

## The Influence of Service Recovery Justice on Customer Satisfaction, Trust, and Repurchasing Intention in Golf Club Business

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It can be assumed that customers who are highly satisfied with their experience in playing golf are likely to be repeat customers, to be attitudinally loyal customers, to spread positive word-of-mouth, and to be supporters of the respective golf club. In this aspect, Cho (2008) asserted that customer satisfaction impacts on repurchasing intention, which in turn influences profitability of a respective golf club. It has been reported that a sport service business must deliver want-satisfying services that customers perceive to be of value (Jun & Cho, 2007; Shonk & Chelladurai, 2008; Tsiotsou, 2006) and to be trustful (Lee & Kim, 2008). It can be also argued that customer retention be strongly influenced by customers' service recovery justice as well as customer satisfaction with the respective club's service. According to Blodgett, Granbois, and Walters (1993), customers value and seek justice in all exchanges, composed of distributive justice, procedural justice, and interactional justice. In a similar line of research, Howat, Murray, and Crilley (1999) indicated successful resolution of problems will increase their behavioral intentions and strengthen relationships between customers and the respective organization. MacKay and Crompton (1990) stressed that those customers experiencing problems with service demonstrated the service quality lower than those who did not have a problem. Lee and Park (2004) revealed that customers of golf driving ranges who had experienced a problem, but had it resolved satisfactorily, showed higher levels of word-of-mouth than those whose problems were not resolved satisfactorily.

The primary purpose of this study was to examine the impact of service recovery justice on customer satisfaction, trust, and repurchasing intention in golf club business. Based on prior research, the following hypotheses were constructed: H1: The distributive justice will be a significant predictor of customer satisfaction. H2: The procedural justice will be a significant predictor of customer satisfaction. H3: The interactional justice will be a significant predictor of customer satisfaction. H4: The distributive justice will be a significant predictor of trust. H5: The procedural justice will be a significant predictor of trust. H6: The interactional justice will be a significant predictor of trust. H7: The distributive justice will be a significant predictor of repurchasing intention. H8: The procedural justice will be a significant predictor of repurchasing intention. H9: The interactional justice will be a significant predictor of repurchasing intention. This study utilized a convenience sampling technique. Respondents were intercepted on site as they arrived at the respective golf club. Among 350 distributed questionnaires, 345 questionnaires were returned (98% response rate), and 337 were usable for the study. The survey was a 28-item questionnaire including personal characteristics and previously validated measures of service recovery justice, customer satisfaction, trust, and repurchasing intention. The personal characteristics assessed were age, gender, occupation, and usage patterns. The instrument is based on 5 point Likert-type scale anchoring from strongly disagree to strongly agree. The analyses would include confirmatory factor analysis (CFA) to verify the factor structure of the scales employed and structural equation model (SEM) procedures to test the proposed relationships in the model. The range of Cronbach's coefficients of the factors was from .870 (interactional justice) to .946 (repurchasing intention) meeting the minimum level (.70) recommended by Nunnally and Bernstein (1994).

Results from CFA revealed that the chi-square test was significant (Chi Square = 208.107, df = 5,  $p < .01$ ), which would indicate an unacceptable fit. However, the chi-square test of absolute model fit is sensitive to large sample sizes and non-normality in the underlying distribution of the input variables (Kline, 1998). The alternative fit indices indicated that the measurement model had an acceptable fit of the data: GFI = .930; AGFI = .894; NFI = .950; NNFI = .961; RMR = .036; RMSEA = .062 (Hair, Tatham, & Black, 1998). Six out of the nine hypotheses of the study were confirmed, indicating that the proposed model had an adequate fit. The procedural justice and interactional justice were positively related to customer satisfaction, overall satisfaction and perceived trust had a direct positive effect on repurchasing intentions, and the procedural justice and interactional justice were antecedents of consumer overall satisfaction. Only distributive justice did not have any significant effect on overall satisfaction and was not significantly related to repurchasing intentions.

Managers need to understand the important role of service recovery justice on customer satisfaction and trust in order to predict repurchasing intentions and consequently purchase behavior in Golf Club business. As stated purchase intentions have been found to change over time, marketing managers need to be aware of changes in consumer satisfaction and perceived trust to be able to predict future consumer behavior. This study mainly attempted to highlight the importance of service recovery justice and customer satisfaction in the competitive golf service arena. The suggested tips in golf services for sport managers may offer

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a potentially effective framework in relation to service recovery justice and customer satisfaction for sport managers although they are not all-encompassing. Keywords: service recovery justice, customer satisfaction, trust, word-of-mouth, repurchasing intention