Analysis of Service Recovery, Behavioral Outcome and Recovery Paradox for Telkomsel Customers

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Abstract. Customer satisfaction is crucial to the success of a business. The purpose of this study is to analyze the relationship between service recovery strategies implemented by Telkomsel on customer justice perceptions, and their impact on customer behavioral outcomes. This study also aims to exhibit the recovery paradox and how service recovery implementation can increase customer satisfaction and reduce negative impacts on corporate image. All of these elements can measure customer satisfaction with the products and services provided by Telkomsel. This study employed a quantitative approach through survey using a questionnaire. The study utilized a nonprobability sampling technique to select respondents. After researching 137 respondents, it was found that service recovery significantly influenced three perceived justice, namely procedural justice, interactional justice, and distributive justice, on complainant satisfaction. Where procedural justice contributes the most to complainant satisfaction with service recovery, while distributive justice contributes enough to implement service recovery, other than distributive justice solely contributes a little. For behavioral outcomes on complainants who get service recovery, they tend to do WOM compared to having trust and loyalty. Meanwhile, the behavioral outcome of satisfied complainants has a higher trust than that of dissatisfied complainants. Dissatisfied complainants tend to do WOM compared to satisfied complainants. The behavioral outcome of satisfied complainants is much higher than the trust of satisfied complainants. This point indicates a recovery paradox. Meanwhile, WOM and loyalty in satisfied complainants and satisfied non-complainants have values that are not too different. From this research, the author assesses from the view of Telkomsel customers that service recovery is successful if the beginning of the system stage (procedural justice) is done correctly. Moreover, there are indications of a recovery paradox, indicating that Telkomsel still has opportunities to increase customer satisfaction. Service to customers who complain must be maintained to help determine customers' ever-changing needs and assess the company's performance so far.

Keywords: Service recovery, Behavioral Outcome, Recovery Paradox, Telkomsel

1   Introduction

Competition between GSM operators such as Telkomsel, Indosat, XL and Three is getting tighter, and all the moves they apply in the current competition strategy. Each has unique advantages such as cheap tariffs, free SMS, and talk bonuses to 3G services. Since each company has its technology and policies, this means that there are also advantages and disadvantages. These are the things that determine the quality of the product, thus triggering customer satisfaction. Customer satisfaction is an essential factor in saving the company. However, mistakes are inevitable, be they human errors or non-human errors. Errors leading to consumer discontent will generate complaints, negative word-of-mouth, and other adverse consequences.

Complaint behavior in Indonesia has progressed rapidly lately. In various survey results that the author observed, the number of customers who filed complaints both informally and formally has increased significantly. [1] suggests two minimal factors that have led to an increase in the number of complaints in Indonesia in recent years. First, the open climate that has engulfed Indonesia since the collapse of the New Order was accompanied by freedom of the press and freedom of speech, which was later embodied in the law. Secondly, many companies, especially service companies, provide accessible call facilities such as Telkomsel Customer Service, which customers can contact 116 from Simpati or via SMS (Short Message Service) for information simply by typing HELP and sending it to 111 or 116.

In connection with this complaint problem, two major alternative strategies need to be answered by top management, namely doing right at the first time, namely the company trying to satisfy customers at the first opportunity or service recovery, namely the company allowing dissatisfaction in the first service opportunity for some customers but then encourages them to complain and resolve the complaint correctly. Both strategies have the opportunity to satisfy customers.

It was found that customers who were dissatisfied because they had a bad experience with the service provider would convey it to 10-20 people. Therefore, the authors researched "Analysis of service recovery, behavioral outcomes and recovery paradox for Telkomsel customers". This study will look at perceived justice in service recovery in the form of procedural justice, interactional justice and distributive justice so that it can be seen that it directly affects the behavioral outcome, namely trust, WOM (Word of Mouth) and loyalty. All of these elements can measure customer satisfaction with the products and services provided by Telkomsel. In addition, comparing the satisfaction of satisfied non-complainants and satisfied complainants will show the existence of the recovery paradox. The aforementioned metrics may assist Telkomsel in identifying its strengths and shortcomings, enhancing its responsiveness to customer demands and improving customer satisfaction both presently and in the future.

This study aims to analyze the satisfaction of Telkomsel customers, divided into two groups, namely complainants (customers who file complaints) and non-complainants (customers who do not file complaints), focusing on the effect of service recovery provided by the company. This research examines the relationship between perceived justice and complainant satisfaction and how service recovery and behavioral outcomes (such as trust, word of mouth, and loyalty) affect complainant satisfaction. In addition,

this study also analyzes the differences in behavioral outcomes between dissatisfied complainants, as well as compares behavioral outcomes between satisfied non-complainants and satisfied complainants, to identify whether there is a recovery paradox phenomenon complainant who receive service recovery may feel more satisfied than customers who never complain. Thus, this research aims to provide a deeper understanding of the dynamics of customer satisfaction in Telkomsel, which is influenced by the company's response to complaints and after-sales service management.

2   Literature Review

2.1   Complaint Process
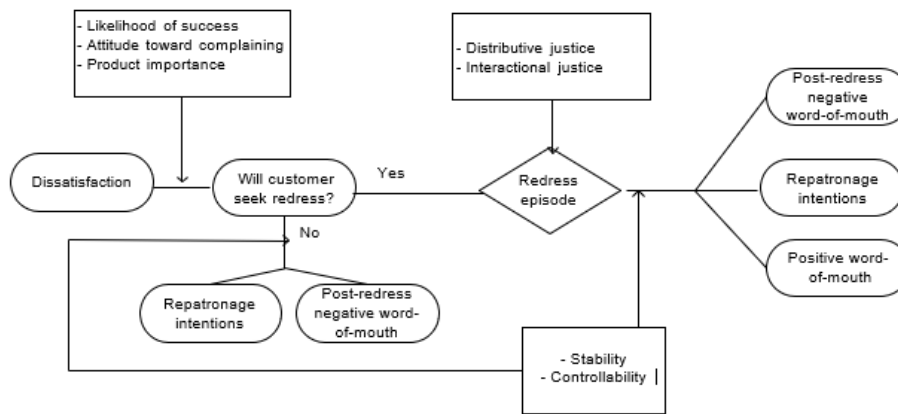
(Source: J.G. Blodgett, D.J Hill, and S.S Tax,. (1997), "The *effects of distributive justice, procedural and interactional justice on post complaint behavior", Journal of Retailing*, Vol. 73 No. 2, p. 33).

Fig 1. The Complaining behavior process

Fig. 1 shows that the likelihood of success shows consumers' perceptions of the seller's willingness to provide a refund or exchange (or other repairs) when a problem occurs. Some retailers (service providers) provide refunds or exchanges to maintain the company's reputation and ensure customer satisfaction. Some other retailers do not respond to consumer complaints, limiting the right to remedy.

Attitude toward complaining shows an individual's character in seeking a remedy due to dissatisfaction with product service. Some people are aggressive and seek remedies when dissatisfied with the service, while others are unwilling to complain no matter how considerable the dissatisfaction is.

Nevertheless, what is more important is to see whether an individual's behavior towards his/her complaint or his/her perception of the likelihood of success is a major factor in obtaining redress. If it is found that behavior towards complaining is the main factor, it will be applied regardless of whether the retailer or service provider encourages dissatisfied consumers to complain. Some consumers will not even complain (tend to do negative WOM or exit (move to another retailer). On the other hand, if the

likelihood of success is the main factor, then politeness and respect in the complaint-handling procedure may persuade dissatisfied consumers to get redress rather than switching retailers. Dissatisfied consumers with a positive attitude towards complaints are more likely to give the retailer a chance to fix the problem than to tell the problem to others.

Product importance indicates the relationship of the value of the product or service to the individual, where the product/service is considered because it is relatively expensive, dependent on the product/service (in terms of function), or provides meaningful convenience to the consumer.

Distributive and interactional justice. When a dissatisfied consumer seeks redress, two decisive factors are the subsequent behavior of whether the consumer feels the redress offered is fair and equitable (distributive justice) and whether the consumer is treated with courtesy and respect (interactional justice). Complainants who do not feel that the repair offered is sufficient or are treated rudely tend to post redress negative WOM (negative WOM is done because the service recovery is considered unsatisfactory) and tend to be disloyal to the retailer. Conversely, complainants who feel that the repairs they are offered are fair or feel treated with courtesy and respect will tend to do positive WOM and become loyal customers.

Stability and controllability. Dissatisfied customers will ask whether the problem is stable or controllable. Stable leads to the likelihood that the same problem will occur again, while controllable indicates that the customer believes the problem can be prevented. Customers who feel that the problem is stable will avoid the retailer and warn their friends to avoid it, while customers who feel that the problem is controlled may prevent anger at the retailer.

2.2   Service Recovery

Service recovery includes what the service provider provides in response to service failure. The discrepancy paradigm [2] explains that service recovery is an effort to repair officers due to poor service and below customer tolerance. Research by [3] shows that service recovery is vital in achieving customer satisfaction when service failure occurs. In the service recovery literature, it is said that two critical dimensions make service recovery successful, namely outcomes and processes [4], [3]. The outcome is something tangible, and the form of response is for customers who are not satisfied at the beginning of the service, while the process is how the service provider handles service problems during service recovery. Equity theory considers service recovery and satisfaction [5], where customers who get bad service will demand restitution (service recovery) or will do WOM and switching behavior. Thus, it can be said that customers who are not satisfied with the service provider's service will seek improvement. Service recovery is an effort from the service provider to appease consumers who are dissatisfied with the services provided [6].

Steps are taken based on consumers' negative perceptions of the initial service. Recovery management is considered to significantly influence consumers who have experienced service failure because these consumers usually have emotional involvement and observe the service recovery efforts made [7]. Understanding service recovery is

significant for managers as a unique natural service (production and consumption cannot be separated) to ensure 100% error-free service [8].

Perceived justice in service recovery

Perceived justice is the justice felt by customers who get service recovery (repair efforts) carried out by the company (Telkomsel) for service failures (errors in service) that occur. Perceived justice is procedural justice, interactional justice, and distributive justice. [3] proposed three concepts of perceived justice, namely procedural justice (agreement with decision-making procedures), interactional justice (agreement with interpersonal behavior in implementing procedures and delivering results) and distributive justice (agreement with the results of decisions).

It is also said that procedural justice is important in-service recovery so that consumers are satisfied with the type of recovery strategy offered rather than becoming dissatisfied because of the recovery process implemented [9].

Interactional justice focuses on the fairness of the interpersonal treatment received during the procedure [3]. Furthermore, Tax et al. identified five elements of interactional justice: explanation/causal account, honesty, politeness, effort and empathy. In service recovery situations, interactional justice shows how the recovery process is implemented and the consequences of recovery occur. Other research shows that how managers communicate with customers about the measures taken to resolve conflicts is also affected by customer satisfaction. For example, when staff apologize for their mistakes, consumers often forgive and feel satisfied. Behavioral outcomes result from satisfaction with service recovery.

Distributive justice is specific to the outcome of recovery efforts, such as what the service provider does to appease disappointed consumers and whether the consequences of the recovery outcome exceed the appropriate compensation for consumers [10]. Some companies include recovery in compensation in the form of discounts, coupons, refunds, gifts, replacements, apologies, and others [11], [3]. The perceived fairness of compensation is also influenced by consumers' prior experience with the company, knowledge of how other consumers were treated in similar situations, and perceptions of the level of loss they experienced [3]. [11] found that in retail settings, distributive justice significantly affects consumer loyalty and the tendency to do negative WOM (if there is a failure in service recovery).

Behavioral Outcome

As discussed in the previous segment, the justice received will affect customer satisfaction with the service recovery strategy. [11] observed that satisfaction and dissatisfaction with conflict resolution may affect whether the complainant will be loyal to the seller (or switch) or conduct positive or negative WOM. [3] argue that repurchase is influenced by structural factors such as switching costs. The existence of alternatives (contractual agreements), such as consumer commitment and trust, are two crucial elements in customer satisfaction studies. This study will investigate trust, WOM, and customer loyalty (commitment) as consequences of customer satisfaction. For example, satisfaction with service recovery leads to the formation of trust. WOM is based on

informal communication between consumers about business or product characteristics. WOM provides information about the company and helps consumers decide to be loyal [2]. In determining the service, it is indispensable to take action to calm down dissatisfied consumers if something goes wrong with the service. If this is not done, it is likely that consumers will switch providers or do negative WOM. Thus, the provider will lose sales and suffer losses. On the other hand, consumers who get a fair service recovery will be more loyal to the provider and do positive WOM, which benefits the company's image to be good.

[11] say that interactional justice significantly influences WOM. For example, satisfaction with service recovery will lead to positive WOM. Consumer loyalty based on commitment to a particular vendor is often reflected in loyalty to the same provider. Customer loyalty is crucial for the organization's long-term sustainability, facilitating the retention and attraction of earnings from customers. Retention is believed to benefit existing levels of customer satisfaction. Other studies also show that satisfaction is an important variable contributing to consumer and staff commitment [9]. On the other hand, [3] found that increasing dissatisfaction with complaints will decrease commitment. It can be hypothesized that satisfaction with service recovery may increase customer loyalty.

2.3 Customer Satisfaction

Customer satisfaction is defined as the level of a person's feeling state as a result of comparing the performance of a product with his expectations of the product. The following model can be used to explain the formation of customer satisfaction or dissatisfaction. Assessment of the performance of a product is closely related to the level of quality of the product. This perception of product quality is then compared with customer expectations of product performance. The evaluation process occurs when customers compare actual performance with expected performance. Based on the results of this evaluation, customers will get emotions that can be positive, negative or neutral depending on whether their expectations are met or not. This emotional response is an input to form an overall perception of satisfaction or dissatisfaction. In addition, the level of satisfaction or dissatisfaction is also influenced by the evaluation of the value of the exchange process. In addition, the attributes that produce the quality or performance of a product will also affect the attitude of satisfaction or dissatisfaction within the customer.

Recovery Paradox

A recommendation says effective service recovery can lead to higher satisfaction than good service the first time [12], [13]. [14], [4] and [3] also discuss the service recovery paradox. The recovery paradox is defined as a scenario in which customer satisfaction significantly exceeds the level of satisfaction prior to a service failure following effective service recovery.

Should the company deliberately provide lousy service to fix the problem? If this will make customers more satisfied, then this can be used as a strategy. It is logical but

not rational. There are three approaches put forward by [2], services marketing to respond to it, namely:

1. Customers mostly complain when they encounter problems. If the company cares about the problem and tries to solve it correctly, it can recover. However, the customer will be disappointed or dissatisfied if the opposite happens.
2. Recovery is costly due to repetition of work or repetition of services.
3. It may induce trivial occurrences that promote service failure.

A recovery paradox can ensue if the customer gets more satisfaction after an excellent service recovery, but there is no guarantee that this may transpire.

3 Method

This research uses a descriptive quantitative approach, which is carried out by applying a single cross-sectional study, where this research is conducted by taking a sample of respondents from a target population and information obtained from this sample is only taken once [15] Descriptive research measures customer satisfaction with customer satisfaction in terms of customers who complain and do not complain.

This research uses two types of data: primary and secondary. This primary data was obtained through a survey method using a questionnaire as the main instrument for collecting information directly from respondents. Using the nonprobability sampling technique, the researcher took 137 respondents who are Telkomsel customers who use cellular telephone services, both those using postpaid GSM and prepaid systems. Respondents were asked to determine the importance and performance levels of the studied service dimensions. In this study, the Likert scale used has five levels consisting of strongly disagree (1), disagree (2), neutral/ordinary (3), agree (4), and strongly agree (5) for the measurement of perceived justice in the form of procedural justice, interactional justice and distributive justice; and measurement of behavioral outcomes in the form of trust, WOM and loyalty. Meanwhile, secondary data were collected through literature studies, which included theories, books, journals, magazines, and internet sources relevant to the research topic, namely customer satisfaction.

With the help of SPSS ver 15.0.00 software, this study analyzed the perceived justice factor in several stages, starting from formulating the problem through 27 questions to identify procedural justice, interactional justice, and distributive justice. The analysis was conducted using a correlation matrix with Berlett's test of sphericity and KMO (Kaiser-Meyer-Olkin) statistics to measure sampling adequacy, as well as the standard factor analysis method to identify the underlying dimensions. Factors were then rotated using the original method to produce a simpler interpretation. Furthermore, multiple regression analysis was used to explore the relationship between perceived fairness and customer satisfaction and its impact on trust, WOM and customer loyalty. Complainant satisfaction with service recovery was also analyzed through regression to identify the contribution of each justice dimension. Behavioral outcomes were compared between dissatisfied and satisfied non-complainants using a t-test, as well as between satisfied complainants and satisfied non-complainants, to identify the recovery paradox. The

results of this analysis provide an overview of the role of perceived fairness in shaping customer satisfaction and their behavioral consequences.

4   Results and Discussion

This study involved 137 Telkomsel customers with various characteristics such as product, credit usage, length of subscription, satisfaction level, complaints, how to complain, frequency of filing complaints, repair efforts and reasons.

Based on the product, respondents in this study consisted of Halo card users (14%), Simpati card users (63%), and as card users (23%). It can be seen that Simpati card users dominate among users of other types of cards.
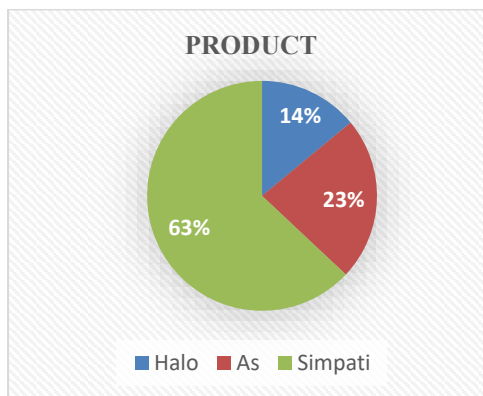

Fig. 2. Telkomsel Card Products

Based on credit usage < Rp. 50,000 (27%), Rp. 50,001 - Rp. 250,000 (57%), Rp.250,000 - Rp.500,000 (9%), Rp.500,001 - Rp.750,000 (1%), and > Rp.750,000 (6%). Respondents are dominated by credit usage of Rp. 50,001 - Rp. 250,000 because more participants are students who do not work.
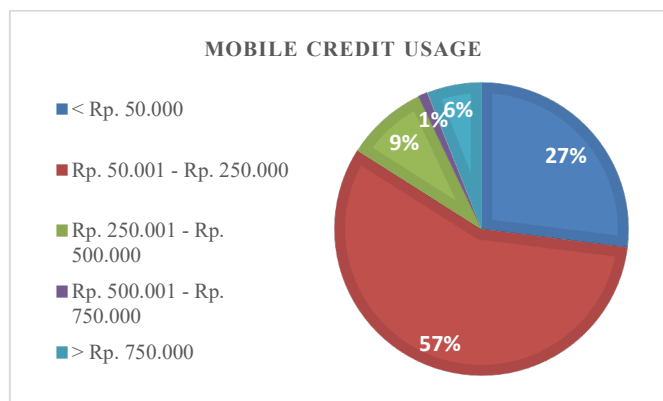

Fig. 3. Mobile Usage of Respondents

Based on the length of subscription, customers >3 years (50%) are dominated. Customers 0-6 months (6%), 6-12 months (9%), 1 year-2 years (10%), and 2 years-3 years (25%) are also dominant because respondents have been Telkomsel customers since high school.
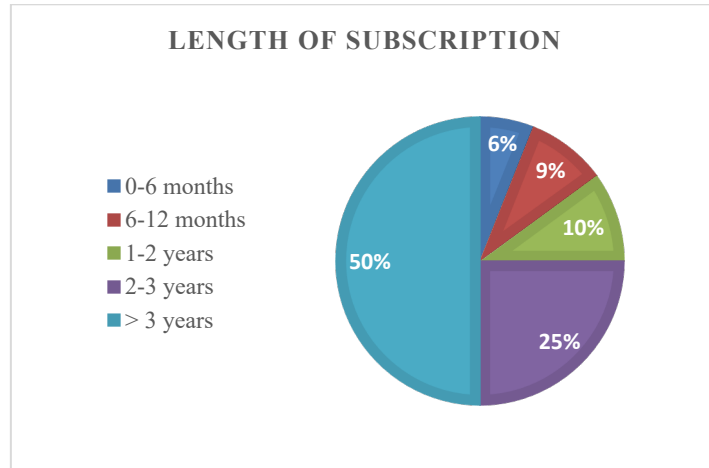
Fig. 4. Length of subscription

Based on the level of satisfaction, the dominant Telkomsel customers responded that they were satisfied (51%) because the number of BTS supports is more than that of other providers, the diversity of features, and the ease of getting credit for prepaid card users. Other criteria include very satisfied (12%), neutral (32%), dissatisfied (4%), and very dissatisfied (1%).

Fig. 5. Respondent satisfaction level

The majority of Telkomsel customers complain about network disruptions (36%), bills (4%), payments (8%), expensive tariffs (19%), complex technology activation

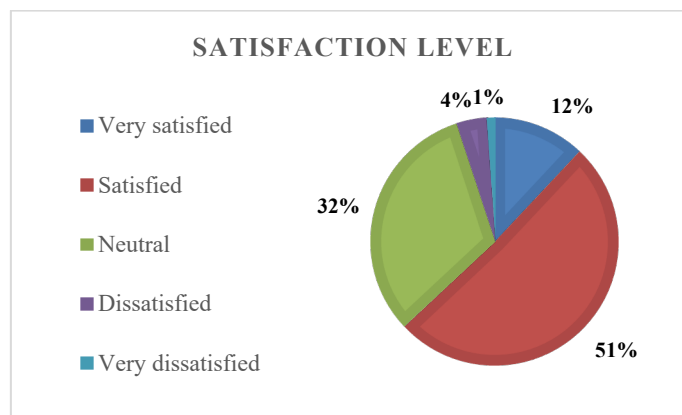(18%), poor CS service (9%) and others (19%). This is because the increasing number of Telkomsel subscribers has not been balanced with the number of BTS available.
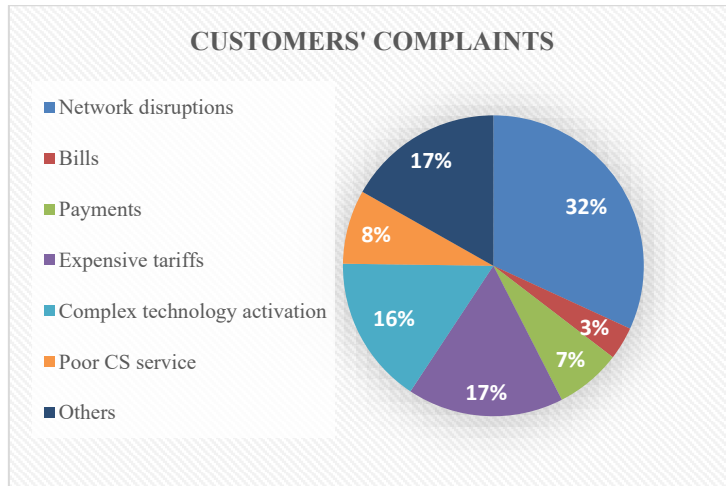
Fig. 6. Customers' complaints
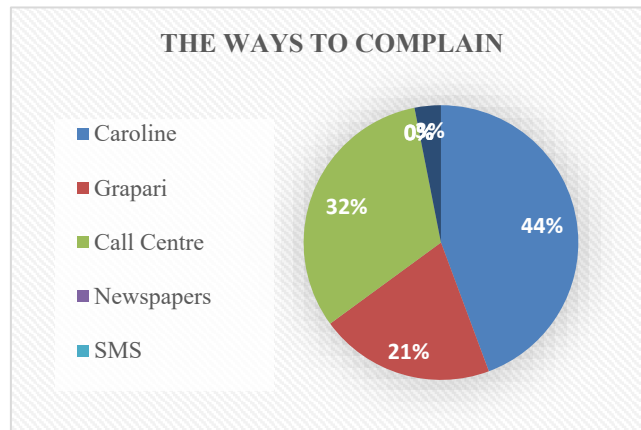
Fig. 7. The ways to complain

Derived from how to complain, Telkomsel customers prefer to use Caroline (43%); this is because they prefer to talk directly to customer care officers, and it is more practical because it is free and only by telephone. Other ways are Grapari (20%), Call center (31%), newspapers, (0%), SMS (0%), Email (0%), and web customer service (3%).

Based on the service recovery efforts received by respondents, the dominant form is explanation (32%) because many of the complaints submitted can be resolved with an explanation. Other efforts include discounts (7%), coupons (2%), refunds (6%), gifts (2%), replacement of product (1%), apologies (23%), directions (23%) and others (4%).

Fig. 8. Repair efforts

The following elucidates the factor analysis of Telkomsel complainants, which delineates the factors employed to categorize felt fairness.

The table indicates that five components were retrieved, accounting for 79.5615% of the total variance in the factor analysis conducted. All factors have eigenvalues greater than 1, so the factor is retained. The Bartlett test shows that out of 27 questions related to the percei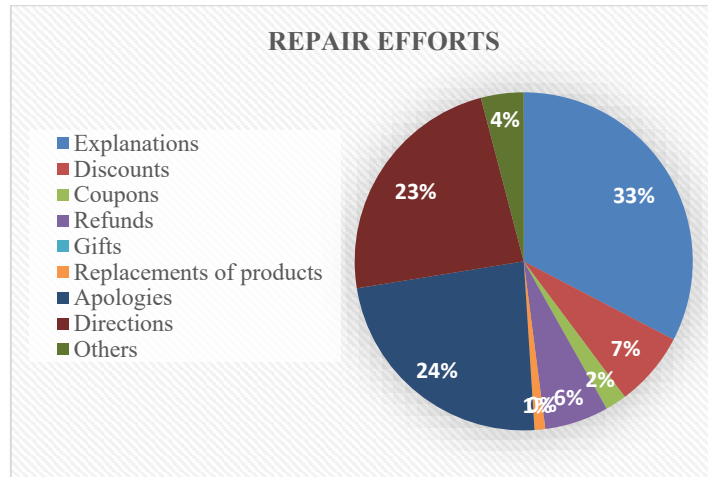ved justice dimension. Here also, varimax rotation was used. The KMO statistical value is 0.7650, which is considered a good model. Cronbach Alpha for these factors is around 0.9, meaning that these variables have high reliability.

Table 1. Factor analysis test results on perceived justice

Factors	Questions	Loading	Eigen	% Variance	Alpha	KMO
PROCEDURAL JUSTICE	Opportunity	0.8419	8.1517	30.1915	0.9620	
	Easy	0.7901				
	Enthusiastic	0.8464				
	Slow	0.8050				
	Give_Easy	0.8166				
	Difficult	0.8986				
	Give_Sometime	0.7794				
	Process	0.7752				
	Listen	0.8353				
	Duration	0.8151				
	Wait	0.8860				0.7650
EXPLANATIONS	Clear	0.8543	2.8405	10.5203	0.9500	
	Give_Als	0.9122				
	Unclear	0.9139				
	Service	0.8285				

EFFORTS	Care	0.8401	3.4048	12.6104	0.9210
	Work Hard	0.8575			
	Service_Bad	0.8845			
EMPATHY	Friendly	0.8719	3.8119	14.1183	0.9070
	Rude	0.7570			
	Listen_Patient	0.8713			
	Issues	0.8001			
	Understand	0.8679			
DISTRIBUTIVE JUSTICE	Resolution	0.8285	3.2727	12.1210	0.8900
	Unable	0.8079			
	Unsuitable	0.7928			
	Fair	0.9038			

Similarly, factor analysis was conducted on questions to measure behavioral outcomes. The KMO statistic was 0.776. The three extracted factors ranged from 0.835 to 0.918. The factors extracted 79.305% of the total variance. All factors had eigenvalues greater than 1, so the factors were retained.

Table 2. Results of factor analysis test on behavioral outcome

Factors	Questions	Loading	Eigen	% Variance	KMO
WOM	No_Recommendation	0.879	3.147	28.610	
	Tell us	0.889			
	Recommend	0.864			
	opinion_Good	0.860			
LOYAL	Keep_Use	0.862	3.134	28.491	0.776
	Don't Change	0.863			
	Use the product	0.878			
	Loyal	0.874			
TRUST	Trust	0.918	2.442	22.204	
	Trusted	0.909			
	Negative	0.835			

Below is a table that explains the factor loading of the *perceived justice* attribute.

Table 3. Factoranalysis onperceived justice

Factor	Questions	Loading	Eigen	% Variance	KMO
PROCEDURAL JUSTICE	Opportunity	0.8419	8.1517	30.1915	
	Easy	0.7901			
	Enthusiastic	0.8464			
	Slow	0.8050			
	Give_Easy	0.8166			
	Difficult	0.8986			

		Give_Some-..	0.7794		
		Process	0.7752		
		Listen	0.8353		
		Long	0.8151		0.7650
		Wait	0.8860		
		Clear	0.8543		
	EXPLANATIONS	Give reason	0.9122	2.8405	10.5203
		Not clear	0.9139		
		Service	0.8285		
		Care	0.8401		
	EFFORTS	Work Hard	0.8575	3.4048	12.6104
		Bad Service	0.8845		
INTERACTIONAL JUSTICE		Friendly	0.8719		
		Rude	0.7570		
		Listen_Patient	0.8713		
	EMPATHY	Issues	0.8001	3.8119	14.1183
		Understand	0.8679		
		Resolution	0.8285		
		Unable	0.8079		
DISTIBUTIVE JUSTICE		Unsuitable	0.7928	3.2727	12.1210
		Fair	0.9038		

4.1 Analysis of perceived justice on complainant satisfaction

Table 4. Perceived justice on satisfaction

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-	.491		-	.021		
Prosedural	1.162	.130	.373	2.368	.001	.728	1.374
Interaksional	.453	.189	.274	3.489	.020	.642	1.557
Distributif	.455	.091	.320	2.407	.002	.830	1.205
	.291			3.195			

a. Dependent Variable: Kepuasan

This table suggests that the complainant's level of satisfaction with service recovery has a significant influence on perceived justice. VIF (variance inflation factor) values range from 1.205 to 1.557, indicating the non-existence of co-linearity. The coefficient standardization is 0.274, 0.320, 0.373. This value states that procedural justice in service recovery makes an immense contribution to complainant satisfaction, while distributive justice contributes enough to the implementation of service recovery, unlike distributive justice, which only contributes a little. This explicates that Telkomsel

customers consider procedural justice to be the main factor in the implementation of service recovery, where if the procedures set are correct, it will have a good impact on other justice.

4.2 Analysis of complainant satisfaction levels with service recovery and behavioral outcomes

Based on the table below, the WOM value for complainants on service recovery is 0.527. This value is higher than trust and loyalty, which are 0.463 and 0.426. This indicates that service recovery has a more significant influence on WOM than trust and loyalty. It can be assumed that if complainants get service recovery that satisfies them, they will do positive WOM, but if the opposite happens, they tend to do negative WOM. In terms of trust, Telkomsel customers show higher attention to trust than to loyalty, so it can be said that these Telkomsel customers choose Telkomsel as their communication provider because they believe that Telkomsel is able to serve its customers satisfactorily both after a service failure and the absence of factors that customers consider can make dissatisfaction occur.

Table 5. Complainant satisfaction with behavioral outcomes

	B	Beta	R2	F value	Sig
Trust	0,477	0,463	0,214	15,252	0,000
WOM	0,596	0,527	0,277	21,500	0,000
Loyalty	0,423	0,426	0,181	12,396	0,001

4.3 Analysis of behavioral outcomes on dissatisfied complainants and satisfied complainants

Table 6. Behavioral outcome on dissatisfied complainant and satisfied complainant

Variable	Dissatisfied Complainant (n=54)		Satisfied Complainant (n=4)			
	Mean	SD	Mean	SD	t-test	1-tailed
Trust	2,9445	0,71158	3,8335	0,33300	2,463	0,008
WOM	3,2407	0,80967	2,8750	0,59512	-0,883	0,191
Loyalty	3,3796	0,71826	3,3125	0,47324	-0,183	0,428

The table above shows the difference in the average value between satisfied complainants and satisfied complainants on service recovery. Satisfied complainants have a higher trust of 3.8335 than trust in dissatisfied complainants, who only have a value of 2.9445. This can be caused by Telkomsel customers becoming more confident in Telkomsel after getting good service recovery. Dissatisfied complainants tend to do WOM compared to satisfied complainants. It can be seen that the difference in value is 3.2407, which is far from the WOM value for satisfied complainants, which is 2.8750.

This means that Telkomsel customers will tend to do negative WOM if the service recovery performed by Telkomsel is different from what they expect.

Meanwhile, the loyalty of dissatisfied complainants (3.3796) is similar to the loyalty of satisfied complainants (3.3125). This situation explains that satisfied complainants think that Telkomsel should do a good service recovery for their service failure. In contrast, loyalty to dissatisfied complainants explains that, generally, Telkomsel customers have no other choice but to switch to another provider because no other provider provides facilities that suit their needs.

Trust has a smaller p-value (0.008) than WOM (0.191) and loyalty (0.428). Judging by the level of the t-test value, WOM has a higher value (2.463), Trust is -0.883, and loyalty has a value of -0.183.

4.4 Analysis of behavioral outcomes in satisfied non-complainants and satisfied complainants and identification of recovery paradoxes

Table 7. Behavioral outcome on satisfied non-complainant and satisfied complainant

variabel	Satisfied Complainant n (n=4)		Satisfied Non-complainant (n=3)			
	Mean	SD	Mean	SD	t-test t-value	1-tailed p-value
Trust	3,8335	0,33300	2,7777	0,50910	3,351	0,010
WOM	2,8750	0,59512	2,9167	0,38188	-0,105	0,460
Loyalty	3,3125	0,47324	3,3333	0,62915	-0,050	0,481

Table 7 shows the results of the t-test in contrast to the average value of trust, WOM, and loyalty between satisfied complainants and satisfied non-complainants. Trust in satisfied complainants is much higher at 3.8355 compared to trust in satisfied non-complainants, which is only 2.7777. This implies a recovery paradox. It indicates that Telkomsel customers are delighted with Telkomsel's performance in implementing service recovery, which makes Telkomsel customers' trust higher than if Telkomsel customers are already satisfied with the initial service. In contrast, the value of WOM (2.8750) and loyalty (3.3125) on satisfied complainants and the value of WOM (2.9167) and loyalty (3.3333) on satisfied non-complainants are not much different. From this value comparison, it can be understood that if satisfied complainants get good service recovery, they are not too likely to do positive WOM as well as satisfied non-complainants who have received satisfaction at the beginning of the service. In examining the loyalty of pleased complainants against satisfied non-complainants, it is evident that their allegiance to Telkomsel is commendable.

5   Conclusion

Upon analyzing and discussing the research findings concerning customer satisfaction with Telkomsel services, it can be concluded that the relationship between perceived justice and complainant satisfaction is significantly affected by procedural justice, interactional justice, and distributive justice. According to respondent data, procedural justice significantly enhances complaint satisfaction, although distributive justice plays a considerable role in the execution of service recovery. The behavioral outcome relationship of complainants to service recovery tends to do WOM rather than have trust and loyalty. Meanwhile, the behavioral outcome relationship in satisfied complainants tends to have higher trust than dissatisfied complainants. Dissatisfied complainants tend to do WOM compared to satisfied complainants. The behavioral outcome relationship in satisfied complainants is much higher than the trust in satisfied non-complainants. This indicates a recovery paradox. In comparison, the value of WOM and loyalty in satisfied complainants and satisfied non-complainants is not much different.

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