

## Research Article

# The Moderating Effects of Corporate Image on the Relationship between Perceived Justice Dimensions and Consumer Attitudes and Repurchase Intentions from Online Shopping in Iran

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**Abstract:** The purpose of this study is to investigate the effects of perceived justice dimensions on consumer attitude (Satisfaction with the recovery, overall firm satisfaction and trust) and repurchase intentions by considering the role of corporate image. Totally, 400 questionnaires were distributed to university students, that 380 questionnaires were used for the final analysis, which the results from analysis of them based on simple linear regression and multiple hierarchical regression show that distributive justice has a positive influence on satisfaction with the recovery and consumers' trust; Procedural justice has a positive influence on satisfaction with the recovery, overall firm satisfaction and repurchase intentions; Interactional justice has a positive influence on satisfaction with the recovery, consumers' trust and repurchase intentions; Satisfaction with the recovery has a positive influence on consumers' trust, overall firm satisfaction and repurchase intentions; Consumers' trust has a positive influence on repurchase intentions; Overall firm satisfaction has a positive influence on repurchase intentions. The study also showed that corporate image plays a moderating role in the relationship between perceived justice dimensions and overall firm satisfaction, consumers' trust and repurchase intentions; also corporate image plays a moderating role in the relationship between interactional justice and satisfaction with the recovery. However, the moderating role of corporate image was not found in the relationship between distributive justice, procedural justice and satisfaction with the recovery.

**Keywords:** Consumers' trust, corporate image, overall firm satisfaction, perceived justice dimensions, repurchase intentions, satisfaction with the recovery

## INTRODUCTION

The Economist (2000) reported that customer complaints are rising sharply. Meanwhile retailers cannot eliminate complaints, they can learn to effectively respond to them. This response, termed service recovery, is defined as the process by which the firm attempts to rectify a service or product related failure (Kelley and Davis, 1994). Some researchers suggest that a retailer's response to failures can either reinforce customer relationships (Blodgett *et al.*, 1997; Smith *et al.*, 1999) or exacerbate the negative effects of the failure (Kelley *et al.*, 1993; Hoffman *et al.*, 1995). In fact, some claim that it is often a retailer's response to a failure, rather than the failure itself, that triggers discontent (Kelley *et al.*, 1993; Hoffman *et al.*, 1995). Recoveries are critical because customers perceiving poor recovery efforts may dissolve the buyer seller relationship and purchase elsewhere (Schneider and Bowen, 1999). Such customer turnover can be costly,

especially given that it costs more to win new customers than it does to retain current ones (Hart *et al.*, 1990; Schneider *et al.*, 1998). One viable strategy for retaining customers contains recovering fairly from failures (Blodgett *et al.*, 1997).

Service recovery refers to the actions an organization takes so as to respond to a service failure (Gronroos, 1988). In order to more fundamentally understand effective service recovery, researchers have applied justice theory as the major framework for examining service recovery procedures (McColl-Kennedy and Sparks, 2003). A justice theory framework has gained popularity in explaining how customers evaluate service providers' reactions to service failure/recovery. In this theory, perceived justice is a multi-dimensional concept comprising three dimensions: Distributive, procedural and interactional justice.

Previous research has shown that a successful service recovery can have a positive effect on consumer

attitudes as well as behavioral intentions such as customer satisfaction, repurchase intentions and the spread of positive word of mouth (Kelley *et al.*, 1993; Blodgett *et al.*, 1997; Harris *et al.*, 2006; del Rio-Lanza *et al.*, 2009; De Matos *et al.*, 2009). Whereas, providing a successful service recovery remains a challenge for many service organizations.

Despite recent advances, there is still much to learn about service recovery's influence on customer perceptions of justice, satisfaction and intent. Though some research has examined the effects of perceived justice in service recovery (Blodgett *et al.*, 1993; Tax *et al.*, 1998; Smith *et al.*, 1999; McCollough *et al.*, 2000), the relative effects of the dimensions of justice on three significant and distinct aspects of consumer attitudes (i.e., Satisfaction with the recovery, overall firm satisfaction and trust) and repurchase intentions have not been addressed. Given the importance of relationship marketing in ongoing service industries, such analyses are required to determine if satisfaction gains realized by offering justice in service recovery affect overall firm satisfaction as well.

A growing number of researchers have recognized service recovery as a rather neglected aspect of service marketing and one which warrants much greater research attention (Andreassen, 1999; Lewis and McCann, 2004). Kim *et al.* (2009) states although the recent advances concerning the effects of perceived justice on post-recovery behavior, there is still room to learn how a service provider's recovery efforts affect subsequent customer relationships with the company. There is still a need for solid empirical research considering the impact of organizational responses to a customer complaint (Davidow, 2003). Moreover, according to Maxham and Netemeyer (2002), there is a paucity of empirical research considering the effects of complainants' perceptions of justice on intentions.

McCollough (2000) found that the impact of recovery on customer satisfaction was nonlinear, in other words, high recovery might not lead to high satisfaction while low recovery might not lead to low satisfaction. Del Rio-Lanza *et al.* (2009) recommends to consider moderating factors in the relationships between perceived justice and satisfaction. Among these variables, they recommended studying customers' image or assessment of the firm's brand and global satisfaction with the firm and their attributions of the causes of the problem. Whereas, despite the importance of brand image, little effort has been made to investigate the role of brand image in relation to perceived justice considering service recovery efforts and Satisfaction with the recovery, overall firm satisfaction and trust and repurchase intentions.

In this regard, the purpose of this study is to investigate the effects of perceived justice dimensions

on consumer attitude (Satisfaction with the recovery, overall firm satisfaction and consumers' trust) and repurchase intentions by considering the role of corporate image.

## LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

**Dimensions of perceived justice:** Justice theory originates from social exchange (Homans, 1961) and equity theory (Adams, 1965). In an exchange, the cost or price of product or service must be equivalent to the gains. If the cost is higher than the gains, actions can be taken to reduce the level of unfairness. Konovsky (2000) indicated that perceive justice is indispensable to research on how individuals react to a conflict. Because service failures are typical conflicts, service recovery actions taken to cope with a service failure can be assessed based on perceived justice. In practice, recovery strategies of a firm are normally assessed using the three components of justice, namely distributive justice, procedural justice and interactional justice (Maxham and Netemeyer, 2003; Chebat and Slusarczyk, 2005; Collier and Bienstock, 2006; Schoefer, 2008; Del Rio-Lanza *et al.*, 2009).

**Distributive justice:** Distributive justice refers to whether the failed customer has received monetary compensation. Most failed customers can perceive distributive justice of a recovery action after they have received a discount, coupons, refund, free giveaways or alternative goods as compensation from the offending service provider (Blodgett *et al.*, 1997; Tax *et al.*, 1998; Hoffman and Kelley, 2000). Distributive justice can be assessed by customer perception of the fairness, equality, necessity and value of the compensation (Maxham and Netemeyer, 2003; Wirtz and Mattila, 2004).

**Procedural justice:** Defined as customer perceptions of the recovery process, procedural justice focuses on the flexibility and efficiency of the recovery policies or rules. Failed customers can perceive procedural justice of a recovery action when the offending company admits the failure, attempts to rectify the mistake timely and adjusts its recovery strategy in line with customer demands. Procedural justice can generally be assessed as to whether customers can freely express their opinions, recovery efficiency of the offending company, dominance over the outcome, easiness of making complaints, flexibility, instantaneity, transparency of the recovery process and appropriateness of the recovery action or policy (Tax

*et al.*, 1998; Smith *et al.*, 1999; Maxham and Netemeyer, 2003; Wirtz and Mattila, 2004; Chebat and Slusarczyk, 2005).

**Interactional justice:** Interactional justice refers to the extent of fairness in which service providers communicate with and treat failed customers. Most failed customers perceive interactional justice of a service recovery action when the offending service providers are willing to communicate with them courteously, honestly and empathetically whilst attempting to solve a problem and communicate with customers (Tax *et al.*, 1998; Maxham and Netemeyer, 2003; Wirtz and Mattila, 2004). Interactional justice is generally assessed by reliability, clear explanation of the problem, sincerity, apologetic attitude, communication, politeness, respect, detailed attention to problems, willingness to hear complaints and resolve to solving the problem (Smith *et al.*, 1999; Wirtz and Mattila, 2004).

**Perceived distributive justice and satisfaction with the recovery and overall firm satisfaction:** Greenberg (1990) claimed that distributive justice is tied to essentially with the particular outcomes of the recovery struggle, for instance what reconcile did the service supplier do to the resentful customer. Hoffman and Kelley (2000) pointed out that distributive outcomes contain atonement in the form of replacement, digression, counterfoil, rebate, free present, make amends etc. Greenberg (1996) claimed that distributive justice means which persons reply to undeserved involvements by reacting unfavorable feelings and they can be motivated to compensate the practiced wrongdoing. Tax *et al.* (1998) pointed out that the assessment of the reparation may be affected by the former experience of the consumers with the organization and influenced by the information about how other consumers were acted in similar condition and emotion of the greatness of his or her own cost. Sparks and McColl-Kennedy (2001) put forward that people were satisfied when a 50% pay back was dedicated to recover for the service failure. Smith and Bolton (1998) affirmed that distributive justice affected by two sorts of satisfaction that named satisfaction with recovery and whole organization satisfaction. Satisfaction with recovery is the satisfaction caused with a special treatment covering a fault and getting better. On the other hand, whole organization satisfaction implies to a customer's gathered satisfaction with whole former trucks as well as the satisfaction taken from the most novice truck. Oliver (1996) disputed that distributive justice is an antecedent of satisfaction with particular service recovery. Smith

*et al.* (1999) claim that distributive justice influences service recovery and Goodwin and Ross (1992) and Tax *et al.* (1998) proposed that distributive justice affects satisfaction with beef utilization. Thus:

- H1:** The perceived distributive justice has a positive influence on satisfaction with the recovery.
- H2:** The perceived distributive justice has a positive influence on overall firm satisfaction.

**Perceived procedural justice and satisfaction with the recovery and overall firm satisfaction:** Procedural justice implies to the sensed straightness of manners and procedures containing the recovery struggle and procedural justice affects service recovery outcomes. Thibaut and Walker (1978) stated that procedural justice dealing the accomplishment to governance the choicing and improvement of proof and the accomplishment to determine the outcomes of the argument itself. Procedures allow individual to feel that his/her profits are being screened (Lind and Tyler, 1988). Namely, a timely answer on the staffs who are authorized to master a failure condition would deal as a sign of the service supplier's voice of the consumer's needs. Smith *et al.* (1999) claimed that procedural justice has a substantial influence on service encounter satisfaction. Tax *et al.* (1998) also disputed that procedural justice has a positive influence on satisfaction with complaint dealing and procedural justice can also effect whole organizational satisfaction in recovery context. Thus:

- H3:** The perceived procedural justice has a positive influence on satisfaction with the recovery.
- H4:** The perceived procedural justice has a positive influence on overall firm satisfaction.

**Perceived interactional justice and satisfaction with the recovery and overall firm satisfaction:** With the view of Tax *et al.* (1998) interactional justice focused on the veracity of the interpersonal behavior persons get throughout creating procedures. Tax *et al.* (1998) stated that there are five components of interactional justice: veracity, nicely, struggle and empathy. Literature about justice theory has showed that the behaviours that administrators and staffs get into touch with consumers and struggles get to detach disaccords affected customer satisfaction (Goodwin and Ross, 1992; Mohr and Bitner, 1995). Blodgett *et al.* (1997) disputed that interactional justice has the powerful influence on word of mouth communication in their tentative research study. Assesment of service recovery are seriously affected by the co action between consumers and service representatives. Smith *et al.* (1999) claimed that

the influence of interactional justice on satisfaction with the service recovery and Tax *et al.* (1998) pointed out a powerful influence of interactional justice on satisfaction. Bitner *et al.* (1990) report that whole firm satisfaction advances when staffs behave consumer honestly. Thus:

**H5:** The perceived interactional justice has a positive influence on satisfaction with the recovery.

**H6:** The perceived interactional justice has a positive influence on overall firm satisfaction.

**Perceived justice dimensions and consumers' trust with respect to the service recovery:**

Moorman *et al.* (1993) define trust as a buyer's willingness to rely on the seller in an uncertain condition based on the confidence that seller will satisfactorily perform actions that will result in positive outcome. Researchers have noted that in the service industry a key element of increasing customer satisfaction and building long-term trust relationship is to have a good service recovery strategy (Hart *et al.*, 1990). A customers' trust occurs when he or she perceives document that the service recovery has met his or her confident expectations. Meanwhile previous research has shown the meaningfully positive effect of perceived justice on trust with respect to the service recovery, this research extend previous research efforts by testing the relative explanatory power of distributive, procedural and interactional justices in consumer's trust with respect to the service recovery. Thus:

**H7:** The perceived distributive justice has a positive influence on consumers' trust with respect to the service recovery.

**H8:** The perceived procedural justice has a positive influence on consumers' trust with respect to the service recovery.

**H9:** The perceived interactional justice has a positive influence on consumers' trust with respect to the service recovery.

**Repurchase intentions:** Repurchase intention refers to the customer's aim to maintain a relationship with a particular service provider and make his or her next purchase in the category for this service provider (Jones and Taylor, 2007). Continued purchasing by current customers is a significant concern because the cost of obtaining a new customer usually greatly exceeds the cost of retaining a customer (Spreng *et al.*, 1995). Repurchase intention as a consequence of satisfaction or dissatisfaction is a critical factor affecting customers' future relationship with an organization, its profitability and hence its business success (Reichheld and Sasser, 1990; Weun, 1997).

**Perceived justice dimensions and repurchase intentions:**

Although a service failure has the potential to destroy customers' loyalty, the successful implementation of service recovery strategies may prevent the defection of customers who experience a service failure (Lewis and Spyropoulos, 2001). When a service breakdown occurs, the effective reactions of the service providers can assist create even stronger bonds, however the poor responses may prompt customers to switch. Thus, an effective effort for service recovery after experiencing faulty service must be carefully planned and carried out so as to establish a long-term relationship with the customers (Kim *et al.*, 2009), because unsuitable responses meaningfully increase the companies' defection rate.

Perceived justice dimensions also have a great effect on repurchase intention. Blodgett *et al.* (1997) examined the effects of distributive, procedural and interactional justice on customers' repatronage intention and negative word of mouth intention. In their study, they checked different levels (low-medium-high) of recovery scenarios based on the three justice dimensions to test how each recovery effort, with varying degrees of recovery, influences customer repatronage intention and word of mouth. The study proposed that the effects of perceived justice on customer repatronage intention and word of mouth vary across the different dimensions of justice and change with the degree of service recovery efforts as well. Moreover Ha and Jang (2009) found that all dimensions of justice affect repatronage intention in the restaurant setting. They found that service recovery efforts, such as discounts for food items, promptness of recovery and a sincere apology for the service failure could leave customers satisfied, consequently encouraging them to revisit the restaurant. Thus:

**H10:** The perceived distributive justice has a positive influence on repurchase intentions.

**H11:** The perceived procedural justice has a positive influence on repurchase intentions.

**H12:** The perceived interactional justice has a positive influence on repurchase intentions.

**Satisfaction with the recovery and consumers' trust with respect to the service recovery:**

Trust can be developed when customers have confidence in the service provider's reliability and integrity (Morgan and Hunt, 1994). Customer's satisfaction with the service provider would build up the perceived reliability and integrity of the provider and thus contribute to trust formation (Ganesan, 1994). Previous studies have found satisfaction to be an antecedent to trust in the context of marketing channels (Geyskens *et al.*, 1999),

brand trust (Delgado Ballester and Munuera Alema'n, 2001), as well as service recovery (Ok *et al.*, 2005; Kau and Loh, 2006; Kim *et al.*, 2009). Thus:

**H13:** The satisfaction with the recovery has a positive influence on consumers' trust with respect to the service recovery.

**Satisfaction with the recovery and overall firm satisfaction:** Nearly all consumer research has adopted the view of satisfaction as a transaction-specific judgment (Anderson and Fornell, 1994) and most service recovery research has examined satisfaction with a particular complaint handling experience. We feel it is significant to examine both satisfaction types for several reasons. First, several scholars note that treating satisfaction as a transaction-specific judgment ignores the importance of overall satisfaction as a process extending across a longer consumption horizon (Fournier and Mick, 1999). Accordingly, satisfaction with recovery must be regarded to more fully account for the development of overall firm satisfaction. Second, the manner in which customers process negative experiences can affect satisfaction judgments. Individuals weigh losses more heavily than gains (Fiske, 1980) and hence may weigh an unsatisfactory transaction more heavily than a satisfactory one in forming overall firm satisfaction. Third, as previously noted, the perceived justice dimensions should differentially affect overall firm satisfaction. Lastly, satisfaction with recovery and overall firm satisfaction are expected to differentially affect two other significant consequences, word-of-mouth intent and purchase intent.

Overall firm satisfaction represents a cumulative satisfaction with all exchanges. Though there are cases where customers may be dissatisfied with a particular transaction and still remain satisfied with the firm, their satisfaction with recovery should positively affect their perceptions of overall firm satisfaction after the recovery effort. This hypothesis follows theoretically from the additive nature of overall satisfaction (Oliver, 1996). Thus:

**H14:** The satisfaction with the recovery has a positive influence on overall firm satisfaction.

**Satisfaction with the recovery and repurchase intentions:** Previous study have showed that purchase intention is positively influenced by customer satisfaction (LaBarbera and Mazursky, 1983; Yi, 1990). As such, an effective service recovery can increase the customer satisfaction and therefore preserve the

customer intent to repurchase from the firm in the future (Goodwin and Ross, 1992; Kelley *et al.*, 1993; Kim *et al.*, 2009). Thus:

**H15:** The satisfaction with the recovery has a positive influence on repurchase intentions.

**Consumers' trust with respect to the service recovery and overall firm satisfaction:** Research on trust in customer relationships is still lacking, especially in a service recovery context (Ruyter and Wetzels, 2000). In the context of service failure and recovery, a demonstration of reliability and trustworthiness through responsible service recovery efforts will increase a favorable assessment of a service provider. Morgan and Hunt (1994) disputed, "Original confidence that a partner can rely on another indeed will imply the behavioral intention to rely." They contended that trust is a function of one's behavioral intention. Thus:

**H16:** The consumers' trust with respect to the service recovery has a positive influence on overall firm satisfaction.

**Consumers' trust with respect to the service recovery and repurchase intentions:** Morgan and Hunt (1994) theorize that trust is the key mediating variables between the antecedents and outcomes of developing a long-term customer relationship. The customer's willingness to repurchase from the same service firm manifests his/her intent to build a relationship with the firm. As such, when service failure occurs, if the firm can recover in a way that builds customer trust, the likelihood of repurchase from the firm increases.

Empirical document shows that both satisfaction and trust have strong positive effects on customer retention (Ranaweera and Prabhu, 2003). Doney and Cannon (1997) suggest that trust is the dominant antecedent of repurchase intentions. Delgado-Ballester and Munuera-Alema'n (2001) find direct effect of satisfaction on customer loyalty behavior as well as through trust. Thus:

**H17:** The consumers' trust with respect to the service recovery has a positive influence on repurchase intentions.

**Overall firm satisfaction and repurchase intentions:** Continued purchasing by current customers is a significant concern because the cost of obtaining a new customer usually greatly exceeds the cost of retaining a customer (Spreng *et al.*, 1995). Researchers have found that customer satisfaction/dissatisfaction is a critical

factor affecting repurchase intention (Oliver, 1981; Anderson and Sullivan, 1993). Whereas, a direct casual effect has not been found (Tax *et al.*, 1998; Hoffman *et al.*, 1995). Thus:

**H18:** The overall firm satisfaction has a positive influence on repurchase intentions.

**Corporate image:** According to Gronroos (1988) and Keller (1993), corporate image is a perception of an organization held in consumer memory and works as a filter which impacts the perception of the operation of the company. It is seen as the representation of a brand in the consumer's mind that is connected to an offering (Dobni and Zinkhan, 1990), or a set of perceptions about a brand the consumer forms as reflected by brand associations (Keller, 1993). According to (Nguyen and Leblanc, 2001) corporate image is related to the various physical and behavioral attributes of the firm, such as business name, architecture, variety of products/services, tradition, ideology and to the impression of quality communicated by each person interacting with the firm's clients.

The corporate brand is a valuable intangible asset, that is difficult to imitate and which may assist to achieve sustained superior financial performance (Roberts and Dowling, 2002). Good brand image not only indicates that the brand has a positive image but also shows a higher level of brand image strength than other brands (Kim and Kim, 2005).

**Moderating role of corporate image in relationship between perceived justice dimensions and consumer attitudes and repurchase intentions:** Past studies have examined the effect of perceived justice dimensions on post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention (Ok *et al.*, 2005). Whereas, the degrees of the relationship between perceived justice dimensions and post-recovery overall satisfaction, post-recovery revisit intention and post-recovery word-of-mouth intention might not be the same across corporate image levels. Kim and Kim (2005) state that good brand image not only indicates that the brand has a positive image but also shows a higher level of brand image strength than other brands. Besides, based on Nguyen and Leblanc (2001), high level of corporate image is related to a better perception of the quality, business name and ideology of the company. Thus, a good corporate image is critical for companies. Past studies posit that corporate image Influences customers' satisfaction

(Andreassen and Lindestad, 1998). Consumers who develop a positive mental schema of a brand will tend toward high customer satisfaction through a halo effect where all things associated with the brand are similarly valenced (Lai *et al.*, 2009). In this respect, even though service failures occur from time to time, when customers have a positive mental schema of a brand, they will think that the company will benefit them in future. Thus, the effect of perceived justice dimensions due to recovery efforts might have a stronger impact on the Satisfaction with the recovery, overall firm satisfaction, trust and repurchase intentions of customers who have a positive corporate image. Despite the potential importance of these findings, to our best knowledge, no previous studies have investigated the moderating role of brand image in relation to perceived justice in service recovery. Thus:

**H19:** Corporate image will moderate the relationship between perceived distributive justice and satisfaction with the recovery.

**H20:** Corporate image will moderate the relationship between perceived procedural justice and satisfaction with the recovery.

**H21:** Corporate image will moderate the relationship between perceived interactional justice and satisfaction with the recovery.

**H22:** Corporate image will moderate the relationship between perceived distributive justice and overall firm satisfaction.

**H23:** Corporate image will moderate the relationship between perceived procedural justice and overall firm satisfaction.

**H24:** Corporate image will moderate the relationship between perceived interactional justice and overall firm satisfaction.

**H25:** Corporate image will moderate the relationship between perceived distributive justice and consumers' trust with respect to the service recovery.

**H26:** Corporate image will moderate the relationship between perceived procedural justice and consumers' trust with respect to the service recovery.

**H27:** Corporate image will moderate the relationship between perceived interactional justice and consumers' trust with respect to the service recovery.

**H28:** Corporate image will moderate the relationship between perceived distributive justice and repurchase intentions.

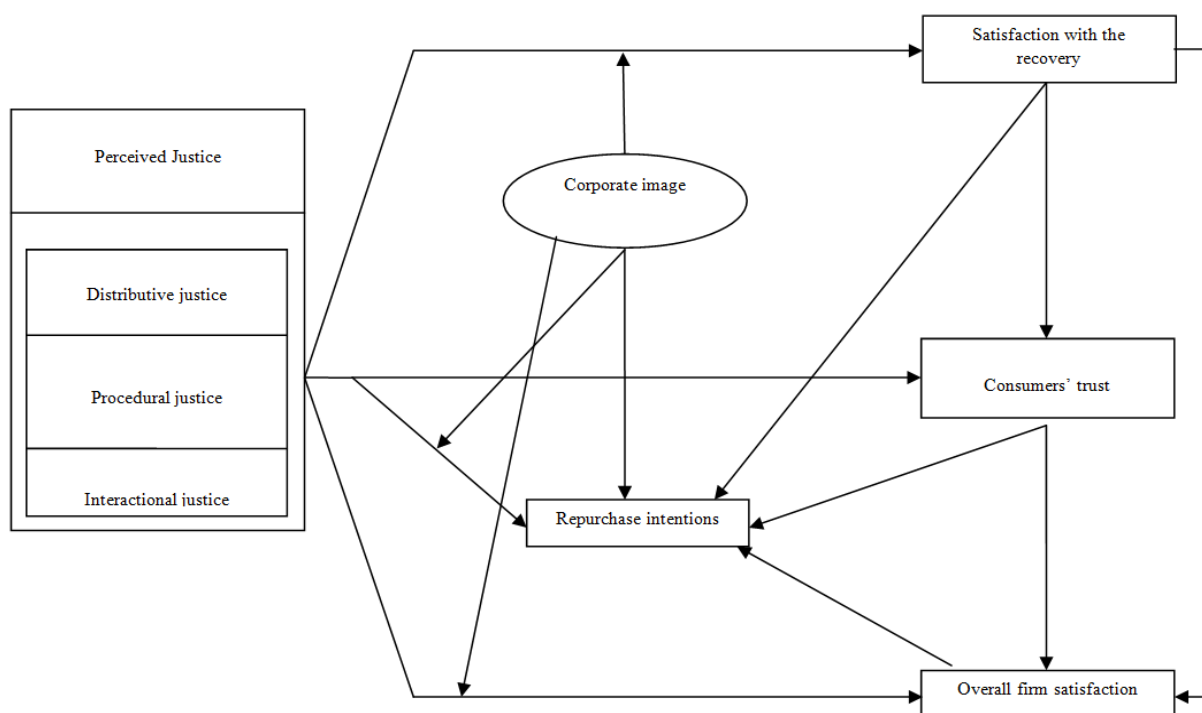


Fig. 1: The conceptual model for research

**H29:** Corporate image will moderate the relationship between perceived procedural justice and repurchase intentions.

**H30:** Corporate image will moderate the relationship between perceived interactional justice and repurchase intentions.

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

### METHODOLOGY DATA COLLECTION AND ANALYSIS

#### Questionnaire design:

**Perceived justice dimensions:** The measures for perceived justice dimensions were borrowed or adapted primarily from previous studies. Overall, thirteen items were used to measure “perceived justice”. For this study, distributive justice was measured by a four-item scale adopted from Blodgett *et al.* (1997) and Smith *et al.* (1999). The procedural justice was measured by a four-item scale based on Blodgett *et al.* (1997) and Karatepe (2006). To measure the interactional justice construct, we used a five-item scale based on Karatepe (2006), Smith *et al.* (1999) and Tax *et al.* (1998). All perceived justice items were measured on five-point “strongly disagree-strongly agree” scales.

**Satisfaction with the recovery:** Satisfaction with the recovery was measured using three-item scales based on prior research (Bitner *et al.*, 1990) and anchored by five “strongly disagree” to “strongly agree” or “not at all satisfied” to “very satisfied”.

**Consumers’ trust with respect to the service recovery:** Three items for consumers’ trust were drawn by Morgan and Hunt (1994). Items were measured on five-point “strongly disagree-strongly agree” scales.

**Overall firm satisfaction:** To measure the overall firm satisfaction, we used a three-item scale based on Bitner *et al.* (1990) and anchored by five “strongly disagree” to “strongly agree” or “not at all satisfied” to “very satisfied”.

**Repurchase intention:** The five point scale for switching intention was based on measures developed by Mattila (2001) and Maxham and Netemeyer (2002). Repurchase intention was captured via five items.

**Corporate image:** To measure the corporate image, we used a four-item scale based on Zeithaml (1998) and Selnes (1993). All items were measured on a five-point Likert scales (1 = strongly disagree, 5 = strongly agree).

Table 1: Results of original regression analysis table

Hypothesis	Independent variable	Dependent variable	Unstandardized coefficients		Standardized coefficients		Sig.
			B	SE	B	t	
1	Perceived distributive justice	Satisfaction with the recovery	-0.969	0.423		-2.293	0.023
2	Perceived distributive justice	Overall firm	1.290	0.151	0.598	8.535	0.000
		satisfaction	3.254	0.478		6.811	0.000
3	Perceived procedural justice	Satisfaction with the recovery	0.180	0.147	0.106	1.224	0.223
		Overall firm	2.034	0.286		7.102	0.000
4	Perceived procedural justice	Satisfaction with the recovery	0.493	0.073	0.510	6.778	0.000
		Overall firm	0.194	0.211		0.919	0.360
5	Perceived interactional justice	Satisfaction with the recovery	1.014	0.085	0.723	11.975	0.000
		Overall firm	2.112	0.180		11.741	0.000
6	Perceived interactional justice	Satisfaction with the recovery	0.428	0.044	0.645	9.665	0.000
		Overall firm	3.579	0.278		12.869	0.000
7	Perceived distributive justice	Satisfaction	0.080	0.099	0.070	0.809	0.420
		Consumers' trust	-0.073	0.182		-0.404	0.687
8	Perceived procedural justice	Consumers' trust	0.950	0.052	0.846	18.182	0.000
		Overall firm	2.919	0.209		13.972	0.000
9	Perceived interactional justice	Consumers' trust	0.076	0.058	0.115	1.322	0.188
		Overall firm	1.633	0.310		5.264	0.000
10	Perceived distributive justice	Consumers' trust	0.408	0.081	0.405	5.072	0.000
		Repurchase intentions	2.738	0.205		13.342	0.000
11	Perceived procedural justice	Repurchase intentions	0.000	0.052	0.000	0.004	0.997
		Overall firm	1.660	0.196		8.450	0.000
12	Perceived interactional justice	Repurchase intentions	0.484	0.043	0.697	11.129	0.000
		Overall firm	1.633	0.310		5.264	0.000
13	Satisfaction with the recovery	Repurchase intentions	0.408	0.081	0.405	5.072	0.000
		Consumers' trust	2.112	0.180		11.741	0.000
14	Satisfaction with the recovery	Consumers' trust	0.428	0.044	0.645	9.665	0.000
		Overall firm	2.139	0.207		10.325	0.000
15	Satisfaction with the recovery	Satisfaction	0.431	0.052	0.583	8.217	0.000
		Repurchase intentions	1.566	0.465		3.369	0.001
16	Consumers' trust	Repurchase intentions	0.693	0.134	0.413	5.186	0.000
		Overall firm	3.369	0.145		23.233	0.000
17	Consumers' trust	Satisfaction	0.025	0.058	0.038	0.439	0.662
		Repurchase intentions	1.282	0.370		3.463	0.001
18	Overall firm satisfaction	Repurchase intentions	0.660	0.094	0.524	7.049	0.000
		Overall firm	2.754	0.253		10.908	0.000
			0.339	0.070	0.388	4.816	0.000

**Sampling target:** In this study, information was collected in May 2012, from 380 college students in 5 management faculties of Islamic Azad University in Tehran area. According to Shouli (2007), in every society college students and consumers belong to the middle and high class and their education, revenue, social status and social interactions make them more involved. Therefore, college students who are in different age ranges with varying income levels were selected as the sample of this research.

**Sampling method and sample size:** Selective university is comprised of five colleges and eighty majors are taught in that. Totally, 26420 students study there. According to Krejcie and Morgan (1970) table, sample size was defined 379. Proportional Stratified sampling and systematic random sampling were

utilized. In the first place, based on Proportional Stratified sampling, sharing and distribution of questionnaires was done relative to the numbers of colleges. Afterwards, systematic random sampling was done in front of the college entrance gate to choose the respondents. With regard to the size of sample, 400 questionnaires were distributed and in total 380 completed questionnaire were obtained.

**Data analysis:** In order to test 18 research hypotheses, considering to significance values and t-value in original regression analysis table (Table 1), it is judged that if sig. value is less than research error coefficient value, i.e., 0.05 and also t-value is more than 1.96 or less than -1.96, then the related hypothesis will be supported with a CI confidence intervals of 95%.



Table 2: Results of hierarchical multiple regression analysis

Hypothesis	Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	SEE	Change statistics		
						R <sup>2</sup> change	F change	Sig. F change
19	1	0.598 <sup>a</sup>	0.358	0.352	0.992	0.358	72.846	0.000
	2	0.598 <sup>b</sup>	0.358	0.348	0.996	0.000	0.043	0.837
20	1	0.510 <sup>a</sup>	0.260	0.254	0.796	0.260	45.941	0.000
	2	0.510 <sup>b</sup>	0.260	0.248	0.799	0.000	0.000	0.992
21	1	0.645 <sup>a</sup>	0.416	0.412	0.500	0.416	93.417	0.000
	2	0.820 <sup>b</sup>	0.672	0.667	0.376	0.256	101.607	0.000
22	1	0.106 <sup>a</sup>	0.011	0.004	1.109	0.011	1.499	0.223
	2	0.449 <sup>b</sup>	0.202	0.189	1.001	0.190	31.017	0.000
23	1	0.723 <sup>a</sup>	0.523	0.519	0.855	0.523	143.402	0.000
	2	0.754 <sup>b</sup>	0.568	0.562	0.816	0.046	13.727	0.000
24	1	0.070 <sup>a</sup>	0.005	-0.003	0.653	0.005	0.654	0.420
	2	0.613 <sup>b</sup>	0.376	0.366	0.519	0.371	77.271	0.000
25	1	0.846 <sup>a</sup>	0.716	0.714	0.351	0.716	330.595	0.000
	2	0.858 <sup>b</sup>	0.736	0.732	0.340	0.020	9.594	0.002
26	1	0.115 <sup>a</sup>	0.013	0.006	0.655	0.013	1.749	0.188
	2	0.296 <sup>b</sup>	0.088	0.074	0.632	0.075	10.617	0.001
27	1	0.405 <sup>a</sup>	0.164	0.158	0.603	0.164	25.721	0.000
	2	0.545 <sup>b</sup>	0.297	0.286	0.555	0.133	24.535	0.000
28	1	0.000 <sup>a</sup>	0.000	-0.008	0.574	0.000	0.000	0.997
	2	0.245 <sup>b</sup>	0.060	0.046	0.558	0.060	8.298	0.005
29	1	0.697 <sup>a</sup>	0.486	0.482	0.469	0.486	123.859	0.000
	2	0.792 <sup>b</sup>	0.627	0.621	0.401	0.141	49.089	0.000
30	1	0.405 <sup>a</sup>	0.164	0.158	0.603	0.164	25.721	0.000
	2	0.467 <sup>b</sup>	0.218	0.206	0.585	0.054	8.921	0.003

Also in order to identify moderating role of corporate image in hypotheses 19 to 30, research hypotheses will be judged employing hierarchical multiple regression in 2 blocks (Table 2). For each phase, R<sup>2</sup> is calculated and variance extension ( $\Delta R^2$ ) is estimated using R<sup>2</sup> from previous phase. In each R<sup>2</sup> phase,  $\Delta R^2$  represent the influence of the variable being introduced to the analysis in the same phase. In each phase, R<sup>2</sup> will be significant if introducing of variables in each phase leads to increase in R<sup>2</sup> and decrease in standard error which in that case moderating role of the newly introduced variable i.e., corporate image is demonstrated.

### HYPOTHESIS TESTING AND RESULTS

**Hypothesis 1:** Findings of original regression analysis table (t-value = 8.535; sig = 0.000) in relation to hypothesis 1 show that distributive justice from perceived justice dimensions influences positively on satisfaction with the recovery intention; Thus hypothesis 1 is supported.

**Hypothesis 2:** Findings of original regression analysis table (t-value = 1.224; sig = 0.223) in relation to hypothesis 2 show that distributive justice from perceived justice dimensions does not positively influence on overall firm satisfaction; Thus hypothesis 2 is rejected.

**Hypothesis 3:** Findings of original regression analysis table (t-value = 6.778; sig = 0.000) in relation to hypothesis 3 show that procedural justice from perceived justice dimensions influences positively on satisfaction with the recovery; Thus hypothesis 3 is supported.

**Hypothesis 4:** Findings of original regression analysis table (t-value = 11.975; sig = 0.000) in relation to hypothesis 4 show that procedural justice from perceived justice dimensions influences positively on overall firm satisfaction; Thus hypothesis 4 is supported.

**Hypothesis 5:** Findings of original regression analysis table (t-value = 9.665; sig = 0.000) in relation to hypothesis 5 show that interactional justice from perceived justice dimensions influences positively on satisfaction with the recovery; Thus hypothesis 5 is supported.

**Hypothesis 6:** Findings of original regression analysis table (t-value = 0.809; sig = 0.420) in relation to hypothesis 6 show that interactional justice from perceived justice dimensions does not positively influence on overall firm satisfaction; Thus hypothesis 6 is rejected.

**Hypothesis 7:** Findings of original regression analysis table (t-value = 18.182; sig = 0.000) in relation to hypothesis 7 show that distributive justice from perceived justice dimensions influences positively on consumers' trust with respect to the service recovery; Thus hypothesis 7 is supported.

**Hypothesis 8:** Findings of original regression analysis table (t-value = 1.322; sig = 0.188) in relation to hypothesis 8 show that procedural justice from perceived justice dimensions does not positively influence on consumers' trust with respect to the service recovery; Thus hypothesis 8 is rejected.

**Hypothesis 9:** Findings of original regression analysis table (t-value = 5.072; sig = 0.000) in relation to hypothesis 9 show that interactional justice from perceived justice dimensions influences positively on consumers' trust with respect to the service recovery; Thus hypothesis 9 is supported.

**Hypothesis 10:** Findings of original regression analysis table (t-value = 0.004; sig = 0.997) in relation to hypothesis 10 show that distributive justice from perceived justice dimensions does not positively influence on repurchase intentions; Thus hypothesis 10 is rejected.

**Hypothesis 11:** Findings of original regression analysis table (t-value = 11.129; sig = 0.000) in relation to hypothesis 11 show that procedural justice from perceived justice dimensions influences positively on repurchase intentions; Thus hypothesis 11 is supported.

**Hypothesis 12:** Findings of original regression analysis table (t-value = 5.072; sig = 0.000) in relation to hypothesis 12 show that interactional justice from perceived justice dimensions influences positively on repurchase intentions; Thus hypothesis 12 is supported.

**Hypothesis 13:** Findings of original regression analysis table (t-value = 9.665; sig = 0.000) in relation to hypothesis 13 show that satisfaction with the recovery influences positively on consumers' trust with respect to the service recovery; Thus hypothesis 13 is supported.

**Hypothesis 14:** Findings of original regression analysis table (t-value = 8.217; sig = 0.000) in relation to hypothesis 14 show that satisfaction with the recovery influences positively on overall firm satisfaction; Thus hypothesis 14 is supported.

**Hypothesis 15:** Findings of original regression analysis table (t-value = 5.186; sig = 0.000) in relation to hypothesis 15 show that satisfaction with the recovery influences positively on repurchase intentions; Thus hypothesis 15 is supported.

**Hypothesis 16:** Findings of original regression analysis table (t-value = 0.439; sig = 0.662) in relation to hypothesis 16 show that consumers' trust with respect to the service recovery does not positively influence on overall firm satisfaction; Thus hypothesis 16 is rejected.

**Hypothesis 17:** Findings of original regression analysis table (t-value = 7.049; sig = 0.000) in relation to hypothesis 17 show that consumers' trust with respect to the service recovery influences positively on repurchase intentions; Thus hypothesis 17 is supported.

**Hypothesis 18:** Findings of original regression analysis table (t-value = 4.816; sig = 0.000) in relation to hypothesis 18 show that overall firm satisfaction influences positively on repurchase intentions; Thus hypothesis 18 is supported.

**Hypothesis 19:** According to results from hierarchical regression,  $R^2$  for first phase in which distributive justice was introduced in equation, equals 0.358, then by introducing corporate image variable in equation in second phase,  $R^2$  of these 2 variables equals 0.358 and  $\Delta R^2$  for corporate image variable was obtained as 0.000 showing that this variable cannot explain post-purchase intentions variance. Given the fact that  $R^2$  value remained fixed at 0.358 and standard error of estimation increased from 0.992 to 0.996; it may be concluded that corporate image variable cannot play a moderating role between two variable of distributive justice and satisfaction with the recovery; thus this hypothesis is rejected.

**Hypothesis 20:** According to results from hierarchical regression,  $R^2$  for first phase in which procedural justice was introduced in equation, equals 0.260, then by introducing corporate image variable in equation in second phase,  $R^2$  of these 2 variables equals 0.260 and  $\Delta R^2$  for corporate image variable was obtained as 0.000 showing that this variable cannot explain post-purchase intentions variance. Given the fact that  $R^2$  value remained fixed at 0.260 and standard error of estimation increased from 0.796 to 0.799; it may be concluded that corporate image variable cannot play a moderating role between two variable of procedural justice and satisfaction with the recovery; thus this hypothesis is rejected.

**Hypothesis 21:** According to results from hierarchical regression,  $R^2$  for first phase in which interactional justice was introduced in equation equaled 0.416 and then by introducing corporate image in second phase  $R^2$  value for these two variables equaled 0.672 and  $\Delta R^2$  for corporate image variable was 0.256. According to increase in from 0.416 to 0.672 and also decrease in standard error of estimation from 0.500 to 0.376 it can be concluded that corporate image variable can play a moderating role between 2 variables of interactional justice and satisfaction with the recovery, thus this hypothesis is supported.

**Hypothesis 22:** According to results from hierarchical regression,  $R^2$  for first phase in which distributive justice was introduced in equation equaled 0.011 and then by introducing corporate image in second phase  $R^2$  value for these two variables equaled 0.202 and  $\Delta R^2$  for corporate image variable was 0.190. According to increase in from 0.011 to 0.202 and also decrease in standard error of estimation from 1.109 to 1.001 it can be concluded that corporate image variable can play a moderating role between 2 variables of distributive justice and overall firm satisfaction, thus this hypothesis is supported.

**Hypothesis 23:** According to results from hierarchical regression,  $R^2$  for first phase in which procedural justice was introduced in equation equaled 0.523 and then by introducing corporate image in second phase  $R^2$  value for these two variables equaled 0.568 and  $\Delta R^2$  for corporate image variable was 0.046. According to increase in from 0.523 to 0.568 and also decrease in standard error of estimation from 0.855 to 0.816 it can be concluded that corporate image variable can play a moderating role between 2 variables of procedural justice and overall firm satisfaction, thus this hypothesis is supported.

**Hypothesis 24:** According to results from hierarchical regression,  $R^2$  for first phase in which interactional justice was introduced in equation equaled 0.005 and then by introducing corporate image in second phase  $R^2$  value for these two variables equaled 0.376 and  $\Delta R^2$  for corporate image variable was 0.371. According to increase in from 0.005 to 0.376 and also decrease in standard error of estimation from 0.653 to 0.519 it can be concluded that corporate image variable can play a moderating role between 2 variables of interactional justice and overall firm satisfaction, thus this hypothesis is supported.

**Hypothesis 25:** According to results from hierarchical regression,  $R^2$  for first phase in which distributive justice was introduced in equation equaled 0.716 and

then by introducing corporate image in second phase  $R^2$  value for these two variables equaled 0.736 and  $\Delta R^2$  for corporate image variable was 0.020. According to increase in from 0.716 to 0.736 and also decrease in standard error of estimation from 0.351 to 0.340 it can be concluded that corporate image variable can play a moderating role between 2 variables of distributive justice and consumers' trust with respect to the service recovery, thus this hypothesis is supported.

**Hypothesis 26:** According to results from hierarchical regression,  $R^2$  for first phase in which procedural justice was introduced in equation equaled 0.013 and then by introducing corporate image in second phase  $R^2$  value for these two variables equaled 0.088 and  $\Delta R^2$  for corporate image variable was 0.075. According to increase in from 0.013 to 0.088 and also decrease in standard error of estimation from 0.655 to 0.632 it can be concluded that corporate image variable can play a moderating role between 2 variables of procedural justice and consumers' trust with respect to the service recovery, thus this hypothesis is supported.

**Hypothesis 27:** According to results from hierarchical regression,  $R^2$  for first phase in which interactional justice was introduced in equation equaled 0.164 and then by introducing corporate image in second phase  $R^2$  value for these two variables equaled 0.297 and  $\Delta R^2$  for corporate image variable was 0.133. According to increase in from 0.164 to 0.297 and also decrease in standard error of estimation from 0.603 to 0.555 it can be concluded that corporate image variable can play a moderating role between 2 variables of interactional justice and consumers' trust with respect to the service recovery, thus this hypothesis is supported.

**Hypothesis 28:** According to results from hierarchical regression,  $R^2$  for first phase in which distributive justice was introduced in equation equaled 0.000 and then by introducing corporate image in second phase  $R^2$  value for these two variables equaled 0.060 and  $\Delta R^2$  for corporate image variable was 0.060. According to increase in from 0.000 to 0.060 and also decrease in standard error of estimation from 0.574 to 0.558 it can be concluded that corporate image variable can play a moderating role between 2 variables of distributive justice and repurchase intentions, thus this hypothesis is supported.

**Hypothesis 29:** According to results from hierarchical regression,  $R^2$  for first phase in which procedural justice was introduced in equation equaled 0.486 and then by introducing corporate image in second phase  $R^2$  value for these two variables equaled 0.627 and  $\Delta R^2$  for

corporate image variable was 0.141. According to increase in from 0.486 to 0.627 and also decrease in standard error of estimation from 0.469 to 0.401 it can be concluded that corporate image variable can play a moderating role between 2 variables of procedural justice and repurchase intentions, thus this hypothesis is supported.

**Hypothesis 30:** According to results from hierarchical regression,  $R^2$  for first phase in which interactional justice was introduced in equation equaled 0.164 and then by introducing corporate image in second phase  $R^2$  value for these two variables equaled 0.218 and  $\Delta R^2$  for corporate image variable was 0.054. According to increase in from 0.164 to 0.218 and also decrease in standard error of estimation from 0.603 to 0.585 it can be concluded that corporate image variable can play a moderating role between 2 variables of interactional justice and repurchase intentions, thus this hypothesis is supported.

## DISCUSSION AND CONCLUSION

Repeat customers are a significant asset to any successful business. The most effective way to retain repeat customers is to provide a service that exceeds the customers' expectations. Unfortunately, however, perfect customer service may be practically impossible, because in online Purchasing, the contact between customer and service provider is very high, thus, service processes offer different opportunities for service failure to happen (Gronroos, 1988). Thus, an effective effort for service recovery after experiencing faulty service must be carefully planned and carried out so as to establish a long-term relationship with the customers.

Prior service recovery research has developed an understanding of the role of perceived justice dimensions on satisfaction with the recovery, overall firm satisfaction, trust and repurchase intentions. Whereas, this study additionally examined the role of corporate image in service recovery conditions. The model proposed in this research examine the effect of perceived justice dimensions (distributive, procedural and interactional) on consumer attitude (Satisfaction with the recovery, overall firm satisfaction and trust) and repurchase intentions by considering the role of corporate image as moderator.

Based on the responses from the 380 respondents, the results indicate that distributive justice has a positive influence on satisfaction with the recovery and consumers' trust, but did not have a positive effect on overall firm satisfaction and repurchase intentions. Procedural justice has a positive influence on

satisfaction with the recovery, overall firm satisfaction and repurchase intentions, but did not have a positive effect on consumers' trust. Interactional justice has a positive influence on satisfaction with the recovery, consumers' trust and repurchase intentions, but did not have a positive effect on overall firm satisfaction. Satisfaction with the recovery has a positive influence on consumers' trust, overall firm satisfaction and repurchase intentions. Consumers' trust has a positive influence on repurchase intentions, but did not have a positive effect on overall firm satisfaction. Overall firm satisfaction has a positive influence on repurchase intentions. The study also showed that corporate image plays a moderating role in the relationship between perceived justice dimensions (distributive, procedural and interactional) and overall firm satisfaction, consumers' trust and repurchase intentions; also corporate image plays a moderating role in the relationship between interactional justice and satisfaction with the recovery. Whereas, the moderating role of corporate image was not found in the relationship between distributive justice, procedural justice and satisfaction with the recovery.

## LIMITATIONS AND RECOMMENDATIONS

This study like all other studies suffers from various limitations, that restrict the generalization of the findings and opens directions for future research. First, several psychologically based individual difference variables, as well as one's propensity to complain, could affect the relationships in our model. For example, the relationships between justice and satisfaction could be affected by a customer's assertiveness or aggressiveness (Richins, 1983). Do such traits influence the likelihood of complaining? Such individual difference variables may also account for those who completed the entire study and those who did not.

Second, certain contextual variables could affect the relationships tested in our model. For instance, the perceived severity of the failure (Smith *et al.*, 1999) and the degree to which the customer holds the firm responsible for the failure (Seiders and Berry, 1998) could affect the strength of the relationships found in our model. Thus, future research that contains these variables may assist broaden our understanding of customer responses to complaint handling.

Third, since this study only focused on one service sector and in a specific country, the findings cannot be generalized to other service sectors and different geographical areas. Hence, future research can replicate this study in other service sectors and different countries.

Lastly, future research may consider some other moderating variables in the relationship between perceived justice with service recovery and consumer attitude (Satisfaction with the recovery, overall firm satisfaction and trust) and repurchase intentions. Among these variables, the authors recommend customers personality.

**Managerial implications:** Service administrations should supply some activities to the recovery of service failures. Firstly, organizations should build up a perfect service recovery program. In this program should contain subjects about customer communication and behavior manner to satisfy customer after service failures.

Secondly, firms should build up a firm structure that encourages customer complaint. In general, customers don't want to complain and instead of complain they go another firms. Specifying and interrelating customers who have revealed service failure is a requisite first grade in trying to correct the failures problems.

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