

**The effect of Justice in attraction of customer and for compensate of incomplete services  
(Case study: Hotels of Shiraz City)**

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**Abstract:** Successful companies know that right now low price strategy could not provide any guarantee for market leading. Customer satisfaction with regard to high services and supportive strategies are important tools for pay attention to the requests of customers. It is a need for all companies to focus on customer. Although prevention is so much better than treatment, but receiving no claims is inevitable. Since providing incomplete services is inevitable but pay attention to this matter is so much important for service providers. The present paper intends to consider how much compensate of incomplete services would be effective on customer satisfaction for considering its claim and finally its support of company. Perhaps it is possible to apply it as a marketing tool as well. For this purpose we appointed relevant customers of Shiraz hotels and distributed a questionnaire in order to have the idea of 140 guests who had different claims to the chairman of the hotel. The result was positive effect of justice on prevention from negative consequences of incomplete services.

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**Key words:** Betterment of Services Process, Procedural justice, Interactional justice, Distributive justice

### 1. Introduction

All organizations are obliged to have a continuous attention to their customers' idea and provide required guidelines for better compliance with their orders. Considering the ideas and claims of customers is one of the methods for pay attention to their needs and requests. When we will understand it's important that witness of more loyalty of customers. Providing non-conditional obligation for following up justice is a fundamental item in each transaction. It is special for considering any claims which may arise after finding any defects in servicing. It is necessary for the customer to be ensured about suitable consideration of his claims. Of course nobody is effective on justice system. One of the fundamental characteristics of a responding system is to be justice. The customers who have received incomplete and non-successful services may request for compensating services and /or select other service providers and/or manage for other functions (Weun *et.al*, 2004).

According to different researches about betterment of services (It means different activities in which an organization may try to consider all received claims by customers who have been provided with incomplete services) show that there is different relations between conceptual justice and behavioral reactions. This is a sign of the effect of justice on psychology and behavioral ideals of the consumer.

One of the suitable goals of a servicing center is to provide complete services. But today customers have more expects than before and little royalty. Since they have different requests, therefore it is inevitable for service providers to furnish them with incomplete services. In fact the high level of services provided by an agency is not really important but what is important is lack of any mistakes in their daily contacts with customers. It is common in all fields of services and is basically due to some exclusive specifications of services such as simultaneous and/or indirect production & consumption.

Therefore most customers may experience relevant problems of services. In complete services may lead to non-satisfaction of customer and his /her further claims. As a result any lack of providing of services and /or weak presentation is major factor in losing customers. By the way how it is possible to solve this problem besides other services? Researchers believe that renovation and betterment of incomplete services are major factors in creation any relation with customers who had firstly no more satisfaction. It is impossible to prevent from customer's claims in Services Industry instead it is so much expensive to provide better management for responding to customers against incomplete services.

According to the researches we can say that customers may evaluate the reaction of service providers against incomplete services and efforts for compensating the services with a 3-dimensional justice including Distributive justice, Interactional

justice and Procedural justice (Blodgett et al 1997); (Chebat & Slusarczyk, 2005); (Karatepe, 2006); (Smith et al 1999); (Tax et al, 1998). The 3-dimensional theory of justice is an important factor for providing any evaluation of situation by customers. It is famous for reaction of service providers against any claims for incomplete services (Kim et al, 2009).

This paper intends to consider this matter that any understanding of claiming customer of justice processes for betterment of services will have great effects on his/her behavioral reactions and feelings.

## 2. Material and Methods

"Service Recovery Paradox" includes different efforts for compensation may mistakes in providing of services. In 1992, McCollough & Behradavaj created this term for those customers who have received incomplete services. Then after receipt of compensating services, they find more satisfaction in comparison with those who had not received any incomplete and bad services (Kim et al, 2009)

According to the researches we can say that customers may evaluate the reaction of service providers against incomplete services and efforts for compensating the services with a 3-dimensional justice including Distributive justice, Interactional justice and Procedural justice (Blodgett et al 1997); (Chebat & Slusarczyk, 2005); (Karatepe, 2006); (Smith et al 1999); (Tax et al, 1998). Adam's theory (1963) about 3-dimensional condition of justice is a powerful tool for displaying any evaluation of customers about reactions of service providers against any claims of incomplete services. (Kim et al, 2009).

Most of these researches focus that to be effective is different based upon the type of justice. In 1987, Westbrook noticed that satisfaction is obvious as a central item of behavior and after purchase of services. All pre-purchase beliefs are related to conceptual framework after it. Any satisfaction of providing better services has the role of an intermediate for making a relation between justice of behaviors and their attitudes after arising of claims (Tax et al, 1998). Researches made by Karande et al (2007), Karatepe (2006), OK et al (2005), Mattila & Patterson (2004), McCollough et al (2000), Smith et al (1999), Tax et al (1998), Smith & Bolton (1998), Blodgett et al (1997) focus on this point that conceptual justice of customer in betterment of services process is so much effective on satisfaction of the mentioned betterment.

Confidence in services is a pre-requisite for further relations between customer and service supplier. This is because most customers have no chance only to purchase a produce without any

previous experiences. If the customer is satisfied of services, it may lead to his/her confidence of service supplier. When confidence is formed that customer is ensured about integration and confidence situation of all services (Kim et al, 2009). Any satisfaction out of services betterment may have further confidence as well.

According to the results of researches, any consideration of claims will have positive relation with customer royalty and return of customer. This may finally lead to long-term benefits (Tax et al, 1998). Effective process of services betterment means increasing the customer satisfaction and more probable return of customer. There is a relation between satisfaction and royalty of customer. There is a positive relation between word-of mouth advertisement and return of customer (Kim et al 2009). There are a lot of common ideas about positive effect of word of mouth advertisement of satisfied customers while non-satisfied customers are the origin of negative oral advertisements (Wirtz & Chew, 2002).and also some researchers such as Amany et al (2010), Dodangeh et al (2010) and Mazandarani (2010) did statistical works in this field.

Confidence and obligation are effective factors in any transaction and on final decision of both parties. Confidence has a positive effect on the motivation of useful relation between the buyer and seller. Morgan & Hunt (1994) provided a marketing relation model in which we have confidence as a key variant for creation of long-term relation with a customer. Mental advantages of confidence are more important than special behavior or social priority in any relation between customer and the organization. As a result any confidence of customer to the supplier of services is a reason for its relation. A service supplier (like hotel) may apply the confidence as the most powerful marketing tool for increasing the royalty of customers. It is special when suppliers of services tries to have more confidence and reduce any further claims in future.

## Services

Service is a complex term. It has different meanings and includes a wide scope from personal services up to a special product. This term includes a wider scope as follows:

- Service; is an activity and/or benefit provided by one party to another which is basically non-specified and without ownership of nothing. The result would be physical and/or non-materialistic. (Kotler & Armstrong, 2000)
- Service is a result requested by customers (Harvey, 1998)

- Service is providing more benefits which is basically intangible and/or an exclusive product or important element which may meet any needs of customer in an intermediate form (Palmer & Cole, 1995).
- Service is a process including one set of more or less intangible activities in mutual transactions naturally and not necessarily between customers and personnel and/or physical resources and /or products or service providers for providing a solution for the customers (Gronroos, 2000).

### Incomplete services

A non-accessible goal is providing incomplete services like a host's services for all customers. Since business in hotel has some special characteristics, any incomplete services may cause non-satisfaction of customer while he/she may lead to a claim. Any reply from servicing agency to the customer's claim is unhappy experience with a sensitive and critical situation. A weak reply (from agency side) means the second time of disappointment by the consumer, while a betterment of mistakes may convince the agency that it is possible to attract the customer once more (Davidow, 2003).

Followings are different examples of incomplete services in hotel management:

There is a wrong key for guest's room. When the guest enters into the room, he/she finds it dirty, there is no handkerchief in the room, water of bath is cold, telephone is disconnected, he/she is waiting a lot for specifying the room number, T.V. is out of service, Cooling/heating system is out of service, Climatic situation of the room is so much hot / cold for the guest, Quality of foods is low and beds are dirty.

One of the following four reactions are natural when the guests of a hotel are non-satisfied of relevant services: (Kim et. al 2009).

- 1- They leave hotel in silence.
- 2- They tell bad things about the hotel.
- 3- They refer to persons in charge for claim.
- 4- They remain in hotel in spite of their non-satisfaction.

### Claims system

A claim means a declaration of non-satisfaction about a product and/or services. Claims management means analysis, planning, performing and controlling all activities of a company facing with different claims. (Hosseini et. al, 2007).

If there is a settlement of disputes system, they may find more royalty against company in comparison with those who did not reveal their non-

satisfaction. It is about %34 of customers with a major claim who has referred to the same company after settlement of his/her claim. Regarding the non-important cases it is about %52. In case of quick settlement of any claims about %52 (major claims) and %95 (little important) of customers will refer to the same company (Kotler, 2006)

According to the investigations those customers who may claim are always satisfied customers. It is seldom for satisfied customer to refer to another company in case of quick experience of a product and experiencing another problem as well. Claims of a real buyer are generally quick and resulted from a misunderstanding. Companies should try to handle customer's claims carefully. Customer satisfaction is a key factor in his/her intends to purchase the same product in future. Satisfied customers may speak about their suitable experiences with others and may have word of mouth advertisement. As a result there is a positive relation between satisfaction level of a customer and his/her royalty (Hsunhsu et. al, 2006).

It is possible to say that used systems and processes for optimization of claims handling are the best investment opportunities for a company to be considered at the time of service providing for customers. This is because in current economic conditions any finding and meeting the needs of customers is really hard. The most important duty is to create good and nice relationship with customers. Suitable consideration of claims and planning of marketing & betterment systems may cause an increase in sale rate of company and upgrading its public reputation. In addition there is a high rate of investment return in the field of good planning of marketing systems and betterment in comparison with other investments. In fact, claims are "Free of charge" information supplied by customers and may cause betterment of services quality (Horotiz, 2003). In spite of all above-mentioned advantages, only little number of companies intend to invest in the field of planning and providing suitable systems for considering any claims made by customers.

### Justice

Previous researches about real meaning of justice were led to 2-dimensional meanings of this concept which are Distributive justice and interactional justice. Both attitudes mean independent dimensions of justice while by completion of researches, a 3-dimensional model was proposed under the titles of distributive justice, procedural justice and transactional justice for better understanding of individuals' conceptions about justice. Most of researches are focusing on all three

dimensions of justice (Charash & Spector, 2001), (Gilliland & Chan, 2001).

1-Procedural justice: It means a process for better understanding of required services for customer and real justice in different steps of procedure and processes for compensation of the incomplete services (Mattila, 2001). Procedural justice means customer's understanding of regular efforts for betterment of services such as "To be on-time", "Speed", "Reflection", "Processes control", "Correct executive policies", "Correct & suitable methods" (Blodgett *et. al*, 1997), (Chebat & Slusarczyk, 2005), (Maxham & Netemeyer, 2002), (Smith *et. al*, 1999), (Wirtz & Mattila, 2004).

2-Interactional justice: It means the quality of behavior of persons through the performance of processes and specifying justice judgments. Any descriptions and explanations are useful in better understanding of justice. It may increase any probable justice decision making procedures as well (Krag & Lind, 2002).

The real meaning of transactional justice is betterment of evaluation services and a degree of justice related to organizational personnel with customer in betterment process of services (Sparks & McColl-Kennedy, 2001). There are some special methods proposed for interactional justice and

betterment of services such as : "Humility", "Respect", "Interest", "Careful listening", "Confidence", "Explanation", "Sincerity", "Apologize" and "Communications". (Blodgett *et. al*, 1997); (Mattila, 2001); (Smith *et. al*,1999), (Wirtz & Mattila, 2004).

3-Distributive justice: In this research we have distributive justice involved with presented results to customer at the time of betterment of services. Followings are different proposals in hotel management which may present to customer with following up distributive justice: "Providing gifts"; "Discount"; "Upgrading the room level"; "Free of charge room and/or foods and any types of services" and any types of other compliance and replacement services (Blodgett *et. al*, 1997); (Chebat & Slusarczyk, 2005); (Smith *et. al* 1999); (Wirtz & Mattila, 2004).

Word of Mouth advertisement (WOM): Arndtez (1967) explained word of mouth advertisement as follows:

It means a face-to-face relation between a receiver and a messenger in a way that receiver will receive different information about the name, address; type of product and/or services from non-trade channels (fig 1) (Ghaffari Ashtiani, 2006).

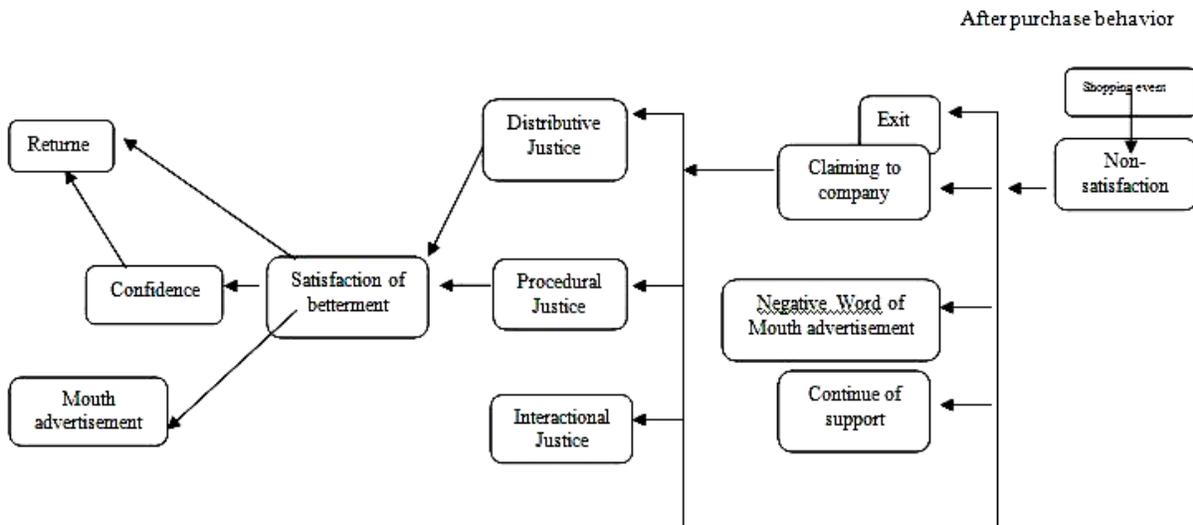


Fig1: Explanatory model of research

**Theories of research**

1<sup>st</sup> theory: Distributive justice has a positive relation with satisfaction of betterment.

2<sup>nd</sup> theory: Procedural justice has a positive relation with satisfaction of betterment.

3<sup>rd</sup> theory: Interactional justice has a positive relation with satisfaction of betterment.

4<sup>th</sup> theory: Satisfaction of betterment has a positive relation with confidence.

5<sup>th</sup> theory: Satisfaction of betterment has a positive relation with word of mouth advertisement.

6<sup>th</sup> theory: Satisfaction of betterment has a positive relation with return of customer.

7<sup>th</sup> theory: Confidence has a positive relation with word of mouth advertisement.

8<sup>th</sup> theory: Confidence has a positive relation with return of customer.

### Research method

**1-Data collection:** Measuring tool in this research is questionnaire for further data collection. For this purpose standard questionnaire of Kim *et. al* (2009) is used accordingly. This questionnaire includes 21 questions based upon Likert 5 options scope. There are 7 parts for questionnaire questions and some questions for measuring of these specifications (research variants). Sample of this questionnaire is enclosed.

**2-Statistical population, sample & sampling method:** The statistical population of this research is "residing guests at Shiraz hotels. They have claimed with hotel owner about received services and requested for betterment of their services". Statistical population includes only Iranian guests with omission of foreign guests from it. This was because of a far distance of Iranian hotels with international standards for foreign guests. Perhaps there are a lot of defects in Iranian hotels, while Iranian guests evaluate the hotel according to their own knowledge of Iranian hotels.

Totally there are 20 hotels in Shiraz with different degrees (It means hotel and hotel-apartments, Motels and Guest rooms) which upon a lot of followings up only 10 hotels were ready to cooperate. All questionnaires placed at hotel for guests.

Following formula is for calculation of sample volume:

$$n = \frac{Z_{\alpha}^2 pq}{d^2}$$

Therefore at 95-percent insurance level we have sample volume equal to 140. For this purpose we distributed about 180 questionnaires from which 40 questionnaires omitted due to the incomplete condition of analysis process and finally we performed our analysis on 140 questionnaires. Also sampling methods is available on sampling basis.

**3- Narration & Remaining situation of measuring tools:** After considering the subject literature and recognition and description of variants and effective factors of subject and benefiting from key essay and mentioned questions, we started to prepare primary draft of questionnaire. After discussing the case with guidance & consultant professors and interview with different managers of hotels with enough experiences

in this regard, we prepared standard questionnaire required for data collection.

Chronbach  $\alpha$  method was used for ensuring about remaining of measuring tools applied in this research. The amount of Chronbach  $\alpha$  for this questionnaire was 0.9328 which is a sign of high level of validity.

**4-Data analysis method:** Explanatory statistic methods were used for data regulation in relevant tables of abundance distribution and calculation of centralized and diffused indexes. Pierson combination interval was applied for calculation of combination intervals between the variants accompanied with meaningful test for specifying its meaning. Also Multi-regression analysis was used for specifying the type of relation between variants by mathematical relations.

**Data analysis:** Klomograph- Smirnof test may approve the normal situation of statistical population of this research. For finding correct or incorrect condition of research theories we used Pierson Combination interval of meaningful test in which t statistics is used accordingly.(Table1)

Table 1

result	Error	Sig (Significant level)	supposition
The first theory is acceptable	%5	000/0	first
The second theory is acceptable	%5	000/0	second
The tird theory is acceptable	%5	000/0	tird
The fourth theory is acceptable	%5	000/0	fourth
The fifth theory is acceptable	%5	000/0	fifth
The sixth theory is acceptable	%5	000/0	sixth
The seventh theory is acceptable	%5	000/0	seventh
The eight theory is acceptable	%5	000/0	eight

Since the combination interval between interactional justice is greater than satisfaction of betterment, it is concluded that interactional justice has, in comparison with two other dimensions of justice, a more powerful relation with satisfaction of betterment and after that we have distributive justice, finally we have interactional justice with lower effects on satisfaction of betterment against two other dimensions of justice.(Table 3)

Table 3: Correlation coefficient between independent variable and satisfaction of betterment in order of importance of dependent variable .

Coefficient determination	Correlation coefficient	Dependent variable	Independent variable
0/349	0/591	Fair communication	satisfaction of betterment
0/184	0/429	Distributive Fair	
0/146	0/382	Procedural Fair	

Also it was revealed that there is a little powerful relation between confidence and word of mouth advertisement in comparison with any relation between satisfaction of betterment and word of mouth advertisement.(Table4)

Table 4: Correlation coefficient between independent variable and oral advertisements in order of importance of dependent variable .

Coefficient determination	Correlation coefficient	Dependent variable	Independent variable
0/582	0/763	confidence	Oral advertisements
0/526	0/725	satisfaction of betterment	

The relation between confidence and return is also a little powerful than any relation between satisfaction of betterment and return.(Table 5)

Table 5: Correlation coefficient between independent variable and oral advertisements in order of importance of dependent variable.

Coefficient determination	Correlation coefficient	Independent variable	Dependent variable
0/49	0/700	confidence	Return
0/482	0/694	satisfaction of betterment	

In case of careful look at all made tests, it is obvious that meaningful level in all eight theories is equal to 0.000. Therefore we claimed that all eight theories of the research would be confirmed even at mistake level of %1.

### Multi regression analysis:

In this research we considered analysis model by the use of multi-lines regression analysis technique and by step-by-step method in SPSS software. Regarding this model, the considered variants for researcher is estimation of satisfaction from betterment, three variants of distributive justice, procedural justice and interactional justice. According to the results of regression analysis it is obvious that if we consider all three dependant variants it is better possible to estimate satisfaction of betterment. The **F** test may approve this regression.

The results of analysis through a software for testing the intervals of independent variants may specify that all three variants have a meaningful relation with dependent one (Because their meaningful level is smaller than mistaking level).(Table 6).

Table 6: Variable Coefficients that affect on satisfaction1

Variable	Coefficients	ateB	t	giS
fixed	2/464		2/252	0/026
Fair communication	0/437	0/484	6/650	0/000
Distributive Fair	0/251	0/201	2/824	0/005
Procedural Fair	0/251	0/175	2/399	0/018

Regarding the mentioned analytical model, both variants including satisfaction from betterment and confidence are considered variants of the researcher for estimation of word of mouth advertisement. Therefore by the use of data analysis it is obvious that both dependent variants such as confidence and satisfaction of betterment are better estimators of word of mouth advertisement against a situation in which we have estimated the word of mouth advertisement only with confidence. The **F** test will confirm meaningful condition of this regression.

The results of analysis through software may provide independent intervals with both independent variants with positive intervals. This means that any increase in their quantity may result an increase in word of mouth advertisement. Here regarding the greater confidence interval against satisfaction from betterment it is revealed that when we have both confidence and satisfaction with each other, confidence has a greater relation against satisfaction from betterment with word of mouth advertisement. (Table7)

Table 7: Variable Coefficients that affect on oral Advertisements

Variable	Coefficients	ateB	t	gis
fixed	-0/215		-0/429	0/669
confidence	0/450	0/571	7/318	0/000
satisfaction of betterment	0/176	0/283	3/622	0/000

With regard to analytical model, both considered variants of researcher for estimation of return are satisfaction from betterment and confidence. When we consider both dependent variants of confidence and satisfaction from betterment, we have better estimator for return against when we want to estimate only the return with confidence. The **F** test may approve this regression.

Furthermore the results of analysis through the software may provide different independent variants intervals in which we have confidence and satisfaction from betterment with positive intervals. It means that any increase in their quantity may cause further increase in their return. Here with regard to greater amount of confidence interval in comparison with satisfaction from betterment interval when both variants are present simultaneously, confidence has a greater relation with return in comparison with satisfaction from betterment. (Table 8)

Table 8: Variable Coefficients that affect on oral

Variable	Coefficients	ateB	t	gis
fixed	-0/450		-0/705	0/482
confidence	0/359	0/407	4/574	0/000
satisfaction of betterment	0/267	0/383	4/306	0/000

Regarding all presented steps in this research it is possible to claim that following up justice in betterment of service may have a positive effect on satisfaction from betterment. Also satisfaction from betterment may lead to customer support of the hotel.

#### 4. Results and Discussions

The present research approves that different relations are governing on conceptual justice and behavioral reactions. This study shows that justice is so much effective on psychology and behavioral ideals of the consumer. The results of this research approve the positive effect of justice in betterment of services and further satisfaction from betterment, confidence and return of customer to the hotel.

Therefore justice in betterment of services is one of the most important factors for obtaining customer satisfaction.

Interactional justice would be more effective against distributive & interactional justice for satisfaction of betterment. This finding is the same as all obtained results from Blodgett *et. al* researches (1997) on different goods and services and also researches made by Tax *et. al* (1998) on different customers of insurance services, emergency, tourism tours and bank. Furthermore it has been also confirmed by any researches made by Davidow (2003) on customers of hotel and consumers of sale services through Post and Karatepe (2006) on guests of hotel.

The findings of the present research confirm that satisfaction from betterment has an intermediate role in further connection between justice of behaviors and attitudes after arising any claims. According to the results, it is revealed that satisfaction from betterment of service has a positive and important role in further confidence. Also the results show that if the guests are satisfied from betterment of services process, this may lead to a positive word of mouth advertisement and also re-election the same hotel for their residing as well. This may confirms that any efforts for betterment of services may increase any relation with customer (McCullough, 2000). This may cause a positive attitude in customer against the services and as a result a powerful relation between customer and company (Smith *et. al*, 1999), (Tax *et. al*, 1998).

Furthermore the created confidence may cause a positive attitude against the hotel and start to word of mouth advertisement for certainly re-selection of the same hotel once more.

The results of research show that claiming customers for whom there are faithful betterment of service would be changed into more powerful supporters than customers who have not receive any incomplete services.

#### Some proposals for hotel managers:

When we have a bad service, any effective reactions of service suppliers may even resulted in a powerful relation between customer and company and increase of royalty while providing short and incorrect replies means losing customer for second time and disappointing them from good service. Therefore it is certainly the failure of hotel in attraction of customer. Therefore it is necessary to have effective efforts for betterment of services after receipt of bad ones with an exact programming in order to result a long-term relation with customer.

The results of this research provide a useful attitude about any reactions against those guests who have

received incomplete services. Also there are some proposals for the hotel managers as follows:

It is necessary to have a quick start of betterment of services process for the mentioned guests

To consider final degree of interactional justice accompanied with a training program in which we may determine all behaviors of non-satisfied guests and suitable reaction of all personnel

To consider different types of damage compensation in financial form and provide them for all full-time & half-time personnel to present to all guests in order to have quick & suitable replies to bad situations. Hotel managers are obliged to teach their personnel to provide suitable proposal for compensation any damages to customer according to different levels of defects and guests situations.

To provide an educational program for creation suitable procedures and correct policies for increasing procedural justice against quick reaction of customer claims with a simple process and free from complex procedures within shortest possible period of time.

Managers are obliged to lead their personnel and provide learning chances and suitable education for them in order to enable them make better decisions at sensitive conditions. It is important for managers to have higher confidence in abilities of personnel in responding any claims. It is also better to prevent from minor management. This may increase the mood of personnel and more successful in obtaining satisfaction of customer. Hotel managers should allocate considerable allowance for those personnel who may have suitable behaviors in such conditions in order to enrich their voluntarily cooperation feeling.

It is better to appoint a person in charge of betterment of services process in all hotels with required authorities in order to have this process in its best situation against claiming customers..

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