ABSTRACT

This research aims to determine the effect of Perceived Justice toward Customer Recovery Satisfaction on study of Telkomsel Malang customer. This research is an explanatory research which explains the causal relation between the variables through hypothesis testing. The data collection technique of this study uses questionnaires and literature study. 111 persons were purposively selected as the research samples. Test instrument that are used for testing the research are validity test, reliability test, and classical assumption test. The analytical methods that used were multi regression analysis and hypothesis testing which conducted with t test using SPSS.

The result of this study shows with using t test concluded that each of Perceived Justice has significant effect toward Customer Recovery Satisfaction. Therefore, Interactional Justice has the most significant effect on Customer Recovery Satisfaction compared to the other two aspects of justice. Moreover, Perceived Justice has positively significant effect to Customer Recovery Satisfaction in the study of Telkomsel Malang customer.

Key Words: Perceived Justice, Recovery Satisfaction
ABSTRAK

Penelitian ini bertujuan untuk mengetahui pengaruh Persepsi Keadilan terhadap Pemulihan Kepuasan Pelanggan dengan studi pelanggan Telkomsel Malang. Penelitian ini merupakan penelitian penjelasan yang menjelaskan hubungan kausal antar variable melalui pengujian hipotesis. Teknik pengumpulan data penelitian ini menggunakan kuesioner dan studi literatur. 111 orang dipilih secara sengaja sebagai sampel penelitian. Uji instrumen yang digunakan untuk menguji penelitian ini adalah uji validitas, uji reliabilitas, dan uji asumsi klasik. Metode analisis yang digunakan adalah analisis multi-regresi dan pengujian hipotesis yang dilakukan dengan uji t menggunakan SPSS.


Kata kunci: Perceived Justice, Recovery Satisfaction

INTRODUCTION

Background

Nowadays, marketing activities are branching out, along with the development of economic activities in each regions and higher level of business competition. Producers will strongly seize sympathy to win the competition and create the purchase interest of customers. On the other hand, more and more companies are competing for a similar market which unconsciously educates customers to be selective on goods and services to be used. One of them who are competing on seeking customer’s attention is the telecommunication business.
The mobile phone is one of the communication tools that familiar in our society. Without considering the economic status of a person, almost everyone has at least one mobile phone in their pocket, due to many affordable phones in the market. The growing level of young population with rising disposable income makes Indonesia a highly attractive country for selling telecommunication services. Providing fast and reliable connections across the country is a significant challenge for the provider itself but also a big opportunity for the provider as well as the companies offering other support services.

Citing the reviews from goodnewsfromindonesia.org (2016), when compared to internet users, which is 83 million, Indonesia’s active mobile phone users has currently reached 281.9 million people. The number illustrates that every person in Indonesia has more than 1 unit of mobile phone. So it is not surprising that Indonesia’s field of mobile phone business is very lucrative.

As the largest cellular operator in Indonesia, Telkomsel reported a significant increase in number of users. Telkomsel has been maintaining the highest quality of service for 5 consecutive years in the Service Quality Award 2011. This recognition reinforces Telkomsel as a mobile service solution provider with the highest level of service satisfaction based on a survey of 3,000 respondents. Measurements were made by five parameters of satisfaction, satisfaction with the access point of service (accessibility), the satisfaction of the elements associated with service delivery (service process), satisfaction with service personnel who interacted with customers (people), satisfaction with the complaint handling process (service complaint handling), and satisfaction with the solution service performed (quality of repair result) which processed into a total score called Indonesian Service Satisfaction Index (ISSI).

In 2014, XL Axiata XL won the award in the Excellent Service Experience Award (ESEA). In the event, XL won the award in Telecommunication industry as Excellent Performance in Delivering Positive Customer Experience. It appears that Telkomsel is beginning to lose their competitive advantage as in terms of service. As seen on websites and online forums, Telkomsel users complain of the inconvenience occur in the process of sim card replacement.
Process through the service provided by Telkomsel. Services experienced by customers are not in accordance with the promise given by Telkomsel (Tekno-Kompas, 2016). There are also complaints about internet data packets that cannot be activated after a purchase that has taken the customer's credit.

The success of business and service excellence in the services sector has become a very important thing to note. Delivering quality service to customers is a must for success and survival in today’s competitive business. Definitions of service quality hold that the result of the comparison that customers make between their expectations about a service and their perception of the way the service has been performed (Liang Kheng et al., 2010).

The steep competition in communications services business these days is not only caused by globalization factors, but mainly due to customer’s savvy, price conscious, and demanding behavior. Advances in communications technology also contributes in increasing the intensity of competition, as it gives customers access to more information about the various products offered. This condition induces the customers to have more choice on spending their money.

The development of technology makes things easier and faster, so does Telkomsel and its services. With the ease of technology, customers are not only concerned about the variety of the product but also with the services provided by the operator itself. However with the increase in the number of services provided, they are presented with new obstacles such as imperfect services or service failure. This leads to the service recovery improvement.

Therefore we need a clear understanding of how the process of service recovery after a service failure, particularly on how the impact of the company’s strategy towards the customer’s response after doing a service recovery. Service recovery or restoration of service refers to the actions taken by the company when it experienced a service failure (Zeithaml, Bitner&Gremler, 2014). The service recovery procedure is very important owned by the company to achieve customer satisfaction and loyalty (Lovelock, 2001). The customers who are dissatisfied with the service that is offered would possibly do complaints, which can be defined as,
the expression of dissatisfaction generated from the organization through the processes and products/services or the response process to the complaint itself, when it is expected to see an abstract or a concrete response (Kazemi et al., 2011).

In order to see the affectivity of service recovery offered, previous researchers used justice theory, which has been widely used to explain how customers perceive the service recovery performance (Y.-W. Chang, 2010). Perceived Justice can define more precisely in term of distributive, procedural and interactional justice (Y.-W. Chang, 2010). Distributive justice refers to the perceived fairness of actual tangible outcomes compared to inputs, thus distributive justice is what customer receive as an outcome of service recovery efforts (Ha & Jang, 2009). Procedural justice can define as the methods that 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 consumer’s recovery needs (A.B. del Rio-Lanza et al, 2009). Meanwhile, interactional justice deals with interpersonal behavior in the adoption of procedures and the delivery of outcomes (A. Gusstafson, 2009). Established by the idea of previous researches, distributive justice, procedural justice, interactional justice and customer loyalty plays an important role in the company, thus based on the description above the researcher is interested in conducting her research with the title “Does Perceived Justice Affect Customer Recovery Satisfaction? An Empirical Study of Telkomsel Malang Customers”.

**Literature Review**

Kotler and Keller defined a service as any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product. Service includes all economic activities whose output is not a physical product or construct, consumed at the time it is produced and provides added value in forms (such as convenience, amusement, timeliness, comfort and health) that are essentially intangible and it concerns of its first purchaser (Yadav & Dabhade, 2013).
Even when the companies have already pushed to the best of their ability, making mistakes while delivering services to the customers is unavoidable; this kind of stigma is called service failure. None of the service failures that happens are ever the same for each customer. According to Denham, the major problems faced by companies can be traced from three main sources, namely (1) caused by the company itself, for example the excessive promises, (2) caused by the worker, for example harsh treatment and disrespectfulness, (3) caused by the customer, for example less careful in reading the instructions provided. Service performance variability and failures also arise from the inseparability of service production and consumption, which prevents quality inspections of most services prior to the delivery. Service marketers therefore have a large stake in understanding both the consequences of failure and how to provide an effective recovery, so that they can minimize customer dissatisfaction following a failure and thus retain the customer’s business (Hess Jr. et al., 2003). In previous researches, service failure can be classified into three types: core, interpersonal, and procedural (Kim and Jang, 2014).

In concern about service failure, an organization should take out some action to improve their service quality, this is called a service recovery. Service recovery is defined as the process of dealing with a situation, whereby a customer has experienced service failure from a service organization (XiaoRan et al, 2014). It is also explained as actions taken by the service provider to remedy service failure (Nikbin et al., 2012). Justice theory states that a customer evaluates a service recovery attempt as just or unjust (DeWitt et al, 2008), Smith and Mpingnjira (2015), mentioned that justice theory also use to understand customer response to service recovery efforts. Perceived Justice is a multi-dimensional concept compromising three dimensions: Distributive Justice, Procedural Justice and Interactional Justice (Kim et al, 2009).

Distributive justice is the allotment of advantages and costs to get to an equal condition in transactional relations. The result of distributive justice shows financial atonements and apologizing. Atonement is the reaction or advantage received by the customer from the organization in response to his complaint.
Apologizing refers to issue that compensation does not only include financial costs but also emotional costs (Kazemi et al, 2011). Also refers to the perceived fairness of the actual outcome or consequence of a decision (Gustafsson, 2009). Procedural justice means the perception of the customer from the justice adherence in procedures and processes which are essential for the recovery of the defected service (Kim et al, 2009). Interactional justice defines as the manner that manages the customers who encounter a problem and evaluation of the extent of perceived justice by the customers in the interpersonal interactions with individuals in the service organizations within the recovery process (Kim et al, 2009). It focuses on interpersonal interaction during the process of service delivery (Nikbin et al, 2010).

**Hypothesis**

$H_1$, Distributive justice has a significant effect toward customer recovery satisfaction.

$H_2$, Procedural justice has a significant effect toward customer recovery satisfaction.

$H_3$, Interactional justice has a significant effect toward customer recovery satisfaction.

**Objectives of the Study**

The purpose of this research is to know the significant effect of each dimension of perceived justice to customer recovery satisfaction, which can help Telkomsel to develop and improve their way in service delivery process and enlight the researcher about how important and how big the effect of perceived justice to customer recovery satisfaction.

**METHODOLOGY**

This research took place in Malang city, East Java. The data was obtained and collected directly in the research process, techniques used in this study are; questionnaire/ surveys as pre-formulated written set of questions to which
respondent records the answers, usually within rather closely delineated alternatives (Sekaran and Bougie, 2013), observation, and library studies such as online articles, article journals, and scientific essay.

**Population and Sample**

Population that is used in this research is the customer of Telkomsel. The population of this research object is all customers of Telkomsel. The sampling process using purposive sampling method. Sample selection is conducted by non-probability sampling technique using purposive sampling technique, as the sampling technique based on certain considerations (Sugiyono, 2014). Purposive sampling was chosen because there are often many limitations that prevent researcher in taking samples in random. It is expected that by using purposive sampling criteria, the samples obtained are completely in accordance with the research conducted. Thus, from the selected sample that meets the requirements, i.e; the respondent's age is 17 years old, have had a complaint against Telkomsel product, has been visiting GraPari Telkomsel Malang to complaint about Telkomsel's products or services. Downgrading the sample in a way that expressed by Solimun (2002) that indicator can be multiplied by as much as 5-10 times to get the number of samples to represent the total population. The author decided to use the 105 respondents (15 x 7 = 105).

**RESULT**

A total of 111 respondents were selected from GraPARI Telkomsel Malang customer. After questionnaire distribution, 111 questionnaire sets were validly filled out and returned. All data collected from the respondents is analyzed. A total of 111 questionnaires were collected out of 120 distributed, 9 questionnaires were incomplete and discarded, indicating a 92.5% return rate.
Validity Test

According to Arikunto (2010) an instrument can be regarded whether it is valid or not by comparing the Pearson product moment correlation index with a significance level of 5% towards a critical value. If the significance of the correlation results is less than 0,05 (5%), then it is declared valid and vice versa.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Indicator</th>
<th>$r_{count}$</th>
<th>Significance</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1</td>
<td>X1.1</td>
<td>0,855</td>
<td>0,000</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X1.2</td>
<td>0,836</td>
<td>0,000</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X1.3</td>
<td>0,795</td>
<td>0,000</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X1.4</td>
<td>0,811</td>
<td>0,000</td>
<td>Valid</td>
</tr>
<tr>
<td>X2</td>
<td>X2.1</td>
<td>0,779</td>
<td>0,000</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X2.2</td>
<td>0,799</td>
<td>0,000</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X2.3</td>
<td>0,782</td>
<td>0,000</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X2.4</td>
<td>0,760</td>
<td>0,000</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X2.5</td>
<td>0,752</td>
<td>0,000</td>
<td>Valid</td>
</tr>
<tr>
<td>X3</td>
<td>X3.1</td>
<td>0,887</td>
<td>0,000</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X3.2</td>
<td>0,881</td>
<td>0,000</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>X3.3</td>
<td>0,844</td>
<td>0,000</td>
<td>Valid</td>
</tr>
<tr>
<td>Y</td>
<td>Y1</td>
<td>0,848</td>
<td>0,000</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Y2</td>
<td>0,907</td>
<td>0,000</td>
<td>Valid</td>
</tr>
<tr>
<td></td>
<td>Y3</td>
<td>0,865</td>
<td>0,000</td>
<td>Valid</td>
</tr>
</tbody>
</table>

Reliability Test

Reliability test is how good the scale can produce a consistent result when the instrument is repeatedly used and gives the same outcome every time it is used (Malhotra, 2012). In measuring the reliability of the questionnaire items, this research is using the Cronbach Alpha method.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Alpha Cronbach</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributive Justice ($X_1$)</td>
<td>0,840</td>
<td>Reliable</td>
</tr>
<tr>
<td>Procedural Justice ($X_2$)</td>
<td>0,829</td>
<td>Reliable</td>
</tr>
<tr>
<td>Interactional Justice ($X_3$)</td>
<td>0,835</td>
<td>Reliable</td>
</tr>
<tr>
<td>Recovery Satisfaction ($Y$)</td>
<td>0,844</td>
<td>Reliable</td>
</tr>
</tbody>
</table>
Normality Test

Normality test aims to test whether the residuals in the regression model follow the normal distribution or not. A good regression model is a model in which the residual follow the normal distribution. The method used to test the normality in this research is Kolmogrov-Smirnov test. Residual model declare normal distribution if the value of Kolmogorov-Smirnov test of significance are greater than α that has been used.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Kolmogorov-Smirnov Z</th>
<th>Significance</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residual Model (e)</td>
<td>0,963</td>
<td>0,312</td>
<td>Normal distribution</td>
</tr>
</tbody>
</table>

Multicollinearity Test

Multicollinearity test aims to test whether the regression model finds a correlation between independent variables. A good regression test model should not have multicolinearity. To detect the presence or absence of multicolinearity is by analyzing the correlation matrix of variables, which can be seen through Variance Inflation Factor (VIF). VIF that can be tolerated is 10. If VIF <10 it can be concluded that there is no multicolinierity between independent variables (Budimansyah, 2016).

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Tolerance</th>
<th>VIF</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributive Justice (X1)</td>
<td>0,656</td>
<td>1,524</td>
<td>Multicollinearity did not happen</td>
</tr>
<tr>
<td>Procedural Justice (X2)</td>
<td>0,368</td>
<td>2,720</td>
<td>Multicollinearity did not happen</td>
</tr>
<tr>
<td>Interactional Justice (X3)</td>
<td>0,429</td>
<td>2,334</td>
<td>Multicollinearity did not happen</td>
</tr>
</tbody>
</table>
**Heteroscedasticity Test**

Testing heteroscedasticity assumption can be done by using Glejser method statistic test. Glejser test is done by regressing the independent variables on the absolute value of residual. If sig. > 0.05, there will be homoscedascity and if sig. <0.05 there will be heteroscedasticity.

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Sig.</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distributive Justice (X1)</td>
<td>0.617</td>
<td>Heteroscedasticity did not happen</td>
</tr>
<tr>
<td>Procedural Justice (X2)</td>
<td>0.481</td>
<td>Heteroscedasticity did not happen</td>
</tr>
<tr>
<td>Interactional Justice (X3)</td>
<td>0.858</td>
<td>Heteroscedasticity did not happen</td>
</tr>
</tbody>
</table>

**Linearity Test**

Linearity test aims to examine whether a relationship between the independent variables and the dependent variable is linear or not. To test the linearity assumption, a linear curve test is used. Based on the criteria if p-value is less than 5% alpha it indicates that the relationship is linear.

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Independent Variable</th>
<th>$F_{\text{count}}$</th>
<th>$F_{\text{table}}$</th>
<th>P-value</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recovery Satisfaction (Y)</td>
<td>Distributive Justice (X1)</td>
<td>54,358</td>
<td>3,928</td>
<td>0.000</td>
<td>Linear</td>
</tr>
<tr>
<td></td>
<td>Procedural Justice (X2)</td>
<td>98,173</td>
<td>3,928</td>
<td>0.000</td>
<td>Linear</td>
</tr>
<tr>
<td></td>
<td>Interactional Justice (X3)</td>
<td>123,541</td>
<td>3,928</td>
<td>0.000</td>
<td>Linear</td>
</tr>
</tbody>
</table>
Multiple Regression Analysis

The results of multiple linear regression calculations used to predict the magnitude of the relationship between the dependent variable which is the Recovery Satisfaction (Y) and the independent variable which is Distributive Justice (X1), Procedural Justice (X2) and Interactional Justice (X3).

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>0,461</td>
<td>0,864</td>
<td>0,534</td>
<td>0,595</td>
<td>Significant</td>
</tr>
<tr>
<td>X1</td>
<td>0,204</td>
<td>0,064</td>
<td>3,197</td>
<td>0,002</td>
<td>Significant</td>
</tr>
<tr>
<td>X2</td>
<td>0,139</td>
<td>0,069</td>
<td>2,014</td>
<td>0,046</td>
<td>Significant</td>
</tr>
<tr>
<td>1</td>
<td>X3</td>
<td>0,432</td>
<td>0,086</td>
<td>0,464</td>
<td>Significant</td>
</tr>
<tr>
<td>R</td>
<td>: 0,783</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R²</td>
<td>: 0,613</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted R²</td>
<td>: 0,567</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F_count</td>
<td>: 56,446</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. F</td>
<td>: 0,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

DISCUSSION

Significant effect of Distributive Justice to Recovery Satisfaction

Research result shows that there is a significant effect of distributive justice on recovery satisfaction. This was revealed through the efforts done by Telkomsel in having service recovery. Unfortunately, Telkomsel sometimes negligent and this causes error in delivering service. After service failure, such as the provision of compensation which is felt less fair by customers, for example the pay-back money given in accordance with the lack of customer loss, or as emotionally, customers do not feel satisfied with the treatment given, then there was complaints from the customers. The employee of Telkomsel holds a big role in delivering the compensation in which the customer perceives. Customers
declared that on their visit to the GraPARI Telkomsel Malang, they can acknowledge the problems that have occurred and are able understand the explanations from Telkomsel’s employees well enough. While for customers with bill payment error complaints, they feel that compensations given by Telkomsel is quite satisfactory, only the handling process requires longer process than other complaints. With these statements, it can be seen that the customer perceives justice in the handling of their complaints and they are satisfied with the way Telkomsel handles these complaints. Distributive Justice can be concluded that significantly affect the Recovery Satisfaction.

**Significant effect of Procedural Justice to Recovery Satisfaction**

The research result found that there is a significant effect of procedural justice to recovery satisfaction. Telkomsel’s negligence in delivering services such as, the use of improper procedure in processing a complaint may result in the complaint handling process which is considered complicated and takes longer to finish. The effort of Telkomsel to improve service failure is to provide treatment with Telkomsel's standard operational procedures that makes complaint handling process will become easier, seamless and less timely. The handling deemed quite deft with the standard operation procedures that have been established by Telkomsel. It can be concluded that the Procedural Justice has a significant effect on Recovery Satisfaction, by the fairness in the procedures which is carried out to make the complaint handling process better, and provide customer satisfaction in receiving a good level of service.

**Significant effect of Interactional Justice towards Recovery Satisfaction**

Result of this research shows that there is a significant effect on interactional justice on recovery satisfaction. It proves that the aspects of interactional justice give impacts in the process of recovery satisfaction. This fairness is revealed on the efforts done by Telkomsel in the recovery service that they provide to reorganize the service failure. In order to fix it, Telkomsel deliver maximum effort in handling complaints that were deemed able to recompense customer’s disappointment because customer satisfaction is one of the essential aspects of the customers’ sustainability in using Telkomsel products. Good and
positive approach in dealing with customers becomes a very important consideration. As well as giving a proper response by employees about the problems suffered by the customer, employee’s manner in response to customer complaints, politeness in action and spoken word, as well as the intensity of the attention of employees in regards to the problems faced by customers. Customers feel they are being well greeted during a visit to GraPARITelkomsel Malang. Given by how employee handling complaints and offers windup, customers are satisfied with the services that are owned by GraPARITelkomsel Malang. It can be concluded that Interactional Justice provides a significant effect on Recovery Satisfaction.

**IMPLICATION**

The results of this study is in the form of descriptive statistics and theories can be used as an input and information for preparation of marketing strategies for Telkomsel Malang. The aim is to increase the satisfaction of its customers and improve how Telkomsel deliver their service.

To build customer recovery satisfaction, there are several ways that can be done such as giving compensations to the complaining customer. For example; compensate additional extra 4G LTE internet package or Tcash balance to customers (amount given in compliance with terms and conditions apply), such compensation is not only beneficial to the customer but also for Telkomsel to market its products to be better known by customers. The second is the provision of merchandise in the form of t-shirts, glasses, tumbler, shopping bag, dolls, vouchers or flash disc card-shaped, with a special design, or even a cold drinking water.

Service recovery satisfaction can also be improved by continuously upgrading the applicable complaint handling procedures. For example, complaint handling that takes 7 working days is shortened to 4-5 working days only so customers do not have to wait for the results of their complaints for more than a week. If there is any delay in resolving customer complaints contacted periodically, no omission of complaints, building a sense of ownership and employees’ responsibilities, and ensuring that every customer gets an effective
and efficient handling. Another way is to provide flexibility for customers to give criticism and suggestion on Telkomsel Malang for the services they received. Appreciating customers in giving criticism and constructive suggestion not only makes Telkomsel Malang be able to see the lack of their service from other people's glasses but also can increase the feeling of pleasure and happiness to the customer because they feel heard and trusted to take part in the process of improving the service of Telkomsel Malang.

Giving the employees Interpersonal Skill Training can also be a breakthrough in which the purpose is to improve the employees’ skill to verbally communicate in decent, clear, honest and polite that can help the employees to understand and ‘manage’ the customers’ emotion which are needed in an effective complaint management due to the process of facing customers’ complaint in order to provide solutions that can be understood by the customer and make them satisfied with the solutions.

Discover how big the interactional justice effect on customer recovery satisfaction, full-scale analysis by subsequent researcher about factors influencing interpersonal skill is highly recommended, such as; measuring the effectiveness of the training that has been given, the provision of employees’ incentives that can affect the optimization of employee performance, and see how the impact of incentive and training on integration relations between employees.

LIMITATION

1. Variable researched that affect objects in this study is limited to only three variables, namely distributive justice, procedural justice and interactional justice to determine the recovery customer satisfaction.
2. This research only obtains the data from one service provider as the object, thus it may be irrelevant for other service providers.
3. The research was held in GraPARITelkomsel Malang only. Due to the small number of samples taken, it is irrelevant to generalize the data and result to be applied for Telkomsel customers in other parts of Indonesia.
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