The Effects of Procedural Justice, Distributive Justice, and Interactional Justice of Service Recovery on PT.TELKOM Fixed Line Customer Satisfaction.

Annisa Aulani Kusnadi  
Department of Management Faculty of Economics and Business  
Brawijaya University

Nanang Suryadi  
Department of Management Faculty of Economics and Business  
Brawijaya University

ABSTRACT  
The purpose of this study is to analyze the influence of procedural justice, distributive justice, and interactional justice of service recovery on customer satisfaction, either simultaneously or partially, and to find out the most dominant independent variable which influences consumer satisfaction. Data were gathered by means of survey from PT.TELKOM fixed line users who experienced a service failure and complains directly to the company. The results show that procedural justice, distributive justice, and interactional justice effect simultaneously and partially to the satisfaction of the consumer, the effect of distributive justice on customer satisfaction was stronger than procedural and interactional justice.

Key words: procedural justice, distributive justice, interactional justice, customer satisfaction, fixed line

INTRODUCTION  
Telecommunication services business is currently experiencing rapid growth, both in terms of technology and competition strategy. Telecommunication services become a strategic resource to achieve the greatest possible profit by businessmen to Indonesia's current society which is indeed being hungry for more advanced communication technology to facilitate daily activities.

PT.Telkom is the largest full service and network provider in Indonesia. PT.Telkom’s products and services is divided into products and services for corporate and personal, which includes cable fixed telephone services (fixed wire line), fixed wireless telephone services, mobile phone services, data and internet, as well as other multimedia services (Viameta, 2009). All of these products, certainly aims to provide convenience and comfort for society in meeting the needs of communication.

In the middle of a communication flow that is increasing fast, it turns out we can still see the existence of the cable phone or commonly referred to as the fixed line. As we know, one of the longest cable-phone provider and the largest to date was the PT.Telkom. Although there are some other fixed line provider, Telkom continues to be the largest provider of fixed line in Indonesia.

Its cable phone or fixed line is one of the vital means of communication that are desperately needed by the public mainly for long-distance communication. PT.Telkom is the only State-owned
companies that are able to meet the needs of communications at the past. For long distance communication society still rely on cable phone, because at that time there is no alternative means of communication as diverse as now. Besides communities also have high mobility.

Cable phone/fixed line also experienced growth. At first, telephone calls home is not that easy to use. At the past, the customers who want to use a cable phone/fixed line, must be through the operator in advance, and it will be connected to the people you call. Along with the development of technology, the fixed line/cable phone is also growing, without having to go through the operator one can communicate directly with others. After that, although development was not much done, however the cable phone/fixed line still in demand by the public. This is mainly because the cable phone/fixed line belongs to PT.Telkom has been trusted by the community because of the advantages it has.

Currently in the middle of competition among telecommunications providers, cable phone/fixed line still remains one of the flagship products of PT.Telkom. This is because the public still trust the PT.Telkom cable phone products/fixed line. It shall serve as the foundation for the PT.Telkom to always improve the quality of its services.

At service companies such as PT.Telkom is absolutely essential to provide impeccable against consumers. However this is extremely difficult, considering there are so many factors that influences the quality of services. Although the company has been trying everything possible to provide the best service for its customers, service failure could not be removed completely, therefore the company must prepare the service recovery procedure to correct a mistake and also to defend consumers.

Recovery services is an act committed by service provider to resolve the problem that caused the service failure and to maintain the customer's goodwill. The three main sources of failure are caused by the company's own exaggerated promises, the problems caused by employees, such as rude and disrespectful treatment, and the rest due to customers (Zeithaml et al., 2006).

Effective service recovery strategy has a lot of potential effects, it can increase customer satisfaction and customer loyalty and increase the positive word-of-mouth to other customers. Well designed and well documented service recovery strategies also provides information that can be used to improve services as part of its continuous development efforts (,2008 Wilson).

By making adjustments to the system, process and services based on experience of previous services recovery, companies can reduce the cost of failure and enhance customer satisfaction. But unfortunately many companies do not pay attention to such things, whereas at the moment customers are spending time and effort to make the complaint, customers generally have high expectations. They want the company to be responsible, and also expect compensation for their disappointment. And they also want to be treated well in the process. If the company is able to do the service recovery perfectly, it is more likely consumers will be loyal to the company’s products.

Recovery services discussed through the dimensions in the dimensions of Justice, namely the procedural justice, Justice distributif and justice interaksional. Each of these dimensions will be seen its effect on customer satisfaction after service recovery.

Dimension of justice emerged as a dominant factor in the theoretical framework that applied to the service recovery, and customers evaluate the justice of the handling of complaints or recovery services through the three factor, procedural justice, distributive justice, and interactional justice of the dimension of justice. These three factors through a
company can create customer satisfaction which can be seen through various behaviour in post recovery services, such as word-of-mouth behavior, customer loyalty, and trust (Kau & Loh, 2006).

Based on the background, then the issue will be discussed in this research are:

1. Determine the influence of procedural justice, distributive justice, and interactional justice simultaneously to the satisfaction of PT.Telkom fixed line users.
2. Determine the influence of procedural justice, distributive justice, and interactional justice partially to the satisfaction of PT Telkom fixed line users.
3. Knowing among the variables of procedural justice, distributive justice, and interactional justice, which one has the most dominant influence on satisfaction of PT.Telkom fixed line users.

LITERATURE REVIEW

Dimensions of justice with service recovery

Customers and service providers cannot prevent the incidents that occur during exchange processes. Therefore, they expect fair behavior from each other and they do their evaluation based on dimensions of justice. Past research on service failure and recovery has presented considerable evidence of the suitability of the concept of justice as a basis for understanding the process of service recovery and its outcomes (Blodgett et al., 1997; Tax et al., 1998).

Distributive justice

Distributive justice refers to the assignment of tangible resources by the firm to rectify and compensate for a service failure. In a service failure/recovery context, it refers to the dimensions of justice of the service failure/recovery outcome (Tax et al., 1998).

When an individual perceives that benefits have not been allocated equitably, he/she experiences distress, which in turn motivates him/her to restore the distributive justice. Studies have provided empirical evidence that dimensions of justice of tangible outcomes have a positive effect on recovery evaluation (Hoffman et al., 1995; Smith et al., 1999). Previous literature in service recovery have measured distributive justice by the “justice,” “justice,” “need,” “value” and “reward” of outcomes (Smith et al., 1999).

Procedural justice

Procedural justice refers to the methods the firm uses to deal with the problems arising during service delivery in aspects such as accessibility, timing/speed, process control, delay and flexibility to adapt to the customer's recovery needs. Procedural justice also includes policies, procedures, and tools that companies use to support communication with customers and specifically, the time taken to process complaints and to arrive at a decision. In service recovery context, procedural justice means the customer’s perception of justice for the several stages of procedures and processes needed to recover the failed service (Mattila, 2001).

Procedural justice focuses on the way that the outcome is reached. Based on previous literature, there are six sub-dimensions for procedural justice, namely, flexibility, accessibility, process control, decision control, response speed and acceptance of responsibility (Blodgett et al., 1997; Tax et al., 1998).

Interactional justice

Interactional justice focuses on interpersonal interactions during the process of service delivery. It means the evaluation of the degree to which the customers have experienced justice in human interactions from the employees of service organization during the recovery
process. In service recovery context, interational justice means the evaluation of the degree to which the customers have experienced justice in human interactions from the employees of service firms during the recovery process

**Customer Satisfaction**
Kotler and Keller (2009), states that customer satisfaction is a person's feelings of pleasure or disappointment after comparing the perceived performance or results compared to expectations. From the explanation, it is known that customer satisfaction resulting from the comparison between the perceived performance expectations, which produces disconfirmation paradigm.

Also according to Zeithaml et al. (2006) Customer satisfaction is a comparison between the expected service (expectations) and performance (perceived performance) addition expectancy disconfirmation theory models already known, there are several theories about the satisfaction of the equity theory and attribution theory.

**Hypothesis**
1. Dimensions of justice in service recovery consisting of procedural justice, distributive justice, and interactional justice simultaneously and significantly influencing satisfaction of PT.TELKOM cable phone / fixed line users.
2. Dimensions of justice in service recovery consisting of procedural justice, distributive justice, and interactional justice partially and significantly influencing satisfaction of PT.TELKOM cable phone / fixed line users.
3. Distributive justice have the most dominant influence on satisfaction of PT.TELKOM cable phone / fixed line users.

**RESEARCH METHODOLOGY**
The type of this research is explanatory research. According to Sugiyono (2007), descriptive research (explanatory research) is a research that explains the causal relationships between variables research through testing hypothesis that has been formulated in advance, to measure the contribution of dimensions of justice in influencing the customer satisfaction.

The location of the research is Plasa Telkom, located on Jalan Ahmad Yani 11 Malang East Java. In this study, the population selected is the PT.Telkom cable phone/fixed line user who has ever experienced a failure of the service and complain directly to PT. Telkom. The population in this study is not certainly known with the number of so-called "Infinit Population".

In this study the technique of sampling used is a non-probability sampling by means of purposive sampling, with Non-probability sampling sampling would not necessarily give the same opportunities to every element or member of the population to choose a member of the sample due to for example there are certain parts of deliberately not included in the election to represent the population. Characteristics that members of existing populations can be used as a sample in this research are as follows:
1. PT.Telkom fixed line users who experienced a service failure and complains directly to PT. Telkom over the failure of the services that affect them.

The data source used in this study consists of primary data and secondary data. In this study data collection techniques used are questionnaire. In this study the independent variable is procedural justice (X1), distributive justice (X2), and interactional justice (X3) and the dependent variable is the customer satisfaction (Y).
RESULTS
A Summary Of The Results Of Partial

<table>
<thead>
<tr>
<th>Variable</th>
<th>Standardized β</th>
<th>t value</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cons.</td>
<td>-</td>
<td>4.739</td>
<td>0.000</td>
</tr>
<tr>
<td>X1</td>
<td>0.188</td>
<td>2.331</td>
<td>0.022</td>
</tr>
<tr>
<td>X2</td>
<td>0.516</td>
<td>6.822</td>
<td>0.000</td>
</tr>
<tr>
<td>X3</td>
<td>0.257</td>
<td>3.449</td>
<td>0.001</td>
</tr>
</tbody>
</table>

Regression Analysis
Based on these equations, it can be seen that the dependent variable (Y) value will be predicted by the independent variable Procedural Justice (X1), Distributive Justice (X2), and Interactional Justice (X3). Interpretation of the regression model is as follows:

1. \( \beta_1 = 0.188 \)
   Regression coefficient (\( \beta_1 \)) of 0.188 with a positive sign stating that procedural justice variables and customer satisfaction has a direct relationship properties and have a positive influence. So if procedural justice variables improved the customer satisfaction with service PT. Telkom will increase, and vice versa if the omitted procedural justice variable customer satisfaction with service PT. Telkom will decrease. However, because of the positive effect is quite large, it is deemed statistically, procedural justice variables affect consumer satisfaction.

2. \( \beta_2 = 0.516 \)
   Regression coefficient (\( \beta_2 \)) of 0.516 with a positive sign stating that distributive justice variables and customer satisfaction has a direct relationship properties and have a positive influence. So if distributive justice variables improved the customer satisfaction with service PT. Telkom will increase, and vice versa if the omitted variable distributive justice then customer satisfaction with service PT. Telkom will decrease. However, because of the positive effect is quite large, it is deemed statistically, distributive justice variables affect consumer satisfaction.

3. \( \beta_3 = 0.257 \)
   Regression coefficient (\( \beta_3 \)) of 0.257 with a positive sign stating that interactional justice variables and customer satisfaction has a direct relationship properties and have a positive influence. So if interactional justice variables improved the customer satisfaction with service PT. Telkom will increase, and vice versa if the omitted variable interactional justice customer satisfaction with service PT. Telkom will decrease. However, because of the positive effect is quite large, it is deemed statistically, interactional justice variables affect consumer satisfaction.

Coefficient Of Determination

<table>
<thead>
<tr>
<th>R</th>
<th>R²</th>
<th>Adjusted R²</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.836</td>
<td>0.700</td>
<td>0.690</td>
</tr>
</tbody>
</table>

In this study, the coefficient of determination adjusted R² is used, because of the fundamental weakness of the use of R², which is biased towards the number of independent variables included in the model (Ghozali, 2005). According to the table, obtained coefficient of determination (Adjusted R²) of 0.316. The results showed that the contribution of the independent variables of procedural justice, distributive justice, and interactional justice were included in the regression equation Y (customer satisfaction), is at 69% or the amount of diversity of customer satisfaction can be explained by the variable procedural justice, distributive justice, and justice procedural is 69% and the remaining 31%
was contributed by other variables that are not included in the equation or the study.

**Hypothesis Test Results**
Withdrawal of the test results conclusions hypotheses is performed using SPSS program. The F-test is used to indicate whether the variables (the independent variable) variable, in this case the procedural justice, justice, procedural justice, and distributif, which are included in the regression model, simultaneous to the influential variable (the dependent variable), in this case the consumer satisfaction. The t-test itself is used to indicate whether the procedural justice, justice, and distributif interakional effect partially to consumer satisfaction, whereas to know independent variables that influence was dominant against variables bound, used a component called Beta coefficient (Ghozali, 2005).

**A Summary Of The Results Of Simultaneous Regression Analysis**
Simultaneous testing done to indicate whether all the variables used in the regression models have a significant influence on the variable Y are tested simultaneously by using the F test or ANOVA. By using SPSS software, assistance obtained test results F as follows:

<table>
<thead>
<tr>
<th>Model</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>3</td>
<td>109,380</td>
<td>74,524</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>96</td>
<td>1,468</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>99</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to the table, hypothesis testing regression models simultaneously or synchronously using the F test In the F distribution table, F table with the value obtained degrees of freedom (df) n1 = 3 and n2 = 96 with α = 0.05 is equal to 2.7. If the F value calculation results in the table compared to Ftabel 4:21, then Fhitung tally is greater than F table (74.524> 2.70).

In addition, in the table also obtained significant value of 0.000. If significant compared with α = 0.05, it is significantly smaller than α = 0.05. The comparison of these two decisions can be taken H0 is rejected at level α = 0.05, so it can be concluded that there are significant simultaneously between variables X1, X2 and X3 to variable Y. So procedural justice, distributive justice, and interactional justice influence simultaneously on user satisfaction PT.Telkom telecommunications services.

**DISCUSSION**
From the results of research on the influence of procedural justice, distributive justice, and interactional justice on customer satisfaction, simultaneously found that, of the three (3) independent variables in this study ie, procedural justice, distributive justice, and interactional justice significantly affect the dependent variable ie customer satisfaction, because the test results obtained by using the simultaneous analysis of the F test, F value is greater than the F table (74.524> 2.70) and significance value of 0.000, which means significantly less than α = 0.05.

From the test results of the simultaneous effects, it can be said that, to create user satisfaction PT.Telkom telecommunication enterprises need to understand more about the factors of procedural justice, distributive justice, and procedural justice in the service recovery, as in this study proved that the improvement in the quality of these three factors will improve user satisfaction of services PT. Telkom.

The hypothesis used in this study are:
1. H0: There is no significant effect of variables simultaneously between procedural justice, distributive justice and procedural justice on customer satisfaction.
2. H1: There is significant influence between variables simultaneously procedural justice, distributive
justice and procedural justice on customer satisfaction.

With the following test criteria:
1. If research significance (f) <0.05, then H_0 is rejected and H_a accepted.
2. If research significance (f)> 0.05, H_0 is rejected and H_a is accepted.

In addition to calculating the effect of simultaneous or the overall effect of the independent variables on the dependent variable, can be also calculated the effect of each variable partially or independently of each independent variable on the dependent variable.

Based on the calculation results obtained by t test significance level of procedural justice research for the variable of 0.022 <0.05, so that H_1 is accepted and H_0 is rejected, in other words, a significant difference between the partial procedural justice variables with consumer satisfaction.

The hypothesis used is as follows:
1. H_0: There is no significant effect of partially between the variables of procedural justice on customer satisfaction.
2. Ha: There is a partial significant influence between the variables of procedural justice on customer satisfaction.

With the following test criteria:
1. If research significance (t) <0.05, then H_0 is rejected and Ha accepted.
2. If research significance (t)> 0.05, H_0 is rejected and Ha is accepted.

Procedural justice variable has 2 item statement. Of the overall statement items with 100 respondents, obtained the highest average value of the indicator is the opinion of the consumer with an average of 3.86, the speed indicator handle complaints. The majority of respondents agreed with complaints that fast, because it is a representation of the company's concern for its customers. Rapid handling of the complaints of customers is the key to attract the sympathy of the customer and can also be used as a tool to increase customer loyalty towards PT.TELKOM products. Therefore should improve the speed performance of the employees in dealing with complaints made by customers.

On the average item of procedural justice variable frequency distribution obtained mean smallest item on the indicator value of 3.38 X1.2 with the company's policy flexibility in addressing problems experienced by customers. It is an understanding that the customers cable phone / fixed line PT. Telkom tend to be less concerned with the flexible nature of the policy or not. So it needs to be improved by the PT. Telkom is the speed of handling of complaints of customers. Based on the results obtained by t test calculations to study the significance level of distributive justice variable of 0.000 <0.05, so that H_1 is accepted and H_0 is rejected, in other words, a significant difference between the partial procedural justice variables with consumer satisfaction.

The hypothesis used is as follows:
1. H_0: There is no significant effect of the variable partial distributive justice on customer satisfaction.
2. Ha: There is significant influence between variables partially distributive justice on customer satisfaction.

With the following test criteria:
1. If research significance (t) <0.05, then H_0 is rejected and Ha accepted.
2. If research significance (t)> 0.05, H_0 is rejected and Ha is accepted.

Distributive justice variable has 3 item statement. Of the overall statement items with 100 respondents, obtained the highest average value of the indicator is the opinion of the consumer with an average of 3.74, the appropriate indicator solution according to customer requirements. The majority of respondents agreed with providing appropriate solutions according
to customer needs, this figure shows that the mean for the customer feels that the PT. Telkom has the right solution to the problem presented by the customer. PT. Telkom has been pretty good at running the action as part of the service recovery, appropriate action in accordance with the needs of these customers will provide a positive stigma for customers cable phone / fixed line PT. Telkom. It would be better if PT. Telkom did crosscheck to find out how customers respond after getting repairs from the company. Appropriate action and improvement examination results will make the customers believe in the credibility of PT. Telkom as a provider of telecommunications services.

Based on the calculation results obtained by t test significance level of interactional justice research for the variable of 0.001 <0.05, so that H1 is accepted and H0 is rejected, in other words, a significant difference between the variable partial interactional justice with consumer satisfaction.

The hypothesis used is as follows:
1. \( H_0 \): There is no significant effect of partially between interactional justice variables on customer satisfaction.
2. \( H_a \): There is significant influence between variables partially interactional justice on customer satisfaction.

With the following test criteria:
1. If research significance \( (t) <0.05 \), then \( H_0 \) is rejected and \( H_a \) accepted.
6.
2. If research significance \( (t) > 0.05 \), \( H_0 \) is rejected and \( H_a \) is accepted.

Variable interactional justice has 3 item statement. Of the overall statement items with 100 respondents, obtained the highest average value of the indicator is the opinion of the consumer with an average 4.00, the indicators concern and attention of employees. The majority of respondents agreed with the statement regarding the care and attention of employees. This means that PT.Telkom employees are able show concern and attention to the consumers who make complaints. This proved to be very important based on the results of the frequency distribution, because most customers when the services fail course will be disappointed, however, when employees faced with patience and show concern and full attention to deal with the problems experienced by the customer, then the customer frustration will be reduced, if problems can be solved with good, customer satisfaction will lead to full loyalty to the company. This is certainly should receive special attention from the PT. Telkom, by providing training to its employees, especially the front liners in order to treat customers well and attentive.

Based on the overall results of the discussion, it was found that consumer satisfaction is influenced by the application of the factors of procedural justice, distributive justice, and procedural justice.

**CONCLUSION**

Based on the results of the analysis and discussion of the analysis of the influence of dimensions of Justice on recovery services against cable phone customer satisfaction/fixed line in PT Telekomunikasi Indonesia Tbk. Kandatel Malang, the conclusion can be drawn as follows:

1. The results showed that the variables of procedural justice, distributive justice, and interactional justice have a simultaneous effect on the variables of customer satisfaction. To determine the effect of simultaneous independent variables on the dependent variable F test, and based on the results of the F test is performed, it can be concluded that the variables of procedural justice, distributive justice, and interactional justice
simultaneously significantly influence consumer satisfaction.

2. The results showed that all independent variables are significant partial effect. In order to determine the effect of each (partial) of the independent variable on the dependent variable t test, and based on t test has been done, then we can conclude the independent variable procedural justice, distributive justice, and interactional justice has a significant influence on customer satisfaction partially.

3. The results showed that distributive justice variables have a dominant influence on customer satisfaction. This was stated by the results of multiple linear regression equation in which the value of the variable effect of distributive justice is positive and the greatest value when compared to other variables.

Based on the findings of the study, discussion, and conclusion, then it can put forward some suggestions on improvements that are expected to be useful for practical importance:

1. This research is very important for companies, especially for PT.Telkom to pay more attention to customers, especially when it is a failure of service at first, then the company should pay special attention to the customer to correct the failure of the service. Companies need to know what exactly the customer wants when making a complaint, and how to fix failure if only the services will increase customer satisfaction.

2. Effective service recovery strategy needs to be well planned and then implemented and evaluated. It is very important to do so as there are clear standards for the handling of customer complaints so customer satisfaction is achieved. Service recovery strategy should include three dimensions of justice, which is the dimension of procedural justice, distributive justice, and interactional justice.

3. Distributive justice is the variable that most affect customer satisfaction after service failure, then this variable should be properly addressed. Companies should provide the right solution for every problem facing our customers, as well as reasonable compensation should also be given if the customer was harmed, and the latter is comparable results should be given in accordance with the service failures experienced by customers. Why this is important is because the customers will leave a product or service if the service is not found satisfactory, and there is also a tendency that when a person experiences unpleasant things, he would pass it on to others. Obviously this is not desirable, as it would be a negative for enterprise promotion.

4. Procedural justice and interactional justice also contributed significantly in influencing customer satisfaction, of course, both of these factors should not be overlooked in the design of the recovery system on PT.Telkom services. Employee training programs should focus on the dimensions of procedural justice and interactional justice in order to achieve customer satisfaction.

REFERENCES


James, Engel F., Roger D. Blackwell & Paul W. Miniard, 1990, *Consumer Behavior*, The Dryden Press,


