Journal of Innovative Education*, 4(2), 215–235.
- EPU, Economic Planning Unit, Prime Minister Department (2010). Tenth Malaysia Plan (10th MP). Retrieved January 2, 2017, from <http://www.epu.gov.my/en/rmk/tenth-malaysia-plan-10th-mp>
- Erickson, F. (1985). *Qualitative methods in research on teaching*. Institute for Research on Teaching.
- Farn, C. K., & Huang, L. T. (2009). A study on industrial customer loyalty to application service providers - the case of logistics information services. *International Journal of Computers*, 1(3), 151–160.
- Ferrentino, R., Cuomo, M. T., & Boniello, C. (2016). On the customer lifetime value: a mathematical perspective. *Computational Management Science*, 13(4), 521–539.
- Field, A. (2009). *Discovering Statistics Using SPSS* (3rd ed.). London: Sage Publications.
- Fishbein, M. A., & Ajzen, I. (1975). *Belief, attitude, intention, and behavior: an introduction to theory and research*. MA: Addison-Wesley.

- Folger, R. G., & Cropanzano, R. (1998). *Organizational Justice and Human Resource Management*. Thousand Oaks, CA: Sage Publications.
- Fornell, C., & Cha, J. (1994). Partial Least Squares. In R. P. Bagozzi (Ed.), *In Advanced Methods of Marketing Research*, (pp. 52-78.). Hoboken, New Jersey, United States: Blackwell.
- Fornell, Claes, & Larcker, D. F. (1981). Evaluating structural equation models with unobservable and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
- Forret, M., & Love, M. S. (2008). Employee justice perceptions and coworker relationships. *Leadership & Organization Development Journal*, 29(3), 248–260.
- Foster, B. D., & Cadogan, J. W. (2000). Relationship selling and customer loyalty: an empirical investigation. *Marketing Intelligence & Planning*, 18(4), 185–199.
- Frazer, L., & Lawley, M. (2000). *Questionnaire design and administration: A practical guide*. Milton: Wiley.
- Fu, H., Wu, D. C., Huang, S. S., Song, H., & Gong, J. (2015). Monetary or nonmonetary compensation for service failure? A study of customer preferences under various loci of causality. *International Journal of Hospitality Management*, 46, 55–64. doi:10.1016/j.ijhm.2015.01.006
- Gallo, A. (2014). The Value of Keeping the Right Customers. *Harvard Business Review*, October.
- Ganesan, S. (1994). Determinants of long-term orientation in buyer-seller relationships. *Journal of Marketing*, 58(2), 1–19.
- Gao, Y. (2005). Factors influencing user trust in online games. *The Electronic Library*, 23(5), 533–538.
- Garcia, P. R. J. M., Restubog, S. L. D., Lu, V. N., Amarnani, R. K., Wang, L., & Capezio, A. (2019). Attributions of blame for customer mistreatment: Implications for employees' service performance and customers' negative word of mouth. *Journal of Vocational Behavior*, 110, 203–213. doi:10.1016/j.jvb.2018.12.001
- Garver, M. ., & Mentzer, J. . (1999). Logistics Research Methods: Employing Structural Equation Modelling to Test for Construct Validity. *Journal of Business Logistics*, 20, 33-57.
- Gay, L. R., & Diehl, P. L. (1996). *Research Methods for Business and Management*. Singapore: Simon & Schuste, Pte. Ltd.

- Gefen, D., Straub, W. D., & Boudreau, M.-C. (2000). Structural Equation Modeling and Regression: Guidelines for Research for Research Practice. *Communications of the Association for Information Systems*, 4(7), 2–79.
- Geisser, S. (1975). The predictive sample reuse method with applications. *Journal of the American Statistical Association*, 70(350), 320–328.
- Gelbrich, K., Gäthke, J., & Grégoire, Y. (2015). How Much Compensation Should a Firm Offer for a Flawed Service? An Examination of the Nonlinear Effects of Compensation on Satisfaction. *Journal of Service Research*, 18(1), 107–123. doi:10.1177/1094670514543149
- George, A., & Sahadevan, J. (2019). A Conceptual Framework of Antecedents of Service Loyalty in Health Care: Patients' Perspective. *IIM Kozhikode Society & Management Review*, 8(1), 50–59. doi:10.1177/2277975218812952
- Geum, Y., Cho, Y., & Park, Y. (2011). A systematic approach for diagnosing service failure: service-specific FMEA and grey relational analysis approach. *Mathematical and Computer Modelling*, 54(11–12), 3126–3142.
- Ghalandari, K., Babaeinia, L., & Jogh, M. G. G. (2012). 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. *World Applied Sciences Journal*, 18(7), 957–970. doi:10.5829/idosi.wasj.2012.18.07.1659
- Gohary, A., Hamzelu, B., & Alizadeh, H. (2016). Please explain why it happened! How perceived justice and customer involvement affect post co-recovery evaluations: A study of Iranian online shoppers. *Journal of Retailing and Consumer Services*, 31, 127–142. doi:10.1016/j.jretconser.2016.03.013
- Goodwin, C., & Ross, I. (1992). Consumer responses to service failures: Influence of procedural and interactional fairness perceptions. *Journal of Business Research*, 25(2), 149–163.
- Greenberg, J. (1990a). Employee theft as a reaction to underpayment inequity: The hidden cost of pay cuts. *Journal of Applied Psychology*, 75(6), 667–667. doi:10.1037/0021-9010.75.6.667
- Greenberg, J. (1990b). Organizational Justice - Yesterday, Today, and Tomorrow. *Journal of Management*, 16(2), 399–432. doi:10.1177/014920639001600208
- Greenberg, J. (1993). The Social Side of Fairness: Interpersonal and Informational Classes of Organisational Justice. *Justice in the Workplace: Approaching Fairness in Human Resource Management*, (4), 79–103.
- Greenberg, J. (1994). Using socially fair treatment to promote acceptance of a work site smoking ban. *Journal of Applied Psychology*, 79(2), 288–297.

- Greenberg, J. (2004). Stress Fairness to Fare No Stress: *Organizational Dynamics*, 33(4), 352–365. doi:10.1016/j.orgdyn.2004.09.003
- Greenberg, J. (2009). *Promote procedural and interactional justice to enhance individual and organizational outcomes*. (L.E.A., Ed.) (2nd ed.). Hoboken, NJ: Wiley.
- Gremler, D. D., & Brown, S. W. (1999). The loyalty ripple effect: appreciating the full value of customers. *International Journal of Service Industry Management*, 10(3), 271–291.
- Griffin, J., & Lowenstein, M. W. (2001). *Customer Winback: How to Recapture Lost Customers--And Keep Them Loyal*. Wiley.
- Gronroos, C. (1990). Relationship approach to marketing in service contexts: The marketing and organizational behavior interface. *Journal of Business Research*, 20(1), 3–11. doi:10.1016/0148-2963(90)90037-E
- Grönroos, C. (1988). Service quality: The six criteria of good perceived service quality. *Review of Business*, 9((Winter)), 10–13.
- Gruber, T., Chowdhury, I. N., & Reppel, A. E. (2011). Service recovery in higher education : Does national culture play a role ? *Journal of Marketing Management*, 27(11–12), 1261–1293. doi:10.1080/0267257X.2011.609133
- Guba, E. G., & Lincoln, Y. S. (2005). Paradigmatic Controversies, Contradictions and Emerging Confluences, in N.K. Denzin and Y. S. Lincoln (eds.). In *Sage Handbook of Qualitative Research*, (pp. 191–215). Thousand Oaks, CA.
- Guchait, P., Han, R., Wang, X., Abbott, J., & Liu, Y. (2019). Examining stealing thunder as a new service recovery strategy: impact on customer loyalty. *International Journal of Contemporary Hospitality Management*. doi:10.1108/IJCHM-02-2018-0127
- Guenzi, P., & Pelloni, O. (2004). The impact of interpersonal relationships on customer satisfaction and loyalty to the service provider. *International Journal of Service Industry Management*, 15(4), 365–384.
- Gull, S., & Iftikhar, S. (2012). Behavioral Response of Angry and Dissatisfied Customers – An Experience of Service Sector of Pakistan. *International Journal of Business and Social Science*, 3(21), 254–265. Retrieved from http://ijbssnet.com/journals/Vol_3_No_21_November_2012/27.pdf
- Gummerson, E. (1994). Making Relationship Marketing Operational. *International Journal of Service Industry Management*, 5(5), 5–20.
- Gummerson, E. (2000). *Qualitative Methods in Management Research* (Second Edi). Thousand Oaks, CA: Sage Publications, Inc.

- Ha, J., & Jang, S. (S). (2009). Perceived justice in service recovery and behavioral intentions: The role of relationship quality. *International Journal of Hospitality Management*, 28(3), 319–327. doi:10.1016/j.ijhm.2008.12.001
- Hackman, D., Gundergan, S. P., Wang, P., & Daniel, K. (2006). A service perspective on modelling intentions of online purchasing. *Journal of Services Marketing*, 20(7), 459–470.
- Hair, Joe F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science*, 40(3), 414–433. doi:10.1007/s11747-011-0261-6
- Hair, Joseph F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis* (7th ed.). Upper Saddle River, NJ: Prentice Hall.
- Hair, Joseph F., Bush, R. P., & Ortinau, D. J. (2003). *Marketing research: Within a changing information environment* (2nd ed.). New York: McGraw Hill.
- Hair, Joseph F., Celsi, M., Money, A. H., Samouel, P., & Page, M. J. (2016). *Essentials of business research methods*. New York: Routledge.
- Hair, Joseph F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (1st ed.). Thousand Oaks, CA: Sage Publications.
- Hair, Joseph F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Los Angeles: Sage.
- Hair, Joseph F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a Silver Bullet. *The Journal of Marketing Theory and Practice*, 19(2), 139–152. doi:10.2753/MTP1069-6679190202
- Halbusi, H. Al, Tehseen, S., & Ramayah, T. (2017). The Impact of Organizational Justice on the Ethical Leadership under the Moderating Influence of Perceived Support: A Conceptual Study Hussam Al Halbusi. *Malaysian Journal of Business and Economics*, 4(1), 46–64.
- Han, H., & Ryu, K. (2009). The roles of the physical environment, price perception and customer behavioral intentions – an upscale restaurant setting. *Journal of Hospitality & Tourism Research*, 33(4), 487–510.
- Hanaysha, J., Abdullah, H. H., & Warokka, A. (2011). Service quality and students satisfaction at higher learning institutions: the competing dimensions of Malaysian universities competitiveness. *Journal of Southeast Asian Research*, 2011, 1–10.

- Hansemark, O. C., & Albinsson, M. (2004). Customer satisfaction and retention: the experiences of individual employees. *Managing Service Quality: An International Journal*, 14(1), 40–57.
- Harrison-Walker, L. J. (2019). The critical role of customer forgiveness in successful service recovery. *Journal of Business Research*, 95, 376–391. doi:10.1016/j.jbusres.2018.07.049
- Harrison-Walker, L. J. (2012). The role of cause and affect in service failure. *Journal of Services Marketing*, 26(2), 115–123.
- Harrison, J. (2018). An examination of the nature of service recovery within the airline industry and its impact on customer loyalty. *Journal of Promotional Communications*, 6(2), 148–160.
- Hart, C, Heskett, J. L., & Sasser, W. E. J. (1990). The Profitable Art of Service Recovery. *Harvard Business Review*, July/August, 148–156.
- Hassan, S. T., Azhar, T., & Farooq, A. (2014). Impact of Service Quality on Customer Satisfaction in Hotel Industry of Pakistan. *European Journal of Business and Management*, 6(23), 198–203. doi:10.12816/0044423
- Hatch, M. J., & Schultz, M. (2003). Bringing the corporation into corporate branding. *European Journal of Marketing*, 37(7/8), 1041-1064.
- Haverila, M., & Naumann, E. (2011). Customer complaint behavior and satisfaction in a B2b context: A longitudinal analysis. *Journal of Services Research*, 10(2), 45–62.
- Hazée, S., Van Vaerenbergh, Y., & Armirotto, V. (2017). Co-creating service recovery after service failure: The role of brand equity. *Journal of Business Research*, 74, 101–109. doi:10.1016/j.jbusres.2017.01.014
- Healy, M., & Perry, C. (2000a). Comprehensive criteria to judge validity and reliability of qualitative research within the realism paradigm. *Qualitative Market Research: An International Journal*, 3(3), 118–126.
- Healy, M., & Perry, C. (2000b). Comprehensive criteria to judge validity and reliability of qualitative research within the realism paradigm. *Qualitative Market Research: An International Journal*, 3(3), 118–126.
- Heidenreich, S., Wittkowski, K., Handrich, M., & Falk, T. (2015). The dark side of customer co-creation: exploring the consequences of failed co-created services. *Journal of the Academy of Marketing Science*, 43(3), 279–296. doi:10.1007/s11747-014-0387-4
- Heinberg, M., Ozkaya, H. E., & Taube, M. (2018). Do corporate image and reputation drive brand equity in India and China? - Similarities and differences. *Journal of Business Research*, 86(September), 259–268. doi:10.1016/j.jbusres.2017.09.018

- Hellier, P. K., Geursen, G. M., Carr, R. A., & Rickard, J. A. (2003). Customer Repurchase Intentions: A general structural equation model. *Journal of Marketing*, 37(11/12), 1762–1800.
- Helm, A. E., Moulard, J. G., & Richins, M. (2015). Consumer cynicism: Developing a scale to measure underlying attitudes influencing marketplace shaping and withdrawal behaviours. *International Journal of Consumer Studies*, 39(5), 515–524. doi:10.1111/ijcs.12191
- Hennig-Thurau, T., Gwinner, K. P., & Gremler, D. D. (2002). Understanding relationship marketing outcomes. *Journal of Service Research*, 4(3), 230–247.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. doi:10.1007/s11747-014-0403-8
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing, in Rudolf R. Sinkovics, Pervez N. Ghauri (ed.). In *New Challenges to International Marketing (Advances in International Marketing, Volume 20)* (pp. 277–319). Emerald Group Publishing Limited.
- Heskett, J., Sasser Jr, W. E., & Schlesinger, L. (1997). *The Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction, and Value*. New York: Free Press.
- Hill, F. M. (1995). Managing service quality in higher education: the role of the student as primary consumer. *Quality Assurance in Education*, 3(3), 10–21. doi:10.1108/09684889510093497
- Ho, J. S. Y., & Foon, Y. S. (2012). Internationalizing Higher Education: The Effect of Country-of-Origin on the Evaluation of Service Quality. *Communications of the IBIMA*, 2012, 1–11. doi:10.5171/2012.123629
- Hocutt, M. A., Bowers, M. R., & Donovan, D. T. (2006). The art of service recovery: fact or fiction? *Journal of Services Marketing*, 20(3), 199–207. doi:10.1108/08876040610665652
- Hoffman, K. D., Kelley, S. W., & Rotalsky, H. M. (2016). Retrospective: tracking service failures and employee recovery efforts. *Journal of Services Marketing*, 30(1), 7–10. doi:10.1108/JSM-10-2015-0316
- Holloway, B. B., Wang, S., & Parish, J. T. (2005). The role of cumulative online purchasing experience in service recovery management. *Journal of Interactive Marketing*, 19(3), 54–66. doi:10.1002/dir.20043

- Homans, G. C. . (1958). Social Behavior as Exchange. *American Journal of Sociology*, 63(6), 597–606.
- Homburg, C., & Fürst, A. (2005). How Organizational Complaint Handling Drives Customer Loyalty: An Analysis of the Mechanistic and the Organic Approach. *Journal of Marketing*, 69(3), 95–114.
- Hossain, M. A., & Quaddus, M. (2012). Expectation–Confirmation Theory in Information System Research: A Review and Analysis. In Y. K. Dwivedi, M. R. Wade, & S. L. Schneberger (Eds.), *Information Systems Theory* (Volume 28, pp. 441–469). New York, NY: Springer New York.
- Hoyle, R. H., & Kenny, D. A. (1999). Sample size, reliability, and tests of statistical mediation. In *Statistical strategies for small sample research* (pp. 195–222). Thousand Oaks, CA: Sage Publications.
- Huang, F., & Su, L. (2010). A study on the relationships of service fairness, quality, value, satisfaction, and loyalty among rural tourists. *2010 7th International Conference on Service Systems and Service Management, Proceedings of ICSSSM' 10*, 775–780. doi:10.1109/ICSSSM.2010.5530137
- Huang, J. H., & Lin, C. Y. (2005). The explanation effects on consumer perceived justice, satisfaction and loyalty improvement: an exploratory study. *The Journal of American Academy of Business, Cambridge*, 7(2), 212–218.
- Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: a review of four recent studies. *Strategic Management Journal*, 20(2), 195–204.
- Humphrey, S. E., Ellis, A. P. J., Conlon, D. E., & Tinsley, C. H. (2004). Understanding customer reactions to brokered ultimatums: Applying negotiation and justice theory. *Journal of Applied Psychology*, 89(3), 466–482.
- Hur, J., & Jang, S. (Shawn). (2016). Toward Service Recovery Strategies : The Role of Consumer-Organization Relationship Norms. *Journal of Services Marketing*, 30(7), 724–735.
- Hutchinson, J., Lai, F., & Wang, Y. (2009). Understanding the relationships of quality, value, equity, satisfaction, and behavioral intentions among golf travelers. *Tourism Management*, 30(2), 298–308.
- Jan, M. T., Anuar, N. S. M., & Sultan, N. (2018). Factors Influencing Satisfaction With Service Recovery and Word-Of-Mouth: An Empirical Study of Banking Industry in Malaysia. *International Journal of Accounting, Finance and Business*, 3(16), 48–57.
- Jerger, C., & Wirtz, J. (2017). Service Employee Responses to Angry Customer Complaints. *Journal of Service Research*, 20(4), 362–378. doi:10.1177/1094670517728339

- Jin, D., Nicely, A., Fan, A., & Adler, H. (2019). Joint effect of service recovery types and times on customer satisfaction in lodging. *Journal of Hospitality and Tourism Management*, 38, 149–158. doi:10.1016/j.jhtm.2019.01.005
- Johnston, R., & Michel, S. (2008). Three outcomes of service recovery: Customer recovery, process recovery and employee recovery. *International Journal of Operations & Production Management*, 28(1), 79–99.
- Joireman, J., Gregoire, Y., Devezer, B., & Tripp, T. (2013). When do customers offer a second chance following a double deviation? The impact of inferred firm motives on customer revenge and reconciliation. *Journal of Retailing*, 89(3), 315–337.
- Joireman, Jeff, Grégoire, Y., & Tripp, T. M. (2016). Customer forgiveness following service failures. *Current Opinion in Psychology*, 10, 76–82. doi:10.1016/j.copsyc.2015.11.005
- Jones, T., & Taylor, S. F. (2007). The conceptual domain of service loyalty: how many dimensions? *Journal of Services Marketing*, 21(1), 36–51.
- Joreskog, K., Sorbom, D., Toit, S. du, & Toit, M. du. (1999). *LISREL 8: New statistical features*. Chicago, IL: Scientific Software International.
- Joseph, M., & Joseph, B. (1997). Service quality in education: a student perspective. *Quality Assurance in Education*, 5(1), 15–21. doi:10.1108/09684889710156549
- Juhari, A. S., Awais Bhatti, M., & Kumar Piaralal, S. (2016). Service Quality and Customer Loyalty in Malaysian Islamic Insurance Sector Exploring the mediating effects of Customer Satisfaction. *International Journal of Academic Research in Business and Social Sciences*, 6(3), 17–36. doi:10.6007/IJARBS/v6-i3/2030
- Jung, N. Y., & Seock, Y. K. (2017). Effect of service recovery on customers' perceived justice, satisfaction, and word-of-mouth intentions on online shopping websites. *Journal of Retailing and Consumer Services*, 37(September 2015), 23–30. doi:10.1016/j.jretconser.2017.01.012
- Kandampully, J., & Hu, H. (2007). Do hoteliers need to manage image to retain loyal customers? *International Journal of Contemporary Hospitality Management*, 19(6), 435 – 443.
- Kandulapati, S., & Bellamkonda, R. S. (2018). Examining the Structural Relationships of Service Recovery, Customer Satisfaction and Image in Online Retailing. *Operations and Supply Chain Management: An International Journal*, 7(2), 70. doi:10.31387/oscm0170110
- Karande, K., Magnini, V. P., & Tam, L. (2007). Recovery Voice and Satisfaction After Service Failure: An Experimental Investigation of Mediating and Moderating Factors. *Journal of Service Research*, 10(2), 187–203.

- Karatepe, O. M. (2006). Customer complaints and organizational responses: the effects of complainants' perceptions of justice on satisfaction and loyalty. *International Journal of Hospitality Management*, 25(1), 69–90.
- Kau, A., & Loh, W. Y. E. (2006). The effects of service recovery on consumer satisfaction: a comparison between complainants and non-complainants. *Journal of Services Marketing*, 20(2), 101–111. doi:10.1108/08876040610657039
- Kaura, V. (2013). Service Convenience, Customer Satisfaction, and Customer Loyalty: Study of Indian Commercial Banks. *Journal of Global Marketing*, 26(1), 18–27. doi:10.1080/08911762.2013.779405
- Keiningham, T. L., Morgeson, F. V., Aksoy, L., & Williams, L. (2014). Service Failure Severity, Customer Satisfaction, and Market Share. *Journal of Service Research*, 17(4), 415–431. doi:10.1177/1094670514538119
- Keller, K. L. (1993). Conceptualizing, measuring, and managing customer based brand equity. *Journal of Marketing*, 57(1), 1–22.
- Kelley, S. W., & Davis, M. A. (1994). Antecedents to customer expectations for service recovery. *Journal of the Academy of Marketing Science*, 22(1), 52–61.
- Kelley, S. W., Hoffman, K. D., & Davis, M. A. (1993). A Typology of Retail Failures and Recoveries. *Journal of Retailing*, 69(4), 429–452.
- Kenney, M., & Patton, D. (2011). Does inventor ownership encourage university research-derived entrepreneurship? A six university comparison. *Research Policy*, 40(8), 1100–1112.
- Kerlinger, F. N., & Lee, H. B. (2000). Survey Research. In F.N. Kerlinger & H.B. Lee (Eds.). In *Foundations of Behavioral Research* (4th Editio, pp. 599–619). Orlando: Harcourt, Inc.
- Kim, B., & Han, I. (2009). The role of trust belief and its antecedents in a community-driven knowledge environment. *Journal of the Association for Information Science and Technology*, 60(5), 1012–1026.
- Kim, H., & Kim, W. G. (2005). The relationship between brand equity and firms' performance in luxury hotels and chain restaurants. *Tourism Management*, 26(4), 549–560.
- Kim, J. H., & Jang, S. C. S. (2014). A scenario-based experiment and a field study: A comparative examination for service failure and recovery. *International Journal of Hospitality Management*, 41, 125–132. doi:10.1016/j.ijhm.2014.05.004
- Kim, P. H., Ferrin, D. L., Cooper, C. D., & Dirks, K. T. (2004). Removing the Shadow of Suspicion: The Effects of Apology Versus Denial for Repairing Competence-versus Integrity-Based Trust Violations. *Journal of Applied Psychology*, 89(1),

104–118. doi:10.1037/0021-9010.89.1.104

- Kim, T. (Terry), Yoo, J. J. E., & Lee, G. (2012). Post recovery customer relationships and customer partnerships in a restaurant setting. *International Journal of Contemporary Hospitality Management*, 24(3), 381–401.
- Kim, T., Kim, W. G., & Kim, H. B. (2009). The effects of perceived justice on recovery satisfaction, trust, word-of-mouth, and revisit intention in upscale hotels. *Tourism Management*, 30(1), 51–62.
- Kim, W. G., & Cha, Y. M. (2002). Antecedents and consequences of relationship quality in hotel industry. *International Journal of Hospitality Management*, 21(4), 321–338.
- Kline, R. B. (1998). Software Review: Software Programs for Structural Equation Modeling: Amos, EQS, and LISREL. *Journal of Psychoeducational Assessment*, 16(4), 343–364.
- Knox, G., & van Oest, R. (2014). Customer Complaints and Recovery Effectiveness: A Customer Base Approach. *Journal of Marketing*, 78(5), 42–57. doi:10.2139/ssrn.1427265
- Kohsuwan, P., & Lawkobkit, M. (2013). Focal determinants of service fairness and service recovery satisfaction in cloud computing. *AU-GSB e-Journal*, 6(1), 12–20.
- Komunda, M., & Osarenkhoe, A. (2012). Remedy or cure for service failure?: Effects of service recovery on customer satisfaction and loyalty. *Business Process Management Journal*, 18(1), 82–103. doi:10.1108/14637151211215028
- Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample Size for Research Activities Robert. *Educational and Psychological Measurement*, 38(1), 607–610. doi:10.1177/001316447003000308
- Krishna, A., Dangayach, G. S., & Jain, R. (2011). Service Recovery: Literature Review and Research Issues. *Journal of Service Science Research*, 3(1), 71–121. doi:10.1007/s12927-011-0004-8
- Kumar, M., & Kumar, N. (2016). Three dimensions of service recovery: examining relationship and impact. *Supply Chain Management*, 21(2), 273–286. doi:10.1108/SCM-03-2015-0086
- Kumar Piaralal, N., Kumar Piaralal, S., & Awais Bhatti, M. (2014). Antecedent and Outcomes of Satisfaction with Service Recovery: A Study among Mobile Phone Users in Central Region of Malaysia. *Asian Social Science*, 10(12), 210–221. doi:10.5539/ass.v10n12p210
- Kumar, V., & Reinartz, W. (2016). Creating Enduring Customer Value. *Journal of Marketing*, 80, 36–68.

- Kumar, V., Umashankar, N., Kim, K. H., & Bhagwat, Y. (2014). Assessing the Influence of Economic and Customer Experience Factors on Service Purchase Behaviors. *Marketing Science*, 33(5), 621–762. doi:10.1287/mksc.2014.0862
- Kuo, Y. F., & Wu, C. M. (2012). Satisfaction and post-purchase intentions with service recovery of online shopping websites: perspectives on perceived justice and emotions. *International Journal of Information Management*, 32(2), 127–138.
- Lacey, R., & Morgan, R. M. (2008). Customer advocacy and the impact of B2B loyalty programs. *Journal of Business & Industrial Marketing*, 24(1), 3–13.
- Lai, F., Griffin, M., & Babin, B. J. (2009). How quality, value, image, and satisfaction create loyalty at a Chinese telecom. *Journal of Business Research*, 62(10), 980–986.
- Lastner, M. M., Folse, J. A. G., Mangus, S. M., & Fennell, P. (2016). The road to recovery: Overcoming service failures through positive emotions. *Journal of Business Research*, 69(10), 4278–4286. doi:10.1016/j.jbusres.2016.04.002
- Lateef, F. (2011). Patient expectations and the paradigm shift of care in emergency medicine. *Journal of Emergencies, Trauma and Shock*, 4(2), 163–167.
- Lawkobkit, M., & Blomer, R. (2015). Perceived Fairness on Service Recovery Satisfaction and on Positive Behavioral Intentions in Cloud Computing. *IEEE Transactions in Engineering Management*, SNPD 2015(June 1), 268–275.
- Lee, C. Y., Tsao, C. H., & Chang, W. C. (2015). The relationship between attitude toward using and customer satisfaction with mobile application services: An empirical study from the life insurance industry. *Journal of Enterprise Information Management*, 28(5), 680–697. doi:10.1108/02656710210415703
- Lee, E. J., & Park, J. (2010). Service failures in online double deviation scenarios: justice theory approach. *Managing Service Quality: An International Journal*, 20(1), 46–69. doi:10.1108/09604521011011621
- Lee, K. W., Lanting, M. C. L., & Rojdamrongratana, M. (2017). Managing customer life cycle through knowledge management capability: a contextual role of information technology. *Total Quality Management & Business Excellence*, 28(13–14), 1559–1583.
- Lee, S. H. (2018). Guest preferences for service recovery procedures: conjoint analysis. *Journal of Hospitality and Tourism Insights*, JHTI-01-2018-0008. doi:10.1108/JHTI-01-2018-0008
- Lemon, K. N., & Verhoef, P. C. (2016). Understanding Customer Experience Throughout the Customer Journey. *Journal of Marketing*, 80, 69–96.

- Leticia Santos-Vijande, M., María Díaz-Martín, A., Suárez-Álvarez, L., & Belén del Río-Lanza, A. (2013). An integrated service recovery system (ISRS). *European Journal of Marketing*, 47(5/6), 934–963. doi:10.1108/03090561311306994
- Leventhal, G. S. (1980). What should be done with the Equity Theory? New approaches to the study of fairness in social relationship. In K. Gergen, M. Greenberg, & R. Willis (Eds.), *In L. Berkowitz & W. Walster (Eds.), Advances in experimental social psychology*. (pp. 91–131). New York,: Plenum.
- Lewis, B. R., & McCann, P. (2004). Service failure and recovery: evidence from the hotel industry. *International Journal of Contemporary Hospitality Management*, 16(1), 6–17.
- Li, Y., Liu, T., & Chen, Y. W. (2017). Effect of service recovery on recovery satisfaction and behavior intention: An empirical study on clothing product online shopping. In *2017 IEEE International Conference on Industrial Engineering and Engineering Management (IEEM)* (pp. 2236–2240). Singapore: IEEE. doi:10.1109/IEEM.2017.8290289
- Liao, C., Chen, J.-L., & Yen, D. C. (2007). Theory of planning behavior (TPB) and customer satisfaction in the continued use of e-service: An integrated model. *Computers in Human Behavior*, 23(6), 2804–2822.
- Liat, C. B., Mansori, S., Chuan, G. C., & Imrie, B. C. (2017). Hotel Service Recovery and Service Quality: Influences of Corporate Image and Generational Differences in the Relationship between Customer Satisfaction and Loyalty. *Journal of Global Marketing*, 30(1), 42–51. doi:10.1080/08911762.2016.1262932
- Lii, Y., & Lee, M. (2012). The joint effects of compensation frames and price levels on service recovery of online pricing error. *Managing Service Quality: An International Journal*, 22(1), 4–20.
- Lin, H. H., Wang, Y. S., & Chang, L. K. (2011). Consumer responses to online retailer's service recovery after a service failure: A perspective of justice theory. *Managing Service Quality*, 21(5), 511–534. doi:10.1108/09604521111159807
- Lin, H. H., Wang, Y. S., & Chang, L. K. (2011). Consumer responses to online retailer's service recovery after a service failure: A perspective of justice theory. *Managing Service Quality: An International Journal*, 21(5), 511–534. doi:10.1108/09604521111159807
- Lincoln, Y. S. (1989). *Fourth generation evaluation*. Sage.
- Liu, B. S.-C., Sudharshan, D., & Hamer, L. O. (2000). After-service response in service quality assessment: a real-time updating model approach. *Journal of Services Marketing*, 14(2), 160–177. doi:10.1108/08876040010321000

- Liu, C. T., Guo, Y. M., & Lee, C. H. (2011). The effects of relationship quality and switching barriers on customer loyalty. *International Journal of Information Management*, 31(1), 71–79.
- Liu, Y., & Jang, S. (2009). The effects of dining atmospherics: an extended Mehrabian-Russell model. *International Journal of Hospitality Management*, 28(4), 494–503.
- Lopes, E. L., & da Silva, M. A. (2015). The effect of justice in the history of loyalty: A study in failure recovery in the retail context. *Journal of Retailing and Consumer Services*, 24, 110–120. doi:10.1016/j.jretconser.2015.03.003
- Lovelock, C. H., Patterson, P. G., & Wirtz, J. (2011). *Services marketing : an Asia-Pacific and Australian perspective* (5th ed.). Sydney: Prentice-Hall/Pearson Education.
- Mansori, S., Tyng, G. G., & Ismail, Z. M. (2014). Service Recovery , Satisfaction and Customers ' Post Service Behavior in the Malaysian Banking Sector. *Management Dynamics in the Knowledge Economy*, 2(1), 5–20.
- Martinez-Tur, V., Peiro, J. M., Ramos, J., & Moliner, C. (2006). Justice perceptions as predictors of customer satisfaction: The impact of distributive, procedural, and interactional justice. *Journal of Applied Social Psychology*, 36(1), 100–119. doi:10.1111/j.0021-9029.2006.00005.x
- Matikiti, R., Roberts-Lombard, M., & Mpinganjira, M. (2018). The Influence of Perceived Justice on Recovery Satisfaction in the Airline Industry. *Journal of African Business*, 19(4), 512–530. doi:10.1080/15228916.2018.1475784
- Mattila, A., Hanks, L., & Wang, C. (2014). Others service experiences: emotions, perceived justice, and behavior. *European Journal of Marketing*, 48(3/4), 552–571. doi:10.1108/EJM-04-2012-0201
- Mattila, A. S. (2001). The effectiveness of service recovery in a multi-industry setting. *Journal of Services Marketing*, 15(7), 583–596. doi:10.1108/08876040110407509
- Mattila, A. S., & Cranage, D. (2005). The impact of choice on fairness in the context of service recovery. *Journal of Services Marketing*, 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*, 54(1), 11–24. doi:10.1016/S0148-2963(00)00114-4
- Maxham III, J. G., & Netemeyer, R. G. (2002a). A longitudinal study of complaining customers' evaluations of multiple service failures and recovery efforts. *Journal of Marketing*, 66(October(October)), 57–71.

- Maxham III, J. G., & Netemeyer, R. G. (2002b). Modeling customer perceptions of complaint handling over time: The effects of perceived justice on satisfaction and intent. *Journal of Retailing*, 78(4), 239–252.
- Maxham III, J. G., & Netemeyer, R. G. (2003). Firms Reap What They Sow: The Effects of Shared Values and Perceived Organizational Justice on Customers' Evaluations of Complaint Handling. *Journal of Marketing*, 67(1), 46–62. doi:10.1509/jmkg.67.1.46.18591
- McColl-Kennedy, J. R., & Sparks, B. A. (2003). Application of fairness theory to service failures and service recovery. *Journal of Service Research*, 5(3), 251–266.
- MIDA, Malaysia Investment Development Authority (2017). Service Sector in Malaysia. Retrieved January 4, 2011, from <http://www.mida.gov.my/home/services-sector/posts/>
- Miller, R. L., & Brewer, J. D. (2003). *The AZ of social research: a dictionary of key social science research concepts*. Sage.
- MITI, Ministry of International Trade and Industry (2015). Service Sector Blueprint 2015. Retrieved January 3, 2017, from http://myservices.miti.gov.my/web/guest/download1?p_p_auth=i1JLHFxl&p_p_id
- Mittal, B., & Lassar, W. M. (1998). Why do customers switch? The dynamics of satisfaction versus loyalty. *Journal of Services Marketing*, 12(3), 177–194. doi:10.1108/08876049810219502
- MOE, Ministry of Education (2014). National Education Statistic: Higher Education Sector 2013.
- MOHE, Ministry of Higher Education Malaysia (2011). *DASAR e-PEMBELAJARAN NEGARA*.
- MOHE, Ministry of Higher Education Malaysia (2015). *Malaysia Education Blueprint 2015-2025 (Higher Education)*. Ministry of Higher Education Malaysia. doi:10.5923/j.ijis.20120206.05
- Moliner-Velázquez, B., Ruiz-Molina, M. E., & Fayos-Gardó, T. (2015). Satisfaction with service recovery: moderating effect of age in word-of-mouth. *Journal of Consumer Marketing*, 32(6), 470–484. doi:10.1108/JCM-12-2014-1251
- Moliner, M. A. (2009). Loyalty, perceived value and relationship quality in healthcare services. *Journal of Service Management*, 20(1), 76–98.
- Morgan, R. M., & Hunt, S. (1994). The commitment trust theory of marketing relationships. *Journal of Marketing*, 58(3), 20–38.

- Mostafa, R. B., Lages, C. R., Shabbir, H. A., & Thwaites, D. (2015). Corporate Image: A Service Recovery Perspective. *Journal of Service Research*, 18(4), 468–483. doi:10.1177/1094670515584146
- Nadiri, H. (2016). Diagnosing the impact of retail bank customers' perceived justice on their service recovery satisfaction and post-purchase behaviours: An empirical study in financial centre of middle east. *Economic Research-Ekonomska Istrazivanja*, 29(1), 193–216. doi:10.1080/1331677X.2016.1164925
- Ndubisi, N. O. (2004). Understanding the salience of cultural dimensions on relationship marketing, it's underpinnings and aftermaths. *Cross Cultural Management: An International Journal*, 11(3), 70–89. doi:10.1108/13527600410797855
- Ndubisi, N. O. (2005). Effect of gender on customer loyalty: a relationship marketing approach. *Marketing Intelligence & Planning*, 24(1), 48–61.
- Ndubisi, N. O., & Natarajan, R. (2018). How the young adult consumer segment responds to trusty and committed marketing relationship. *Psychology and Marketing*, 35(12), 923–935. doi:10.1002/mar.21145
- Nefat, A., Benazic, D., & Aleric, D. (2012). Antecedents and Outcomes of Service Recovery Satisfaction in Telecommunications in Croatia along with the Role of Image and Perceived Switching Costs. *Economic Research*, 25(4), 1051–1066. doi:10.1080/1331677X.2012.11517547
- Nenonen, S., & Storbacka, K. (2016). Driving shareholder value with customer asset management: Moving beyond customer lifetime value. *Industrial Marketing Management*, 52, 140–150.
- Nguyen, N. (2006). The collective impact of service workers and servicescape on the corporate image formation. *International Journal of Hospitality Management*, 25(2), 227–244.
- Nikbin, D., Armesh, H., Heydari, A., & Jalalkamali, M. (2011). The effects of perceived justice in service recovery on firm reputation and repurchase intention in airline industry. *African Journal of Business Management*, 5(23), 9814–9822. doi:10.5897/AJBM10.1444
- Nikbin, D., Ismail, I., & Marimuthu, M. (2013). The relationship between informational justice, recovery satisfaction, and loyalty: The moderating role of failure attributions. *Service Business*, 7(3), 419–435. doi:10.1007/s11628-012-0169-3
- Nikbin, D., Ismail, I., Marimuthu, M., & Abu-Jarad, I. Y. (2011). The impact of firm reputation on customers' responses to service failure: the role of failure attributions. *Business Strategy Series*, 12(1), 19–29. doi:10.1108/17515631111106849

- 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*, 35(3), 309–325. doi:10.1108/01409171211210181
- 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*, 2(2), 47–52. doi:10.5539/ijms.v2n2p47
- Nikbin, D., Marimuthu, M., Hyun, S. S., & Ismail, I. (2015). Relationships of Perceived Justice to Service Recovery, Service Failure Attributions, Recovery Satisfaction, and Loyalty in the Context of Airline Travelers. *Asia Pacific Journal of Tourism Research*, 20(3), 239–262. doi:10.1080/10941665.2014.889028
- Nobar, H. B. K., & Rostamzadeh, R. (2018). The Impact of Customer Satisfaction, Customer Experience and Customer Loyalty on Brand Power: Empirical Evidence From Hotel Industry. *Journal of Business Economics and Management*, 19(2), 417–430. doi:10.3846/jbem.2018.5678
- Noor, K. M., Khalil, M. A. K. M., & Latif, L. A. (2016). Harnessing The Power of Service Quality to Attract and Retain Students: An OUM Experience. In *Presented in 8th Pan-Commonwealth Forum on Open Learning (PCF8) 27 - 30 November 2016* (pp. 1–15).
- Nunnally, J. C. (1978). *Psychometric theory*. McGraw Hill.
- Nunnally, J. C., & Bernstein, Ir. H. (1994). *Psychometric Theory* (3rd ed.). New York, NY: McGraw Hill.
- Ok, C., Back, K. J., & Shanklin, C. W. (2005). Modeling Roles of Service Recovery Strategy: A Relationship-Focused View. *Journal of Hospitality & Tourism Research*, 29(4), 484–507. doi:10.1177/1096348005276935
- Oliver, R. L. (1980). A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions. *Journal of Marketing Research*, 17(4), 460–469. doi:10.1017/CBO9781107415324.004
- Oliver, R. L. (1999). Whence consumer loyalty? *Journal of Marketing*, 63(Special issue), 33–44.
- Oliver, R. L. (2015). *Satisfaction: A Behavioral Perspective on Consumer* (Second Ed). New York, NY: Routledge.
- Oliver, R. L., & Swan, J. E. (1989). Equity and Disconfirmation Perceptions as Influences on Merchant and Product Satisfaction. *Journal of Consumer Research*, 16(3), 372–383.

- Onweugbuzie, A. J. (2002). Why can't we all get along? Towards A Framework for Unifying Research Paradigms. *Education*, 122(3).
- Oppenheim, A. N. (2000). *Questionnaire Design, Interviewing and Attitude Measurement* (2nd ed.). Bloomsbury Academic.
- Orsingher, C., Valentini, S., & Angelis, M. de. (2010). A meta-analysis of satisfaction with complaint handling in services. *Journal of Academy of Marketing Science*, 38(2), 169–186.
- Osborne, J. W. (2008). *Best Practices in Quantitative Methods*. Thousand Oaks, CA: Sage Publications, Inc.
- Ozuem, W., Patel, A., Howell, K. E., & Lancaster, G. (2017). An exploration of consumers' response to online service recovery initiatives. *International Journal of Market Research*, 59(1), 97–115. doi:10.2501/IJMR-2016-048
- Pai, F. (2015). The effects of perceived justice and experience on service recovery satisfaction and post-purchase behaviours in the airline industry. *International Journal of Services and Operations Management*, 21(2), 175–186. doi:10.1504/IJSOM.2015.069378
- Palacio, A., Meneses, G., & Perez, P. (2002). The configuration of the university image and its relationship with the satisfaction of students. *Journal of Educational Administration*, 40(5), 486–505.
- Pallant, J. (2010). *SPSS Survival Manual* (4th ed.). New York, NY: McGraw Hill.
- Pansari, A., & Kumar, V. (2017). Customer engagement: the construct, antecedents, and consequences. *Journal of the Academy of Marketing Science*, 45(3), 294–311. doi:10.1007/s11747-016-0485-6
- Park, J., & Ha, S. (2016). Co-creation of service recovery: Utilitarian and hedonic value and post-recovery responses. *Journal of Retailing and Consumer Services*, 28, 310–316. doi:10.1016/j.jretconser.2015.01.003
- Park, M., & Kim, M. (2011). A cross-cultural analysis of online satisfaction, service failure and recovery: an E-A-S-Qual approach. *Journal of the Korean Society of Clothing and Textiles*, 35(6), 700–711.
- Park, O., Lehto, X., & Park, J. (2008). Service failures and complaints in the family travel market: A justice dimension approach. *Journal of Services Marketing*, 22(7), 520–532.
- Paswan, A. K., & Ganesh, G. (2009). Higher Education Institutions: Satisfaction and Loyalty among International Students. *Journal of Marketing for Higher Education*, 19(1), 65–84. doi:10.1080/08841240902904869

- Perera, M. J. R., Johar, G. M., Kathibi, A., Atan, H., Abeysekera, N., & Dharmaratne, I. R. (2017). PLS-SEM Based Analysis of Service Quality and Satisfaction in Open Distance Learning in Sri Lanka. *International Journal of Business and Management*, 12(11), 194–217. doi:10.5539/ijbm.v12n11p194
- Petrick, J. F. (2002). Development of multi-dimensional scale for measuring the perceived value a service. *Journal of Leisure Research*, 34(2), 119–134.
- Petzer, D. J., Meyer-Heydenrych, C. F. De, & Svensson, G. (2017). Perceived justice, service satisfaction and behaviour intentions following service recovery efforts is a South African retail banking context. *International Journal of Bank Marketing*, 35(2). doi:10.1108/09574090910954864
- Pierrakeas, C., Xenos, M., Panagiotakopoulos, C., & Vergidis, D. (2004). A comparative study of dropout rates and causes for two different distance education courses. *The International Review of Research in Open and Distance Learning*, 5(2), 1–15.
- Pizzutti, C., & Fernandes, D. (2010). Effect of Recovery Efforts on Consumer Trust and Loyalty in E-Tail: A Contingency Model. *International Journal of Electronic Commerce*, 14(4), 127–160. doi:10.2753/JEC1086-4415140405
- Podsakoff, P. M., Mackenzie, S. B., Lee, J. Y., & Padsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903.
- Podsakoff, Philip M., MacKenzie, S. B., & Podsakoff, N. (2012). Sources of Method Bias in Social Science Research and Recommendations on How to Control it. *Annual Review of Psychology*, 63, 539–569. doi:10.1146/annurev-psych-120710-100452
- Ramayah, T., Cheah, J., Chuah, F., Ting, H., & Menon, M. A. (2018). *Partial Least Square Structural Equation Modeling (PLS-SEM) using SmartPLS 3.0: An Updated and Practical Guide to Statistical Analysis* (2nd ed.). Kuala Lumpur, Malaysia: Pearson Malaysia Sdn Bhd.
- Ramayah, T., Wai, C. L., & Boey, C. I. (2011). Network collaboration and performance in the tourism sector. *Service Business*, 5(4), 411–428.
- Ranaweera, C., & Prabhu, J. (2003). The influence of satisfaction, trust and switching barriers on customer retention in a continuous purchasing setting. *International Journal of Service Industry Management*, 14(4), 374–395.
- Rashid, M. H. A., Ahmad, F. S., & Othman, A. K. (2014). Does Service Recovery Affect Customer Satisfaction? A Study on Co-Created Retail Industry. *Procedia - Social and Behavioral Sciences*, 130, 455–460. doi:10.1016/j.sbspro.2014.04.053

- Rauschnabel, P. A., Krey, N., Babin, B. J., & Ivens, B. S. (2016). Brand management in higher education: The University Brand Personality Scale. *Journal of Business Research*, 69(8), 3077–3086. doi:10.1016/j.jbusres.2016.01.023
- Reichheld, F. F., & Sasser, J. W. E. (1990). Zero defects: Quality comes to services. *Harvard Business Review*, 68, 105–111.
- Reinartz, W., Haenlein, M., & Henseler, J. (2009). An empirical comparison of the efficacy of covariance-based and variance-based SEM. *International Journal of Research in Marketing*, 26(4), 332–344.
- Remenyi, D., Williams, B., Money, A., & Swartz, E. (2010). *Doing Research in Business and Management: An Introduction to Process and Method* (7th ed.). Sage.
- Richard, J E, & Zhang, A. (2012). Corporate image, loyalty, and commitment in the consumer travel industry. *Journal of Marketing Management*, 28(5–6), 568–593. doi:10.1080/0267257X.2010.549195
- Rigdon, E. E., Ringle, C. M., & Sarstedt, M. (2010). Structural modeling of heterogeneous data with partial least squares. In N. K. Malhotra (Ed.), *Review of Marketing Research* (pp. 255–296). Emerald Group Publishing Limited.
- Ringle, C., Sarstedt, M., & Hair, J. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Journal of Long Range Planning*, 46(1), 1–12.
- Ro, H. (2014). Complaint, patience, and neglect: Responses to a dissatisfying service experience. *Service Business*, 8(2), 197–216. doi:10.1007/s11628-013-0193-y
- Robbins, T. L., & Jeffords, B. C. (2004). The consequences of fairness for a small professional services firm. *Journal of Small Business Strategy*, 15(1), 81–92.
- Roberts, P. W., & Dowling, G. R. (2002). Corporate reputation and sustained superior financial performance. *Strategic Management Journal*, 23(12), 1077–1093.
- Roschk, H., & Gelbrich, K. (2014). Identifying Appropriate Compensation Types for Service Failures: A Meta-Analytic and Experimental Analysis. *Journal of Service Research*, 17(2), 195–211. doi:10.1177/1094670513507486
- Roschk, H., & Kaiser, S. (2013). The nature of an apology: An experimental study on how to apologize after a service failure. *Marketing Letters*, 24(3), 293–309. doi:10.1007/s11002-012-9218-x
- Roscoe, J. T. (1975). *Fundamental research statistics for the behavioral sciences* (2nd ed.). New York: Holt, Rinehart and Winston.

- Roy, S. K., Shekhar, V., Lassar, W. M., & Chen, T. (2018). Customer engagement behaviors: The role of service convenience, fairness and quality. *Journal of Retailing and Consumer Services*, 44(July), 293–304. doi:10.1016/j.jretconser.2018.07.018
- Rutter, R., Roper, S., & Lettice, F. (2016). Social media interaction, the university brand and recruitment performance. *Journal of Business Research*, 69(8), 3096–3104. doi:10.1016/j.jbusres.2016.01.025
- Ruyter, K. de, & Wetzels, M. (2000). Customer equity considerations in service recovery: a cross-industry perspective. *International Journal of Service Industry Management*, 11(1), 91–108. doi:10.1108/09564239810199923
- Sabharwal, N., Soch, H., & Kaur, H. (2010). A Scale Development Approach for Service. *Journal of Services Management*, 10(1), 125–142.
- Saif, N. I. (2014). The Effect of Service Quality on Student Satisfaction: A Field Study for Health Services Administration Students. *International Journal of Humanities and Social Sciences*, 4(8), 172–181.
- Saini, A., & Johnson, J. L. (2005). Organizational capabilities in e-commerce: An empirical investigation of e-brokerage service providers. *Journal of the Academy of Marketing Science*, 33(3), 360–375.
- Sajtos, L., Brodie, R. J., & Whittome, J. (2010). Impact of Service Failure: The Protective Layer of Customer Relationships. *Journal of Service Research*, 13(2), 216–229.
- Sanchez-Franco, M. J., Ramos, A. F. V., & Velicia, F. A. M. (2009). The moderating effect of gender on relationship quality and loyalty toward internet service providers. *Information & Management*, 46(3), 196–202.
- Santhi, R., & Ganesh, R. (2015). Addressing service quality to increase students satisfaction and retention in Malaysian private Higher Education Institutions. *American Journal of Economics*, 5(2), 243–250. doi:10.5923/c.economics.201501.31
- Saraswathi, S. (2016). Service Marketing- Customer' s Expectations and Delight. *IOSR Journal of Business and Management*, 2, 41–43.
- Sarstedt, M., Wilczynski, P., & Melewar, T. C. (2013). Measuring reputation in global markets - A comparison of reputation measures' convergent and criterion validities. *Journal of World Business*, 48(3), 329–339.
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research Methods for business students* (4th ed.). Pearson education limited.

- Saunders, M. N. K., Thornhill, A., & Lewis, P. (2011). *Research Methods for Business Students* (5th ed.). Pearson Education.
- Schoefer, K., & Diamantopoulos, A. (2008). The role of emotions in translating perceptions of (in) justice into postcomplaint behavioral responses. *Journal of Service Research*, 11(1), 91–103.
- Schultz, M., & Hatch, M. J. (1996). Living With Multiple Paradigms the Case of Paradigm Interplay in Organizational Culture Studies. *Academy of Management*, 21(2), 529–557.
- Sciarelli, M., Nagm, A. A., Dakrory, M. I., Tani, M., & Khashan, M. A. (2017). Mediating Service Recovery Satisfaction in the Relationship between Internet Service Recovery and Customer Loyalty. *International Journal of Business and Management*, 12(10), 24. doi:10.5539/ijbm.v12n10p24
- Segoe, B. (2014). Support offered at registration for open distance learning (ODL) students: A potential good or a mismanaged evil? *Mediterranean Journal of Social Sciences*, 5(4), 705–714.
- Sekaran, U. (2006). *Research methods for business: A skill building approach* (4th ed.). New York: John Wiley & Sons.
- Sekaran, U., & Bougie, R. (2013). *Research Methods for Business: A Skill Building Approach* (6th ed.). New York,: Wiley.
- Selnes, F. (1993). An Examination of the Effect of Product Performance on Brand Reputation, Satisfaction and Loyalty. *European Journal of Marketing*, 27(9), 19–35.
- Shankar, V., Smith, A. K., & Rangaswamy, A. (2003). Customer satisfaction and loyalty in online and offline environments. *International Journal of Research in Marketing*, 20(2), 153–175.
- Shapiro, T., & Nieman-Gonder, J. (2006). Effect of Communication Mode Justice-Based Service Recovery. *Managing Service Quality: An International Journal*, 16(2), 124–144.
- Sharabi, M. (2013). Managing and improving service quality in higher education. *International Journal of Quality and Service Sciences*, 5, 309–320. doi:10.1108/IJQSS-03-2013-0016
- Shee, S. B., & Abratt, R. (1989). A new approach to the corporate image management process. *Journal of Marketing Management*, 5(1), 63–76.
- Sheth, J. N., Sisodia, R. S., & Sharma, A. (2000). The Antecedents and Consequences of Customer Centric Marketing. *Journal of the Academy of Marketing Science*, 28(1), 55–66.

- Shook, C. L., Ketchen, D. J., Hult, T., & Kacmar, K. M. (2004). An assessment of the use of structural equation modeling in strategic management research. *Strategic Management Journal*, 25(4), 397–404.
- Shugan, S. M. (2004). Finance, operations, and marketing conflicts in service firms. *Journal of Marketing*, 68, 18–27.
- Shuk, Y. H., & Sai, H. K. (2003). The attraction of personalized service for users in mobile commerce: An empirical study. *ACM SIGecom Exchanges*, 3(4), 10-18.
- Simpson, O. (2012). *Student Retention in Online, Open, and Distance Learning* (3rd ed.). London, UK: Kogan Page.
- Sindhav, B., Holland, J., Rodie, A. R., Adidam, P. T., & Pol, L. G. (2006). The Impact of Perceived Fairness on Satisfaction: Are Airport Security Measures Fair? Does It Matter? *Journal of Marketing Theory and Practice*, 14(4), 323–335.
- Singh, J. (1990). Voice, exit, and negative word-of-mouth behaviors: An investigation across three service categories. *Journal of the Academy of Marketing Science*, 18(1), 1–15.
- Singh, J., & Crisafulli, B. (2016). Managing online service recovery: procedures, justice and customer satisfaction. *Journal of Service Theory and Practice*, 26(6), 1–37. doi:10.1108/09574090910954864
- Sirdeshmukh, D., Singh, J., & Sabol, B. (2002). Consumer trust, value, and loyalty in relational exchanges. *Journal of Marketing*, 66(1), 15–37.
- Slater, S. F. (1995). Issues in conducting marketing strategy research. *Journal of Strategic Marketing*, 3(4), 257–270.
- Smith, A. K., & Bolton, R. N. (1998). An experimental investigation of customer reactions to service failure and recovery encounter: paradox or peril? *Journal of Service Research*, 1(5), 65–81.
- Smith, A. K., & Bolton, R. N. (2002). The Effect of Customers' Emotional Responses to Service Failures on Their Recovery Effort Evaluations and Satisfaction Judgments. *Journal of the Academy of Marketing Science*, 30(1), 5-23.
- Smith, A. K., Bolton, R. N., & Janet, W. (1999). A model of customer satisfaction with service encounters involving failure and recovery. *Journal of Marketing Research*, 36(3), 356–372.
- Smith, A., & Mpinganjira, M. (2015). The role of perceived justice in service recovery on banking customers ' satisfaction and behavioral intentions : a case of South Africa. *Banks and Bank Systems*, 10(2), 35–43.

- Sorescu, A., Frambach, R. T., Singh, J., Rangaswamy, A., & Bridges, C. (2011). Innovations in retail business models. *Journal of Retailing*, 87(1), 3–16.
- Sousa, R., & Voss, C. A. (2009). The effects of service failure and service recovery on customer loyalty in e-services: An empirical investigation. *International Journal of Operations & Production Management*, 29(8), 834–864.
- Souza, M. F. De, & Desai, P. H. (2013). Models of Justice in Service Recovery Efforts in Airline Industry. *American Journal of Economics*, 3(6), 330–335. doi:10.5923/j.economics.20130306.12
- Stangor, C. (1998). *Research Methods for the Behavioral Sciences*. Houghton Mifflin.
- Stephenson, A. L., & Yerger, D. B. (2014). Does brand identification transform alumni into university advocates? *International Review on Public and Nonprofit Marketing*, 11(3), 243–262. doi:10.1007/s12208-014-0119-y
- Stone, M. (1974). Cross validatory choice and assessment of statistical predictions,. *Journal of the Royal Statistical Society*, 36(2), 111–147.
- Stratemeyer, A. W., & Geringer, S. D. (2014). An exploratory investigation of the effects of service failures and recovery efforts on customer satisfaction. *American Journal of Management*, 14(3), 20–28.
- Straub, D., Marie-Boudreau, C., & Gefen, D. (2004). Validation guidelines for IS positivist research. *The Communications of the Association for Information Systems*, 13(1), 380-427.
- Sung, M., & Yang, S.-U. (2008). Toward the Model of University Image: The Influence of Brand Personality, External Prestige, and Reputation. *Journal of Public Relations Research*, 20(4), 357–376. doi:10.1080/10627260802153207
- Swanson, S. R., & Davis, J. C. (2000). A View From The Aisle : Classroom Successes, Failures And Recovery Strategies. *Marketing Education Review*, 10(2), 17–25.
- Swanson, S. R., & Kelley, S. W. (2001). Attributions and outcomes of the service recovery process. *Journal of Marketing Theory and Practice*, 9(4), 50–65.
- Sweeney, J., & Soutar, G. (2001). Customer perceived value: The development of multiple item scale. *Journal of Retailing*, 77(2), 203–220.
- Taamneh, A. (2015). The Impact of Practicing Interactional Justice on Employees Organizational Citizenship Behavior (OCB) in the Jordanian Ministry of Justice. *International Journal of Business and Social Science*, 6(1), 108–119.
- Tabachnick, B. G., & Fidell, L. S. (2006). *Using multivariate statistics* (5th ed.). Boston, MA: Allyn & Bacon.

- Tabachnick, B. G., & Fidell, L. S. (2007). *Experimental designs using ANOVA*. Belmont, CA: Thomson/Brooks/Cole.
- Tan, C., Benbasat, I., & Cenfetelli, R. T. (2016). An Exploratory Study of the Formation and Impact of Electronic Service Failures. *MIS Quarterly*, 40(1), 1–29.
- Tan, Ti. A. (2014). Integrating Justice Theory and Service Quality Concept to Evaluate Customer Recovery Satisfaction. *IAMURE International Journal of Business and Management*, 8(1), 24–36. doi:10.7718/iamure.ijbm.v8i1.735
- Tashakkori, A., & Creswell, J. W. (2007). The New Era of Mixed Methods. *Journal of Mixed Methods Research*, 1(3), 207–211.
- Tax, S. S., & Brown, S. W. (1998). Recovering and learning from service failure. *Sloan Management Review*, 78–88.
- Tax, S. S., & Brown, S. W. (2000). Service recovery: research insights and practices. In T. A. Swartz & D. Iacobucci (Eds.), *Handbook of Services Marketing and Management* (pp. 271–285). Thousand Oaks, CA,: Sage Publications.
- Tax, S. S., Brown, S. W., & Chandrashekar, M. (1998). Customer evaluations of service complaint experiences: implications for relationship marketing. *The Journal of Marketing*, 62(2), 60–76. doi:10.2307/1252161
- Taylor, B., Kermode, S., & Roberts, K. (2007). *Research in nursing and health care: Evidence for practice*. Thomson.
- Thibaut, J. W., & Walker, L. (1975). *Procedural Justice: A Psychological analysis* (Wiley). Hoboken, NJ.
- Thibaut, J. W., & Walker, L. (1978). A Theory of Procedure. *California Law Review*, 66(3), 541. doi:10.2307/3480099
- Thomas, J. S., Blattberg, R. C., & Fox, E. J. (2004). Recapturing Lost Customers. *Journal of Marketing Research*, 41(1), 31–45. doi:10.1509/jmkr.41.1.31.25086
- Timming, A. R. (2012). Tracing the effects of employee involvement and participation on trust in managers: an analysis of covariance structures. *The International Journal of Human Resource Management*, 23(15), 3243–3257. doi:10.1080/09585192.2011.637058
- Tolmie, A., Muijs, D., & McAteer, E. (2011). *Quantitative Methods In Educational And Social Research Using SPSS*. McGraw-Hill Education.
- Törnblom, K., & Vermunt, R. (2007). *Distributive and Procedural justice: Research and Social Applications*. Aldershot, England: Routledge.

- Tran, T. P., Roswinanto, W., Yunus, E. N., & Kurnia, P. R. (2016). Compensatory Solution: Can it Save a Company from a Service Failure? *Services Marketing Quarterly*, 37(2), 80–97. doi:10.1080/15332969.2016.1154728
- Tsai, C. C., Yang, Y. K., & Cheng, Y. C. (2014). Does relationship matter? - Customers' response to service failure. *Managing Service Quality: An International Journal*, 24(2), 139–159. doi:10.1108/MSQ-06-2013-0113
- Tsarenko, Y., & Tojib, D. (2015). Consumers' forgiveness after brand transgression: The effect of the firm's corporate social responsibility and response. *Journal of Marketing Management*, 31(17–18), 1851–1877. doi:10.1080/0267257X.2015.1069373
- Tung, L. C. (2012). Proactive intervention strategies for improving online student retention in a Malaysian distance education institution. *Journal of Online Learning and Teaching*, 8(4), 312–324.
- Turel, O., Yuan, Y., & Connelly, C. E. (2008). In Justice We Trust: Predicting User Acceptance of E-Customer Services. *Journal of Management Information Systems*, 24(4), 123–151. doi:10.2753/MIS0742-1222240405
- Umashankar, N., Ward, M. K., & Dahl, D. W. (2017). The Benefit of Becoming Friends: Complaining After Service Failures Leads Customers with Strong Ties to Increase Loyalty. *Journal of Marketing*, 81(6), 79–98.
- Urbach, N., & Ahleman, F. (2010). Structural equation modeling in information systems research using partial least squares. *Journal of Information Technology Theory and Application*, 50(4), 427–441.
- Vaerenbergh, Y. Van, Hazée, S., & Costers, A. (2018). Customer participation in service recovery: a meta-analysis. *Marketing Letters*, 29(4), 465–483. doi:10.1007/s11002-018-9470-9
- Vaerenbergh, Y. Van, Larivière, B., & Vermeir, I. (2012). The Impact of Process Recovery Communication on Customer Satisfaction, Repurchase Intentions, and Word-of-Mouth Intentions. *Journal of Service Research*, 15(3), 262–279. doi:10.1177/1094670512442786
- Vaerenbergh, Y. Van, & Orsingher, C. (2016). Service Recovery: An Integrative Framework and Research Agenda. *Academy of Management Perspectives*, 30(3), 328–346. doi:10.5465/amp.2014.0143
- Van den Heuvel, M., Demerouti, E., Bakker, A. B., & Schaufeli, W. B. (2013). Adapting to change: The value of change information and meaning-making. *Journal of Vocational Behavior*, 83(1), 11–21. doi:10.1016/j.jvb.2013.02.004

- van der Heijden, G. A. H., Schepers, J. J. L., Nijssen, E. J., & Ordanini, A. (2013). Don't just fix it, make it better! Using frontline service employees to improve recovery performance. *Journal of the Academy of Marketing Science*, 41(5), 515–530. doi:10.1007/s11747-012-0324-3
- Vinzi, V. E., Trinchera, L., & Amato, S. (2010). PLS Path Modeling: From Foundations to Recent Developments and Open Issues for Model Assessment and Improvement. In *Handbook of Partial Least Squares* (pp. 47–82). Berlin: Springer Berlin Heidelberg.
- Voss, R., Gruber, T., & Reppel, A. E. (2010). Which classroom service encounters make students happy or unhappy ? Insights from an online CIT study. *International Journal of Educational Management*, 24(7), 615–636.
- Wang, E. S. T., & Chang, S. Y. (2013). Creating Positive Word-of-Mouth Promotion Through Service Recovery Strategies. *Services Marketing Quarterly*, 34(2), 103–114. doi:10.1080/15332969.2013.770661
- Wang, K. Y., Hsu, L. C., & Chih, W. H. (2014). Retaining customers after service failure recoveries: a contingency model. *Managing Service Quality*, 24(4), 318–338. doi:10.1108/MSQ-11-2013-0251
- Wang, M., & Shieh, C.-J. (2006). The Relationship Between Service Quality and Customer Satisfaction: The Example of CJCUC Library. *Journal of Information & Optimization Sciences*, 27(1), 193–209.
- Wang, Y. S., Wu, S. C., Lin, H. H., & Wang, Y. Y. (2011). The relationship of service failure severity, service recovery justice and perceived switching costs with customer loyalty in the context of e-tailing. *International Journal of Information Management*, 31(4), 350–359. doi:10.1016/j.ijinfomgt.2010.09.001
- Waqas, M., Ali, H., & Khan, M. A. (2014). An investigation of effects of justice recovery dimensions on students' satisfaction with service recovery in higher education environment. *International Review on Public and Nonprofit Marketing*, 11(3), 263–284. doi:10.1007/s12208-014-0120-5
- Ward, J. C., & Ostrom, A. L. (2006). Complaining to the Masses: The Role of Protest Framing in Customer-Created Complaint Web Sites. *Journal of Consumer Research*, 33(2), 220–230.
- Wen, B., & Chi, C. G. (2013). Examine the cognitive and affective antecedents to service recovery satisfaction: a field study of delayed airline passengers. *International Journal of Contemporary Hospitality Management*, 25(3), 306–327.
- Westbrook, R. A. (1987). Product/Consumption-based Affective Responses and Post-purchase Processes. *Journal of Marketing*, 24(3), 258–270.

- Weun, S., Beatty, S. E., & Jones, M. A. (2004). The impact of service failure severity on service recovery evaluations and post-recovery relationships. *Journal of Services Marketing, 18*(2), 133–146. doi.org/10.1108/08876040410528737
- Wicks, A. C., & Freeman, R. E. (1998). Organization studies and the new pragmatism: Positivism, anti-positivism, and the search for ethics. *Organization Science, 9*(2), 123–140.
- Wilkins, S., Butt, M. M., Kratochvil, D., & Balakrishnan, M. S. (2016). The effects of social identification and organizational identification on student commitment, achievement and satisfaction in higher education. *Studies in Higher Education, 41*(12), 2232–2252. doi:10.1080/03075079.2015.1034258
- Willaby, H. W., Costa, D. S. J., Burns, B. D., MacCann, C., & Roberts, R. D. (2014). Testing complex models with small sample sizes: A historical overview and empirical demonstration of what Partial Least Square (PLS) can offer differential psychology. *Personality and Individual Differences, 84*, 73–78.
- Wirtz, J., & Matilla, A. S. (2004). Consumer responses to compensation, speed of recovery and apology after a service failure. *International Journal of Service Industry Management, 15*(2), 150–166. doi:10.1108/09564239810199923
- Wirtz, J., & McColl-Kennedy, J. R. (2010). Opportunistic customer claiming during service recovery. *Journal of the Academy of Marketing Science, 38*(5), 654–675. doi:10.1007/s11747-009-0177-6
- Xu, X., Liu, W., & Gursoy, D. (2018). The Impacts of Service Failure and Recovery Efforts on Airline Customers' Emotions and Satisfaction. *Journal of Travel Research, 1*(1), 1–17. doi:10.1177/0047287518789285
- Xu, Y., Marshall, R., Edvardsson, B., & Tronvoll, B. (2014). Show you care: Initiating co-creation in service recovery. *Journal of Service Management, 25*(3), 369–387. doi:10.1108/JOSM-11-2012-0253
- Yavas, U., Karatepe, O. M., Babakus, E., & Avci, T. (2004). Customer Complaints and Organizational Responses: A Study of Hotel Guests in Northern Cyprus. *Journal of Hospitality and Leisure Marketing, 11*(2/3), 31–46.
- Yin, R. K. (1994). *Case study research. Design and methods*. Thousand Oaks, CA.
- Yoo, C. W. (2018). An Exploration of the Role of Service Recovery in Negative Electronic Word-of-Mouth Management. *Information Systems Frontiers, 1*–16. doi:10.1007/s10796-018-9880-5
- Yuksel, A., Kilinc, U. K., & Yuksel, F. (2006). Cross-national analysis of hotel customers' attitudes toward complaining and their complaining behaviours. *Tourism Management, 27*(1), 27 (1), 11–24.

- Zabidi, N. A., Woo, T. K., Kumar, P. R., Fadzil, M., Syed, S. H., & Husain. (2017). Quality assurance in learning material development at OUM. *Asian Association of Open Universities Journal*, 12(1), 69–81. doi:10.1108/aaouj-01-2017-0014
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1993). The Nature and Determinants of Customer Expectations of Service. *Journal of the Academy of Marketing Science*, 21(1), 1–12.
- Zemke, R. (1993). The art of service recovery: fixing broken customers and keeping them on your side. In *American Management Association* (pp. 463–476.).
- Zhang, T. (Christina), Omran, B. A., & Cobanoglu, C. (2017). Generation Y's positive and negative eWOM: use of social media and mobile technology. *International Journal of Contemporary Hospitality Management*, 29(2), 1–55. doi:10.1108/MRR-09-2015-0216
- Zhou, Y., Tsang, A. S. L., Huang, M., & Zhou, N. (2014). Group service recovery strategies effectiveness: The moderating effects of group size and relational distance. *Journal of Business Research*, 67(11), 2480–2485. doi:10.1016/j.jbusres.2014.03.008
- Zikmund, W. G. (1999). *Business Research Methods* (6th ed.). New York, NY: South-Western College Pub.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business Research Methods*. CENGAGE Learning Custom Publishing.
- Zourrig, H., Chebat, J. C., & Toffoli, R. (2015). “In-group love and out-group hate?” A cross cultural study on customers’ revenge, avoidance and forgiveness behaviors. *Journal of Business Research*, 68(3), 487–499. doi:10.1016/j.jbusres.2014.09.014

APPENDIX A

Appendix Questionnaires

Antecedents and Outcomes of Service Recovery Satisfaction: A Study Among Open University Malaysia Students In Klang Valley, Malaysia

Dear Respondents,

This questionnaire is purely an academic exercise that is intended to understand the effects of service recovery satisfaction in Open University Malaysia. It has been undertaken to fulfil the partial requirement of the degree of Doctor of Business Administration at OUM.

If you are a OUM student that experienced service failure and service recovery, we would like to invite you to participate in this study. Your participation in this study is voluntary. There is no right or wrong answer and we are interested only in your honest opinion.

Your response is very valuable for the success of this study. All information provided will be kept confidential and used solely for the purpose of this research.

Should you have any queries or if you are interested to know the outcome of this study, please do not hesitate to contact me.

Thank you again for your kind support, cooperation, and precious time.

Yours sincerely

Mohd Rushidi bin Mohd Amin
DBA Candidate
Open University Malaysia (OUM)
Kuala Lumpur

Part I: Demographic Information
(Bahagian I: Maklumat Demografik)

The following personal information is necessary for validation of the questionnaire. All responses will be kept confidential. Your co-operation in providing this information will be greatly appreciated.

(Maklumat peribadi berikut diperlukan untuk mengesahkan soal selidik ini. Semua jawapan akan dirahsiakan. Kerjasama anda dalam menyediakan maklumat ini sangat dihargai).

Please answer all questions.
(Sila jawab semua soalan)

1) Gender (Please tick one) Male ☐ Female ☐
(Jantina: Sila pilih satu) (Lelaki) (Perempuan)

2) Age?
(Umur anda?)

24 years and below <input type="checkbox"/>	25-29 years <input type="checkbox"/>	30-34 years <input type="checkbox"/>	35-39 years <input type="checkbox"/>	40-44 years <input type="checkbox"/>	45-49 years <input type="checkbox"/>
50-54 years <input type="checkbox"/>	55-59 years <input type="checkbox"/>	60 years and above <input type="checkbox"/>			

3) Country of origin ?
(Anda berasal dari negara mana?)

Malaysia	<input type="checkbox"/>
China	<input type="checkbox"/>
Iran	<input type="checkbox"/>
Sudan	<input type="checkbox"/>
Vietnam	<input type="checkbox"/>
Somalia	<input type="checkbox"/>

Others (please indicate):.....
(Jika lain: Sila nyatakan)

4) Level of study:
(Peringkat pengajian)

Diploma (Diploma)	Bachelor degree (Ijazah Sarjana Muda)	Master degree (Ijazah Sarjana)	PhD/Doctorate (PhD/Kedoktoran)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5) Program: Accounting

(Program Pengajian) Business Administration

Information Technology

Management

Human Resource Management

Occupational Safety and Health Management

Nursing

Islamic Studies

Early Childhood Education

Communication

TESL

Others(please indicate):.....
(Lain-lain: Sila nyatakan)

6) Current year of study: Year 1 Year 5

(Tahun pengajian semasa) Year 2 Year 6

Year 3 Year 7

Year 4 Year 8

7) This question contains series of statements that relate to your University. Please indicate the level of satisfaction with the university by circling or ticking (✓) the responses in the scales provided.

(Soalan ini mengandungi siri kenyataan yang berkaitan dengan Universiti anda. Sila nyatakan tahap kepuasan dengan Universiti anda dengan membulatkan atau tanda (✓) bagi maklumbalas dalam skala yang disediakan).

Very Dissatisfied (VD) Sangat tidak puas hati	Dissatisfied (Tidak puas hati)	Neither Dissatisfied nor Satisfied (DS) Tidak ada tidak berpuash atau berpuashati	Satisfied (Puas hati)	Very Satisfied (VS) (Sangat puas hati)
1	2	3	4	5

Level of satisfaction with the University in terms of its:		VD		DS		VS
a.	Students financial record (Rekod kewangan pelajar).	1	2	3	4	5
b.	University policies/procedures (Polisi/prosedur Universiti).	1	2	3	4	5
c.	University customer service/student support service (Perkhidmatan pelanggan/perkhidmatan sokongan pelajar Universiti).	1	2	3	4	5
d.	Learning Center/faculties (Pusat pembelajaran/fakulti).	1	2	3	4	5
e.	Assignment, examination and course grading/marking (Penggredan/permarkahan tugasan, peperiksaan dan kursus).	1	2	3	4	5
f.	Lecturers/e-tutor explanation/course delivery (Penjelasan pensyarah/e-tutor penyampaian kursus).	1	2	3	4	5
g.	Teaching equipment/classrooms facilities. (Peralatan mengajar/fasiliti kelas).	1	2	3	4	5

h.	Library books /online academic material. (Buku diperpustakaan/bahan akademik dalam talian).	1	2	3	4	5
i.	ICT facilities (Internet connection/WiFi/MyVLE). (Fasiliti ICT (Penyambungan Internet, WiFi, MyVLE)	1	2	3	4	5
j.	The University staffs. (Pekerja Universiti).	1	2	3	4	5
k.	Overall, level of satisfaction with this University? (Secara keseluruhannya, tahap kepuasan anda dengan Universiti ini?)	1	2	3	4	5

8) Experienced service failure? Yes/Ya ☐ No/Tidak ☐
(Pernah mengalami pengalaman kegagalan perkhidmatan ?)

(If your answer to this question is 'Yes', please proceed to next question. If 'No', thank you for your interest and participation).

(Jika jawapan anda kepada soalan ini adalah 'Ya', sila ke soalan berikutnya. Jika 'Tidak', terima kasih di atas minat dan penyertaan anda).

9) Type of service failure experienced ? (You can choose more than one):

Jenis/kategori kegagalan perkhidmatan yang pernah anda alami? (Boleh pilih lebih dari satu):

a.	Outstanding and payment issues. (Tunggakan dan isu pembayaran).	
b.	University policies/ procedures. (Polisi/procedur Universiti).	
c.	Unfriendly customer service. (Perkhidmatan pelanggan Universiti tidak mesra).	
d.	Unsatisfactory student support service. (Perkhidmatan sokongan pelajar university tidak memuaskan).	
e.	Course grading/marking unfair. (Penggredan/Permarkahan kursus tidak adil).	
f.	Unhelpful academic advisory. (Nasihat akademik tidak memuaskan/membantu).	
g.	Out of date teaching method. (Kaedah mengajar pensyarah yang lama).	
h.	Lack of professionalism among teaching staffs/e-tutor (Kurang sikap profesionalisme di kalangan tenaga pengajar/e-tutor).	
i.	Unfunctional teaching equipment (computer, LCD projector). (Peralatan mengajar tidak berfungsi (komputer, projektor LCD).	
j.	Broken classroom facilities (air conditioning/furniture). (Kemudahan kelas rosak (penyaman udara / perabot).	
k.	Library books / academic material is not up to date. (Buku-buku akademik / bahan akademik di perpustakaan tidak dikemas kini).	
l.	Downtime Internet connection/WiFi/MyVLE too long. (Ketidaksambungan internet/WiFi/MyVLE terlalu lama).	

Others(please indicate):.....

Lain-lain (Sila nyatakan):

10) Have you complaint on above service failure?

Yes/Ya ☐

No/Tidak ☐

If your answer to this question is 'No', please proceed to Question 11 and 17. If 'Yes', proceed to the Question 12, 13, 14, 15, 16 and 17)

(Jika jawapan anda kepada soalan ini adalah 'Tidak', sila ke Soalan 11 dan 17. Jika 'Ya', sila ke Soalan 12, 13, 14, 15, 16 dan 17).

11) Why you did not complaint ?

(Kenapa anda tidak membuat aduan ?).

- ☐ Difficult to make a complaint (Susah membuat aduan).
- ☐ I believe no action will be taken (Saya percaya tiada apa-apa tindakan akan dibuat).
- ☐ I feel pointless if the complaint is made (Saya berasa sia-sia sahaja jika aduan tersebut dibuat).
- ☐ No convinient way to make a complaint (Tiada cara mudah untuk membuat aduan).
- ☐ No one cares about the complaint (Tiada sesiapa pun peduli aduan berkenaan).
- ☐ Others (please indicate):.....
Lain-lain (sila nyatakan)

12) How you make a complain? (You can tick more than one option)

(Bagaimana anda membuat aduan? (Anda boleh menandakan lebih daripada satu pilihan)).

- ☐ Telephone (Telefon).
- ☐ Letter (Surat).
- ☐ In-Person (Berjumpa).
- ☐ E-mail (Emel).
- ☐ e-CRM.
- ☐ Others (please indicate):.....
Lain-lain (sila nyatakan)

13) Who did you complain to? (You can tick more than one option)
(Kepada siapakah anda membuat aduan? Anda boleh menandakan lebih daripada satu pilihan).

- ☐ Manager (Pengurus).
- ☐ Employees (Pekerja/Staf).
- ☐ Customer Service Personnel (Staf Khidmat Pelanggan).
- ☐ Learning Centre director (Pengarah Pusat Pembelajaran).
- ☐ Others (please indicate):.....
Lain-lain (sila nyatakan)

14) What was the problem that led to the complaint? (You can tick more than one option)
(Apakah masalah yang menyebabkan aduan itu? (Anda boleh menandakan lebih daripada satu pilihan)).

- ☐ Outstanding and payment issues (Tunggakan dan isu pembayaran).
- ☐ Students financial record (Rekod kewangan pelajar).
- ☐ University policies/procedures (Polisi/prosedur Universiti).
- ☐ University customer service/student support service (Perkhidmatan pelanggan/perkhidmatan sokongan pelajar).
- ☐ Learning Center/faculties (Pusat pembelajaran/fakulti).
- ☐ Others (please indicate):.....
Lain-lain (sila nyatakan)

15) How important was the problem to you, which led to the complaint?
(Seberapa pentingnya masalah tersebut kepada anda, yang membawa kepada aduan berkenaan?)

- ☐ Not Very Important (Sangat Tidak Penting).
- ☐ Not Important (Tidak Penting).
- ☐ In between important and not important (Di antara penting dan tidak penting).
- ☐ Important (Penting).
- ☐ Very Important (Sangat penting).

16) How difficult was the process of complain to the University?
(Adakah sukar proses untuk membuat aduan kepada Universiti?)

- ☐ Very Difficult (Sangat susah).
- ☐ Difficult (Susah).
- ☐ In between difficult and easy (Di antara susah dan mudah).
- ☐ Easy (Mudah).
- ☐ Very Easy (Sangat mudah).

17) Received any service recovery for the failure that you encountered ?
Pernah menerima sebarang pemulihan perkhidmatan untuk kegagalan perkhidmatan yang anda alami ?

Yes/Ya ☐ No/Tidak ☐

Service recovery refer to the actions and activities that the University takes in response to service failures to satisfy an inconvenienced customer.

(Pemulihan perkhidmatan merujuk kepada tindakan dan aktiviti dimana Universiti mengambil tindakan susulan kepada kegagalan perkhidmatan untuk memuaskan semula pelanggan).

If your answer to this question is 'Yes', please proceed to next Section A. If 'No', thank you for your interest and participation.

(Jika jawapan anda kepada soalan ini adalah 'Ya', sila ke seksyen A. Jika 'Tidak', terima kasih di atas minat dan penyertaan anda).

Part II: Research Model
(Bahagian II: Model Penyelidikan)

Section A (Seksyen A)

The following statements refer to the service recovery that you received from the University in response to the service failure you had encountered. Kindly answer each statement below by ticking (✓) the space that best reflect your degree of agreement or disagreement with the following statement.

(Pernyataan berikut merujuk kepada pemulihan perkhidmatan yang anda terima dari Universiti sebagai tindak balas terhadap kegagalan perkhidmatan yang anda pernah alami. Sila jawab setiap pernyataan di bawah dengan menandakan (✓) ruang yang paling sesuai dengan persetujuan atau tidak yang anda fikirkan sesuai dengan pernyataan berikut).

Strongly disagree (Sangat tidak setuju)	Disagree (Tidak setuju)	Neutral (Neutral)	Agree (Setuju)	Strongly agree (Sangat setuju)
1	2	3	4	5

		1	2	3	4	5
1.	Although this event caused me problems, but the University effort to fix it resulted in a very positive outcome for me. (Walaupun peristiwa ini menyebabkan masalah kepada saya, tetapi usaha Universiti untuk membetulkannya menghasilkan hasil yang sangat positif bagi saya).					
2.	The final outcome I received from the University was fair given time and hassle. (Hasil akhir yang saya terima dari Universiti adalah adil berbanding dengan masa dan kerumitan yang berlaku).					
3.	Given the inconvenience caused by the problem, the outcome I received from the University was fair. (Memandangkan kesulitan yang disebabkan oleh masalah ini, hasil yang saya terima dari Universiti adalah adil).					
4.	The service recovery outcome that I received in response to the problem was more than fair. (Hasil pemulihan perkhidmatan yang saya terima hasil tindak balas terhadap masalah itu adalah lebih adil).					
5.	With respect to its policies and procedures, the University handled the problem in a fair manner. (Berkenaan dengan dasar dan prosedurnya, Universiti mengendalikan masalah ini secara adil).					
6.	I believe the University has fair policies and practices to handle problems. (Saya percaya Universiti mempunyai dasar dan amalan yang adil untuk menangani masalah).					
7.	I feel the University responded in a timely fashion to the problem. (Saya rasa Universiti ini menangani masalah ini dalam masa yang tepat).					

Strongly disagree (Sangat tidak setuju)	Disagree (Tidak setuju)	Neutral (Neutral)	Agree (Setuju)	Strongly agree (Sangat setuju)
1	2	3	4	5

		1	2	3	4	5
8.	Despite the hassle caused by the problem, the University responded fairly and quickly. (Walaupun mengalami kerumitan disebabkan oleh masalah ini, pihak Universiti memberi maklum balas dengan pantas dan cepat).					
9.	The employees of the University showed interest in my problem. (Kakitangan Universiti menunjukkan minat terhadap masalah saya.).					
10.	The employees of the University did everything possible to solve my problem. (Kakitangan Universiti melakukan segala yang mungkin untuk menyelesaikan masalah saya).					
11.	The employees of the University were honest when dealing with my problem. (Kakitangan Universiti berlaku jujur ketika berurusan dengan masalah saya.).					
12.	The employees of the University proved to have enough authority to solve the problem. (Kakitangan Universiti terbukti mempunyai kuasa yang mencukupi untuk menyelesaikan masalah ini).					
13.	The employees of the University dealt with me courteously when solving the problem. (Kakitangan Universiti telah berurusan dengan saya dengan sopan ketika menyelesaikan masalah ini).					
14.	The employees of the University remained fair when solving the problem. (Kakitangan Universiti tetap berlaku adil ketika menyelesaikan masalah).					
15.	The treatments of the University employees to solve the problem were acceptable. (Layanan daripada kakitangan universiti untuk menyelesaikan masalah itu boleh diterima).					
16.	Overall, the employees of the University interacted with me in an acceptable manner. (Secara keseluruhan, kakitangan Universiti berinteraksi dengan saya dengan cara yang boleh diterima).					
17.	The University was straightforward in its communication with me. (Universiti ini berterus terang dalam berkomunikasi dengan saya).					

Strongly disagree (Sangat tidak setuju)	Disagree (Tidak setuju)	Neutral (Neutral)	Agree (Setuju)	Strongly agree (Sangat setuju)
1	2	3	4	5

		1	2	3	4	5
18.	The University explanations regarding the procedures were reasonable. (Universiti ini memberi penjelasan yang munasabah mengenai prosedur).					
19.	The University explained the procedures thoroughly. (Universiti menerangkan prosedur dengan teliti).					
20.	The University communicated the details in a timely manner. (Universiti menyampaikan butirannya tepat pada masanya).					
21.	The University tailored its channel of communications to my specific needs. (Universiti ini menyesuaikan saluran komunikasinya dengan keperluan spesifik saya).					
22.	Overall, the University communicated with me in an acceptable manner. (Secara keseluruhan, Universiti ini berkomunikasi dengan saya dengan cara yang boleh diterima).					

Section B (Seksyen B)

The following questions deal with your attribution of university image of your institutions, your satisfaction with service recovery in a manner in which your complaint was handled and your outcome (trust, word of mouth (WOM), repurchase intentions and loyalty). Please respond the following questions by ticking (✓) the space that most closely corresponds to your evaluations.

(Soalan-soalan berikut berkaitan dengan penyatuan imej universiti institusi anda, kepuasan anda dengan pemulihan perkhidmatan dengan cara aduan anda ditangani dan hasil tingkah laku anda (amanah, kata mulut ke mulut (WOM), niat belian semula dan kesetiaan). Sila jawab soalan berikut dengan menandakan (✓) ruang yang paling sesuai dengan penilaian anda).

Strongly disagree (Sangat tidak setuju)	Disagree (Tidak setuju)	Neutral (Neutral)	Agree (Setuju)	Strongly agree (Sangat setuju)
1	2	3	4	5

		1	2	3	4	5
1.	I have a positive perception about the University. (Saya mempunyai persepsi positif mengenai Universiti ini).					
2.	I am satisfied with the way the University presents itself to the public (e.g., through advertising, attitudes the University expresses, etc.) (Saya berpuas hati dengan cara Universiti mempersembahkan dirinya kepada orang ramai (contohnya, melalui pengiklanan, cara bagaimana Universiti ini menyatakan, dll.)					
3.	I perceive the University as customer oriented. (Saya beranggapan Universiti ini sebagai berorientasikan pelanggan).					
4.	Overall, the University has a good image. (Keseluruhannya, Universiti ini mempunyai imej yang baik).					
5.	I am satisfied with the manner in which the service failure was resolved. (Saya berpuas hati dengan cara kegagalan perkhidmatan ini dapat diselesaikan).					
6.	This University response to the service failure was better than expected. (Respons Universiti ini terhadap kegagalan perkhidmatan adalah lebih baik daripada yang dijangkakan).					
7.	Now I have a positive attitude towards this University. (Kini saya mempunyai sikap yang lebih positif terhadap Universiti ini).					
8.	Regarding this particular event, I am satisfied with the University recovery effort. (Mengenai permasalahan ini, saya berpuas hati dengan usaha pemulihan perkhidmatan Universiti).					

Strongly disagree (Sangat tidak setuju)	Disagree (Tidak setuju)	Neutral (Neutral)	Agree (Setuju)	Strongly agree (Sangat setuju)
1	2	3	4	5

		1	2	3	4	5
9.	Overall, I am satisfied with the service I received. (Secara keseluruhan, saya berpuas hati dengan perkhidmatan yang saya terima).					
10.	I believe the University can be relied upon to keep its promises. (Saya percaya Universiti ini boleh dipercayai untuk memastikan/menunaikan janji-janjinya).					
11.	I believe the University is trustworthy. (Saya percaya bahawa Universiti ini boleh dipercayai).					
12.	I find it necessary to be cautious in dealing with this University. (R) (Saya merasa adalah perlu untuk berhati-hati dalam berurusan dengan Universiti ini).					
13.	I feel pretty negative about this University. (R) (Saya berasa sangat negatif mengenai Universiti ini).					
14.	The University can be counted on to help the students. (Universiti boleh diharap untuk membantu para pelajar).					
15.	I recommend others to enrol/study in this University. (Saya cadangkan orang lain untuk mendaftar / belajar di Universiti ini).					
16.	My recommendations about this University would have been positive. (Cadangan saya tentang Universiti ini pastinya positif).					
17.	I have only good things to say about this University. (Saya hanya mempunyai perkara yang baik untuk dikatakan mengenai Universiti ini).					
18.	I complaint to my friends and relatives about this University. (R) (Saya mengadu/membuat aduan kepada kawan-kawan dan saudara-mara saya tentang Universiti ini).					
19.	I will continue to further study with this University. (Saya akan terus belajar di peringkat yang lebih tinggi dengan Universiti ini).					
20.	I intend to enrol in same University for my next degree. (Saya berhasrat untuk mendaftar di Universiti yang sama untuk ijazah seterusnya).					
21.	If I were to further study in the near future, I would not choose the same University as my institution education provider. (R) (Sekiranya saya ingin melanjutkan pengajian dalam masa terdekat, saya tidak akan memilih Universiti yang sama sebagai institusi pendidikan saya).					

Strongly disagree (Sangat tidak setuju)	Disagree (Tidak setuju)	Neutral (Neutral)	Agree (Setuju)	Strongly agree (Sangat setuju)
1	2	3	4	5

		1	2	3	4	5
22.	I have high intentions to further study with this University again. (Saya mempunyai niat yang tinggi untuk melanjutkan pengajian dengan Universiti ini lagi).					
23.	I consider this University as my first choice compared to other educational institutions. (Saya menganggap Universiti ini sebagai pilihan pertama saya berbanding institusi pendidikan lain).					
24.	I consider myself to be a loyal learner of this University. (Saya menganggap diri saya sebagai pelajar yang setia Universiti ini).					
25.	I will continue to stay with the University. (Saya akan terus/tetap bersama dengan Universiti ini).					
26.	In the near future, I intend to use more of the services provided by this University. (Dalam masa terdekat, saya berhasrat menggunakan lebih banyak perkhidmatan yang disediakan oleh Universiti ini).					
27.	I would not change University in the future even after graduated. (Saya tidak akan mengubah Universiti di masa hadapan walaupun setelah tamat pengajian).					

What could the University have done to satisfy you in term of service recovery ?

(Apa yang dapat dilakukan oleh Universiti untuk memuaskan anda dalam pemulihan perkhidmatan ?)

.....

.....

.....

.....

.....

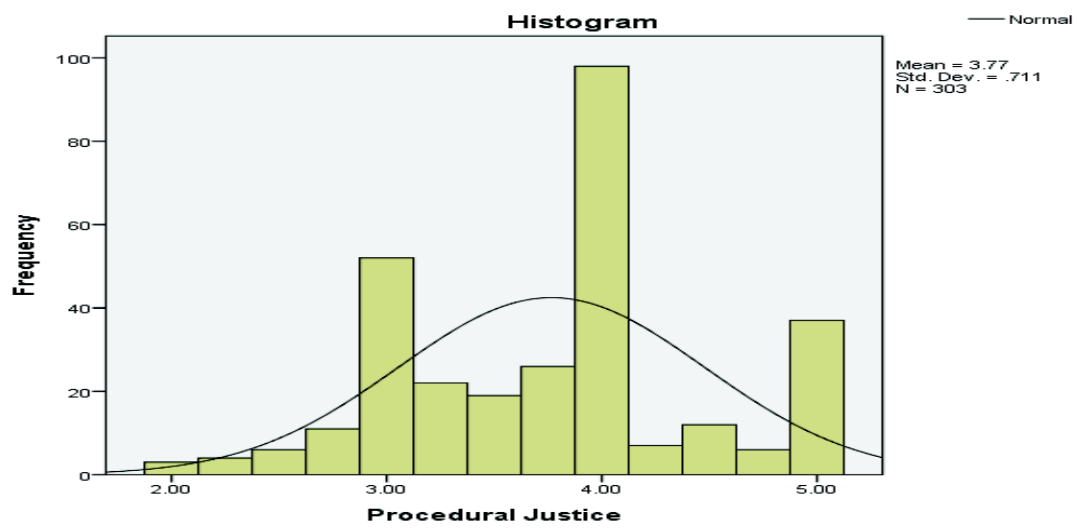
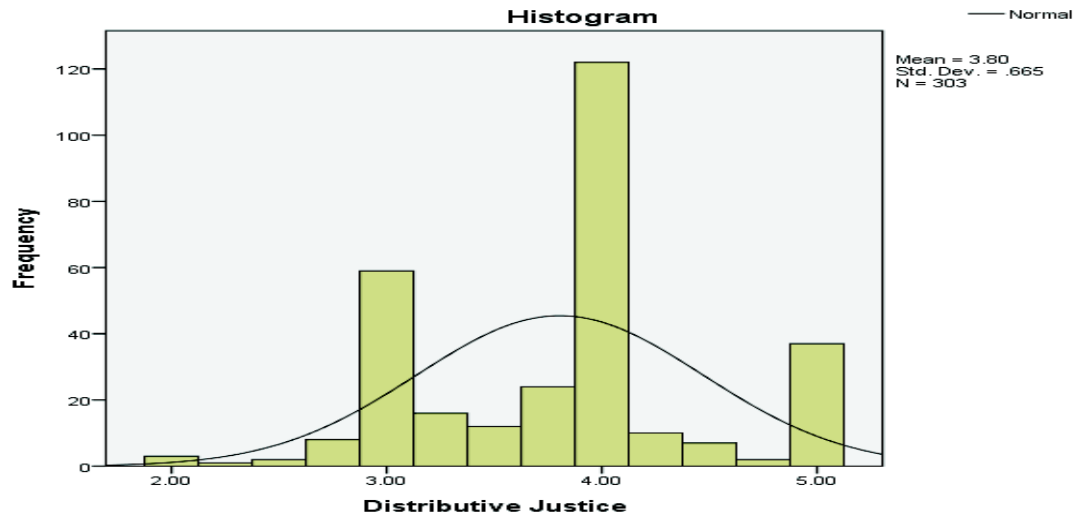
.....

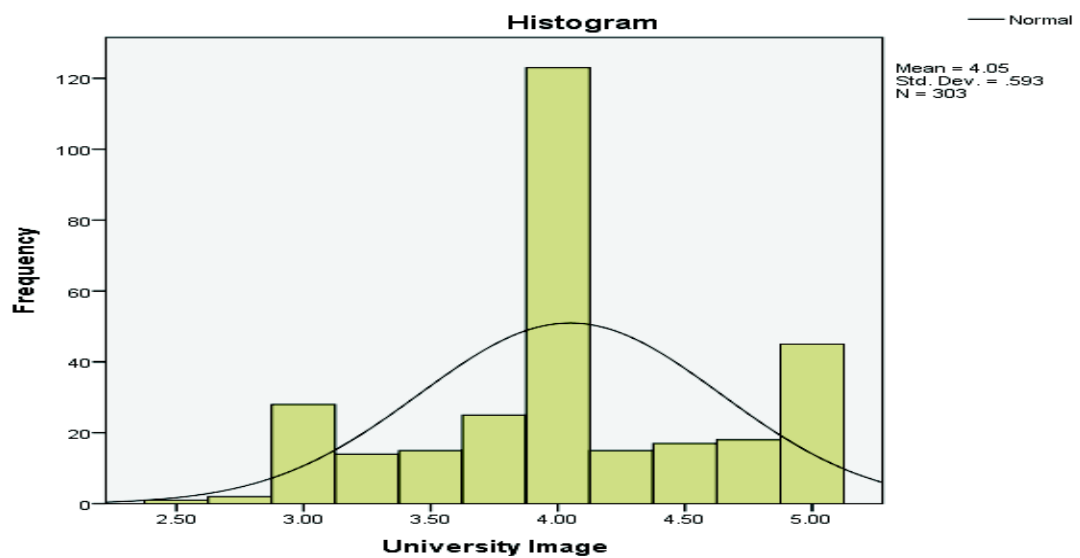
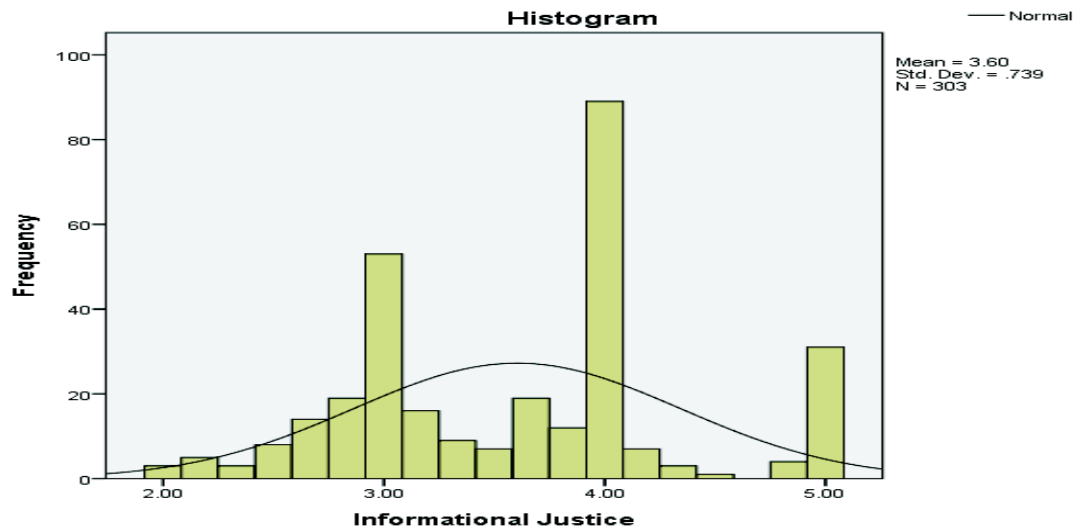
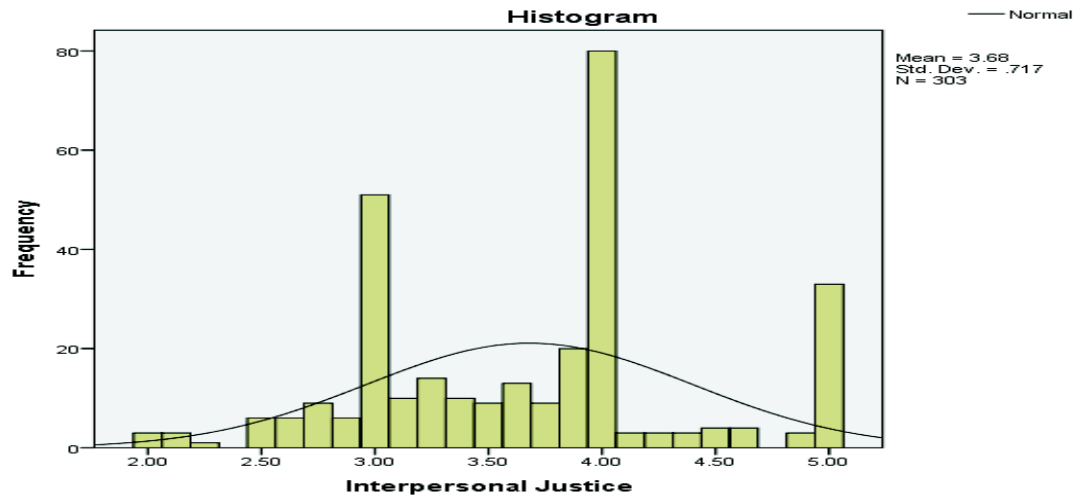
.....

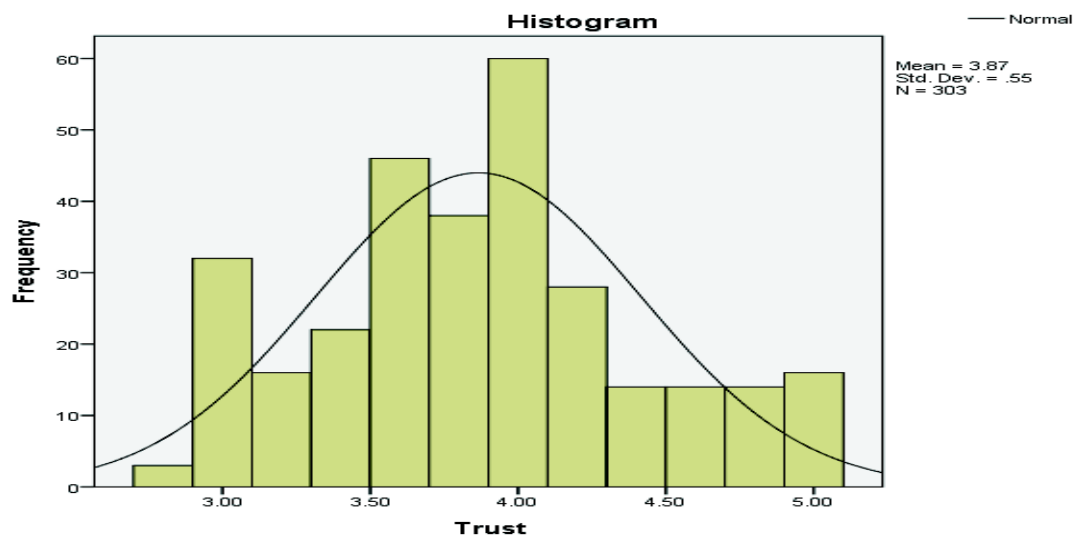
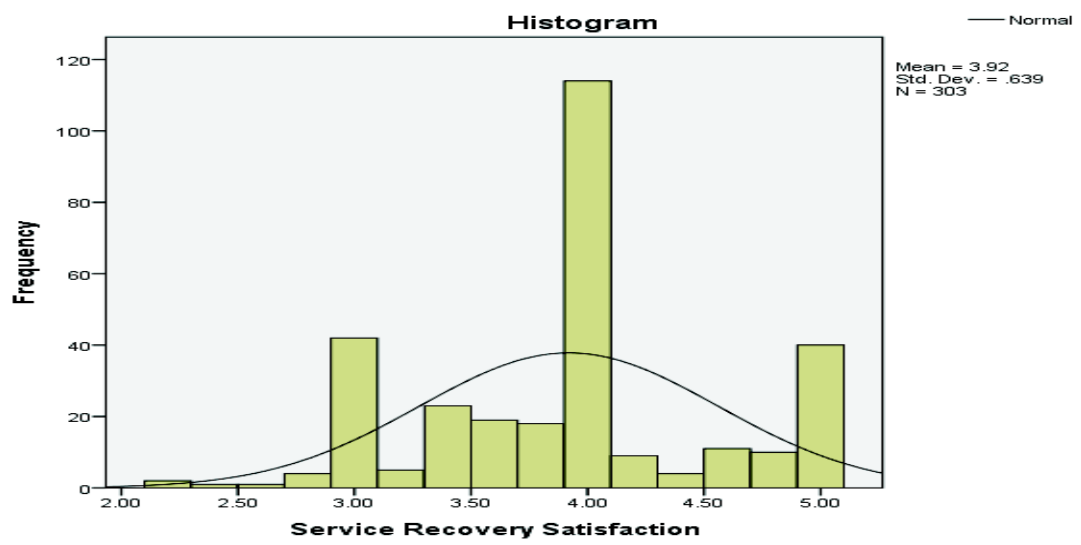
Thank you for your kind cooperation.

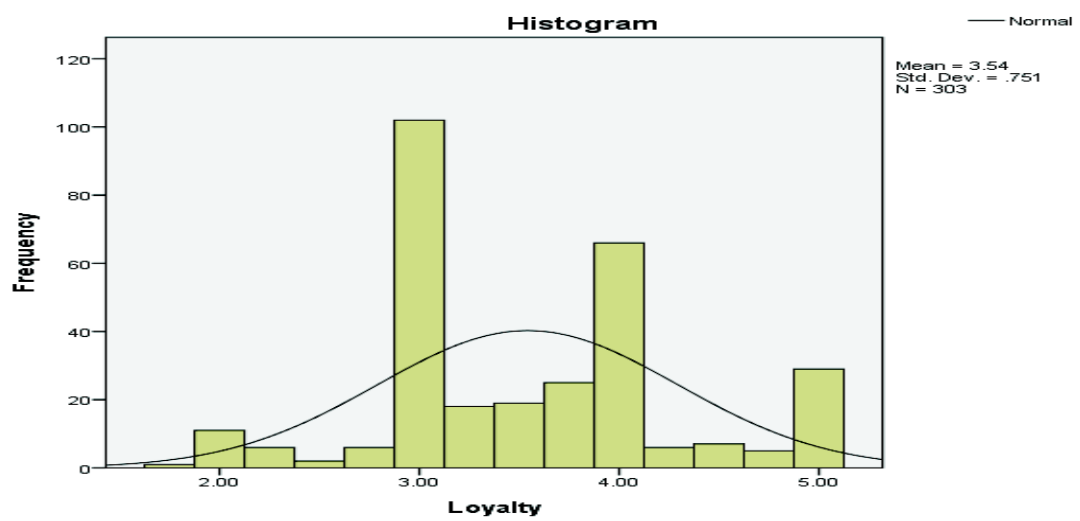
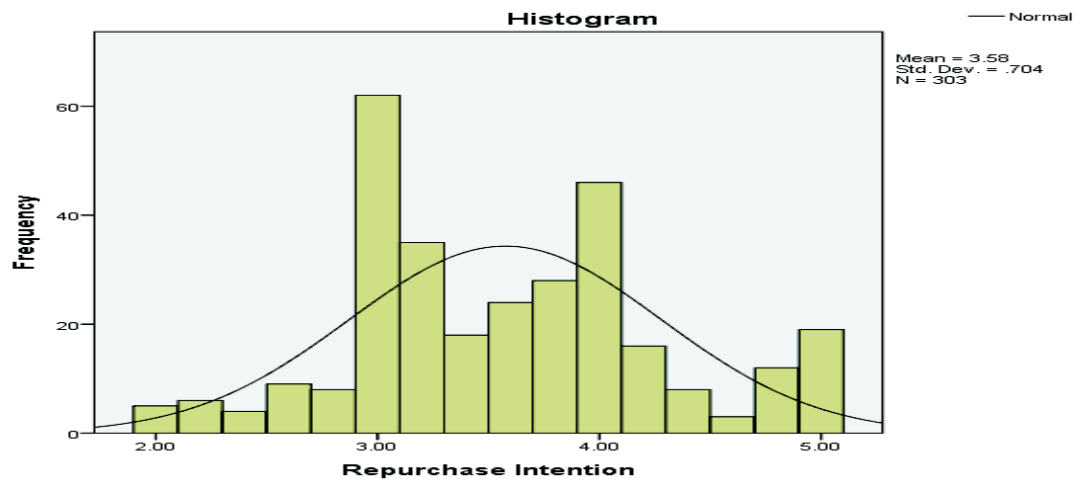
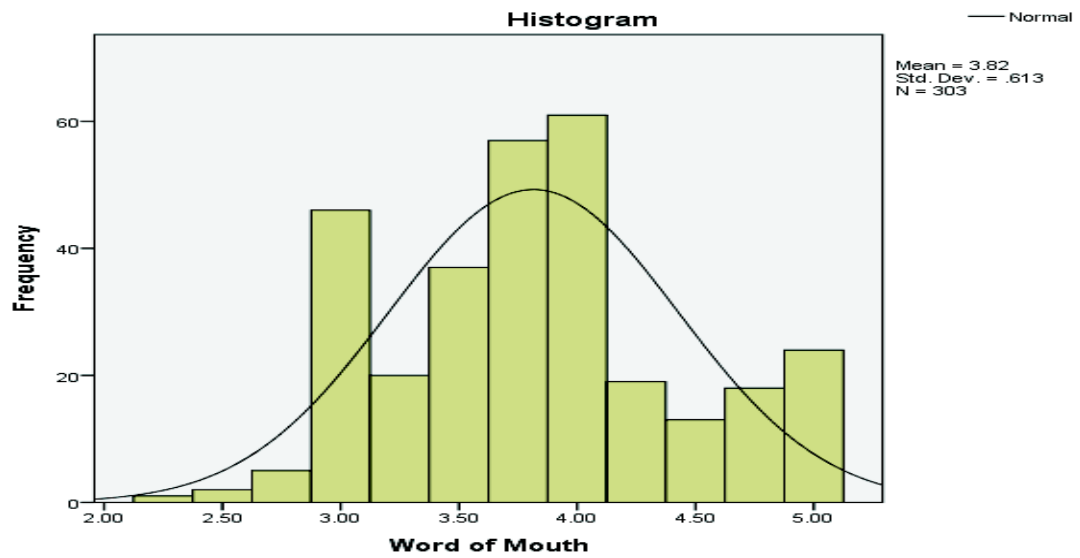
(Terima kasih di atas kerjasama anda).

APPENDIX B

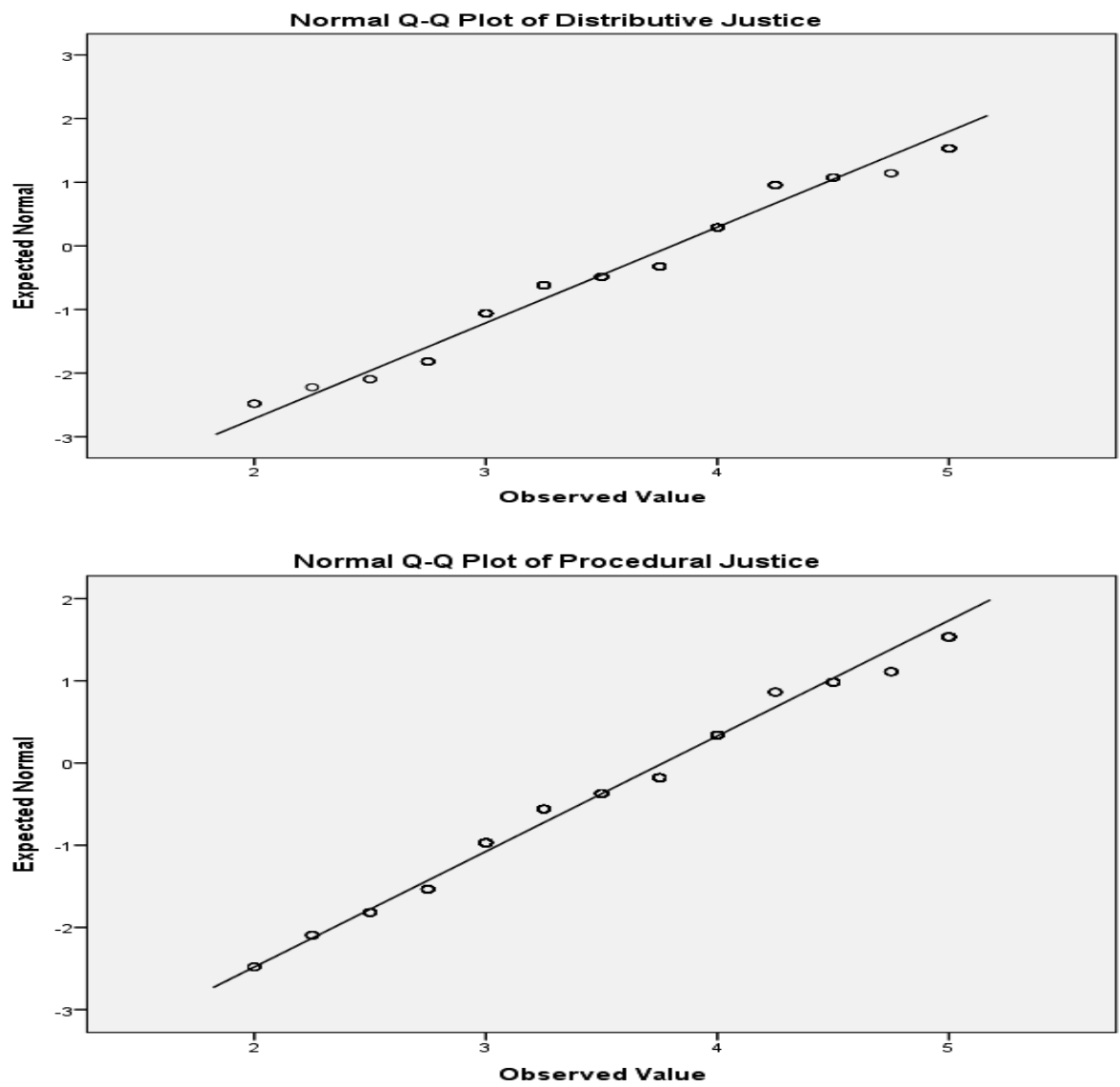


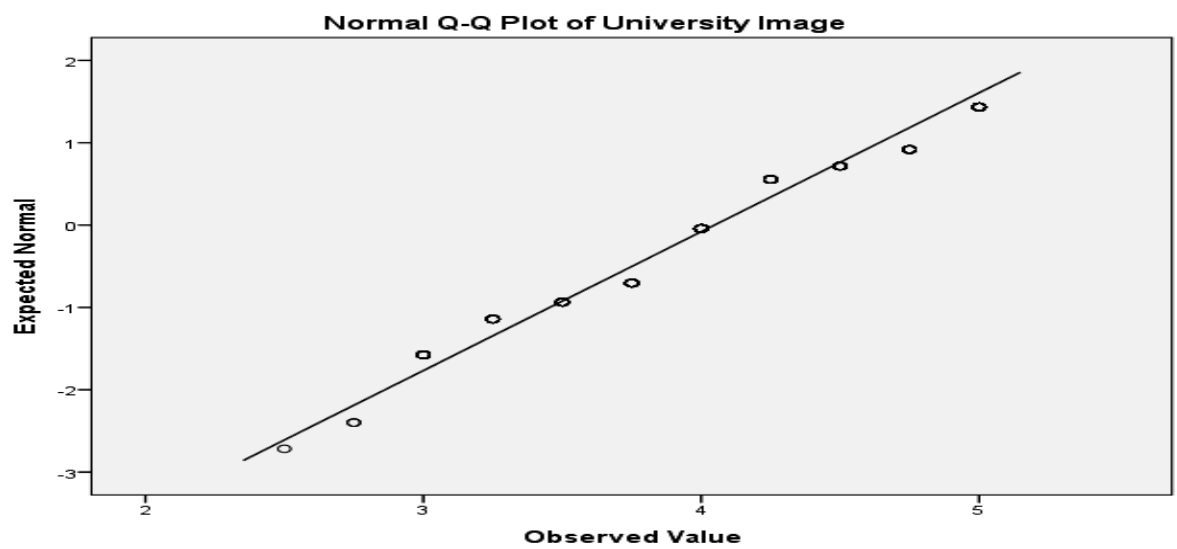
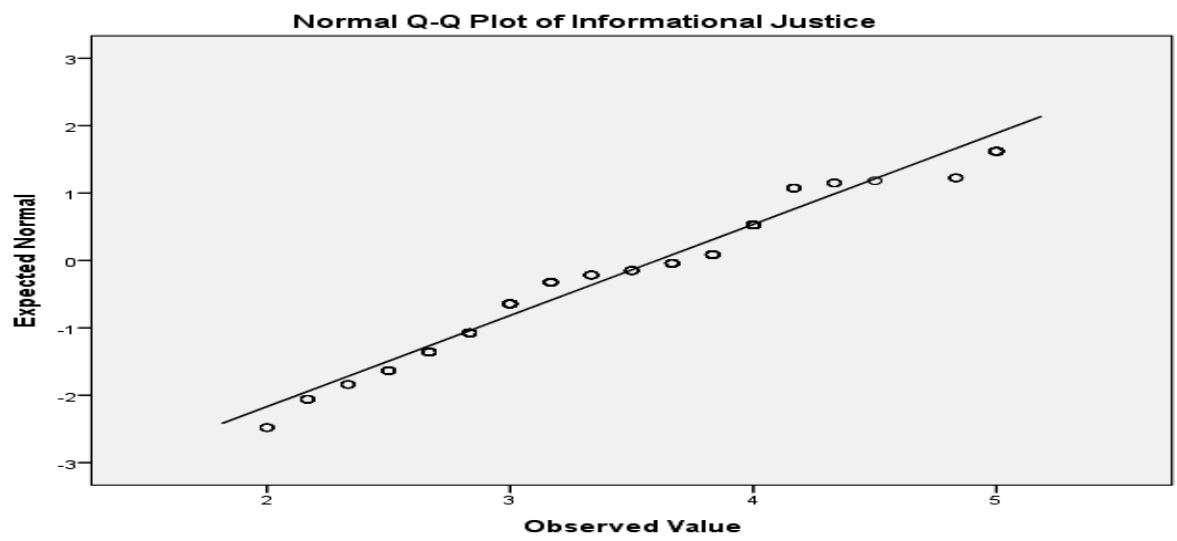
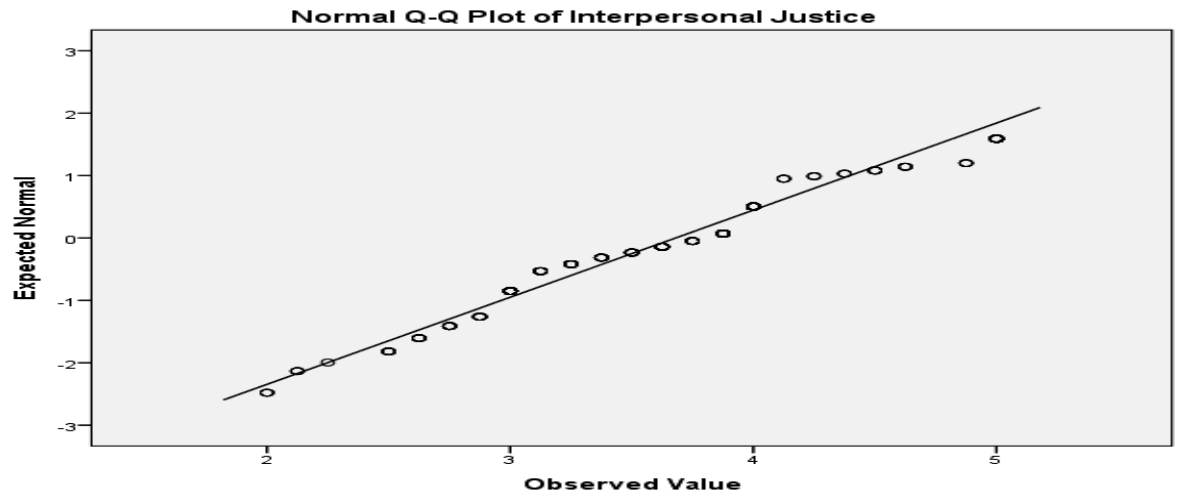


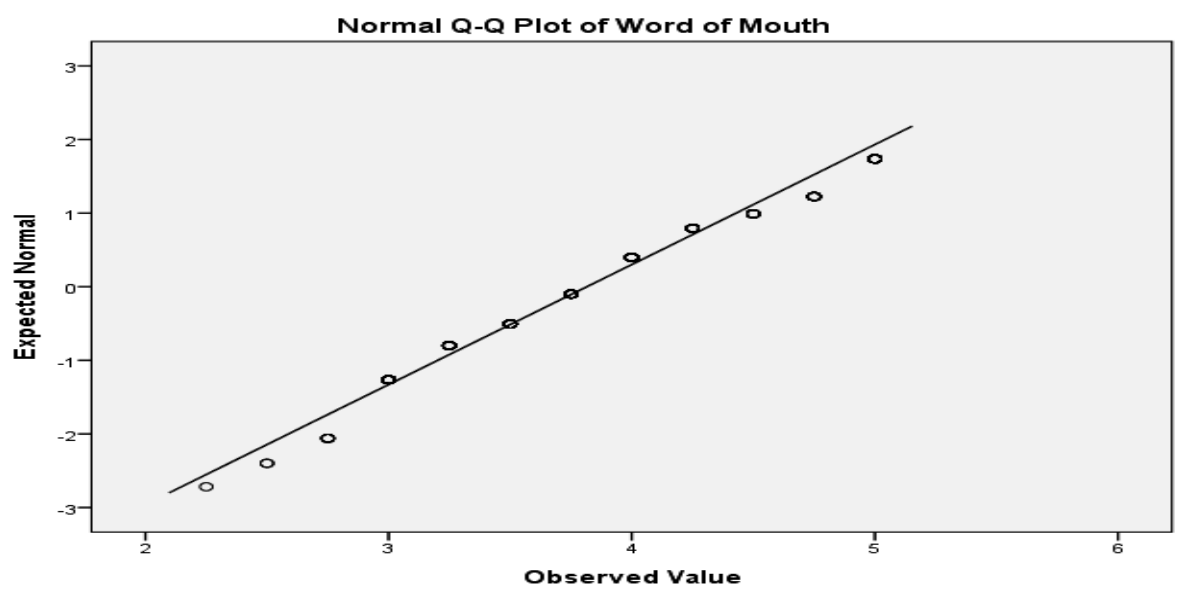
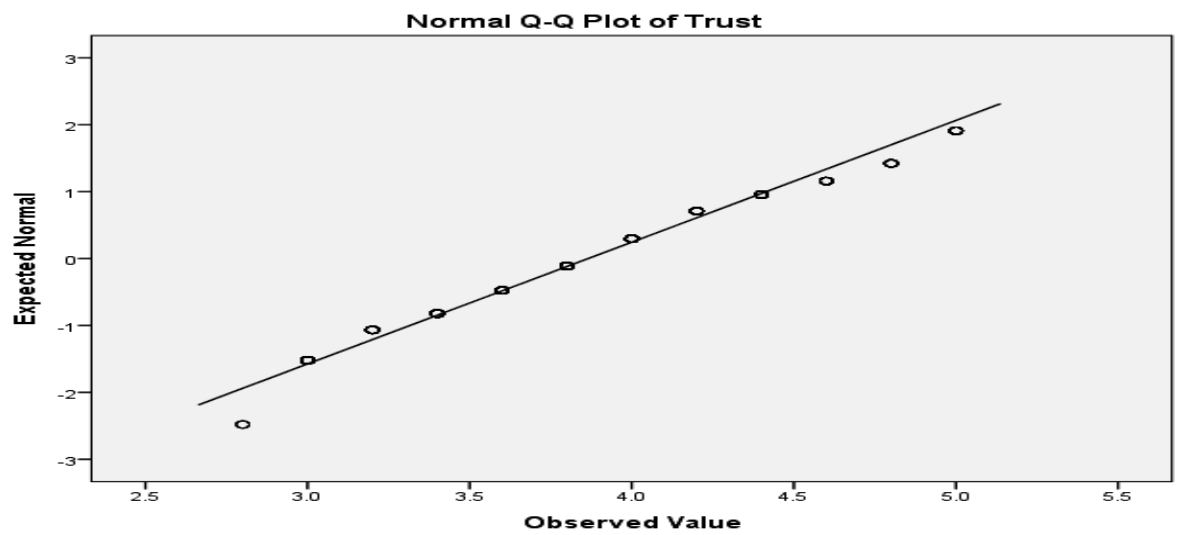
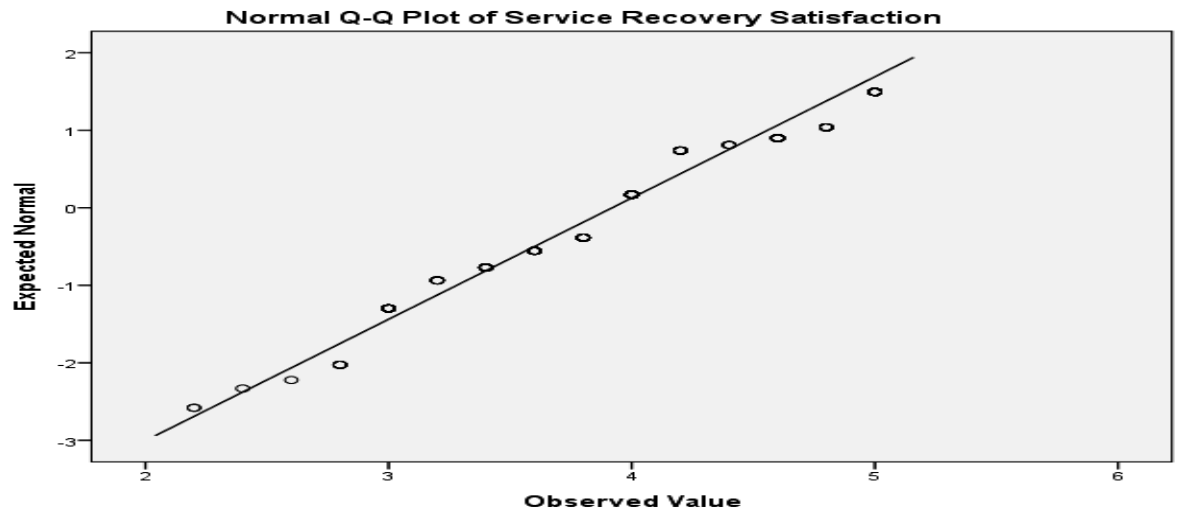


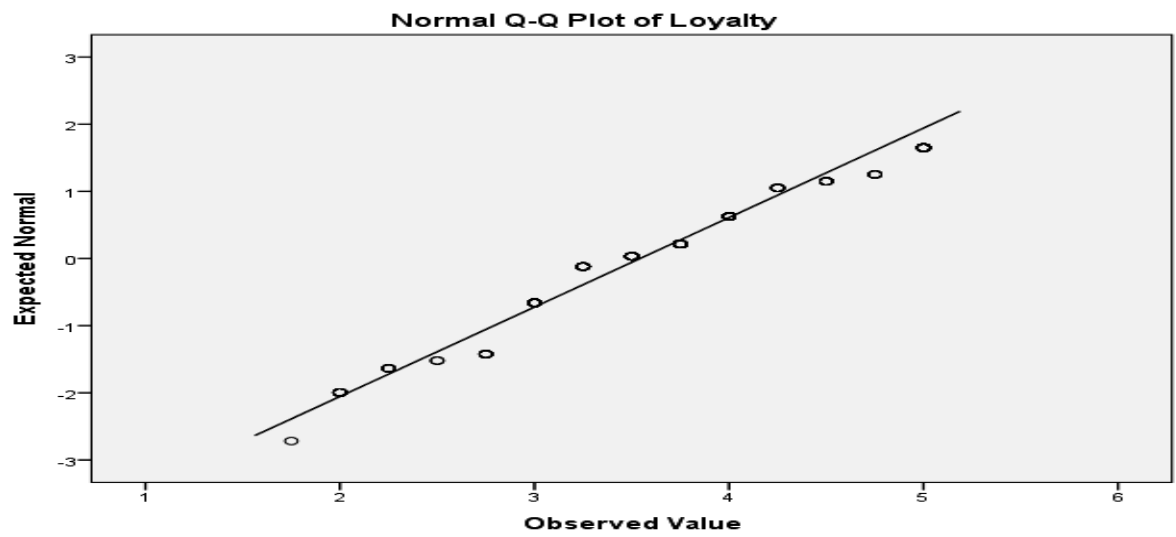
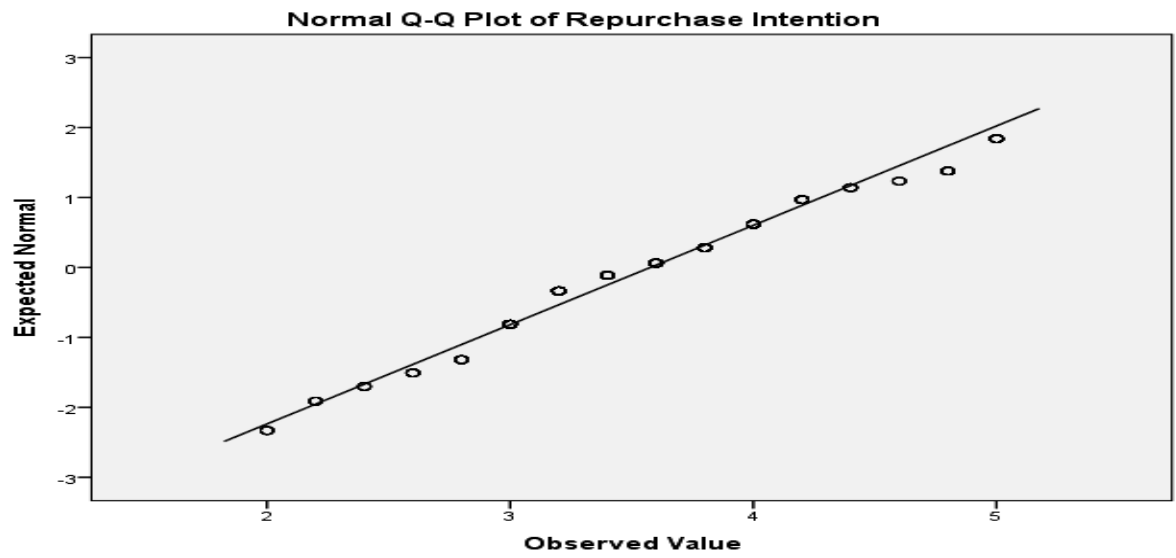


Normal Q-Q Plot

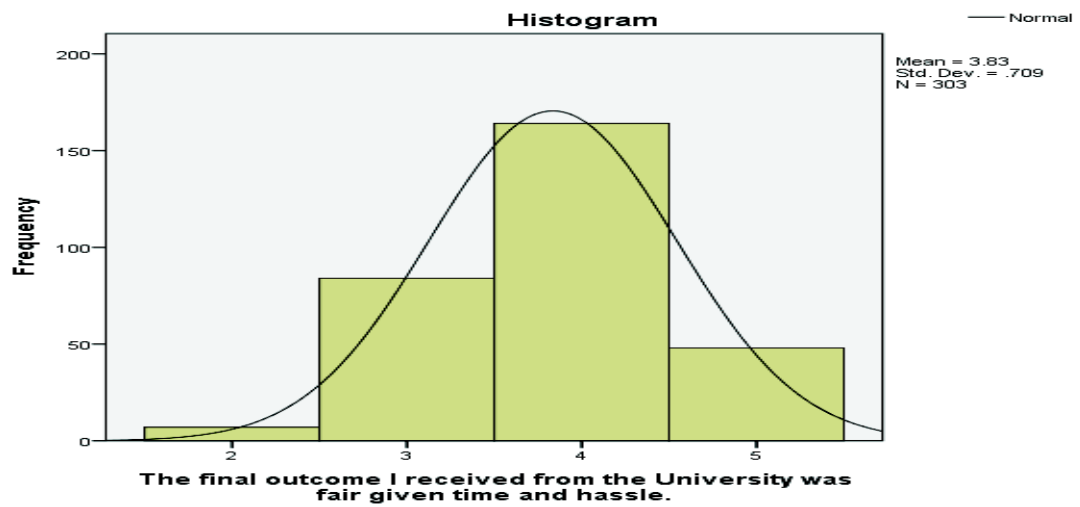
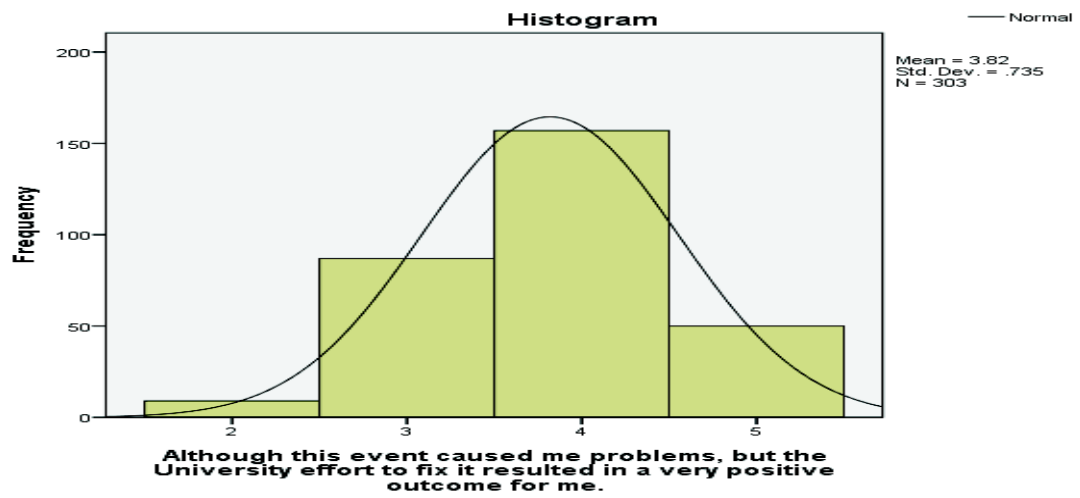


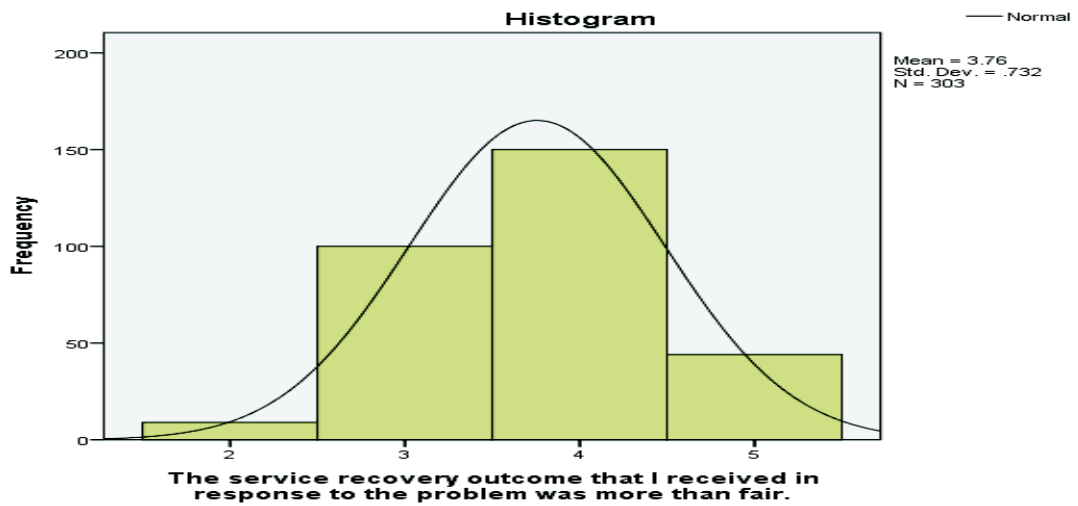
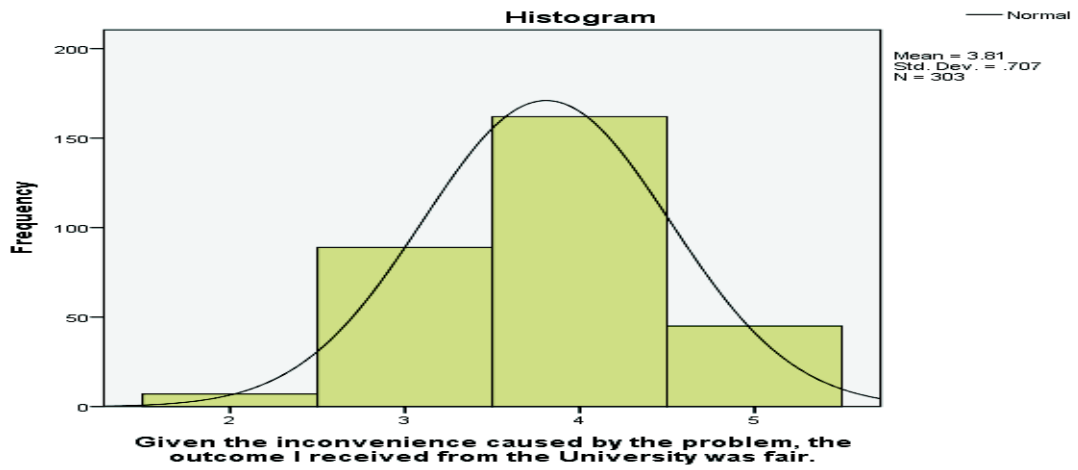




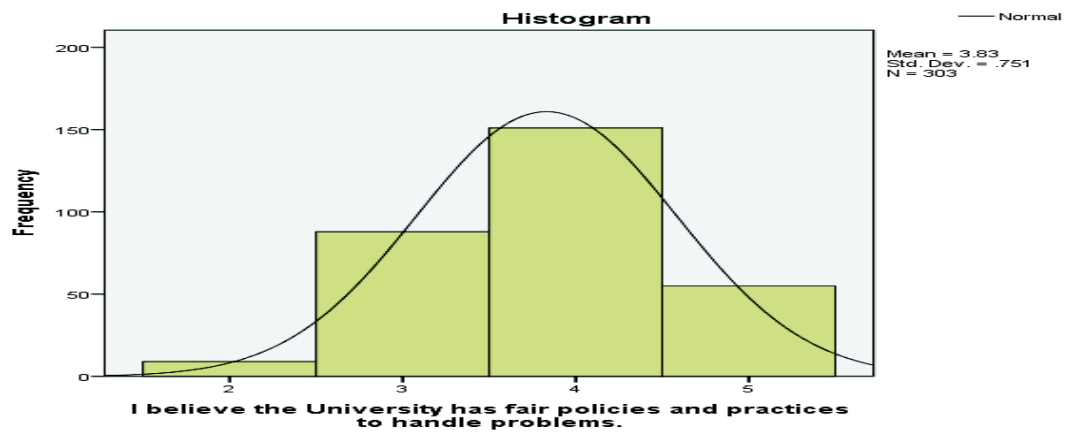
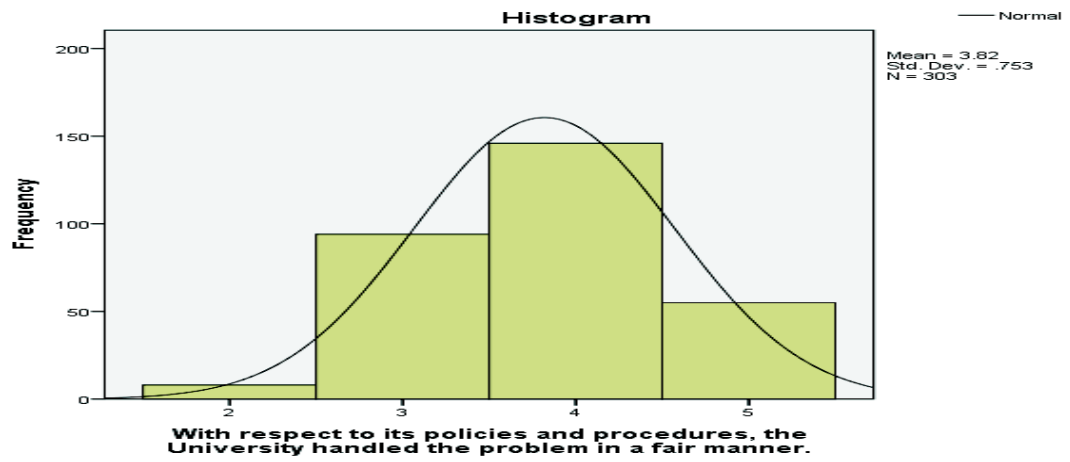


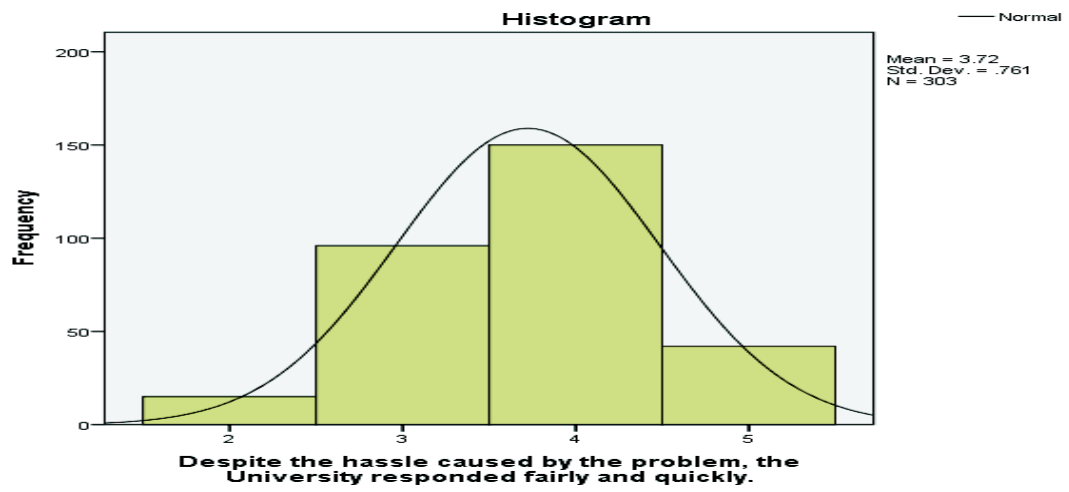
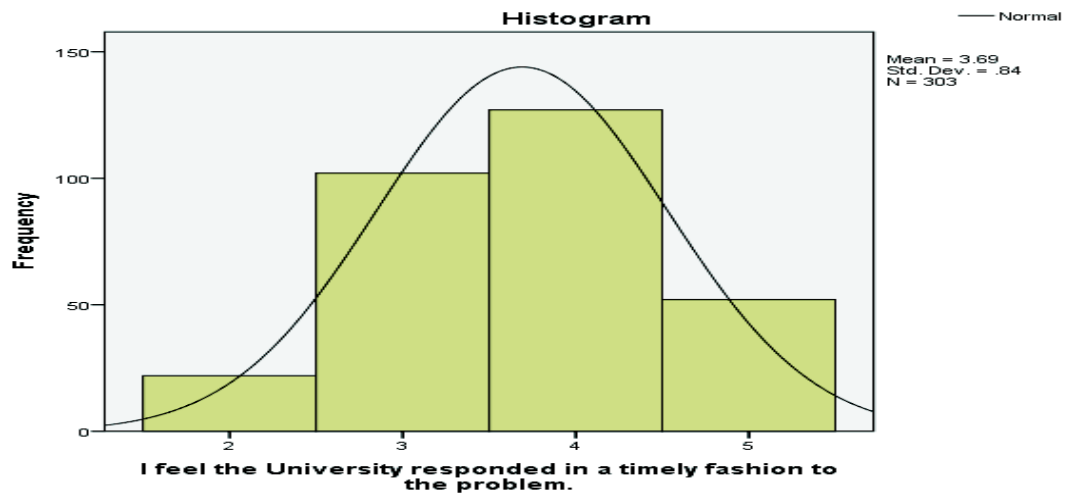
DISTRIBUTION OF 4 ITEMS OF DISTRIBUTIVE JUSTICE



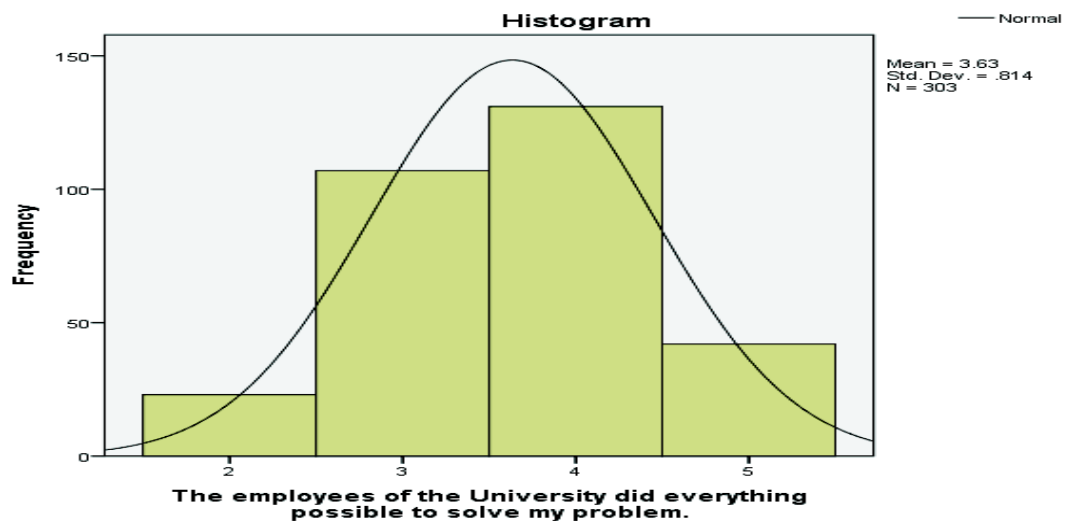
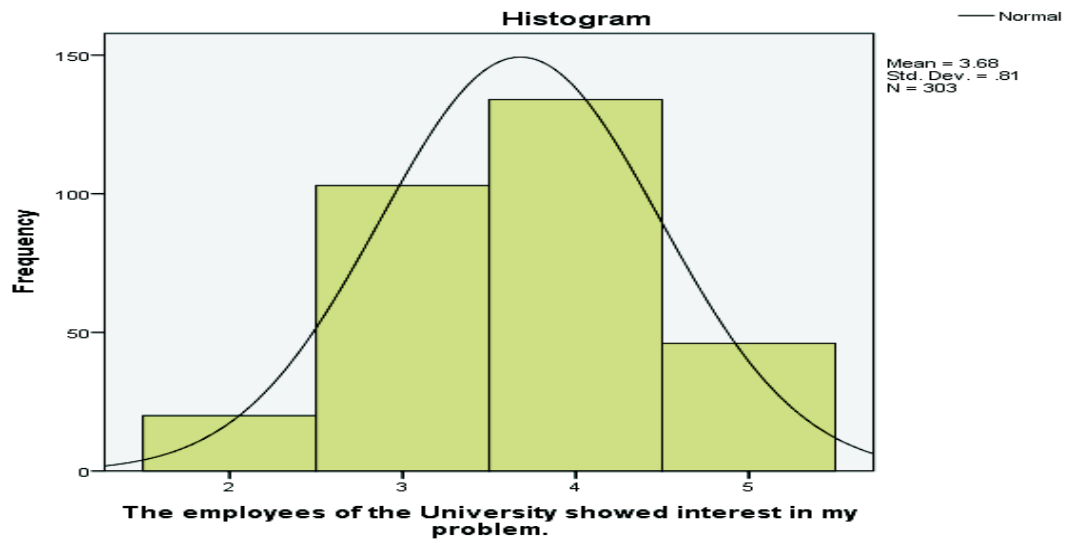


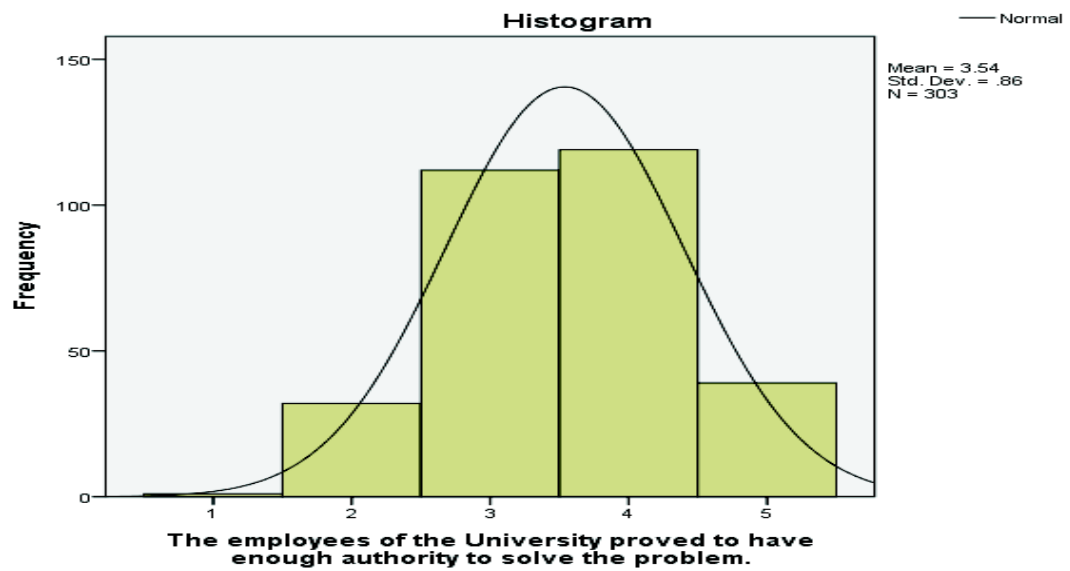
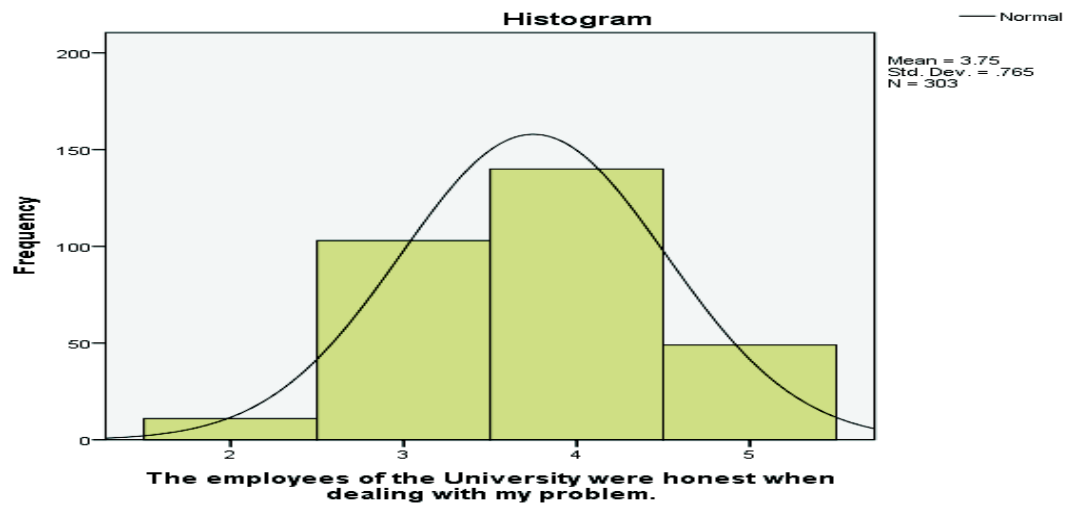
DISTRIBUTION OF 4 ITEMS OF PROCEDURAL JUSTICE

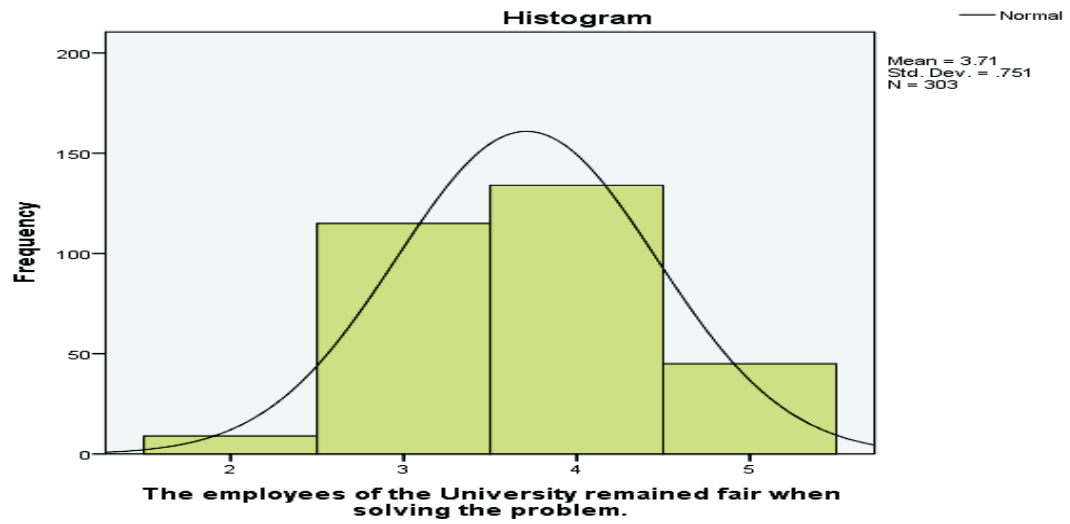
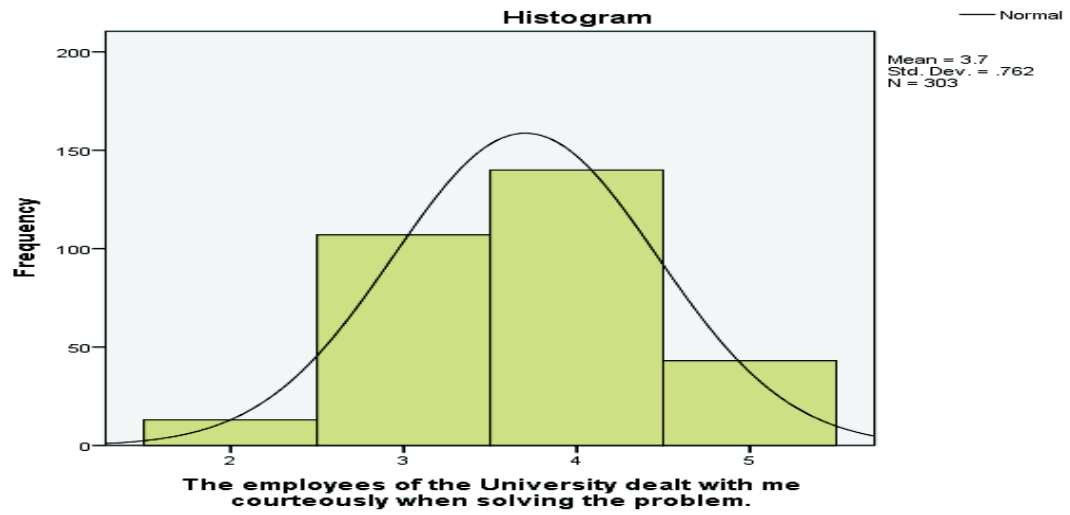


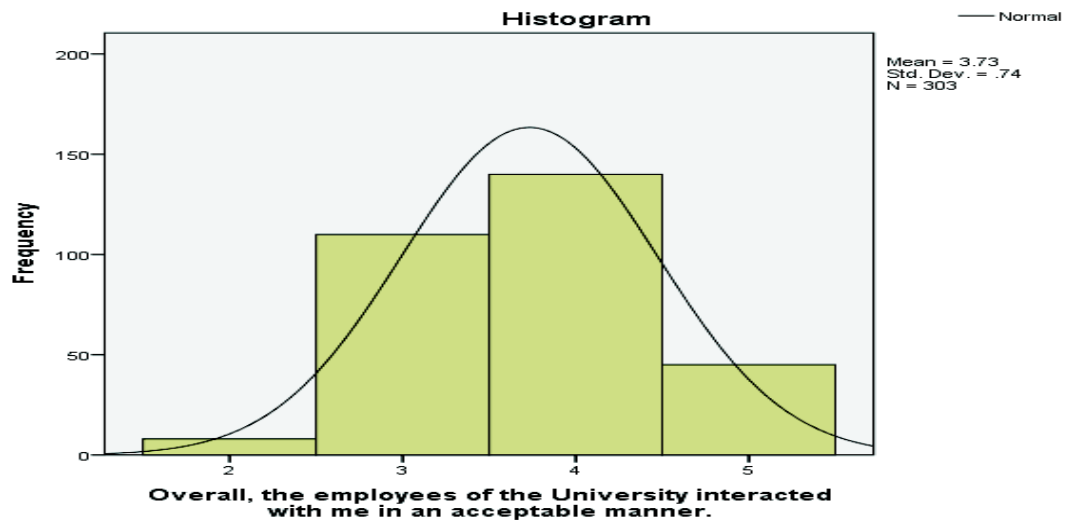
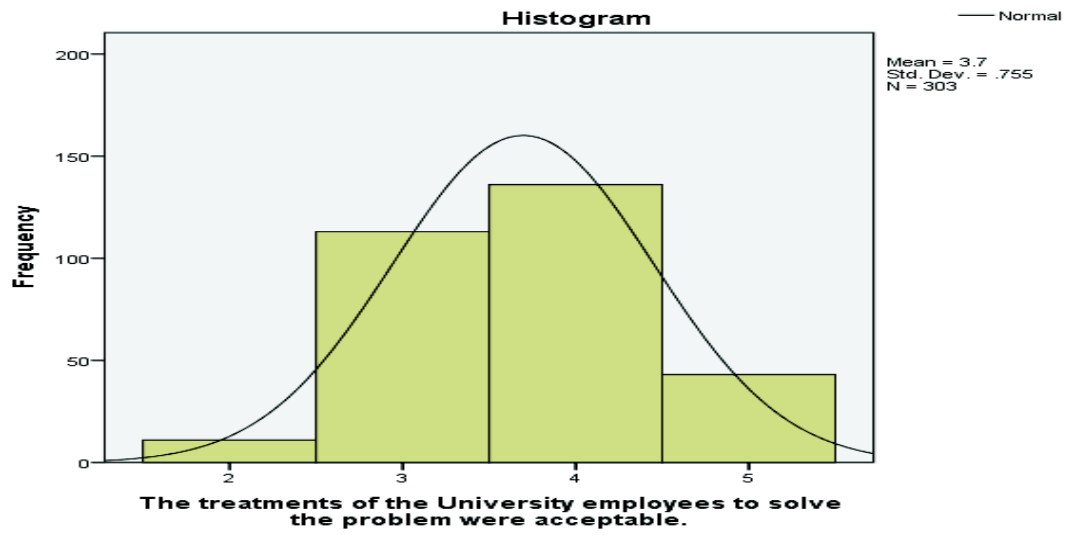


DISTRIBUTION OF 8 ITEMS OF INTERPERSONAL JUSTICE

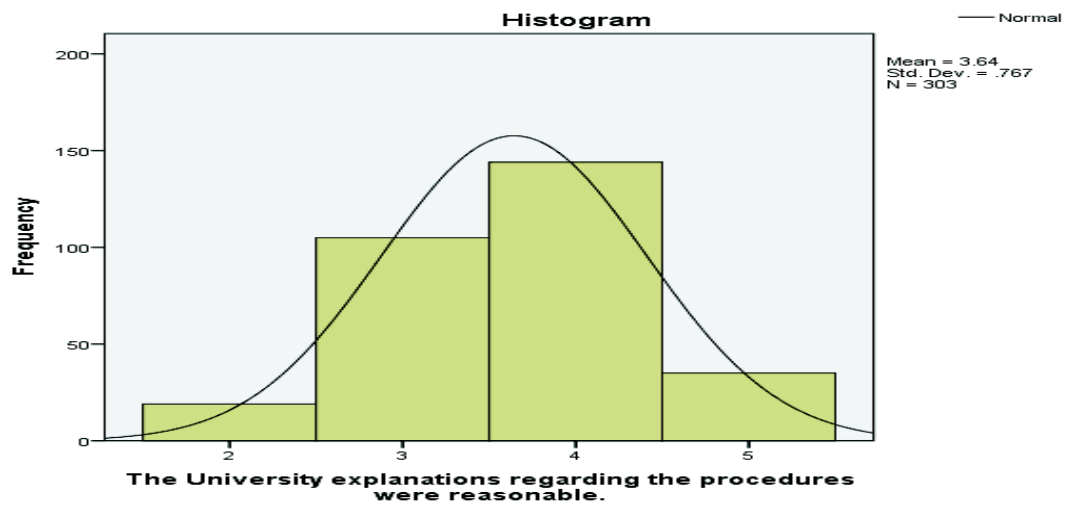
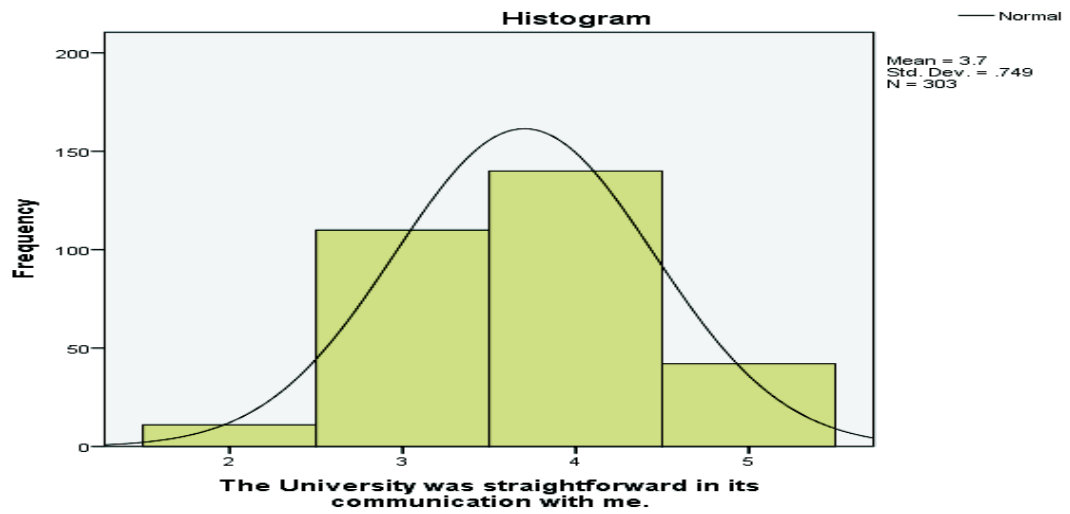


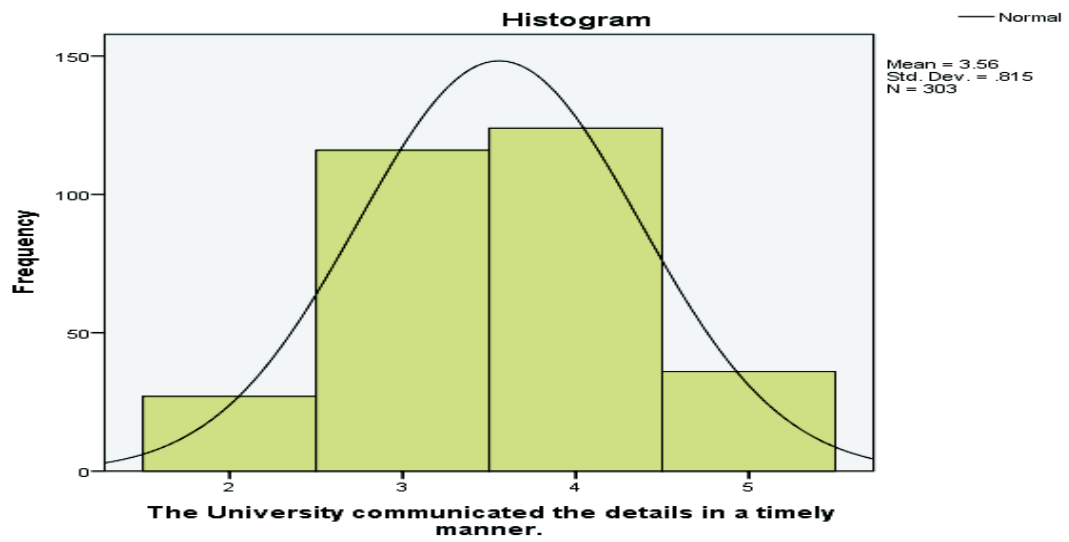
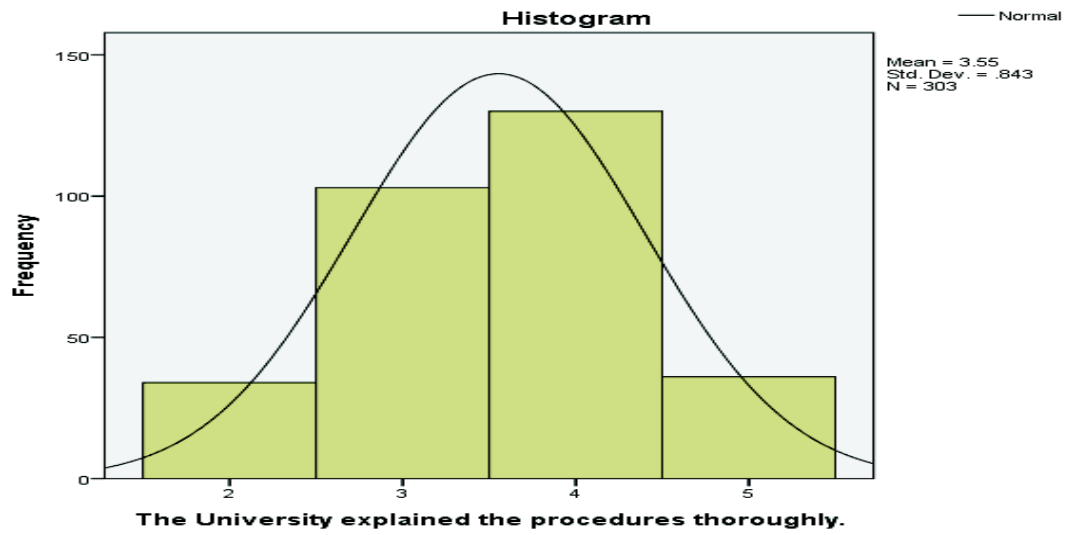


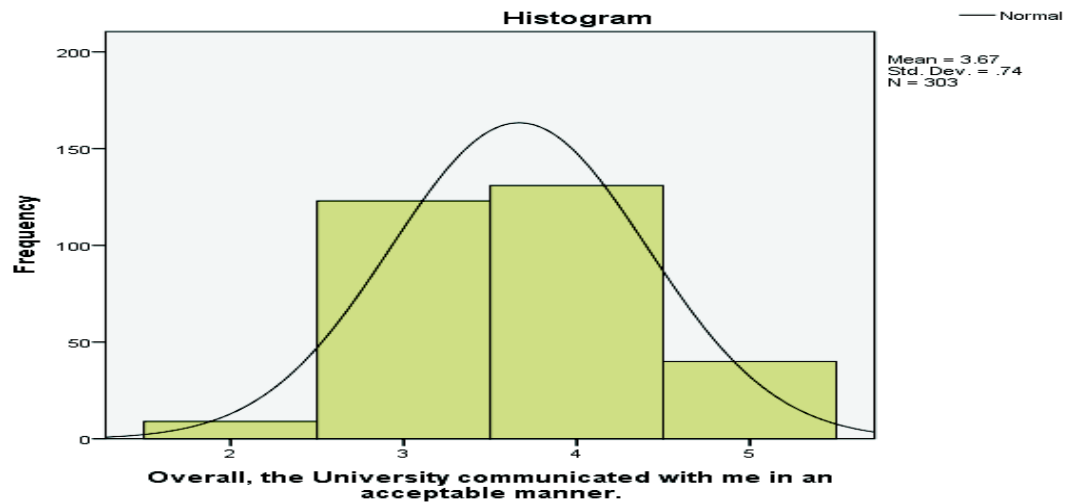
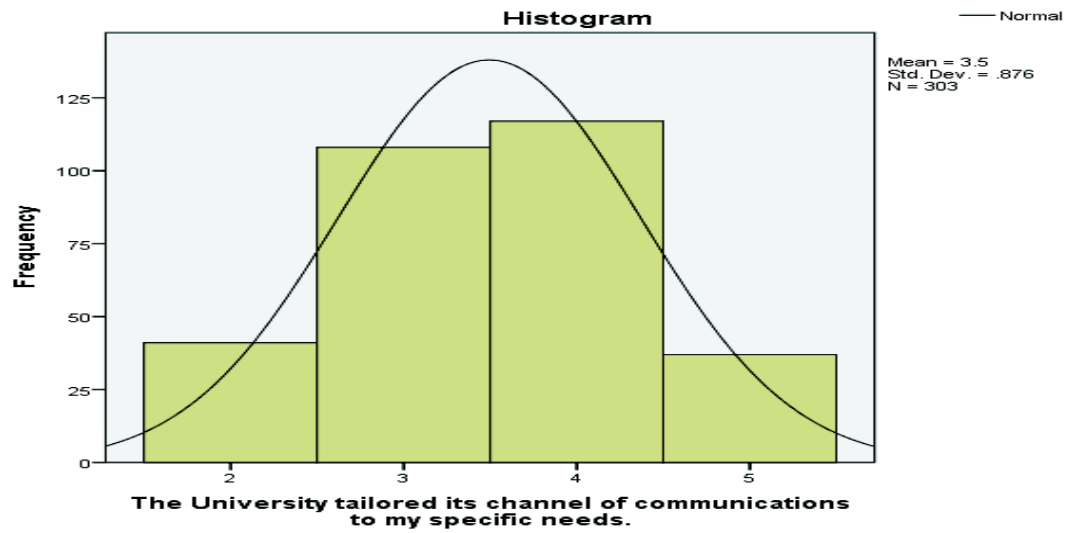




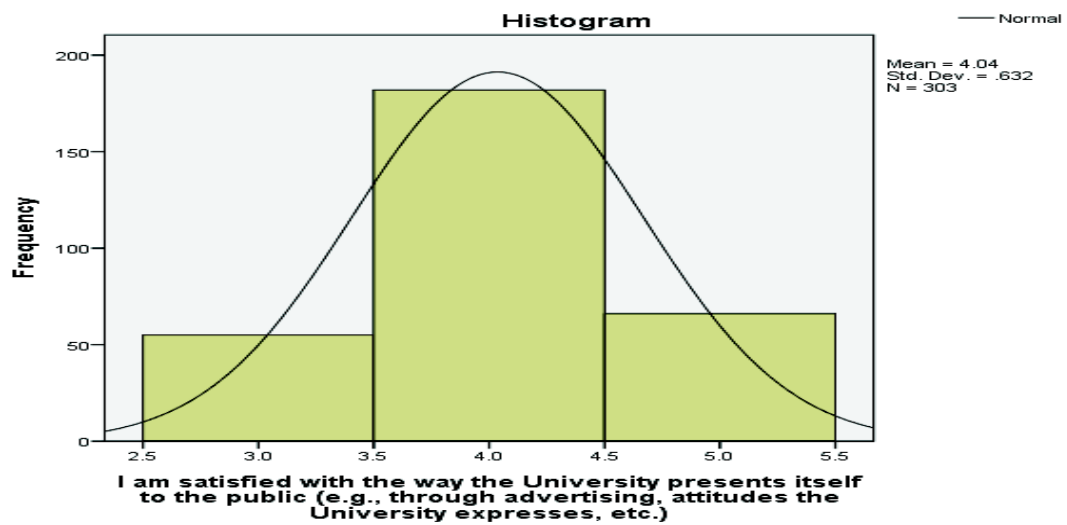
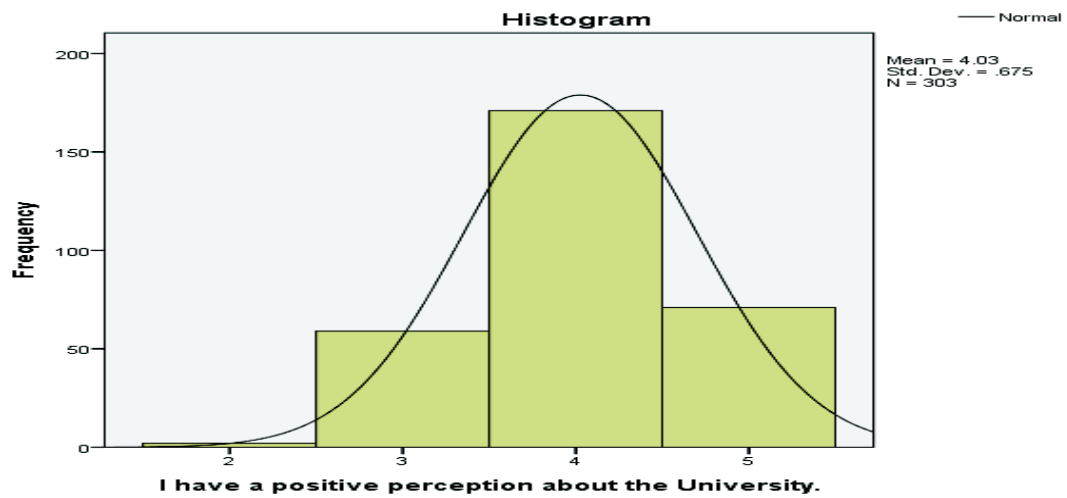
DISTRIBUTION OF 6 ITEMS OF INFORMATIONAL JUSTICE

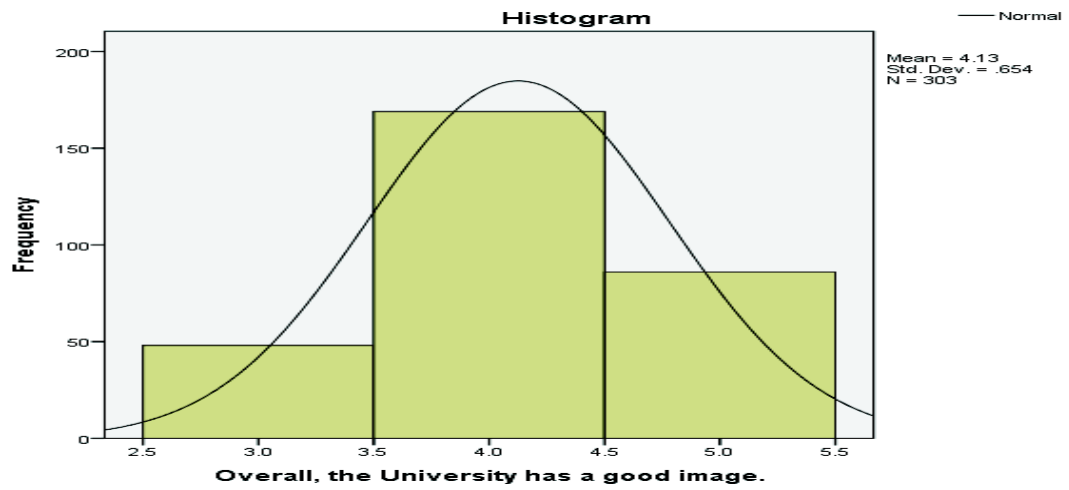
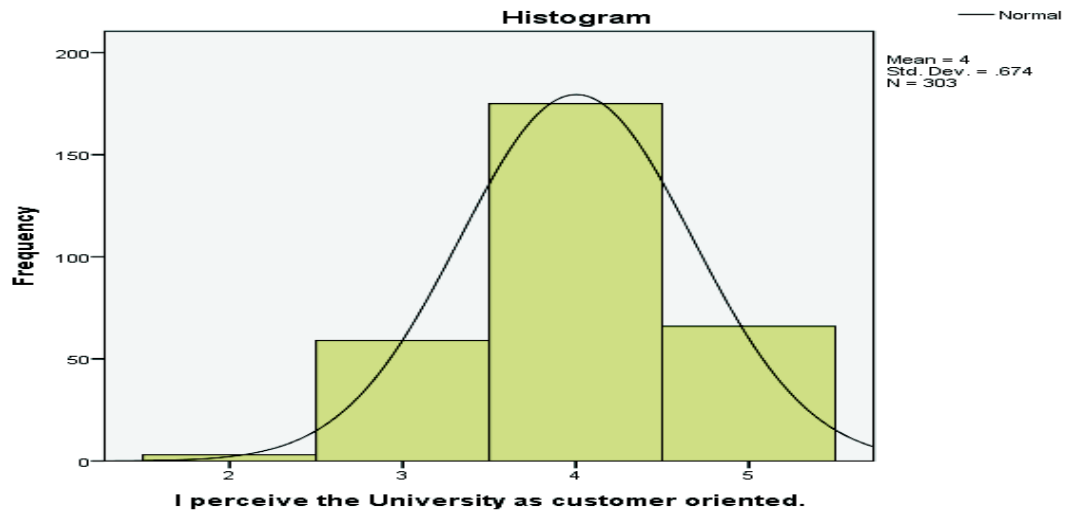




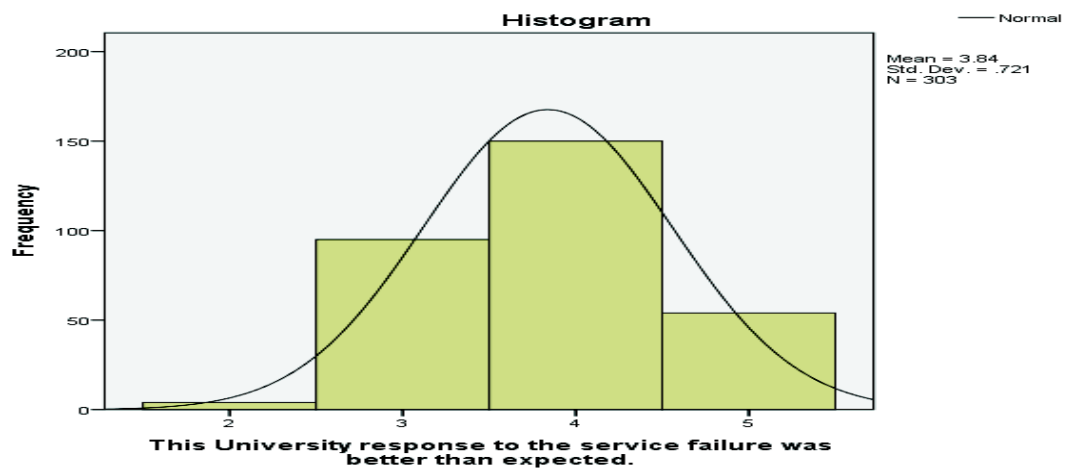
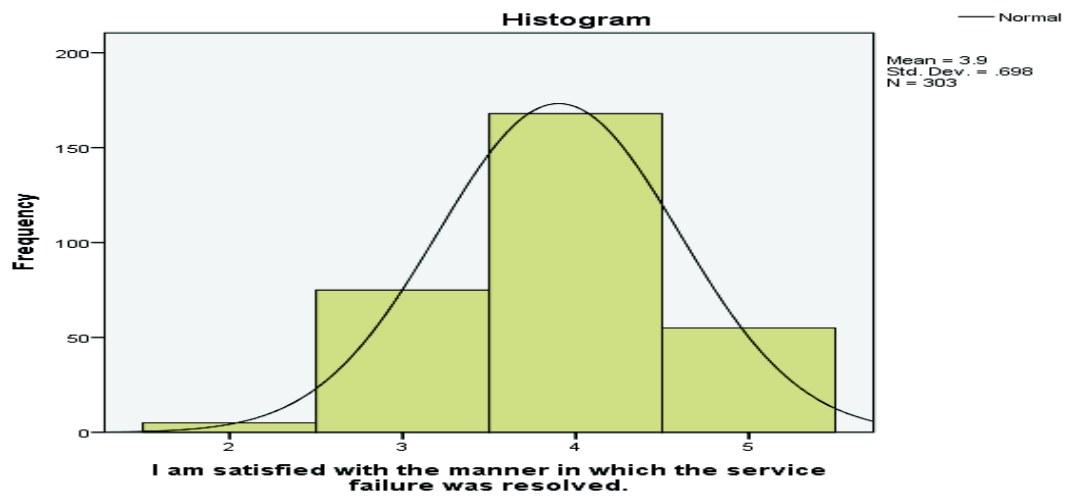


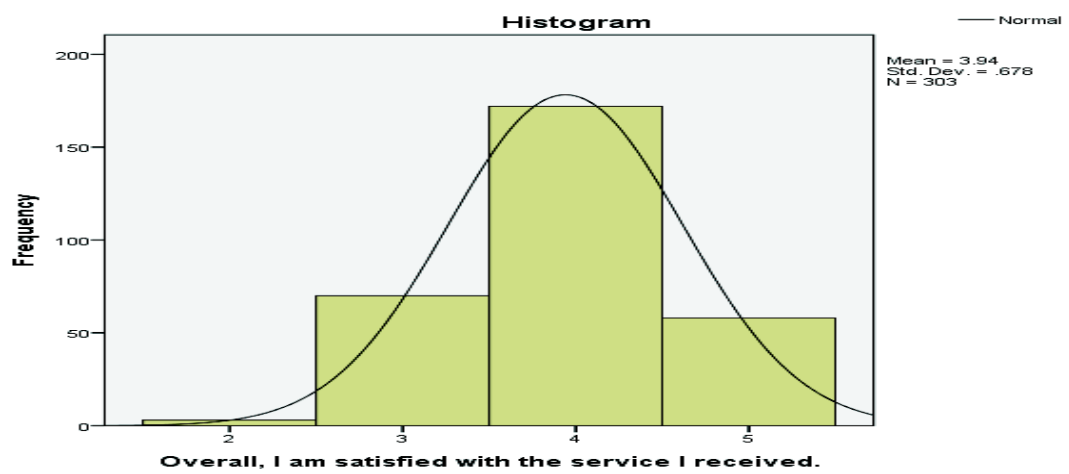
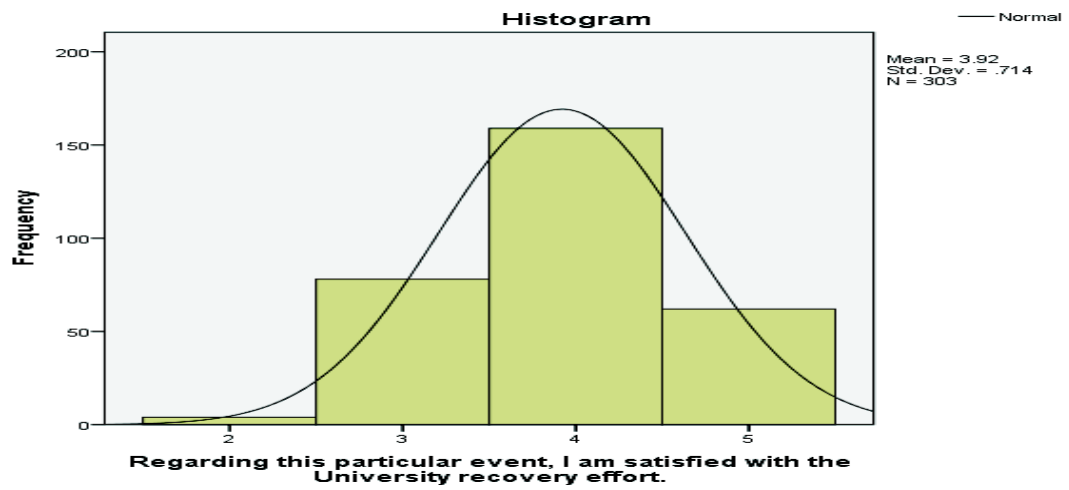
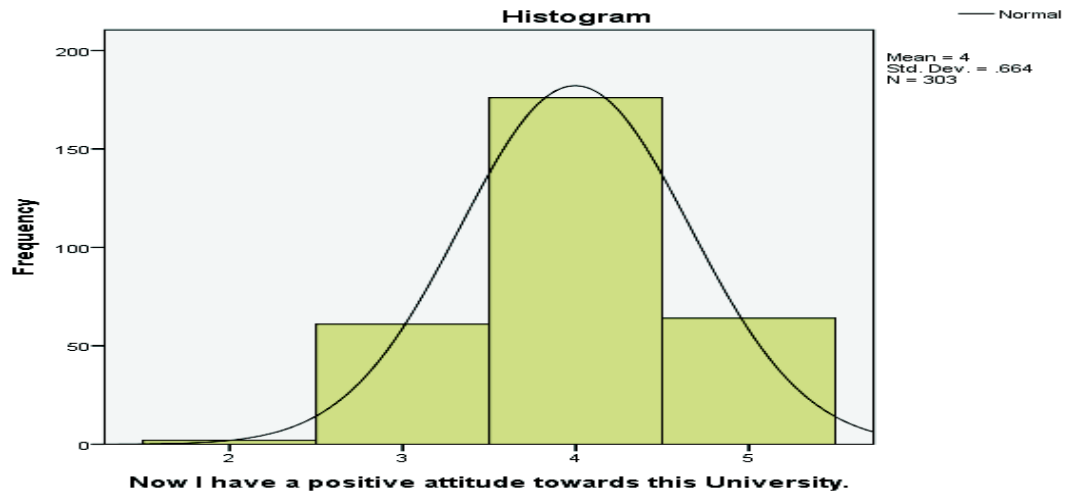
DISTRIBUTION OF 4 ITEMS OF UNIVERSITY IMAGE



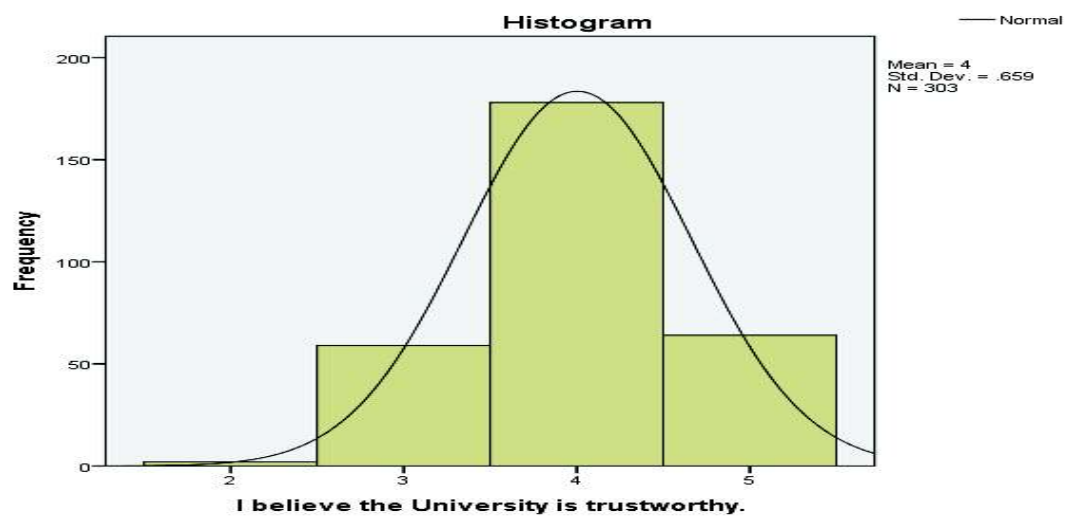
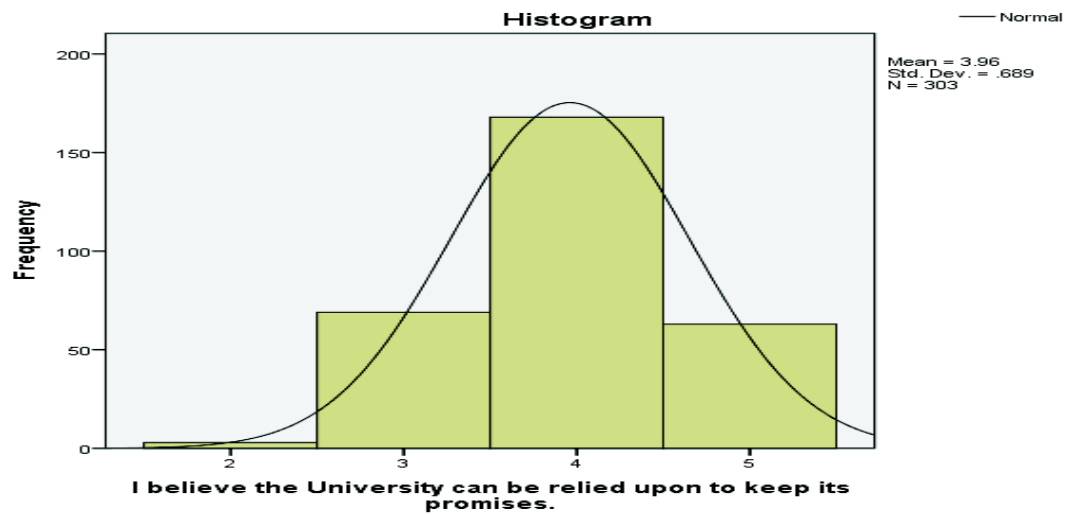


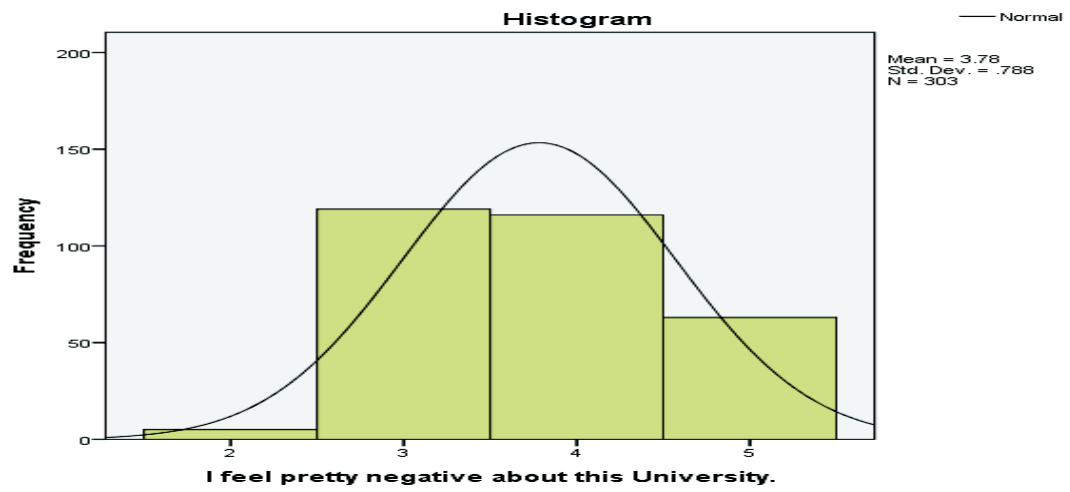
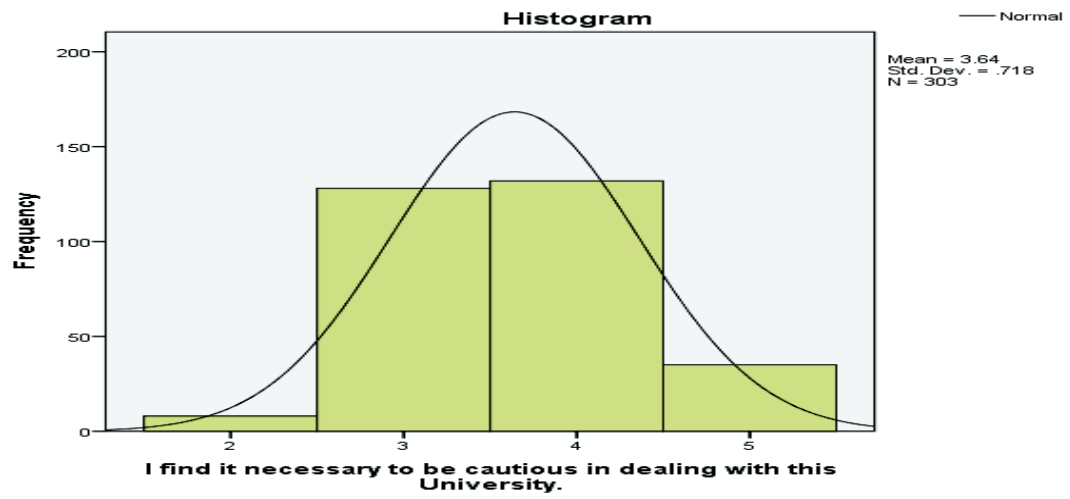
DISTRIBUTION OF 5 ITEMS OF SERVICE RECOVERY SATISFACTION

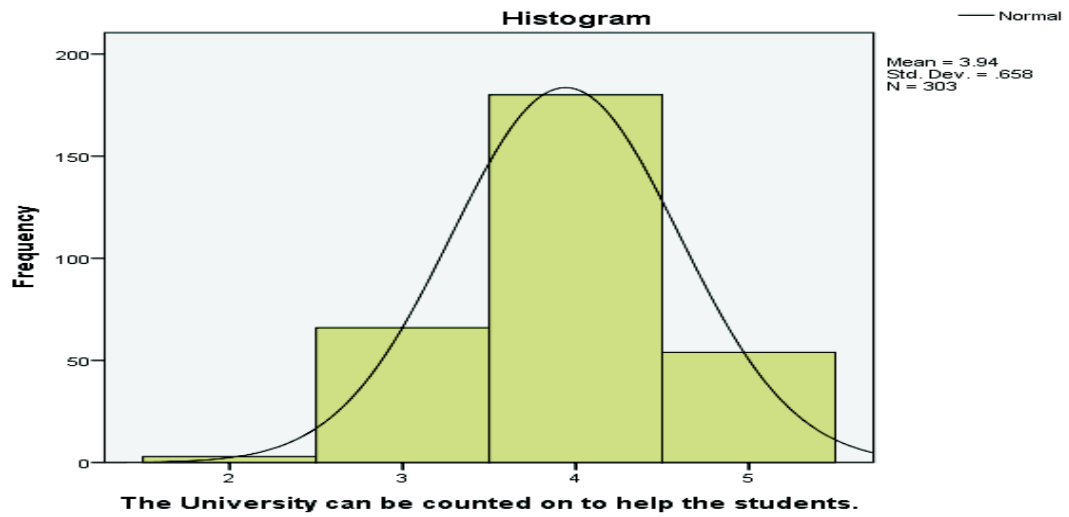




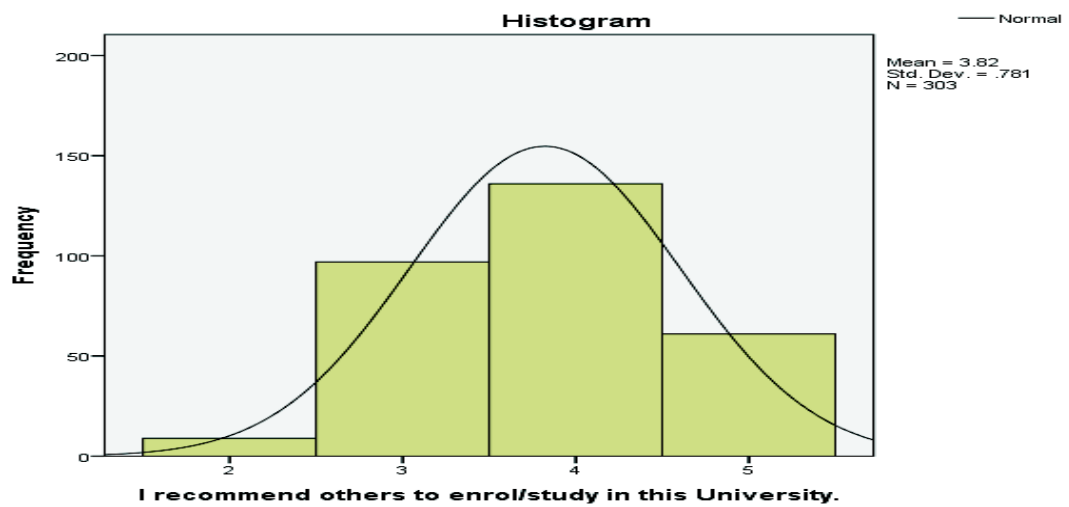
DISTRIBUTION OF 5 ITEMS OF TRUST

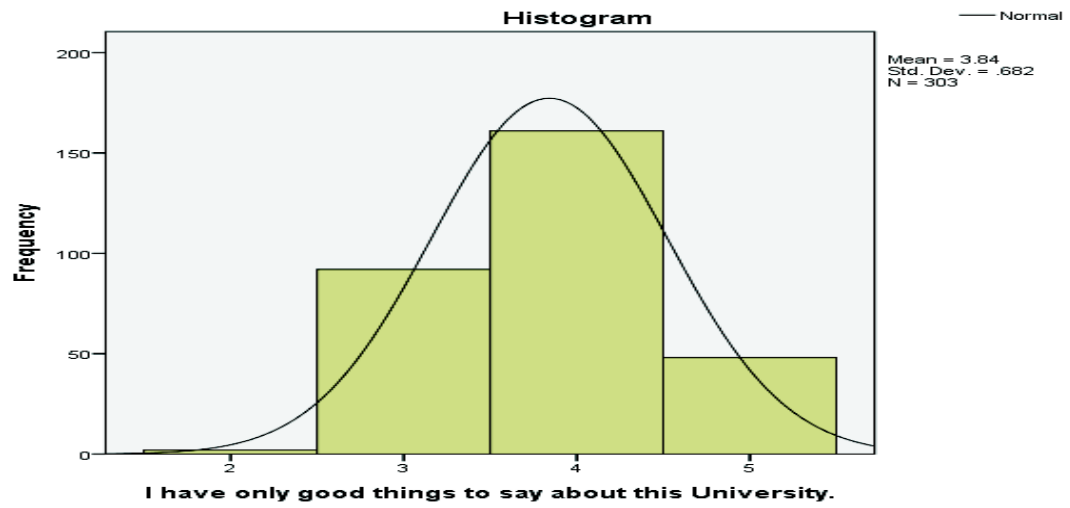
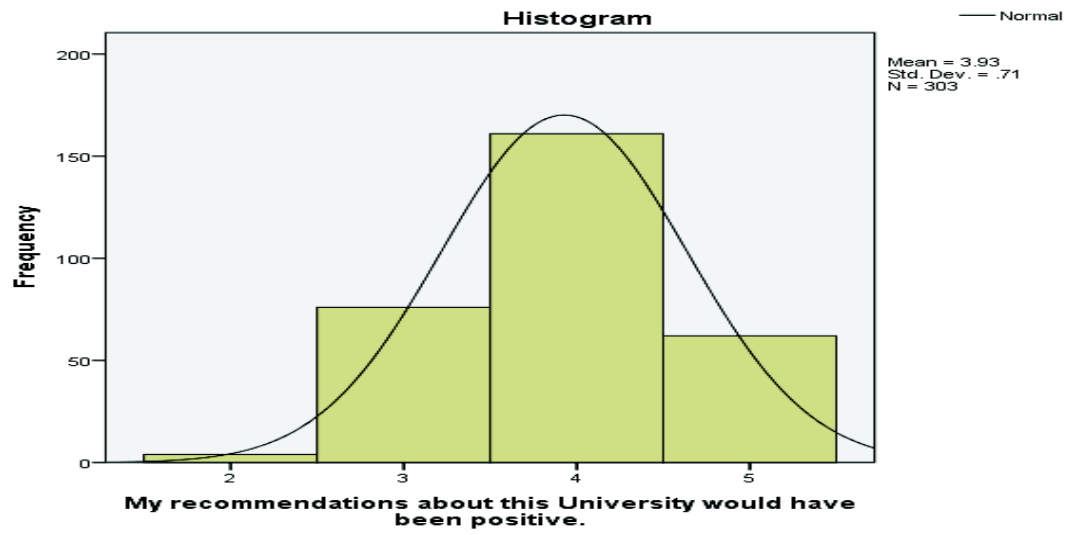


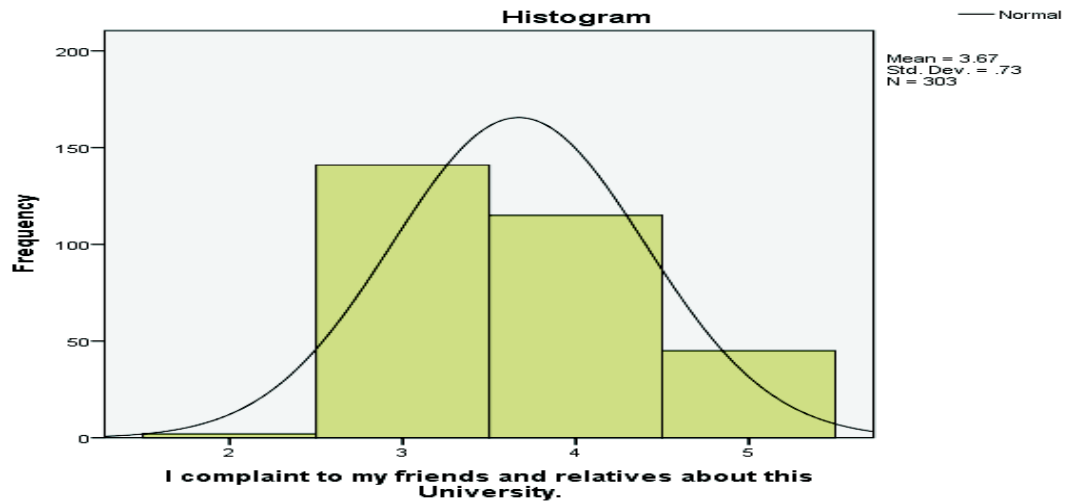




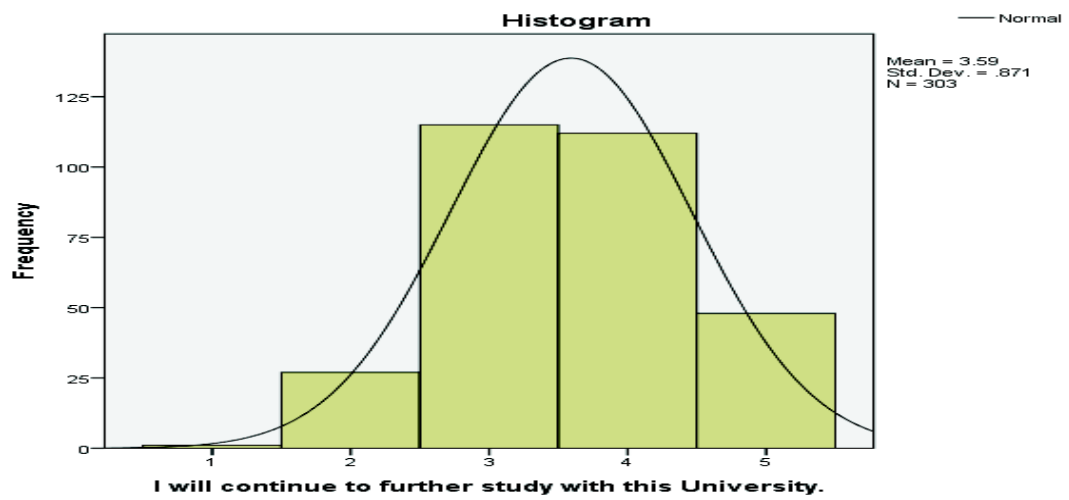
DISTRIBUTION OF 4 ITEMS OF WORD OF MOUTH

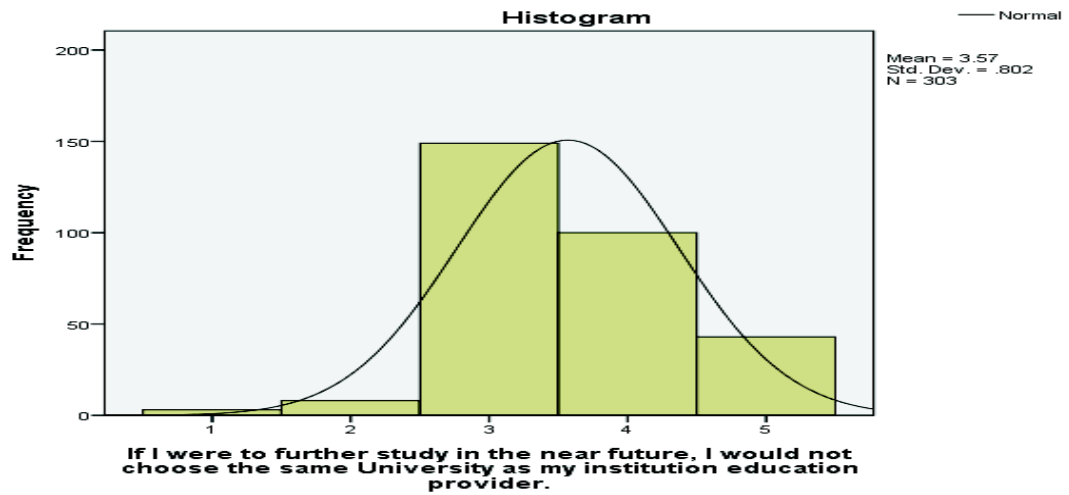
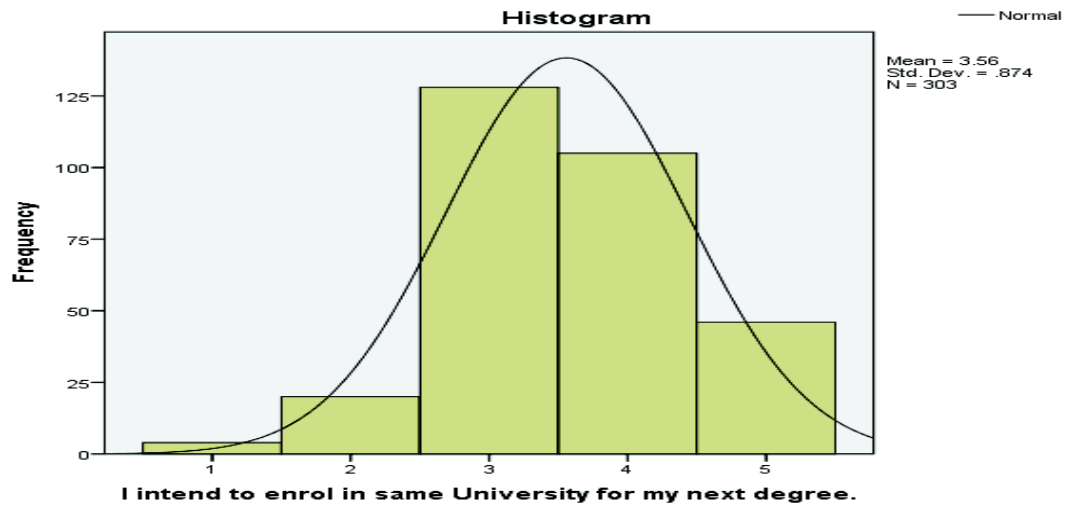


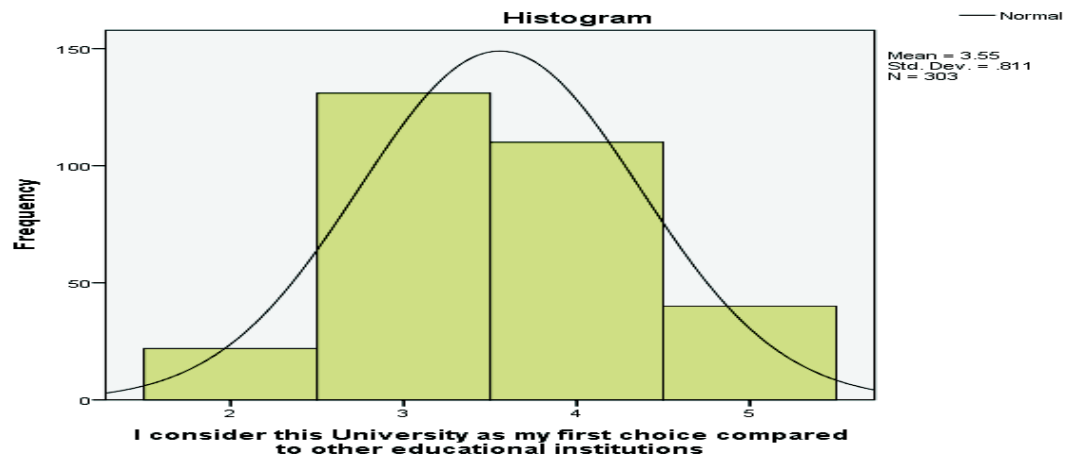
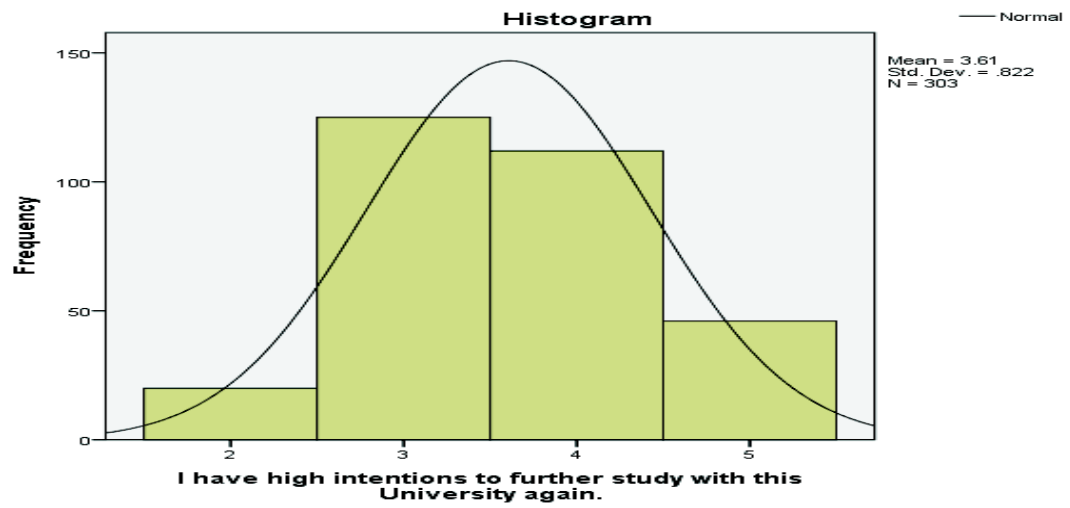




DISTRIBUTION OF 5 ITEMS OF REPURCHASE INTENTION







DISTRIBUTION OF 4 ITEMS OF LOYALTY

