

Service Recovery and Customer Satisfaction in the Tanzania Telecommunications Companies

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Abstract

Although telecommunications companies strive for flawless service, it is challenging to completely eliminate service failures, as even the most reputable and well-meaning organizations do encounter mistakes in service delivery. This study tested the influence of service recovery dimensions of distributive, procedural, interpersonal, and informational justices on customer satisfaction in Tanzania telecommunications companies. Through structured and self-administered questionnaires, a total of 91 respondents were surveyed. The collected data were analysed using descriptive and regression analysis techniques. Hypotheses testing through regression analysis showed that distributive and interpersonal justices have positive and statistically significant influences on customer satisfaction. However, the influences of both informational and procedural justices on recovery satisfaction are negative and insignificant. The fundamental limitation of the study was its reliance on a cross-sectional approach and targeting respondents from the Tanzania island of Zanzibar only. The article ends with theoretical and practical implications, recommendations and conclusion.

Keywords: Distributive justice, Procedural justice, Interactional justice, Informational justice and Customer satisfaction

Introduction

In today's business environment, the service industry is becoming important to customers' lives (Pezeshki, Mousavi & Grant, 2009) and to nations' economies as a whole. The industry is also one of the economic growth-driving sectors of the Tanzanian economy (Magoti & Mtui, 2020). According to Kamer (2022), the share of services in Tanzania's Gross Domestic Product (GDP) was projected at nearly 38 percent. Given the immense importance of the service sector, service providers are under extreme pressure from customers to provide quality service with minimal failures and customer satisfaction is vital for companies' success (Mulat, 2017). Telecommunications service providers recognize the importance of providing quality services to customers (Muhammad, Fauziah, & Othman, 2013), and to achieve that goal they need to know the customers' expectations and satisfy them by providing quality services. Oftentimes, customers receive below-par services thus leading to their dissatisfaction or utter despondence. Addressing customer complaints promptly is crucial for safeguarding a company's reputation, regardless of associated costs or time constraints. Complaint handling is viewed as a measure of service recovery (Johnson & Miller, 2008). Service recovery refers to the organization's ability to manage every situation when things go wrong from the customers' point of view (Anderson & Porter, 2016). This ability will likely improve customer trust (ibid).

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Customers file complaints with the expectation of receiving fair treatment from the company in the event of a service failure. Through service recovery, a company is allowed to turn a negative situation into a positive one (Vicent & Webster, 2005). It includes all activities performed by the service provider in response to a service failure (Seon, 2016). Once a company attains a successful service recovery the customer's trust and commitment are increased through word of mouth (Tax & Brown, 1998). Although service failure is inevitable in delivering services, service recovery becomes an opportunity to enhance customer satisfaction. Companies should have a developed strategy of providing superior service recovery to satisfy customers by turning frustrated customers into loyal customers (Kalu & Georgina, 2019). Telecommunication services in Tanzania are regulated by the government through TCRA and other relevant authorities. The rapid evolution and challenges within the ICT field in the country and the world in general have prompted the Tanzanian government to formulate a National ICT Policy 2023 whose main objective is to establish an effective, innovative, and sustainable ICT ecosystem to harness digital systems, solutions, and services for national development (URT, 2023). Despite these intentions, telecommunication companies continue to encounter significant hurdles, resulting in subpar service delivery to their customers. Telecommunications companies aim to provide zero-defect service, but service failures cannot be avoided in the service industry due to the unique characteristics of services (Powell, Magnanini, Colledani & Myklebust, 2022). Researchers have found that good service recovery is quintessential to retaining customers through long-term relationships (Abd Rashid, Ahmad & Othman, 2014). Due to the importance of a proper understanding of service recovery, the researchers investigate critical areas of service management. Previous studies were conducted on the effect of justice on customer loyalty and found that service providers should pay attention to providing fair compensation, feedback in terms of company culture (decision-making and processes), and good relationships with customers at the development stage (Gidaković & Čater, 2021). Another area of research is focused on the influence of service recovery on customer satisfaction. The results showed that service recovery dimensions have a strong positive correlation to customer satisfaction (Dushimimana, 2014).

According to Kau and Loh (2006), the level of satisfaction with service recovery is significantly influenced by customers' perception of justice. Despite the adoption of service recovery strategies, customer complaints are still documented by several telecommunications companies. For instance, Temba (2013) found that TTCL faces numerous issues with its customers, with a majority expressing dissatisfaction with its services provided. This goes to show that the service recovery provided is not effective for customers. Moti (2013) opines that poorly executed service recovery tends to exacerbate customer dissatisfaction. In essence, effective service recovery is about nurturing a foundation for enduring relationships (Gaffar et al, 2021) which demonstrates company's commitment to its customers' satisfaction. This study aims to assess the effectiveness of service recovery dimensions of Distributive justice, Procedural justice, Interpersonal justice, and Informational justice on the level of satisfaction in Tanzania telecommunications companies, particularly among TTCL broadband users in Zanzibar. Several previous studies (e.g. Mboma, 2021; Kanire, Tonya & Ndekwa, 2020) that have examined customer satisfaction and loyalty within the Tanzanian communication industry have predominantly relied on the service quality dimensions outlined in the SERVQUAL model. This current study departs from this approach by focusing on how service recovery efforts may

influence customer satisfaction within the Tanzanian telecommunications sector. Notably, Oliver and Swan (1989) introduced the justice framework to the examination of customer satisfaction. However, there is limited understanding regarding the comparative impact of various dimensions of justice (Batta, Kar, & Satpathy, 2023), which forms the primary motivation for this study. With this in mind, the present study aims to examine the influence of disaggregated justice dimensions (distributive, procedural, informational and interpersonal) on the satisfaction of the customers of TTCL broadband services through the lenses of the Equity Theory.

Literature Review

Theoretical perspectives

The Equity Theory which guided this study was first developed by Adams (1963). This theory was built upon the argument that states that man's rewards in exchange with others should be proportional to his investments. Oranusi and Mojekeh (2019) explained that Equity Theory is based on three principles of fairness applied to organizational settings which include distributive, procedural, and interactional justices. Consumers, it is contended, are prone to spread negative word of mouth when they are treated unfairly following a service failure (Maxham, 2001). Customers complain in order to restore equity. Equity Theory upholds that an individual is fairly compensated due to failure from what has been given out by the organization. This theory is relevant for this study since it explains the importance of fairness (justice) from failure which if not well handled can lead to complaints that can cause customer dissatisfaction and spread negative word of mouth. Beside Equity Theory, this study also was guided by the Expectancy Disconfirmation theory which was developed by Oliver (1977). The theory concerns how individuals become satisfied or unsatisfied by comparing the performance of the service against their expectations. According to Elkhani and Bakri (2016), a customer becomes satisfied when the expectation matches the performance and the quality of the service. When the actual performance of a service cannot meet the customer's expectation, negative disconfirmation will occur and will lead to customer dissatisfaction while positive disconfirmation will lead to customer satisfaction. Elkhani and Bakri concluded that customer satisfaction is not limited to customer expectations and performance but also perceived information.

The Equity Theory is relevant to the study because when the customer's expectation about how service recovery should happen from service failure is different from what happens will lead to customer dissatisfaction. When justice from either distributive, informational, interactional, or procedural customer expected from the employee is different from the expectation, this will lead to complaints which result in dissatisfaction. Numerous studies have embraced equity theories as a framework to elucidate how customers perceive the quality of services across various sectors of the economy. Bolton and Lemon (1999) demonstrated that distributive equity plays a pivotal role in shaping customer satisfaction with a service. Similarly, Reisinger and Turner (1997) applied this theory within the context of tourism and established that customers view their interaction with a service provider as a social exchange, where they expect a fair input-output relationship.

In the current study, this theory is adopted based on the assertion by Erevelles and Leavitt (1992), who argue that it offers a more comprehensive and nuanced understanding of consumer

satisfaction. This framework provides valuable insights into the interplay of perceived fairness and customer satisfaction, contributing to a more holistic view of service evaluation.

Empirical literature review

Several studies have been conducted attempting to examine the effect of service recovery on customer satisfaction. Most of these earlier studies, however, treated service recovery as a one-dimensional construct. Abd Rashid, Ahmad, and Othman (2014), for instance, noted in their study that customer satisfaction is influenced by justice dimensions of service recovery. Etemad-Sajadi and Bohrer (2017) examined the impact of customers' perception of the service recovery process on satisfaction and loyalty. Using partial least squares and a variance-based structural equations modeling, the researchers found that service recovery qualities had a positive impact on customer satisfaction and loyalty. Fang, Luo, and Jiang (2013), likewise studied the time-varying impacts of service recovery on customer satisfaction. The study used secondary data from the Chinese mobile phone markets which were analysed using a multivariate time-series model. The study found that compensation has a moderate impact and communication and a mild effect on customer satisfaction. It is generally considered that effective service recovery will ultimately result in customer satisfaction. Other studies that highlight the positive and significant relationship include Cheng, Gan, Imrie, and Mansori (2018), Kau and Loh, (2006), and Zaid, Palilati, Madjid, and Bua (2021). It is worth noting that according to the "recovery paradox," customer satisfaction after an effective service recovery exceeds that of customers who have not encountered any problems with the initial service (McCollough & Bharadwaj, 1992).

A few more studies have treated service recovery as a tri-dimensional construct. Tax et al (1997) and Smith and Bolton (1998) among others, contend that the three dimensions of service recovery are distributive, procedural, and interactional justice. The importance of making separate tests of the relationships between the three dimensions and customer satisfaction is anchored on the knowledge that each dimension might have a differing extent and direction of influence. While some empirical results have shown the predominance of distributive justice (Clemmer & Schneider, 1996), Amin, Piaralal, Daud, and Mohamed (2020) noted that procedural and interactional justice have a significant relationship with customer satisfaction. This was found to be in sharp contrast to the insignificant result of distributive justice against customer satisfaction (ibid). While there is still a growing body of research in the realm of service recovery, more distinctions are made of its dimensions. Greenberg (1993) contended that interactional justice could be split into "interpersonal justice" and "informational justice." By this distinction, service recovery is thus deemed to have four dimensions i.e. (1) distributive justice, (2) procedural justice, (3) interpersonal justice, and (4) informational justice. Colquitt (2001) noted that the four-dimensional construct takes into account the important role that information plays in service recovery following service failures. While there are few studies conducted on service recovery, in Tanzania there are none that are known to the researcher which has treated service recovery through a four-dimensional lens. The dearth of studies on service recovery that have been conducted in the Tanzanian context necessitated this study. The study addresses those gaps by examining the effect of four service recovery dimensions; distributive, interpersonal, procedural, and information justices, on customer satisfaction in Tanzania's telecommunications firms.

Conceptual Framework

The study will be guided by the conceptual framework (See Fig. 1) to test the relationship between service recovery and satisfaction in Tanzania’s telecommunications companies. Independent variables for the study will be distributive, procedural, interactional, and informational justices while the dependent variable is customer satisfaction.

Predictor variables

Outcome Variable

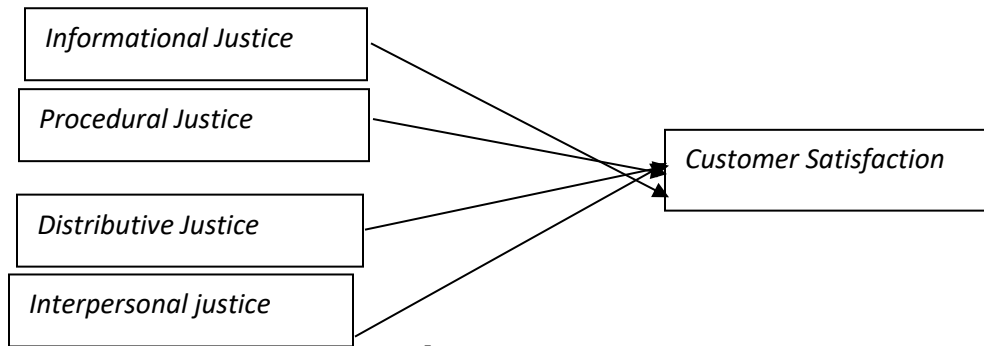


Figure 1: A Conceptual Framework

Source: Created from literature review

Based on the foregoing argumentation, this study is thus guided by the following hypotheses:

- H₁: *Information justice positively influence service recovery satisfaction.*
- H₂: *Procedural justice positively influences service recovery satisfaction.*
- H₃: *Distributive justice positively influences service recovery satisfaction.*
- H₄: *Interpersonal justice positively influences service recovery satisfaction.*

Research Methods

Since the focus of this study was on examining service recovery's influence on customer satisfaction, the target population was individuals who have broadband internet services of the TTCL. The data used were collected through convenience sampling of Stone Town-Zanzibar residents from February 2022 to April 2022 using trained research assistants. Researchers chose Stone Town as an area of study due to its affinity and accessibility to TTCL broadband internet. After introducing themselves by showing their students' identity cards, the research assistants explained the purpose of the research to the potential respondents. Only those potential respondents who had used broadband internet services in the last 3 months were considered and upon agreeing to participate in the study they were given a questionnaire to fill in. A total of 91 dully filled questionnaires out of 150 were deemed suitable for analysis. The population for the study was 1,000 customers. The sample size was determined using Slovin's Formula, $n = N / (1 + Ne^2)$.

Whereby:

- n = Sample size
- N = Targeted population
- e = Margin of i.e., 10%
- $n = 1000 \div (1 + 1000 * 0.12)$
- $n = 1000 \div 11$
- $n = 90.9$, therefore $n = 91$

The questionnaire that was used had two sections; the first section captured respondents' demographic variables and usage of internet services and second section had questions on distributive, procedural, interactional, and informational justice and customer satisfaction. These questions were adapted from previous studies to ensure reliability and validity. The questions capturing the variables under investigation were framed in the 5-point Likert scales ranging from 1= Strongly Disagree to 5= Strongly Agree.

Data Analysis

The study used descriptive data analyses which used to summarize the collected data through frequency distributions, mean, and standard deviations. Regression analysis was used in estimating the relationship between perceived justice and customer satisfaction (Williamson et al., 2018). The study also used correlation analysis to measure the strength of the linear association between perceived justice and customer satisfaction through the determination of the degree of the different variables. Cronbach alpha tests were run to ascertain the reliability. As shown in Table 1, the results revealed that all variables were reliable exceeding the threshold alpha value of 0.7. The validity of data was ensured through a two-step approach. First, pre-testing the questionnaire in a pilot study, and second, improving the questionnaire alongside the help of marketing experts at the University of Dar es Salaam Business School.

Table 1: Cronbach Alpha Test of Reliability

Variable	Number of Items	Cronbach alpha
Distributive Justice	3	0.707
Procedural Justice	3	0.817
Interpersonal Justice	2	0.767
Informational Justice	4	0.936
Customer Satisfaction	2	0.773

Source: Data Analysis (2023)

Results

The description of the sample is presented in Table 2. The sample is relatively gender-balanced at 58 males (49.2%) and 33 females (50.8%). Regarding age and education, the sample is dominated by 65 respondents aged 26-35 (71.4%) and diploma holders were 46 (50.5%) respectively. These results suggest that the study's sample is diverse in terms of age and education level. The dominance of respondents aged 26-35 may indicate a higher level of familiarity with modern technologies and services. The fact that a substantial portion holds diploma-level education may imply a relatively educated sample, potentially with a decent understanding of customer service and satisfaction metrics. This demographic makeup could have implications for how service recovery efforts are perceived and received.

Table 2: Demographic Characteristics of the Respondents

Variable	Respondents	Frequency (N)	Percentage (%)
Gender	Male	58	63.7
	Female	33	36.3

Age	18-25	5	5.5
	26-35	65	71.4
	36-45	17	18.4
	46-55	3	3.3
	56+	1	1.1
Education	Secondary	16	17.6
	Diploma	46	50.5
	Bachelor Degree	18	19.8
	Master degree	11	12.1

Source: Data Analysis (2023)

Descriptive Analysis for Service Recovery Practices

This section provides a descriptive analysis of the service recovery strategies employed by TTCL. This is done before delving into inferential regression analyses. The average scores/mean values obtained from a five-point Likert scale were utilized as the metric for measurement. The utilization of a five-point Likert scale facilitated the establishment of a decision criterion. Descriptive analysis yielding Mean values greater than 3 are categorized in the agreement zone, while those falling below were placed in the disagreement zone.

Distributive Justice Practices

Table 3 presents the percentage distribution of respondents for each level of agreement on whether the organization apologizes, compensates, or provides fair compensation following a service failure. The findings show the mean scores of the indicators of distributive justice. The company's apology practice has $M= 4.2$, provision of compensation – $M= 4.3$, and provision of fair compensation with $M= 4.2$. The findings indicate that TTCL customers rate the company's provision of distributive justice to its customers as surpassing the agreed threshold (> 3), serving as a form of service recovery.

Table 3: Mean Score Analysis: Distributive Justice Practices

Variable	Mean
Organization apologies for the inconvenience	4.17
Organization provide compensation	4.26
Fairness compensation	4.18

Source: Data Analysis (2023)

Procedural Justice Practices

Table 4 shows the mean score of the indicators of procedural justice. The summary result shows that the company's practice of timely solving of problems, communication of service solution time, and regular checking of service status have mean scores of 4, 4.1, and 4.09 respectively. This indicates that TTCL offers procedural justice to its customers equal to or exceeding the agreed-upon threshold (≥ 3) for its customers.

Table 4: Mean Score of Procedural Justice Practices

Variable	Mean
Immediate solution	4.00
Service recovery time	4.10
Customer status	4.09

Source: Data Analysis (2023)

Interpersonal Justice Practices

This study sought to understand whether TTCL service recovery is done using interpersonal justice through the friendliness of its service providers and sincere interest in solving customer queries. The findings are summarized in Table 5 showing the mean score of the indicators of procedural justice. The summary result shows that the friendliness and sincere concern of TTCL employees in solving reported problems have a mean score of 4 and 4.2 respectively. This result indicates that all TTCL customers rate TTCL's provision of interpersonal justice to its customers as equal to or exceeding the agreed threshold (≥ 3).

Table 5: Mean Score Summary of Interpersonal Justice Practices

Variable	Mean
Service provider friendly	4.00
Sincere interest in solving	4.17

Source: Data Analysis (2023)

Informational Justice Practices

Lastly, this study sought to understand informational justice practices as executed by TTCL by explaining to its disgruntled customers, contacting customers to solve the service problem, adequately answering customers' questions, and having a clear policy on how customers ought to complain in the event of poor services. The results show that the availability of the company's clear service recovery policy has a mean score of 4.1, is the most practiced form of information justice, followed by contacting dissatisfied customers ($M=4.022$), providing failure information ($M=4.011$), and lastly the ability to answer customer questions ($M=4.000$). All indicators of information justice received mean scores of 4 and above, indicating that TTCL consistently met expectations in providing adequate and fair information to its customers.

Table 6: Mean Score Summary of Informational Justice

Variable	Mean
Provide failure information	4.01
Contact responsible person	4.02
Answer questions from customers	4.00
Clear recovery policy	4.16

Source: Data Analysis (2023)

Inferential Analysis for Objectives of the Study

To understand the effect of independent variables on the dependent variable, this study performed inferential analysis by using the ordinary least-squared multiple regression

techniques. In this analysis, the dependent variable was customer satisfaction, and the independent variables were distributive, procedural, interpersonal, and informational justices.

Diagnostic Testing for Regression Assumptions

Before the regression analysis, the assumptions of Multicollinearity and heteroscedasticity were tested. The test for multicollinearity was done by using a Variance Inflation Factor (VIF) method. Multicollinearity occurs when two or more predictors in the model are correlated and provide redundant information about the response. Multicollinearity was measured by variance inflation factors (VIF) and tolerance. VIF values greater than 5 and Tolerance values less than 0.2 indicate the presence of multi-collinearity (Hair et al. 2010). Table 7 shows that all VIF values are well less than 5. In general, the data used to conduct regression analysis is free from multicollinearity.

Table 7: Variance Inflation Factor

Variable	Tolerance	VIF
Distributive Justice	0.27	4.93
Procedural Justice	0.31	4.77
Interpersonal Justice	0.21	4.86
Informational Justice	0.20	3.84

Source: Data Analysis (2023)

Breusch Pagan test was deployed in examining heteroscedasticity where the original regression analysis was used to generate residual values which were then squared. Later, the squared residuals were regressed against the independent variables. The model summary of that regression is the one to be used to test heteroscedasticity. The model summary is shown in Table 8. The p-value (Sig.) is larger than 0.05 suggesting that there is not enough evidence to claim heteroscedasticity.

Table 8: Model Summary for Squared Residuals

Model	R	Adjusted R-squared	Sig
1	0.533	0.25	0.54

Source: Data Analysis (2023)

Regression Results

Table 9 provides the R and R² values. The R-value represents the simple correlation and is 0.921, which indicates a high degree of correlation. The R² value (0.849) indicates how much of the total variation in the dependent variable, in this case, customer satisfaction, can be explained by the four independent variables that are distributive, procedural, interpersonal, and informational justices. In this case, 84.9% can be explained, which is very large. The remaining percentage is explained by other factors such as service quality, rates, and situational factors among others.

Table 9: Model Summary

Model	R	R ²	Adjusted R ²
1	0.921	0.84	0.84

Source: Data Analysis (2023)

Furthermore, Table 10 shows the coefficients of regression that indicate the extent to which predictor variables affect the outcome variable. The table also shows the p-value which measures the level of statistical significance, with which the independent variable affects the dependent variable. As is shown in the table, two variables; distributional justice and interpersonal justice had a positive and statistically significant effect on customer satisfaction. The data thus demonstrates that, with a 1 percent improvement in procedural justice, customer satisfaction will improve by 0.39 percent. This effect is statistically significant at a 5 percent level. From this result, the researcher accepts the hypothesis that “Distributive justice has significant and positive effects on customer satisfaction.” For interpersonal justice, a 1 percent improvement in interpersonal justice will lead to a 0.627 percent increment in customer satisfaction. This effect is statistically significant at a 1 percent level. From this result, the researcher accepts the hypothesis that “Interpersonal justice has significant and positive effects on customer satisfaction.” The results, further show that, there was a negative but statistically insignificant relationship between informational justice and customer satisfaction ($\beta = -0.076$; $p \geq 0.05$). This is interpreted that; informational justice does not affect customer satisfaction. Similarly, there was a negative and statistically insignificant relationship between informational justice and customer satisfaction ($\beta = -0.106$; $p \geq 0.05$).

Table 10: Regression Coefficients

Variables	Unstandardized Coefficients	p-value
(Constant)	0.643	0.038
Distributional Justice	0.391**	0.029
Procedural Justice	-0.106	0.497
Interpersonal Justice	0.627***	0.001
Informational Justice	-0.076	0.340

Note: **p<0.05, *** p<0.01

Source: Data Analysis (2023)

Discussion of findings

Informational Justice and Customer Satisfaction

Informational justice is found to have a negative and insignificant relationship with customer satisfaction in Tanzania telecommunications. Similar findings are reported by Zhu and Park (2022) who found that informational justice influence on recovery satisfaction was not significant. These findings are in sharp contrast with the findings by Badawi, Hartati, and Muslichah (2021), Carr (2007), and Kussusanti et al. (2019) who found that Informational justice has a positive and significant effect on customer satisfaction. Notably, telecommunications companies are today inundated with a bombardment of feedback, complaints, and information from customers. Failure to address these in real time frustrates and dissatisfies customers further. Even the most proactive service providers may fail to keep abreast with the voluminous information from customers. With the shifting powers from the

companies to the customers, Mattila and Carnage (2005) note that offering apologies and compensation becomes an effective means of realizing informational justice.

Procedural Justice and Customer Satisfaction

Adherence and compliance to the formulated procedural justice practices is one area with which many service providers are having a problem. The conclusion that procedural justice was found to have a negative and insignificant relationship with customer satisfaction could partly be explained by the non-enforcement of the guidelines and operating procedures. According to Blodgett, et al. (1997), procedural justice relates to policies, procedures, and criteria used in arriving at the desired outcome. Amplifying on the same, Tax et al. (1998) also contended that the five elements of procedural justice are process control, decision control, accessibility, timing/speed, and flexibility. The findings of this study are however different from the findings by Severt (2006) and Zhu and Park (2022) who found that procedural justices have a significant and positive influence on customer satisfaction.

Distributive Justice and Customer Satisfaction

Distributive justice is highly useful to foster customer satisfaction because as service failures occur, they subject customers to loss. In that case, distributive justice has been well exercised in private telecommunications companies through apologies and compensation where necessary through providing extra airtime, bundle time, or other freebies. The organization's service recovery helps in retaining customers and reducing the cost of persuading them once they switch to using competitors' services. This study's findings are consistent with the findings of Wu, Du, and Sun (2020) which were conducted in the online service recovery. Other studies (e.g. Zhu & Park, 2022; Rashid et al. 2014) found that distributive justice has a positive and significant influence on customer satisfaction. Nonetheless, Amin et al. (2020) reported contrasting results, indicating that distributive justice did not exert a noteworthy influence on service recovery satisfaction.

Interpersonal Justice and Customer Satisfaction

Furthermore, Interpersonal justice has been found to have a positive and significant influence on customer satisfaction. Customers do take a keen interest in how they are being treated following a service failure they have raised complaints over. When employees are not showing interest and are not being friendly can precipitate a situation where customers abandon the service. Thus, the hypothesis that interpersonal justice has a positive influence on customer satisfaction is supported by Anderson and Porter (2016), Fang et al. (2013), Cheng et al. (2018), and Hayati (2017).

Conclusion and recommendations

Service recovery is indeed an important aspect of telecommunications companies. This is attributed to the fact that the services experience frequent failures. The situation distorts service quality because customers suffer unintended consequences. However, in responding to the issue most companies have been striving towards satisfying their customers. This study provides imperative insights into the effect of service recovery on customer satisfaction by highlighting the positive and significant effects that distributive and interpersonal justices have.

To enhance interactional justice, the study recommends that TTCL should train employees on how to manage interactions with customers whose complaints have been lodged. At all times when dealing with and handling customer complaints, service providers who are invariably referred to as emotional laborers, should demonstrate respect, courtesy, and attentiveness while providing pertinent feedback to customers. The company should provide fair compensation to customers who face internet failures by providing new internet modems or free internet packages to customers. The provision of fair compensation will lead to mutual benefits for the company and customers. It should also be noted that one of the foundations and basic strategies of retaining customers and recovering from a service failure is the assurance that the company will continue to improve its delivery of quality services. TTCL can minimize service failures by providing internet which has high network capacity.

Theoretical and practical implications

Findings of this study have valuable theoretical and practical implications for the management of telecommunications companies. The findings provide partial support for the Equity theory adopted here, as only two out of the four predictor variables - distributive justice and interpersonal justice - were found to significantly influence customer satisfaction. This reaffirms the unequivocal influence of most especially the distributive justice and interpersonal justice on customer satisfaction. The results are not surprising as generally speaking, Equity theory deals with outcome fairness, and therefore, it is invariably and majorly considered to be a distributive justice theory. Moreover, the study sheds light on the importance of differentiating interactional justice into informational and interpersonal justice. While the latter was found to significantly influence customer satisfaction, the former showed a negative and insignificant influence. This explains that the treatment of the two as one construct could confound the relationship between organisational justices and customers' satisfaction or any desired outcome.

In today's competitive marketplace, service providers must ensure justice in their interactions with customers to yield highly satisfied customers. Practically speaking, it can be noted that, given the results, the justice framework can be used as a guide to propose strategies aimed at increasing customer satisfaction. Employees should prioritize treating customers with respect and dignity while ensuring timely communication. Understanding how various forms of justice interact to shape customer satisfaction helps managers effectively manage customer satisfaction, even in situations where some injustice may be perceived. When customers sense distributional injustices, managers should aim to provide even better treatment. Similarly, if customers perceive procedural injustices, managers should focus on enhancing communication with customers and actively seek feedback from them.

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