

**Perceived Organizational Justice and Behavioral Intentions Mediating role of Service Recovery Satisfaction**  
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We examined whether the impact of perceived organizational justice on service recovery satisfaction may be explained by investigating how higher education students assess their behavioral intentions. In an inference, responses of students (n = 557) of private chartered universities were tested for service recovery satisfaction and behavioral intentions. Perceived organizational justice is measured by distributive justice, procedural justice and interactional justice. Results directed positive mediating relationship between organizational justice dynamics and behavioral intentions. Results further endorsed that stress management, relaxation promotion and accommodative academic procedures can advantage in refining service recovery satisfaction, with insinuations for handling behavioral intentions.

**Keywords:** Organizational Justice, Service Recovery Satisfaction, Behavioral Intentions, Academia, Pakistan

## **INTRODUCTION**

Attaining service recovery satisfaction (SRS) through perceived organizational justice is essential to advance behavioral intentions (Chen, Huang and Patrick, 2016). Perceived organizational justice is not only being stated in literature of HRM but also being deliberated and examined in arena of service marketing (La and Choi, 2019) and education (Gupta and Singh, 2018). Organizational justice is enabling work mechanisms to individuals at market and workplace. The literature on organizational justice advocates that working and market settings to have more attractiveness and proficiency (Wang and Chen, 2019; Yao, Wang, Yu and Guchait, 2019; Chen and Kim, 2019). These abilities are contained by encouraging organizational environment and service distribution (Liu, Jayawardhena, Dibb and Ranaweera, 2019) mandatory for behavioral intention change (Kussusanti, Tjiptoherijanto, Halim and Furinto, 2019). This is the inspiration of present inquiry.

The knowledge of perceived organizational justice relates to buyer superficial impartiality, SRS and post-recovery satisfaction (Halim and Edy, 2018). The works added and discussed recovery satisfaction with work engagement (Mauno, Hiryonen and Kiuru, 2018), customer satisfaction (Halima and Gayatri, 2018) and behavioral intentions (Kim, Cho and Kim, 2019). Certainly, Shin, Casidy and Mattila, (2018) determined that service recovery satisfaction has noteworthy association with perceived justice. For, personages go for SRA give the impression of uncertainty in change of behavioral, psychological, organizational and contextual environment pleasing to the eye consumer market openings (Migacz, Zou and Petrick, 2018). Although a psycho-contextual model of contemporary service recovery satisfaction is endorsed and obligatory (Balaji, Jha, Sengupta and Krishnan, 2018) but the lack of seriousness in following mechanism of organizational justice may crop adequate outcomes to improve

behavioral intentions via service recovery satisfaction (Matikiti, RobertsLombard and Mpinganjira, 2018).

Thus, extraordinary susceptibility of perceived organizational justice and service recovery satisfaction augment standing of psychological measurements like psychological distance (Stamolampros and Korfiatis, 2018). As asserted by Erkutlu & Chafra, (2019) psychological distance has significant impact with psychological facets and service recovery satisfaction. Thus, predominant education market has powered the attention of individuals to achieve service recovery satisfaction (Dijke, Houwelingen, Cremer and Schutter, 2018). Internationally, the service business is flattering expressively salaried setting with comprehensive violent tendencies, ensued by the meta-analysis of psychological distance and SRS (Soderberg et al., 2015). As presented by Anand, Vidyarthi & Rolnicki, (2018) that psychological distance has significant moderating association between recovery satisfaction and organizational justice.

Likewise, in service industry perceived risk has also significant association with behavioral intentions (Casidy and Wymer, 2016; Moon, Yoon and Han, 2017). Therefore, it is important to study role of service recovery satisfaction between perceived organizational justice and behavioral intentions. Awarding the rising significance of service recovery satisfaction and perceived organizational justice are stating the potential research gap of study to study with behavioral intentions. As such the new inquiry is empirically examining the connections among perceived organizational justice, service recovery and behavioral intention. Extra precisely, study is testing the mediating role of service recovery satisfaction in higher education sector. Hence, the study projected perceived organization justice as antecedent of recovery satisfaction and recovery satisfaction as cause of behavioral intention. Moreover, inadequate readings are initiated

on the concept that recent study intended to investigate in context of academia.

## LITERATURE REVIEW

### Perceived Organizational Justice

A perceptual sensation signifying the spirits of organizational workers concerning organizational management, decisions and system base settings (DeConinck, 2010). Obtaining work-based justice persistency of organizational justice is much needed (Malik et al, 2010). Organizational justice is work-related aptitude increasing organizational promise (Loi, Hang-Yue and Foley, 2006), organizational citizenship behavior (Asgari et al., 2008) and talent management (Gelens et al, 2013). Perceived organizational justice revealed for good work performance and significant employee-organizational boxes (Liliégren and Ekberg, 2009). Excitingly, famous inferences exposed that organizational justice i.e. procedural, interactional and distributive justice is inter-generated, interconnected and diverse certainties (Rineer et al, 2017). This organizational justice involves justice of work distribution, justice of work process and justice of linkages with organization (O'Connor and CrowleyHenry, 2019). Biswas & Kapil, (2017) suggested that organizational justice has substantial connotation with organizational trust, in-role performance and organizational cynicism. Demir, (2015) has recommended momentous part of organizational empathy between organizational justice and perceived organizational support. Moreover, Xu et al., (2016) also offered manifold distinctive differences significantly forecasting organizational justice and related about its alteration. Following above scholars' intelligence, such as, Nikbin, Marimuthu, Hyun & Ismail, (2015) anticipated noteworthy relationship of organizational justice and service recovery satisfaction.

### Perceived Organizational Justice and Service Recovery Satisfaction

Individuals having perceived organizational justice disbursing adequate consideration to contest in global human resource market (Ding and Lii, 2016). For this instance, Cheung and To, (2016) introduced one of the advanced and fresh dimensions named as recovery satisfaction. Service recovery satisfaction is defined as a measure to assess satisfaction receiving product, service or benefits against cost paid to it (Kim, Kim and Kim, 2009). In scope of modern HR Practices, perceived organizational justice is significantly explained with recovery satisfaction. Moreover, Chun & Lin, (2017) recently reviewed service recovery dimensions and resulted that service recovery is significant with behavioral intentions and individual involvement. Extending to it, Nadiri, (2016) proposed organizational justice as proactive antecedents of service recovery satisfaction and asserted these factors of justices essential for recovery satisfaction to happen. There are empirical proves that enhancement of recovery satisfaction is linked with certain categories of organizational justice i.e. distributive, procedural and interactional (Martinez-Tur, Peiro, Ramos and

Moliner, 2006). Moreover, Chen & Kim, (2019) also concluded that perceived organizational justice (e.g. procedural, distributive and interactional justice) is associated with recovery satisfaction. Hence, according to empirical confirmations, we hypothesize that:

**H1:** Interactional Justice has a positive significant association with service recovery satisfaction

**H2:** Distributive justice has a significant positive relationship with service recovery satisfaction

**H3:** Procedural justice has a significant positive association with service recovery satisfaction

### Service recovery Satisfaction and Behavioral Intention

A motive to get engaged in set-pattern of given behavior is pronounced as behavioral intention (Spreng, Harrell and Mackov, 1995). Ok, Back and Shanklin, (2005) were the pioneer developed multiple models of service recovery and concluded various focused views. While, Han and Jang, (2009) initially assessed service recovery and recovery satisfaction with behavioral intentions and resulted significantly. Evidently, recovery satisfaction is more constantly tested with behavioral intentions (Park and Park, 2016; Jung and Seock, 2017; Cai and Qu, 2018; Byun and Jang, 2019). Previous researcher has mentioned that recovery satisfaction has various negative and positive impacts on individual behavioral intentions (Szymanski and Henard, 2001). Service recovery to an individual enhances satisfaction and the ability of particular person to redress his/her intentions to particular services, products or benefits (Maxham III, 2001). In perspective of marketing Söderlund, (2002) found that customer familiarity has significant role in developing behavioral intentions due to recovery satisfaction. In tourism context, Hutchinson, Lai and Wang, (2009) contributed similar findings by assessing value, customer equity and recovery satisfaction designing behavioral intentions. Thus, as per research findings we hypothesize that,

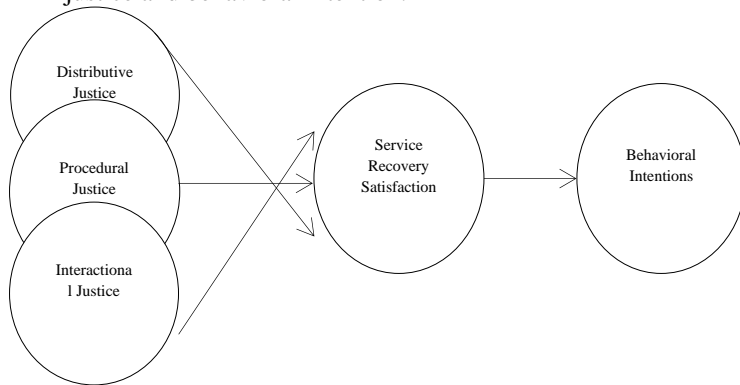
**H4:** Service recovery satisfaction has positive significant association with behavioral intentions

### Service Recovery Satisfaction as mediator

Nikbin et al, (2015) were the first authors assessed recovery satisfaction in relation to organizational justice (e.g. perceived). Later Petzer, Meyer-Heydenrych and Syensson, (2017) significantly explained service recovery satisfaction as mediator between perceived organizational justice and behavioral intention. Visibly, perceived organizational justice is more commonly studies and it has significant relationships (Hashemy et al, (2016). Drawing on the argument of Qin, Xu and Wang, (2019) recovery satisfaction is essential in developing behavioral intentions by covering service failures. The concept of recovery satisfaction can be observed as fundamental antecedent of it. And generally, perceived organizational justice is seen as determinant of recovery satisfaction, as it can move beyond the phenomenon to contribute as reactant benefiting individuals to dress up behavioral intentions (Carrillo, Syensson and Neria, 2019).

Moreover, COR theory manifest that individuals strives for service excellences supporting to acquire wishful level of

satisfaction (Muhammad, 2019). Thus, as per COR theory we believe that individual designs their intentions based on some satisfaction (i.e. recovery satisfaction etc.) by having organizational justice. Based on empirical facts and theoretical lenses perceived organizational justice enhances recovery satisfaction and recovery satisfaction extends behavioral intentions, it is more possibly that recovery satisfaction is mediating the relationship between perceived organizational justice and behavioral intentions. Thus, we hypothesize, **H5**: Service recovery satisfaction mediates the relationship between distributive justice and behavioral intention **H6**: Service recovery satisfaction mediates the relationship between procedural justice and behavioral intention **H7**: Service recovery satisfaction mediates the relationship between interactional justice and behavioral intention.



**Figure 1:** Conceptual Model of Study

**METHODOLOGY**

**Sampling and Data Collection**

To operationalize contemporary study data is attained by self-reported questionnaire from the students of universities during Fall 2018 and spring 2019. As Paul and Ananthraman, (2004) declared, we adopted a web-oriented survey instrument to certify response suitability due to huge balance of probable participants. The limb nexus of private chartered university students is escalated across districts of Punjab, Pakistan including (e.g. Faisalabad, Sialkot, Gujranwala, Gujrat, Lahore, Multan and Rawalpindi). To cover socially segregated participants of study and to eliminate social appeal bias online mail approach of survey method is used (Heerwegh, 2009). The instruments utilized in study are taken from various well-founded origins. The scale of study comprises two sections (i) demographics information (age, qualification & gender) (ii) constructing main variables (e.g perceived organizational justice – distributive, procedural & interactional justice, recovery satisfaction, behavioral intention, psychological distance and perceived risk). A covering letter explaining objective, rational, informed consent and ethical code of conduct is also attached in front of survey participation questionnaire to control participants’ ambiguities about this research. A web link of online survey form is shared with 1500 participants walk behind by weekly follow ups. After 10 weeks, a total of 569 responses

(around 37% rate of response) received in actual. Thus, to apply structural equation modeling (SEM) ten retaliations against each item are required for further analysis (Chen, 1998). Hence, study completes the minimum sample unit constraints to apply SEM. After purifying the missing or misreported response 557 responses left for data analysis (see table 1).

**Table 1: Demographic Outline of Respondents**

Variable	Category	Percentage
Gender	Female	59
	Male	41
Age	21-25 Years	64
	26-30 Years	21
	30-35 Years	9
	Greater than 35 Years	6
Qualification	Graduation	58
	Masters	20
	MS or M. Phil	12
	PhD	10

**Research Tools**

Perceived organizational justice (POJ) was measured by 3 items of distributive justice, 3 items of procedural justice and 3 items if interactional justice obtained by Wong, Ngo & Wong (2006). The scale is segmented on 5-point likert scale (1 as strongly disagree to 5 as strongly agree). The scale realizes several angles of evidence (e.g. fairness, service compensation, service performance, policies & procedures, problems, honesty, flexibility, courtesy and communication). And this questionnaire is extensively used with job outcomes (Karatepe, 2011), Organization citizenship behaviors (Chan and Lai, 2017) and service turnover intentions (Fardid, Hatam and Kavosi, 2018). The scale has appropriate internal reliability ( $\alpha = 0.87$ ).

Similarly, Service recovery satisfaction is measured by three items obtained from Nikbin et al, (2014). Respondents are inquired on 5-point likert scale from 1 strongly disagree to 5 as strongly agree. The scale is appropriately covered the information regarding “service problems”, “problem resolutions”, “participants satisfaction”, “institutional support” and “happiness with institute”. Various researches have gauged this scale with service failure attribution (Nikbin, Marimuthun, Hyun and Ismail, 2015), service switching barriers (Li, 2015) and corporate social responsibility (La and Choi, 2019). The results of scale have presented ample internal reliability as ( $\alpha = 0.81$ ).

The behavioral intentions are measured by the scale of Petzer, Heydenrych and Svensson, (2017) and three items are extracted at five-point likert scale. The scale has amply covered the participants response “choosing institute again for desired service”, “recommending institute” and “intend to continue services with their institute”. The scale of behavioral intentions is vastly regressed with destination personality (Papadimitriou, Apostolopoulou and Kaplanidou, 2015), co-creation activities (Sweeney, Danaher, McColl-Kennedy, 2015), experiential satisfaction of tourists (Wu, Cheng and Ai, 2018) and brand attachment (Yen, Chen, Cheng and Teng, 2018). Hence, inter internal reliability of scale is found as ( $\alpha = 0.78$ ).

**Data Analysis**

To test the hypothesis and present robust findings partial least square structural equation modeling (PLS-SEM) is applied (Peng and Lai, 2012). Despite from all left narratives and folks, this is still emerging and advanced tool for paths inference or estimations in Structural equation modeling (Ali and Kim, 2015). Interestingly, PLS is idiosyncratic in dealing non-normal or partially skewed data and small sample (Hair et al, 2013). As narrated by Ronald and Franco, (2012) PLS-SEM is reliable, accurate, desirable and sufficient researchers’ interface to infer dependent variable(s). Moreover, due to progressive disposition is exceedingly submission (Richter et al., 2016; Nitzel et al., 2016).

The sophisticated statically modeling of PLS –SEM entails substantial as ten times regarding noticeable variables (Peng and Lai, 2012). In recent study model we have 18 noticeable variables carrying minimum sample magnitude of (18 x 10 = 180). And the sample of our investigation is more than 550. Thus, backing scholarly recommendations by Andersen and Gerbin, (1988) we step-by-step scrutinized the model of recent study by applying internal consistency, validity, reliability tests and structural equation modeling for hypothesis inference. The study results are procured by using Smart PLS version 3.2.6 (Ringle et al., 2015).

**RESULTS**

**Measurement Model**

Following Hair et al., (2013) we evaluated convergent validity (CV), composite reliability (CR) and average variance extracted (AVE) through factor loadings for assessment of extent model. The magnitude of connection of same construct with other alternative construct is termed as convergent validity and is assessed through factor loadings and AVE (Hair et al., 2017). Moreover, the unit of variance in paradigms is named as AVE. According to Avkiran, (2018) a value of 0.5 and 0.7 are least inception of approval of AVE and factor loadings one-to-one. In reply to this, results designated regular factor loadings. Likewise, items that were powerless to meet cited standards were released and were not operationalized. Subsequent to enough factor loading, the AVE of main variables is – distributive justice (0.669), participative justice (0.783), interactional justice (0.797), recovery satisfaction (0.601) and behavioral intentions (0.846). Furthermore, composite reliability is pragmatic as distributive justice (0.904), participative justice (0.854), interactional justice (0.752), recovery satisfaction (0.886) and behavioral intentions (0.774) representing advanced glassy of reliability. To evaluate construct vice deviance discriminant validity is inferred and exposed no construct wise repetition. Therefore, to infer discriminant validity Fornell and Larcker (1981) criterion is secondhand. Though, the consequences specified noteworthy validity and reliability. (Table 2 – 4)

**Table 2: Validity and Reliability of Constructs**

Construct and Items	Loadings	CR <sub>a</sub>	AVE <sup>b</sup>
Distributive Justice (DJ) α = 0.901		0.971	0.711
DJ1	0.911		

DJ2	0.806		
DJ3	0.874		
DJ4	0.919		
Procedural Justice (PJ) α = 0.913		0.925	0.732
PJ1	0.928		
PJ2	0.917		
PJ3	0.942		
Interactional Justice (IJ) α = 0.954		0.931	0.747
IJ1	0.986		
IJ2	0.951		
IJ3	0.952		
Recovery Satisfaction (RS) α = 0.829		0.902	0.819
SRS1	0.844		
RS2	0.867		
RS3	0.888		
Behavioral Intentions (BI) α = 0.953		0.951	0.868
BI1	0.887		
BI2	0.947		
BI3	0.917		

**Table 3: Discriminant Validity criterion**

Constructs	DJ	PJ	IJ	RS	BI
Distributive Justice (DJ)	0.860				
Procedural Justice (PJ)	0.835	0.944			
Interactional Justice (IJ)	0.547	0.505	0.571		
Recovery Satisfaction (RS)	0.968	0.881	0.616	0.922	
Behavioral Intentions (BI)	0.946	0.834	0.778	0.960	0.807

**Table 4: Discriminant validity – Loading and Cross Loading Criterion**

Latent Constructs	Items	DJ	PJ	IJ	RS	BI
Distributive Justice (DJ)	DJ1	0.833	0.845	0.918	0.835	0.718
	DJ2	0.902	0.838	0.945	0.432	0.844
	DJ3	0.944	0.861	0.909	0.707	0.719
	DJ4	0.911	0.981	0.874	0.735	0.929
Procedural Justice (PJ)	PJ1	0.732	0.970	0.758	0.717	0.834
	PJ2	0.677	0.945	0.739	0.763	0.815
	PJ3	0.819	0.916	0.796	0.754	0.834
Interactional Justice (IJ)	IJ1	0.867	0.701	0.831	0.781	0.823
	IJ2	0.809	0.844	0.848	0.743	0.865
	IJ3	0.717	0.747	0.848	0.800	0.773
Recovery Satisfaction (RS)	RS1	0.933	0.891	0.918	0.817	0.784
	RS2	0.818	0.927	0.875	0.777	0.728
	RS3	0.877	0.860	0.808	0.927	0.715
Behavioral Intentions (BI)	BI1	0.844	0.992	0.819	0.840	0.917
	BI2	0.707	0.826	0.879	0.933	0.944
	BI3	0.836	0.804	0.849	0.701	0.924

**Note:** Italicized values are loadings for items that are above the recommended value, i.e. 0.5

**Structural Model**

To test causal relationship between main variables, respondent’s response is inferred by structural modeling technique (Sang et al, 2010). Moreover, to asses’ coefficients of paths implication, bootstrapping technique were smeared with 5000 iterations (Hair et al, 2017). And to obtain refined and reliable casual relations data is detected empirically for model fit

(Ali, 2016). However, model fit is observed with SRMR (e.g. standardized root means square residual) method (Henseler et al, 2016). For this inception importance is 0.000 for impeccable fit and recommended value for SRMR is 0.08. Thus, distributive justice and recovery satisfaction are significantly connected (H1, DJ → RS,  $\beta = 0.384$ ,  $*p < 0.05$ ). Procedural justice is significant with recovery satisfaction (H2, PJ → RS,  $\beta = 0.355$ ,  $*p < 0.05$ ). Interactional Justice is significantly lined with service recovery satisfaction (H3, IJ → RS,  $\beta = 0.682$ ,  $*p < 0.05$ ). Moreover, relationship of service recovery satisfaction with behavioral intentions is also acknowledged (H4, RS → BI,  $\beta = 0.730$ ,  $*p < 0.05$ ). While, mediating relationships are also accepted, such as, (H5, DJ → RS → BI,  $\beta = 0.433$ ,  $*p < 0.05$ ), (H6, PJ → RS → BI,  $\beta = 0.212$ ,  $*p < 0.05$ ) and (H7, IJ → RS → BI,  $\beta = 0.304$ ,  $*p < 0.05$ ). (Table V)

**Table 5: Structural Model Results**

Hypothesis	Path	B	t-Value	R <sub>2</sub>	Q <sup>2</sup>	f <sup>2</sup>	Decision
H1	DJ → RS	0.384	2.871	0.944	0.101	0.021	Accepted
H2	PJ → RS	0.355	2.255	0.980	0.125	0.021	Accepted
H3	IJ → RS	0.682	10.418	0.822	0.143	0.049	Accepted
H4	RS → BI	0.730	13.135	0.818	0.174	0.577	Accepted
H5	DJ → RS → BI	0.433	2.446				Accepted
H6	PJ → RS → BI	0.212	2.284				Accepted
H7	IJ → RS → BI	0.304	13.784				Accepted

Notes: DJ, Distributive Justice; PJ, Procedural Justice, IJ, Interactional Justice; RS, Recovery satisfaction, BI, Behavioral Intentions, Significance Level ( $*p < 0.05$ )

### Predictive Relevancy (Q<sup>2</sup>) and Effect Size (f<sup>2</sup>) analysis

The model of contemporary examination is extrapolative. By succeeding proposal of Akhtar et al, (2011), dependable to conditions Q<sup>2</sup> is used to instrument predictive validity with PLS directions. On this, Hair et al, (2014) distinguished that a value of Q<sup>2</sup> that is greater than 0.000 stipulates path model as predictive (p.178). However, Q<sup>2</sup> of distributive justice and recovery satisfaction is 0.149, procedural justice and recovery satisfaction has 0.111, and interactional justice has 0.101. Moreover, recovery satisfaction and behavioral intentions has 0.183. To persuade exogenous and endogens constructs connection in a combine outline, Wong, (2013) proposed to use f<sup>2</sup>. The f-square value of H1 is 0.013, H2: 0.017, H3: 0.047, H4: 0.444, H5: 0.063, H6: 0.315, and H7: 0.419.

### DISCUSSION

Based on conservation of resource theory, we concluded a prototypical to clarify that how perceived organizational justice affects behavioral intentions of students for readmission in similar university as Alumni? And what is the mediating role of service recovery satisfaction between dimensions of perceived organizational justice and behavioral intentions? For our hypothesis, results established that service recovery satisfaction mediated between interactional justice, procedural justice, distributive justice and behavioral intentions. The results expanded our considerate that perceived organizational justice (POJ) antecedents are substantial in academia (Demir, 2015) specifically with population of students studying in different

universities and with service recovery satisfaction designing behavioral intentions to recapitalize academic growth from same university (Kou and W, 2012; Jeong and Lee, 2017). We extended our judgments and believed that students learning in universities are fittingly erected to acquire a wide-ranging diversity of service satisfaction throughout degree tenure. Our results added more that interactive service delivery plans, activities, conducive relaxation-oriented environment and location of university are highly valued.

Thus, positive mediating association of service recovery satisfaction (SRS) becomes supplementary apparent as POJ increases SRS is found high among students and increase in service recovery satisfaction improves behavioral intentions of students to reuse university services in their then degree. Specifically, POJ is a key indicator to score admissions by converting passing out students into potential students once again. Extending to it, SRS is significant indicator for admission score maximization. Thus, perceived organizational justice determinants are contributory in emerging service recovery satisfaction, and service recovery satisfaction is key antecedents of admission acquisition through behavioral intentions.

### Implications and Future Directions

Theoretically, service recovery satisfaction positively mediated between POJ (e.g. Interactional, distributive and procedural justice) and behavioral intentions in context of academia is first theoretical suggestion. Secondly, we tested and presented the case in terms of how to maximize admission intake in perspective of private universities. For practitioners, we answered how to improvise admission planning and intake strategies by taking proactive steps within the academic settings. Additionally, we did not test recent frame work in terms of internal environment, student relaxation and fun, academic protocols, students' frustration, frustrating in tolerance behavior as antecedents of service recovery satisfaction that can contribute by presenting a missing link and will uncover new facts to improve service satisfaction of universities. Moreover, how frustrated student reshapes behavioral intentions and prone to be procrastinated in his/her readmission decision is an uncovered area to present novel findings.

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