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Service Justice Dimensions As Determinants Toward Satisfaction And Word Of Mouth Behavior

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Abstract

The research objectives were to analyze the role of service justice (distributive, procedural, interactional) toward the behavior of Word of Mouth (WOM) which was influenced by the satisfaction of the students over the service conducted by Directorate of Student Affairs of a state university. The population of this study was students of a the biggest state university in Yogyakarta- Indonesia with the number of samples taken as many as 220 students. The sampling technique in this research was purposive sampling. The data analysis technique used Structural Equation Modeling (SEM). The results showed that distributive justice and interactional justice had a positive effect on satisfaction, whereas procedural justice had no positive effect on satisfaction. The satisfaction variable succeeded to be a mediator variable between service justice dimension and word of mouth (WOM) behavior.

Keywords: *distributive justice, procedural justice, interactional justice, satisfaction, word of mouth (WOM).*

Introduction

University has an important role in the process of human resource. Supports from all stakeholders are needed to have a good university (Irfan, Shinta, and Riana, 2015). Lecturer and administration officer are the important parts of service that become the spearhead for the education service industry in university to have an excellent service (Djati, 2009). Student satisfaction is the indicator that the university runs well. Thus, the increase of the the quality of lecturer and administration officer is important to influence the level of competition on university to win the competition.

Services given to the community is still far beyond the good performance of an institutional (Dewanti, 2014). In the education sector, the quality of service given to the community is still not good, the birocracy of the education management does not have enough

public accountability, less response to the community needs and is not community oriented (Yusuf, 2007). The quality of services of officers on public organization which are more professional, effective, efficient, simple, transparent, opened, punctual, responsive and adoptive are the important things in the public organization (Widodo, 2006). As cited in the website of liputan6.com, the president, Joko Widodo, asked all public service officers to increase the service to the community. Thus, the increase of the quality of public service, especially education sector is important to have community satisfaction.

Sharma, Medury, dan Gupta (2011) stated that consumer satisfaction is influenced mostly by the consumer perception on fairness. Justice is seen to be the rights given to the community in all aspect of life without unreasonable compromise. Related to individual relationship, justice is grouped into distributive, procedural and interactional justice dimension (Whiteman & Mamen, 2002; in Albari, 2013). In the context of services given by institution and the officer of the Directorate of Student Affairs at the university, the level of justice can show satisfaction and/or student complaints. These satisfaction and/or complaints can happen because students receive distributive, procedural and interactional justice together or partial. If the students see that the level of justice received is different with the rights that they should receive, students will have complaints.

Bitner (1990) in Ghoniyah (2012) stated that even though the company has given the best services to customer, the company act is not always succeed in giving services. Service failure could happen on moment of truth which is one period during the services given by the company to the customer. Several research on service contact stated that service failure mostly happen due to the attitude of service officer in the company. Bitner (1990) showed that 43% of unsatisfied customers will always be unsatisfied on the service failure due to the negative response of officer. Consumers show these bad attitude by terms such as does not give any response, impolite, does not have any knowledge and does not pay any attention (Keaveney, 1995). If the company receives the service failure as part of the company life, the company is in the edge of ruin. There are several acts of unsatisfied customer on service failure such as complaints and the expression of negative word of mouth (WOM).

Anderson (1998) in Erida (2009) concluded that very satisfied consumer on the service received will do high positive WOM. On the other hand, unsatisfied consumer will do negative WOM. In other word, the level of satisfaction and/or complaint can be a mediator variable on the influence of the level of justice received by the consumer in expressing the word of mouth. Jung & Seock (2017) in their research stated that there is a significant relationship among the perception of justice, satisfaction and intention to do WOM. Understanding the relationship among the dimension variable of justice, satisfaction and the act of word of mouth through research can enrich the knowledge in marketing field especially related to the quality in the sector of public service which is relatively and rarely found on scientific publication.

Literature Review

Justice

The theory of justice is previously applied in marketing because of the neglicance in providing service and customer complaint. In justice literature, complain is seen as conflict between customer and service provider. Customer who complains usually wants to be treated fairly by the service provider. According to Tax et al. (1998), the values of justice in handling complain can be evaluated to three variables: distributive justice, procedural justice an interactional justice. Distributive justice is related to the allocation of a product or service

taken which is related to the given service. Basically, distributive justice can be seen from the result received by the customer which is he got the same treatment. Consumer satisfaction can be seen from how they respond upon what they received. In the research done by Maxham and Netemeyer (2002), they used indicators for distributive justice such as: (1) there is a positive result even though it spends time and (2) the justice felt after service recovery. In the research done by Migacz et al. (2017) and Bilgihan & Ammari (2017), they concluded that service recovery based on the dimension of distributive justice, procedural justice and interactional justice has positive and significant influence on satisfaction, but the dimension of justice that has the highest influence on satisfaction is distributive justice.

Procedural justice is related to procedure justice used in the decision making. Tax et al. (1998) explained in detail the five sections of procedural justice such as satisfaction control, process control, time/speed, accessibility, and flexibility. In the process of service, procedural justice can be felt by consumer when consumer feels in this process contains the aspect of consistency, precision, ethics and not chosing anything (Badawi, 2012). A process of service needs ability and formal service procedure to prevent slow service. Through good procedure, a service will give a better service to the consumer. Jung & Seock (2017), Migaz et al. (2017), Kim et al. (2009) reported that procedural justice has significant influence on satisfaction after the process of service recovery. Maxham and Netemeyer (2002) found that procedural justice has positive influence on overall satisfaction and satisfaction after service recovery. In their research, they used the indicator of procedural justice such as: (1) consumer trust on procedure justice, (2) fast respond of company, and (3) the company is fair in running the procedure and policy. Tax et al. (1998) stated that the low level of procedural justice during the service failure or process of service recovery may have negative influence on overall satisfaction.

Meanwhile, interactional justices focused on the justice receive among personal during the application of procedure (Tax et al., 1998). Afterwards, they identified five elements of interactional justice: honesty, politeness, explanation effort/ causal account and empathy. In the situation of improving service, interactional justice will refer on how the process of improvement on operational result and service improvement given. Maxham and Netemeyer (2002) defined interactional justice as the feeling of consumer after they were treated fairly related to their personal interaction and company interction through the process of recovery including in this concept is attention, politeness, honest elements, and the effort of complain handling. The evaluation of the process of service recovery is more determined by the interaction between consumer and employee. Jung & Seock (2017) and Migacz et al. (2017) found that there is an influence between interaction justice and satisfaction of service recovery. Meanwhile, Kim et al. (2009) succeeded to prove that interactional justice has a better influence than distributive and procedural justice. Mxham & Netemeyer (2002) in Ghoniyah (2012) found the influence of interactional justice on overall satisfaction. In their research, they use the indicator of interactional justice such as: (1) the treatment of fair and polite, (2) the employee shows the attention to behave fair, (3) empathy, and (4) the desire of employee to have input from consumer. Related to the above explanation, the hypotheses are as follow:

H_1 : *Distributive justice has positive influence on the level of student satisfaction.*
H_2 : *Procedural justice has positive influence on the level of student satisfaction.*
H_3 : *Interactional justice has positive influence on the level of student satisfaction.*

Satisfaction

Satisfaction is defined as someone's feeling of happy or disappointed that show up after comparing perception/impression with performance (result) of product and its expectation (Kotler, 2008). If performance is below expectation, customer will not be satisfied and vice versa. If performance meets expectation, customer will be satisfied. If performance has greater expectation, the customer will be very satisfied. Satisfaction has an important role to influence the origin of word of mouth. According to Tjiptono (2008), the creation of customer satisfaction can give several benefits such as forming recommendation from word of mouth which is beneficial to the company.

According to Anderson & Sullivan (1993) in Erida (2009), the relevant of satisfaction in creating customer loyalty caused word of mouth (WOM). It cannot be debated and said to have satisfaction as one of the main factor that drives WOM positively. The form of WOM given by satisfied person may in the form of recommendation to other consumer, encouragement to colleague to return back to the service provider where they feel satisfied. Consumer that found perfect service tend to be involved in the communication of positive WOM (Kau and Loh, 2006), while according to Blodgett el al. (1997), consumer which is satisfied with the perfect service will influence positively on the intention of their WOM. Collier and Bienstock (2006) found that consumer which is not satisfied involved will be on negative WOM. Related to this, the hypothesis is as follow:

H₄ : *Satisfaction has positive influence on the behavior of student word of mouth.*

Word of Mouth (WOM)

Word of Mouth is the communication of one person to another between the source of message and the receiver of message where the receiver of message receives message in uncommercial way on product, service or brand. Word of mouth becomes reference that forms the customer expectation. According to Hasan (2010), word of mouth is a praise, recommendation and comment of customer about their experience of service and product that fully influence the customer decision. Word of mouth can form customer trust.

Communicative communication is really needed to develop a good relationship among individual, family and community. Including organization, communication is an important thing as an effective means to advance and develop organization. Related to communication in an organization, according to Hoskins (2007), one of its characteristics is word of mouth communication or communication from mouth to mouth. According to him, communication is needed for internal and external needs of organization.

Kotler & Keller (2007) stated that Word of Mouth Communication (WOM) or communication from mouth to mouth is the process of communication by giving recommendation individually or by group on product and service that aimed to give information personally. Communication from mouth to mouth is one of the ways of communication which is always used by company to produce good goods or service because communication from mouth to mouth (word of mouth) is rated very effective to smoothen the process of marketing and has the ability to give benefits on company.

Based on the literature review as explained above, the linkages of the research variables were distributive justice, procedural justice, interactional justice, satisfaction, and communication through word of mouth can be simplified to the conceptual framework of research as shown in Figure 1.
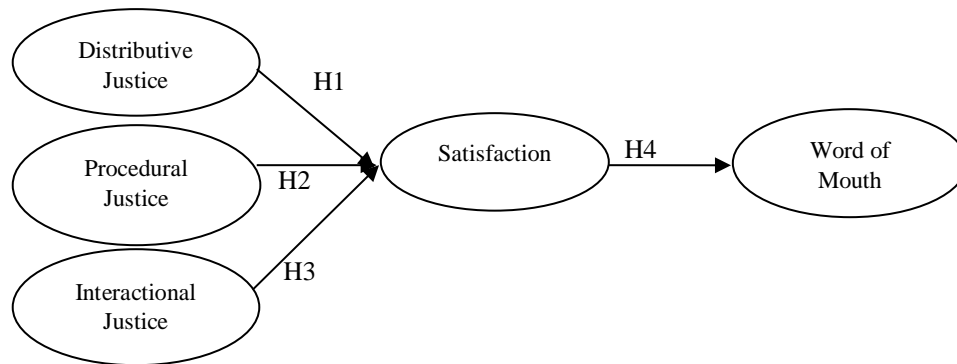
Figure 1. Research Framework

Methodology

This research used student as the subject that did services at the Directorate of Student Affairs at a state university in Yogyakarta-Indonesia. This unit handle several student activities and student welfare. To support all student activity and supervise talent and interest of student, the University provided facility services such as supporting facility like stadium, field, arena and others. Every student activity will run well if it is supported by sufficient information and service (Anonim, 2017).

From the present population, 30 respondents were used as the instrument testing and 220 respondents as the research sample. The sampling technique was purposive sampling which was the technique of determining sample with certain consideration. This research used the data analysis technique approach of Structural Equation Modelling (SEM) and Data Processing Program AMOS. All research variable was measured by using questionare and interval scale of 5 as the score valued from strongly agree to strongly disagree. Each justice variable of distributive, procedural and interactional used 4 items, 7 items and 6 items of assessment indicators. The level of satisfaction was measured by 4 items of indicator while word of mouth variable was measured by 3 items of indicators.

Results And Discussion

Based on the result of the data processing, it was found 125 male respondents (56.31%) and 97 female respondents (43.69%). Most of the respondents aged 20 was 72 (32.43%), followed by aged 19 was 51 (22.970%), aged 21 was 43 (19.37%), and the least respondents aged 16 and aged >24 each was 1 (0.45%). Based on the semester completed by respondents, it was found that the majority of students that had completed five semester was 76 respondents (34.23%), and followed by respondents that had fulfilled three semester was 57 respondents (25.68), and fulfilled seven semester was 46 respondents (20.72%). From the total respondents, 91.44% were active in organizational activity and always related to service activities.

The result of instrument testing on the research using computer program of SPSS version 21.0 showed that all indicators and variables are in the valid condition with the value of rcount greater than 0.361 and this each variable was reliable with the Cronbach Alpha from all research variables that showed greater than 0.70 (Supranto, 2006).

Every table is written without vertical line and completed with the source of the year of data processing during research. Figure and graphics were shown clearly and readable. Table, figure

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and graphic were placed on top or bottom with the title placed above the table and the title placed below the figure and graphic in left margin. Prevent describing table and figure by using the word "The above table, the figure below, the following table, etc." but mention the table clearly by stating Table 1, Figure 2, etc. The writing of the word Table 1 and Figure 2 must be bold.

Table 1. Recapitulation of the calculation of average, validity and reliability indicators

Indicators	Average	Validity	Reliabbility	Explanation
Distributive Justice	**3.75**		**0.845**	**Reliable**
• Get the best service	3.68	0.894		Valid
• Get the same service with others	3.81	0.827		Valid
• Get the service base on the need	3.77	0.857		Valid
• Get the right service	3.73	0.752		Valid
Procedural Justice	**3.62**		**0.821**	**Reliable**
• Get the information of rule procedure well	3.49	0.606		Valid
• Get the service based on the rule procedure				
• Get feasible service procedure	3.68	0.762		Valid
• Get comfortable service procedure				
• Get service procedure based on working time decided	3.77	0.812		Valid
	3.60	0.851		Valid
• Get fast service procedure				
• Get service procedure based on its steps	3.71	0.648		Valid
	3.37	0.678		Valid
	3.72	0.552		Valid
Interactional Justice	**3.66**		**0.845**	**Reliable**
	3.78	0.792		Valid
• Officer serve politely	3.84	0.846		Valid
• Officer serve honestly	3.49	0.823		Valid
• Officer serve warmly	3.61	0.674		Valid
• Officer answer completely	3.62	0.748		Valid
• Officer serve fully	3.61	0.680		Valid
• Officer make everything easy				
Satisfaction	**3.67**		**0.799**	**Reliable**
• Fell satisfied with the service	3.66	0.783		Valid
• Fell satisfied with the way of giving service	3.63	0.758		Valid
• Fell satisfied with the service treatment of the officer	3.63	0.789		Valid
• Fell satisfied with the same service justice	3.76	0.834		Valid
Word of Mouth	**3.03**		**0.806**	**Reliable**
• Giving news/service experience to others	3.50	0.762		Valid
• Writing service experience done by the organisation on printing media	2.77	0.880		Valid
• Mention service experience on social media such as Facebook, Twitter, or other electronic	3.83	0.913		Valid

Sources: Primary processed data on 2018

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Table 2. The result of goodness of fit and recapitulation of variable model testing

Goodness of fit	Cut - off Value	Model Result	Description
Chi-Square	Diharapkan nilanyakecil dengan DF = 222 nilai tabelnya 273,939	231,105	Good
Probabilitas	≥ 0,05	0,103	Good
CMIN/DF	≤ 2	1,760	Good
GFI	≥ 0,90	0,907	Good
RMSEA	≤ 0,080	0,059	Good
AGFI	≥ 0,90	0,904	Good
TLI	≥ 0,95	0,950	Good
CFI	≥ 0,94	0,955	Good

Sumber: Hasil Olah Data, 2018.

Table 1 also showed that on distributive justice variable, the highest value was the indicator of "Got the same service with others" with the average value of 3.81 while the lowest value was the indicator of "Got good service" with the average value of 3.68. On procedural justice variable, the highest value compared to the other 6 indicators was "Got feasible service procedure" with the average of 3.77 while the lowest value was "Fast value" with the average of 3.37. In this interactional justice variable, the indicator that had the highest value was "Officer serve honestly" with the average value of 3.84 and the lowest was "Officer served warmly" which had the average of 3.49. From the satisfaction variable, it was known that in average, respondents were satisfied in having service justice which was assumed to have the same service among customers. This indicator got the highest satisfaction value while the indicator that gave the lowest satisfaction was service behavior justice of the officer. On the variable of word of mouth, the indicator of "Giving news/service experience to others" was high with the average value of 3.50, on the interval of 3.40 to 4.19. The indicator "Writing service experience on printing media of social media such as Facebook, twitter or other electronic media" was in the category of enough (2.83).

The testing result of Goodness of Fit Model in Table 2 indicated that structural model that tested the causal relationship among the variables of distributive justice, procedural justice, interactional justice, satisfaction and word of mouth can be said as good structural model. It is shown by the value of X^2 – *Chi Square* with the level significant of 0.103 > 0.05 or *Chi Square* count of 231.105 < *Chi Square* table of 273.939. It means that the estimated sample covariance matrix with the population covariance matrix were the same. The result of CMIN/DF of 1.760 had the value of < 2.0 (recommended) and the result of GFI 0.907 > 0.90 (recommended). The value of *The Root Mean Square Error of Approximation* (RMSEA) of 0.059 (smaller than 0.08) indicated that the estimated model was good.
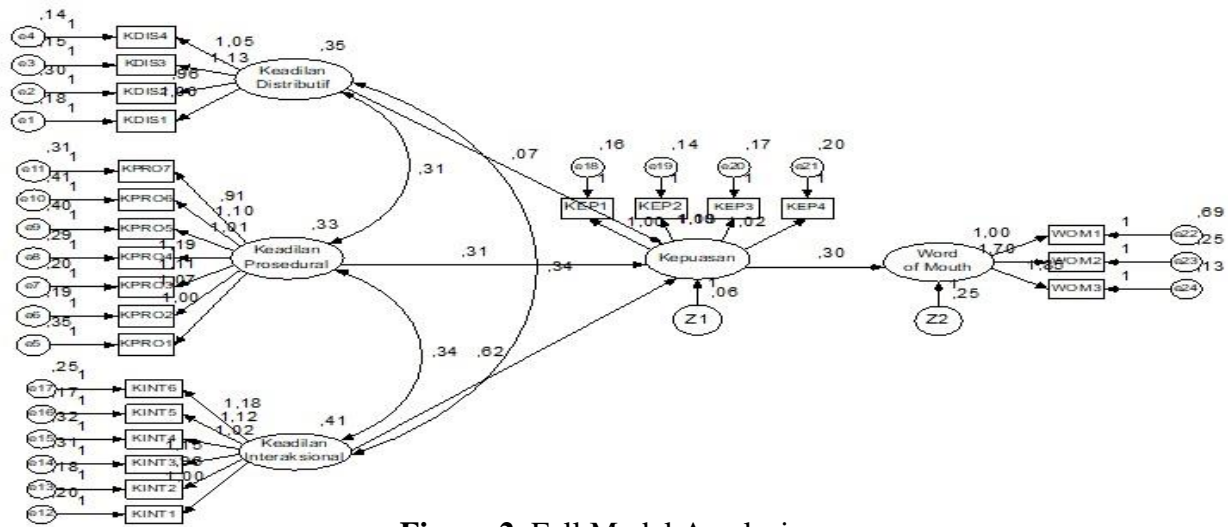
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Figure 2. Full Model Amalysis
(Source: Primary Data Processed, 2018)

The hypothesis testing using SEM analysis with AMOS 7.0 program had the data processing result to analyze SEM full model as shown in Figure 1 and Table 3. Based on data testing with path analysis (SEM), the standardized coefficient weight of distributive justice was 0.362 with the p-value of 0.024 which was smaller than the significance of 0.05. This showed that distributive justice had significant and positive influence on satisfaction. It means that the higher the distributive justice felt, the higher the satisfaction in receiving services. On the other hand, the lower the distributive justice felt, the lower the satisfaction in receiving services. Upon this, the first hypothesis that stated "Distributive justice has positive influence on the level of student satisfaction" was supported. This research was based on the research done by Jung & Seock (2017), Migacz *et al.* (2017), Ammari & Bilgihan (2017), Albari (2013) and Kim *et al.* (2009) that showed distributive justice had strong influence on satisfaction. With this result, service management production can be done. The higher the level of distributive justice applied will guarantee the high satisfaction of student on the service given by the officer/office of Directorate of Student Affairs at a state university in Yogyakarta – Indonesia.

Table 3. The result of goodness of fit and Recapitulation of variable model testing

Path Relationship		Standardized Estimate	CR	P	Notes
Satisfaction ←	Distributive Justice	0.362	2.490	0.024	Accepted
Satisfaction ←	Procedural Justice	0.273	1.685	0.092	Unaccepted
Satisfaction ←	Interactional Justice	0.608	4.079	0000	Accepted
Word of mouth ←	Satisfaction	0.369	4.469	0.000	Accepted

The standardized regression coefficient weight of procedural justice on satisfaction was 0.073 with the p-value of 0.092 which was greater than the significance of 0.05. It means procedural justice did not influence satisfaction. Upon this, the second hypothesis that stated "Procedural justice has positive influence on the level of student satisfaction" was not supported. Even though procedural justice was found as an important indicator of consumer

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satisfaction by Karatepe (2006), most previous researcher had found procedural justice as an indicator that had no influence (Kim *et al.*, 2009). This research was also in line with Badawi (2012) that showed procedural justice did not have significant influence on service recovery satisfaction. McColloug (2009) in the journal written by Kim *et al.* (2009) stated that several researchers had found that procedural justice had less influence on the service recovery evaluation compared to distributive service and interactional justice.

Standardized regression coefficient weight of interactional justice on satisfaction of 0.608 with the p-value of 0.000 which was less than the significance of 0.05 was obtained by data testing using SEM. It means interactional justice had significant and positive influence on satisfaction. The higher the interactional justice felt, the higher the satisfaction in receiving service. In the other hand, the lower the interactional justice felt, the lower the satisfaction in receiving service. This research strengthen the previous research done by Tax *et al.* (1998), Kwun and Alshare (2007) and Karatepe, (2006) in Kim *et al.* (2009) that concluded interactional justice had better influence on satisfaction compared to distributive and procedural justice. Compared to the other two justice dimension, the application of interactional justice obtained higher estimation value. With this result, the efforts that can be done by the officer/office of Directorate of Student Affairs to increase satisfaction were serving politely, honestly, warmly, fully and made services easier for students.

Standardized regression coefficient weight of satisfaction on word of mouth of 0.369 with p-value of 0.000 which was less than the significance of 0.05 was obtained by data testing through path analysis (SEM). It means satisfaction had significant and positive influence on word of mouth. The higher the satisfaction felt in receiving services, the higher the word of mouth. Thus, the fourth hypothesis that stated "Satisfaction had positive influence on the word of mouth students" was supported. Satisfaction had important role on word of mouth. According to Tjiptono (2008), customer satisfaction can give several advantages such as recommendations from word of mouth. Consumer that had the right service tend to have positive WOM (Kau and Loh, 2006). This research showed that the level of satisfaction of students that had interactional and distributive justice was proven to have positive influence on word of mouth (WOM). This hypothesis could strenghten the research done by Migacz *et al*. (2017), Jung & Seock (2017), Paludi and Salman (2016), Kim *et al.* (2009) that the dimension of service justice had significant influence on customer satisfaction.

Satisfaction had positive and significant influence on WOM. The higher the customer satisfaction, the higher the word of mouth. By this proof, it showed the importance of the satisfaction variable of students as the mediator/intervening of service activity that had the dimension of justice especially distributive justice and interactional justice on word of mouth. This means that satisfaction can increase the student support to have word of mouth orally, written or by electronic related to value and good/positive experience from the service given from the institution. The model developed in this research also showed important result because exogenous variable of service justice dimension can obtain estimation that influence satisfaction variable of 85.6% and the big influence of satisfaction on word of mouth of 13.6%. The proportion of this influence showed strong dimension of exogenous variable on endogenous variable. Thus, the result of this research can be used as empirical reference for practitioners to apply important policy related to long term relationship with students or community through the dimension of service justice.

Conclusion

This research succeeded in proving several hypothesis proposed which were distributive justice and interactional justice proved to have significant and positive influence on satisfaction. Unfortunately, the dimension of procedural justice cannot increase student

satisfaction. The good or bad perception of procedural justice did not have influence on student. However, this research succeeded to show that satisfaction was proved to have significant and positive influence on word of mouth. The higher the satisfaction on the service received, the higher the communication done by students orally, written on using electronic related to value and positive experience of service. Thus, the level of satisfaction became the intervening variable from the positive influence of justice dimension especially distributive justice and interactional justice on word of mouth.

This result can be used as empirical reference for practitioner, especially for the management of university or the work unit of government or private as one of the sample of public service to apply important policy related to long term relationship with students or community through the dimension of service justice. With this important aspect, it is expected that students or community can give positive word of mouth that might have good influence on institution or organization. Further research is needed for the justice service model to have the right model service by maintaining the consistency of valid and reliable variables and indicators.

Acknowledgement

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