The Effect Of Service Recovery And Accessibility On Customer Satisfaction And Loyalty

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Customer loyalty is a crucial aspect, especially in a business context because it has a big influence on the success and survival of a company. Therefore, loyal customers have an important role in the company's continued growth and greatly influence how much profitability the company will obtain. This research aims to analyze the influence of service recovery and accessibility factors on customer satisfaction and loyalty so that later it can contribute to increasing a deeper understanding of the factors that influence customer loyalty in the logistics sector. The population of this research is customers of the JNE expedition delivery service, the exact number of which is not known. The respondents for this research were 150 respondents with the criteria of JNE expedition service customers domiciled in Bekasi City with an age range of 18-60 years who had used expedition services at least twice in the last 3 months and had experienced problems using JNE expedition services. Data analysis using Structural Equation Modeling Partial Least Square. The research results show that Interactive Fairness and Outcome Fairness do not have a positive effect on customer satisfaction, but Procedural Fairness and Accessibility have a positive effect on customer satisfaction. Furthermore, Interactive Fairness does not have a positive effect on Customer Loyalty. However, Outcome Fairness, Procedural Fairness, Accessibility and Customer Satisfaction have a positive effect on Customer Loyalty.

Kata kunci: Accessibility, Interactive Fairness, Customer Satisfaction, Customer Loyalty, Outcome Fairness, Procedural Fairness

Pendahuluan

Customer loyalty is a crucial aspect in various situations, especially in a business context because it has a major influence on the success and survival of a company (Siregar, 2019). This is because customer loyalty is not only about retaining existing customers, but also about generating stable income through the loyalty of customers who make repeat purchases and customer referrals to the company (Sagib & Zapan, 2014). Loyal customers tend to continue to choose products or services from certain companies (Esmaeili et al., 2021). In other words, loyal customers have an important role in the company's continued growth and greatly influence how much profitability the company will obtain (Tynchenko et al., 2018). As a result, customer loyalty will support the achievement and sustainability of a company, which has been documented in various literature related to business and management (Phan et al., 2021).

Companies really need to pay attention to interactive fairness in terms of organizational and customer behavior because it can impact many factors (Dewi et al., 2022). Companies that prioritize interactive fairness will achieve better long-term growth and companies that are known for providing good interactive fairness to their customers also tend to have a positive reputation, which in turn is able to attract new customers and retain existing customers (Xu et al ., 2022). This is because interactive fairness refers to a company's ability to interact with its customers (Phan et al., 2021). Therefore, the success of interactive fairness obtained by a company will be able to influence the level of trust, customer loyalty, employee

morale, business reputation, and even long-term growth itself (Rohmana et al., 2023). This will potentially lead to a reduction in the potential for conflict between customers and the company, thereby ultimately helping the company to avoid possible losses that may arise as a result of this conflict (Nugroho & Purbokusumo, 2020).

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Previous research has proven that interactive fairness has an impact on customer satisfaction and loyalty (Liwijaya & Andreani, 2018; Damayanti et al., 2019; Phan et al. 2021). Likewise, procedural fairness can increase customer satisfaction and loyalty (Garonzik et al., 2017; Damayanti & Matasik, 2021). In addition, outcome fairness can also increase customer satisfaction and loyalty (Hidayat et al., 2019; Sutanto & Keni, 2021). Apart from that, accessibility has been proven to influence the level of customer satisfaction and loyalty (Jannang & Jabid, 2016; Causapé et al., 2021). Customer satisfaction also has an effect on increasing customer loyalty (Sebayar & Situmorang, 2019; Putra, 2021). Therefore, discussing the relationship between accessibility and the service recovery process with the concepts of interactive fairness, outcome fairness, and procedural fairness can have a big impact on customers (Rust & Oliver, 2012). However, how accessibility can contribute to business growth and customer retention still needs to be better understood (Sayil et al., 2019). Therefore, this research adds accessibility and will also focus on customers who enjoy expedition services in the city of Bekasi as a differentiator from previous research.

Based on the above, this research aims to analyze the influence of service recovery factors (interactive fairness, procedural fairness, and outcome fairness) and accessibility on customer satisfaction and loyalty so that later it can contribute to increasing a deeper understanding of these factors. which influences customer loyalty in the logistics sector. Apart from that, it is also hoped that this research can become a practical guide for companies in developing strategies to increase customer satisfaction and loyalty so that companies can achieve their desired goals and remain competitive and sustainable in an ever-dynamic business environment.

Studi Literatur

Service Recovery
Service recovery refers to a series of steps or strategies implemented by service providers to restore customer trust and satisfaction after experiencing failure or dissatisfaction in service provision (Ali et al., 2023). In situations where customers feel dissatisfied or face problems with the services provided, service recovery aims to improve relationships with customers, handle these problems, and restore customer trust in the service provider (Phan et al., 2021). Service recovery involves a number of diverse actions, including quick responses to complaints, efficient communication, overcoming losses that customers may experience, and taking proactive steps to prevent the possibility of similar problems occurring (Wicaksono, 2018). In

the current economic context which emphasizes customer service and experience, service recovery has become a crucial element in business strategy. It aims to ensure the continuity of positive business relationships and strengthen customer loyalty (Parasuraman et al., 1985).

Interactive Fairness
Interactive fairness is how customers are treated with respect and empathy, as well as whether the processes used by the company or managers are considered open and consistent (Garonzik et al., 2017). This means that interactive fairness focuses on the level of justice that is understood between individuals during the ongoing procedure (Siregar, 2019). Therefore, Interactive fairness reflects the attitude of respect and attention given to customers by service providers with the aim of making customers feel treated fairly during the interaction (Pradana & Firmansyah, 2020).

Procedural Fairness
In general, procedural fairness is associated with elements such as clarity of process stages, consistency in applying rules or steps, individual involvement in the process, and the use of objective and fair procedures (Garonzik et al., 2017). In the marketing context, procedural fairness is defined as an effort to safeguard consumer rights, prevent harmful practices, and ensure fair and healthy competition (Quratulain et al., 2019). Procedural fairness can also be interpreted as regarding the operation of a pattern and structure that applies to a company which should run in accordance with established regulations (Newman & Nathanael, 2020).

Outcome Fairness
Outcome fairness is defined as the idea of the level of fairness or reasonableness of the results or impact of an action, decision, or policy (Quratulain et al., 2019). In addition, outcome fairness is perceived as a mechanism that can explain the relationship between jointly produced outcomes and their impact on customers in the context of service recovery (Sayil et al., 2019). Specifically, outcome fairness is a subjective assessment of fairness in the distribution of resources, rights, opportunities, or economic benefits (Saglie et al., 2020). Therefore, outcome fairness becomes a benchmark for consumers' subjective assessments regarding the specific reality of the services provided by the company (Marcinkowski et al., 2020).

Accessibility
Customer satisfaction is a subjective assessment made by customers regarding their experience in using products or services from a particular company or brand (Ningsi, 2018). Customer satisfaction is considered the degree of satisfaction or level of happiness that customers feel after they make a purchase or utilize the services offered by a particular company or brand (Sartor, 2019). Therefore, customer satisfaction is defined as the level of satisfaction and pleasure felt by customers after using the product, service or experience provided by the company or service provider. (Sayil et al., 2019).

Customer Loyalty
Customer loyalty can be recognized through actions such as ongoing purchases, providing positive recommendations, and providing ongoing support to a company or brand (Siregar, 2019). Therefore, customer loyalty can be defined as customer commitment and happiness towards their experience with a company or brand so that it often results in long-term relationships that are profitable for both the customer and the company (Khoa, 2020). In other words, customer loyalty is defined as customers who continuously choose to buy products or utilize services from a particular company or brand, even when many other options are available on the market (Gultom et al., 2020).

Relationship Between Variables

Relationship between Interactive Fairness, Satisfaction and Customer Loyalty
Customers tend to be more loyal to a company or brand if they also feel they are treated fairly and courteously in all their interactions with the company which includes how customers are treated by staff in terms of communication, complaint handling, and during various touch points with other customers. As Dwijaya et al.'s research progressed. (2013) who found that interactive fairness has a positive influence on customer loyalty where companies that interact with customers fairly usually provide better service so that customers feel that they are getting good value which ultimately makes them remain loyal to the company. Chou's (2015) research also found that companies that respond poorly to failures in the services they provide will weaken or even end the company's relationship with customers. Previous research has confirmed that interactive fairness has a positive impact on the level of customer loyalty, for example in the context of an online shopping environment (Balaji et al., 2017). Based on the statement above, the following hypothesis is proposed:
H1a. Interactive Fairness has a positive effect on Customer Satisfaction.
H1b. Interactive Fairness has a positive effect on Customer Loyalty.

Relationship between Procedural Fairness, Satisfaction and Customer Loyalty
Companies that prioritize procedural fairness are often able to strengthen bonds with their customers, which then has the potential to create profits in the form of customer loyalty and business development. This is proven by Wicaksono's (2018) research that customers who experience fair treatment with companies tend to give positive reviews more often and recommend companies to people around them so that this can play a role in expanding the company's market share. This means that when a company has good procedural fairness in dealing with customer problems, this can contribute to preventing more severe conflicts, reducing losses experienced by customers, and maintaining relationships in business (Liwijaya & Andreani, 2018). So, if customers have confidence that the company can be trusted and that their complaints or problems will be treated fairly, they are more likely to maintain loyalty to the company, as a result of which customers may make repeat transactions with the company and provide positive recommendations to others (Jatmiko, 2021). Therefore, this study proposes the following hypothesis:
H2a. Procedural Fairness has a positive effect on Customer Satisfaction.
H2b. Procedural Fairness has a positive effect on Customer Loyalty.

Relationship between Outcome Fairness, Satisfaction and Customer Loyalty
The success of a company is greatly influenced by the profits received by customers through outcome fairness, which means that the results and customer expectations are appropriate. Therefore, if customers feel that the results of their transactions do not meet their expectations, they will feel disappointed and are less likely to make another transaction, but conversely, if the results of the transaction are in line with expectations, customers are likely to make another transaction (Damayanti et al., 2019). This is in line with the research results of Sebayar & Situmorang (2019) that outcome fairness can encourage customers to maintain their loyalty and continue to make repeat purchases, where when many customers feel that they do not receive fair treatment or adequate compensation, customers tend to become direct emotional and do not want to make further transactions. On the other hand, results that are considered fair have a positive effect on customer satisfaction (Haitami & Situmorang, 2019). Based on the above, the hypothesis proposed in this research is as follows:
H3a. Outcome Fairness has a positive effect on Customer Satisfaction.
H3b. Outcome Fairness has a positive effect on Customer Loyalty.
The Relationship between Accessibility and Customer Satisfaction
The relationship between accessibility and customer satisfaction is the availability and ease of access to products or services so that it can have a direct impact on the level of customer satisfaction. When customers feel that a product or service is easy to access, they tend to feel more satisfied. For example, in Apriadi's (2022) research, when an e-commerce platform is well designed with accessibility through easy navigation

and a smooth purchasing process, customers will feel more satisfied because they can quickly find the product they are looking for and complete the purchase without problems. However, if the e-commerce platform is difficult to access or has technical problems that hinder the purchasing process, customers may feel frustrated and dissatisfied (Jannang & Jabid, 2016). Based on the above, the hypothesis proposed in this research is as follows:

H4. Accessibility has a positive effect on Customer Satisfaction.

The Relationship between Customer Satisfaction and Customer Loyalty

Kataria & Saini's (2020) research shows that satisfied customers tend to make repeat purchases and provide brand recommendations to their acquaintances so that a high level of customer satisfaction through this level of loyalty can result in an increase in market share and the ability to set premium prices. Therefore, this statement indicates that to increase brand loyalty, companies need to focus on fulfilling customer needs and desires so that in this way, customers will feel satisfied with certain brand products and will most likely remain loyal to that brand (Hidayat et al., 2021). Previous research has shown that customer satisfaction has a positive effect on customer loyalty (Susanti & Ekazaputri, 2018). Therefore, the hypothesis proposed in this research is as follows:

H5. Customer Satisfaction has a positive effect on Customer Loyalty.

Based on the hypothesis framework above, this research proposes a research model which is described as follows:

Customer loyalty
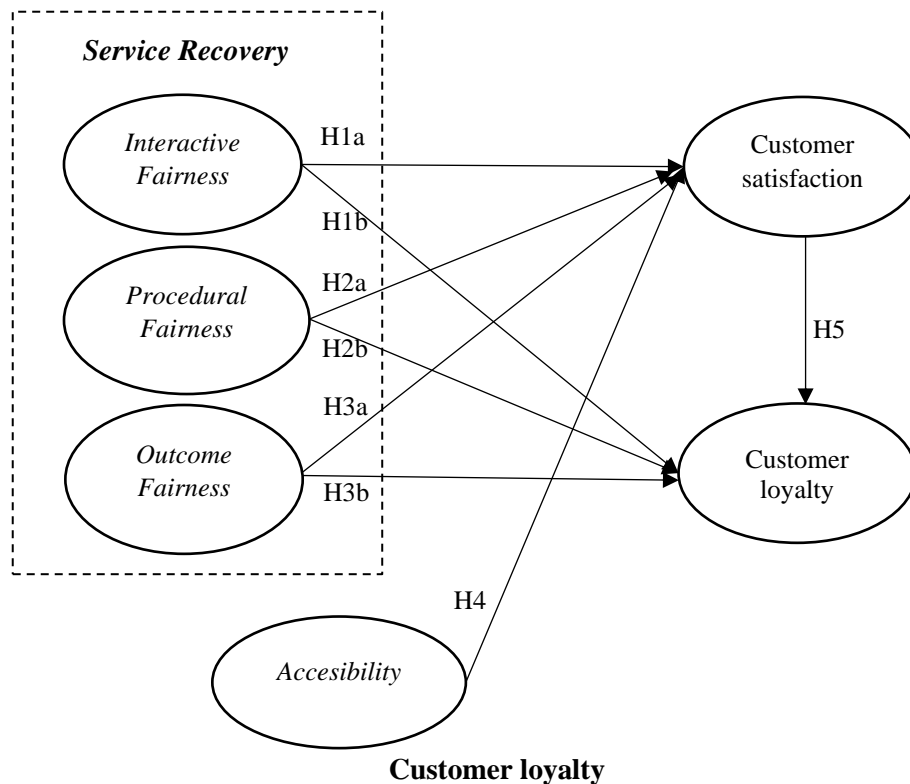
Methodology

This research is a type of quantitative research that uses a causal research design which is intended to understand the relationship that occurs between two or more variables (Liung & Syah, 2017). There are several variables in this research, including: exogenous variables in the form of Interactive Fairness,

Procedural Fairness, Outcome Fairness, and Accessibility as well as endogenous variables in the form of Customer Satisfaction and Customer Loyalty.

Results

Pretest test in order to validate and ensure the reliability of the research instrument. The validity assessment process involves evaluating the KMO (Kaiser-Meyer-Olkin) and MSA (Measure of Sampling Adequacy) values which must exceed the threshold of 0.50 (Putri, 2020). The calculation results show that the KMO test value (0.609 – 0.824) and MSA test (0.564 – 0.914) for each statement indicator consisting of 26 items in this study meets the requirements, making it possible to use all instruments in further analysis.

Validity and reliability tests are carried out as a critical stage in ensuring data integrity. (Hair et al., 2021) stated that outer loading is considered insignificant if the value is less than 0.50, while values above 0.60 are considered sufficient and can be considered for further use in research. Analysis of the results shows that all outer loading values for the variables show high significance, and with acceptable values. Then, at this stage, carry out a reliability test to measure the extent to which the instruments or measuring tools used in this research are reliable and consistent.

Reliability is measured using two main parameters, namely Cronbach's Alpha and Composite Reliability (Hair et al., 2021). The recommended standard value for these two parameters is not less than 0.60 or close to 1. This value reflects the level of reliability of the instrument, where the higher the value, the higher the reliability of the instrument. At the reliability evaluation stage, the analysis results show that the coefficient value of Cronbach's Alpha for each variable is Interactive Fairness 0.813, Procedural Fairness 0.886, Outcome Fairness 0.670, Accessibility 0.702, Customer Satisfaction 0.836, Customer Loyalty 0.853. This indicates that the instrument can be considered reliable for measuring the concepts studied, ensuring accuracy and consistency in data collection. This data shows good results for the validity of each variable. From data collection involving 150 respondents, it can be concluded that the majority of respondents were men, as many as 52%, while women contributed the remainder. The percentage breakdown shows that 77 men (52%) and 73 women (48%). Furthermore, the majority of respondents were 18 - 21 years old, 65 people (44%), followed by 22 - 39 years old, 62 people (41%) and 40 - 60 years old, 23 people (15%). This inner model analysis includes path parameter testing, which provides an idea of how strong and significant the influence between latent variables is.
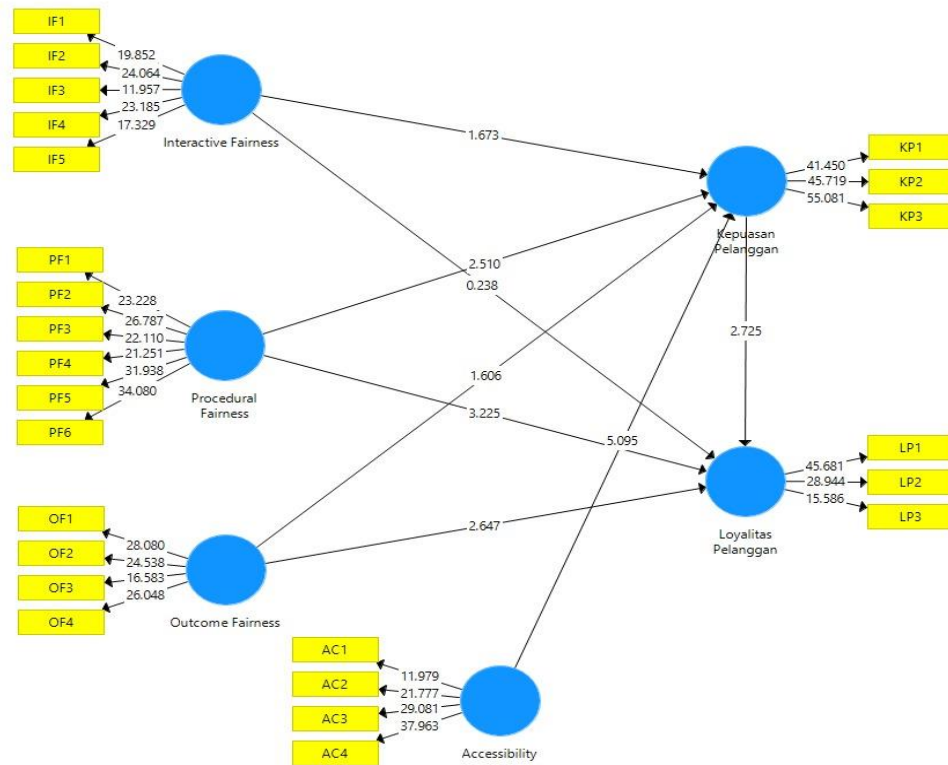
Figure 2 Hypothesis Testing

	Hypothesis	*Original Sample (O)*	*T-Statistics*	*P-Value*	Information
H1a	Interactive Fairness has a positive effect on Customer Satisfaction.	0,183	1,591	0,112	Data do not support the hypothesis
H1b	Interactive Fairness has a positive effect on Customer Loyalty.	-0,022	0,231	0,818	Data do not support the hypothesis
H2a	Procedural Fairness has a positive effect on Customer Satisfaction.	0,270	2,555	0,011	The data supports the hypothesis
H2b	Procedural Fairness has a positive effect on Customer Loyalty.	0,359	3,151	0,002	The data supports the hypothesis

H3a	Outcome Fairness has a positive effect on Customer Satisfaction.	0,123	1,490	0,137	The data supports the hypothesis
H3b	Outcome Fairness has a positive effect on Customer Loyalty.	0,247	2,544	0,011	Data do not support the hypothesis
H4	Accessibility has a positive effect on Customer Satisfaction.	0,370	4,720	0,000	The data supports the hypothesis
H5	Customer Satisfaction has a positive effect on Customer Loyalty.	0,296	2,613	0,009	The data supports the hypothesis

These t-statistics provide relevant insights regarding the extent to which test results support or reject a hypothesis. This hypothesis testing process is carried out using 1-tailed significance criteria, which leads to testing the hypothesis in a certain direction.

The measurement of the significance level of support for the hypothesis is carried out by comparing the T-statistics value with the critical value obtained from the T-table. If the T-statistics value is higher than the T-table value corresponding to the specified significance level (for example, >1.65 at the 95% confidence level), then the hypothesis can be considered supported. This method refers to the concept proposed by (Gozali, 2015), where the T-table value is used as a reference to determine the level of significance. Thus, the results of the T-statistics analysis which exceed the specified critical value indicate that there is sufficient empirical support to support the hypothesis being tested.

The Interactive Fairness variable has a positive effect on Customer Satisfaction (H1a) showing poor results with a T-statistic value that is less than 1.65, namely 1.591 and a p-value greater than 0.05, namely 0.112. This does not support the acceptance of the first hypothesis, that there is no significant influence or relationship in the context of variable H1a which does not match the proposed hypothesis. Then the Interactive Fairness variable has a positive effect on Customer Loyalty (H1b) showing poor results with a T-statistic value that is less than 1.65, namely 0.231 and a p-value greater than 0.05, namely 0.818. This does not support the acceptance of the second hypothesis, that there is no significant influence or relationship in the context of the variable H1a which does not match the proposed hypothesis.

The Procedural Fairness variable has a positive effect on Customer Loyalty (H2b) showing significant results, with a T-statistic value that exceeds the critical threshold of 1.65, namely 3.151 and a p-value that is smaller than 0.05, namely 0.002. This supports the acceptance of the hypothesis, indicating that there is a significant influence or relationship in the context of the H2b variable in accordance with the proposed hypothesis.

The Outcome Fairness variable has a positive effect on Customer Satisfaction (H3a) showing poor results with a T-statistic value that is less than 1.65, namely 1.490 and a p-value greater than 0.05, namely 0.137. This does not support the acceptance of the hypothesis, that there is no significant influence or relationship in the context of the variable H3a which does not match the proposed hypothesis.

The Outcome Fairness variable has a positive effect on Customer Loyalty (H3b) showing significant results, with a T-statistic value that exceeds the critical threshold of 1.65, namely 2.544 and a p-value that is smaller than 0.05, namely 0.011. This supports the acceptance of the first hypothesis, indicating that there is a significant influence or relationship in the context of the H3b variable in accordance with the proposed hypothesis.

The Accessibility variable has a positive effect on Customer Satisfaction (H4) showing significant results, with a T-statistic value that exceeds the critical threshold of 1.65, namely 4.720 and a p-value that is smaller than 0.05, namely 0.000. This supports the acceptance of the hypothesis, indicating that there is a significant influence or relationship in the context of the H4 variable in accordance with the proposed hypothesis.

The customer satisfaction variable has a positive effect on Customer Loyalty (H5) showing significant results, with a T-statistic value that exceeds the critical threshold of 1.65, namely 2.613 and a p-value that

is smaller than 0.05, namely 0.009. This supports the acceptance of the hypothesis, indicating that there is a significant influence or relationship in the context of the H5 variable in accordance with the proposed hypothesis.

Pembahasan

Interactive research shows that although efforts to increase fairness in service are considered a good step to improve the relationship between the company and customers, research results show that this improvement does not have a significant positive impact on JNE customer satisfaction (Sagib & Zapan, 2014). This shows the need for companies to pay more attention to other aspects of service, such as product or service quality, responsiveness, and efficiency, which can have a greater influence on overall customer satisfaction (Phan et al., 2021).

This research also shows that the positive influence of procedural fairness on customer satisfaction is confirmed. In other words, it can be said that procedural fairness carried out by JNE employees in responding to customer complaints has a positive impact on the level of customer satisfaction (Dijke et al., 2010). This shows that the effectiveness of the service procedure system implemented by JNE employees can positively increase customer satisfaction. This is in line with the results of previous research which shows that procedural fairness can increase customer satisfaction (Garonzik et al., 2017).

Research findings confirm that accessibility has a positive influence on customer satisfaction. Ease of access to utilize service recovery plays a significant role in increasing customer satisfaction. Simplicity in contacting JNE employees is considered a factor that can satisfy customers, making it easier for them to feel satisfied with the services provided (Greco, 2018). Thus, affordability in accessing help or information is considered an important factor contributing to higher levels of customer satisfaction. This research is in line with the results of previous research which shows that affordability can increase the level of customer satisfaction (Apriadi, 2022). JNE services that provide accountability and compensation options for problems can increase customer satisfaction. With diverse liability options, customers can choose the appropriate solution, increasing their trust and satisfaction (Greco, 2018). Compensation also shows the company's responsibility and improves its image. This step is effective in increasing customer trust and loyalty towards JNE (Yemelyanov et al., 2020).

Procedural fairness in JNE business services has a positive impact on customer loyalty. Customers tend to be more connected and loyal when the procedures implemented by JNE are considered fair, transparent and comprehensive (Yemelyanov et al., 2020). A process that is open to customers provides a sense of fairness and trust in every interaction. Responding to complaints, resolving problems, and providing clear information is part of procedural justice. By maintaining procedural fairness and transparency, JNE can increase customer satisfaction, strengthen loyalty, and get positive recommendations from satisfied customers (Quratulain et al., 2019).

Outcome fairness has a big positive impact on customer loyalty in the JNE business. When customers feel that the results of interactions with JNE are fair and satisfying, their tendency to remain loyal to the company increases. Aspects such as problem resolution, clarity of information, and response to customer needs become an integral part of outcome fairness (Marcinkowski et al., 2020). When JNE succeeds in providing fair solutions, it creates a positive experience that contributes to the formation of customer loyalty. Therefore, it is important for JNE businesses to consistently implement outcome fairness in all aspects of their services. By providing fair solutions, clear information, and satisfying responses (Nugroho & Purbokusumo, 2020) JNE can increase customer satisfaction levels, strengthen emotional bonds, and ultimately increase customer loyalty levels. Apart from that, this also opens up opportunities to get positive recommendations from satisfied customers to other people (Sayil et al., 2019).

Kesimpulan

The research results show that fair interactions and procedures from JNE employees have a positive impact on customer satisfaction. Implementation of these fairness principles not only improves service quality in

general, but also forms positive relationships between companies and customers. By focusing on fairness, JNE can better understand and meet customer expectations, form a strong foundation for achieving sustainable levels of satisfaction, and strengthen its positive image in the eyes of customers. The significance of outcome fairness in the context of service recovery is highlighted based on the findings of this research. Outcome fairness, which includes giving full attention to customer complaints, has been proven to have a significant positive impact on customer satisfaction levels. Research findings show that customers not only feel that their complaints are taken seriously, but also receive satisfactory solutions. This process not only provides a deep understanding of customer needs, but also produces effective and adequate responses to problems faced by customers. Therefore, outcome fairness not only creates satisfaction because complaints are attended to, but also provides satisfactory solutions, which plays a crucial role in increasing the overall level of customer satisfaction. Overall, in the context of service recovery, outcome fairness is a very important aspect that not only handles customer complaints but also creates positive experiences that have an impact on long-term relationships between the company and customers.

Good recommendations from satisfied customers are the result of positive experiences obtained during interactions with JNE, especially through implementing the principles of fairness and achieving customer satisfaction. This creates an opportunity for JNE to get wider positive support from customers who are satisfied with its services. By receiving positive recommendations, JNE's business can expand its reach and reach potential new customers, while strengthening the company's positive image in the eyes of the public. Therefore, maintaining service quality and ensuring customer satisfaction opens the door to sustainable business growth through support and positive recommendations from satisfied customers. Thus, the conclusions of this research show that implementing fair service recovery and increasing accessibility, as well as achieving customer satisfaction has a key role in forming customer loyalty in the JNE business. The results of this research highlight the importance of providing fair responses to customer complaints, facilitating access to recovery services, and actively seeking to achieve customer satisfaction as the main factors that can form and maintain positive relationships with customers. In JNE's business situation, ensuring that customers feel treated fairly and have easy access to recovery services is an effective strategy to strengthen customers' emotional ties and trust in the company. Therefore, companies must continue to prioritize implementing fair service recovery, increasing accessibility, and committing to achieving optimal levels of customer satisfaction as an integral part of the strategy to build and maintain customer loyalty in the long term.

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