

The Effect Analysis of Handling Complaint on Trust, Word of Mouth and Consumer Loyalty with Customer Satisfaction as Moderating Variable

Ari Tia Vialdo Ginting, Nazaruddin, Rulianda Purnomo Wibowo

Master of Management Study Program, Postgraduate School of University of Sumatera Utara

Corresponding Author: Ari Tia Vialdo Ginting

ABSTRACT

This study aims to determine the effect of handling complaints consisting of procedural justice, interactional justice and distributive justice on trust, word of mouth and loyalty with customer satisfaction as a moderating variable. This type of research is causal research. The study population is all wholesalers who filed complaints against PT Siantar Top Tbk Medan from the 2017-2019 period as many as 40 respondents. The sampling technique uses saturated sampling and primary data obtained through questionnaire. Furthermore, the research data were analyzed using multiple linear regression. The results showed that partially procedural and distributive justice have a significant effect on trust, word of mouth and loyalty with customer satisfaction as a moderating variable. While interactional justice has no significant effect on trust, word of mouth and loyalty with customer satisfaction as a moderating variable. Furthermore, it is recognized that customer satisfaction and word of mouth have a significant effect on loyalty. While trust does not have a significant influence on customer loyalty. Thus, this study provides empirical evidence that procedural justice and distributive justice are the most prioritized types of complaint handling to increase customer loyalty.

Keywords: Consumer Loyalty, Complaint Handling, Customer Satisfaction, Word of Mouth

INTRODUCTION

Business competition is so tight, making business people want to always

attract consumers to be able to win the customer market. As for the changes that occur are marked by the mindset of a developing society, technological advances, and lifestyles that cannot be separated from the effects of globalization. So this makes every company more persistent in providing maximum satisfaction for customers. However, in reality failure still often arises as a result of human error or factors of production. A product that has failed in its production process or has a defect, and the product reaches consumers will reduce company profits, trust and customer satisfaction. Reduced customer satisfaction is characterized by the emergence of complaints from customers as a result of these failures.

Heskett and Sasser (1990) explained that complaint handling is a strategy used by companies to resolve and learn from failures in order to re-establish trust in the eyes of customers. Complaints given by customers is a feedback that must be utilized by the company in improving the quality of products / services produced. Basically handling customer complaints can be viewed from three aspects of justice, namely procedural, distributive and interactional justice. Procedural justice refers to the handling of complaints made by the company quickly, clearly and minimally. Good procedural justice must include several aspects such as accessibility (ease of customer submission of complaints), process control (handling complaints clearly

and monitored by customers), speed (fast handling of complaints) and flexibility (handling complaints in accordance with customer expectations) (Greenberg, 1990). Distributive justice refers to the allocation and compensation costs imposed by the company for losses incurred due to customer dissatisfaction. This type of distributive justice, for example, returns to customers' costs, repairs to service errors and company apologies to customers.

On this occasion, research was conducted on PT Siantar Top Tbk's customer satisfaction. Companies engaged

in the food industry since 1972 such as snacks, candy, biscuits / wafers, noodle snacks, instant noodles and coffee. The company has expanded to several Asian regions such as China. In the business and operational processes carried out by PT Siantar Top Medan branch, there are specific targets set by the QC department (quality control) in maintaining product quality and quality, one of which is zero complaint. But in reality, there are still customer complaints as shown in Table 1 below.

Table 1 Customer Complaints Data at PT Siantar Top Medan

Year	Number of complaints	Information
2015	43	Expired and production codes do not match, the contents in one box are lacking, bandrol is damaged, deflated and sluggish
2016	35	The amount of contents in one box is less, the bandrol is damaged, and is deflated
2017	55	Bandrol is damaged, sluggish, and the amount of contents in one box is less
2018	18	Product is damaged, sluggish, and the amount of contents in one box is less
2019 (January-October)	23	Product is damaged, deflated, sluggish, and the amount of contents in one box is less

That as a result of the appearance of complaints from customers (distributors) is indicated to have a bad influence on company revenue. This is supported by PT Siantar Top Medan Revenue data for the 2015-2018 period presented in Table 2 below.

Table 2 Customer Revenue Data at PT Siantar Top Medan

Year	Revenue
2015	310.661.837.787
2016	286.456.624.964
2017	292.986.943.838
2018	286.109.647.021

Based on the background description above, researchers have an interest in conducting research on the analysis of the effect of handling complaints on trust, word of mouth, and customer loyalty at PT Siantar Top Medan Branch. Specifically, to find out the level of influence of the perception of fairness in handling complaints and how it affects the level of customer satisfaction.

Complaint Handling

Consumer Complaint behavior is a term that includes all the different consumer

actions if they feel dissatisfied with a purchase or service (Sunarto, 2006). A complaint is an action carried out by someone, which includes communicating something negative to a product or service that is created or marketed (Oxford pocket dictionary, new edition, 2005). Complaints require immediate countermeasures so that the company can deal quickly with what is causing customer dislike. It is hoped that in the future in the future there will be no more customers complaining about the same thing with the company. Complaint handling is good, of course, if the problems faced by customers do not occur again in the next period.

In justice theory there are three models of justice, namely procedural justice, interactional justice and distributive justice.

a. Procedural Justice

The concept in procedural fairness is the customer is given the opportunity to tell the problems faced and the company provides an explanation that can be accepted by the customer. Explained by Greenberg (1990), procedural justice is important for resolving conflicts, as a way to encourage

the continuation of productive relations between disputing parties, especially when the results are not satisfactory for one party or for both parties. According to Greenberg (1990), based on his research finding a relationship between procedural fairness and satisfaction by using variables such as: accessibility, speed, process control and flexibility of handling procedures Complaint (Flexibility).

b. Interactional Justice

Maxham and Netemeyer (2002) define interactional justice as consumers' feelings after they are treated fairly with respect to their personal interactions with company personnel through the recovery process, including in this concept are attention, courtesy, elements of honesty, and efforts to handle complaints. Evaluation of the service recovery process is more determined by the interaction between consumers and employees. Tax, Brown & Chandrashekar (1998) identified five elements of interactional justice, namely: clarification, honesty, politeness, effort and caring (empathy).

c. Distributive Justice

The theory of this aspect of distributive justice emphasizes the allocation of compensation and costs (Tax, Brown & Chandrashekar, 1998). This distributive justice is a customer's perception of the fairness of compensation / compensation obtained from the service recovery / handling Complaint. Kelley, Hoffman & Davis (1993) suggested that in handling Complaint, distribution and final settlement results can be seen from: corrections of charges, refunds, repairs, and apologies).

Customer Satisfaction

Customer satisfaction is the consumer's response to the evaluation of perceived discrepancies between previous expectations and perceived product performance. According to Willie (in Tjiptono, 1997) defines customer satisfaction as "An emotional response to an evaluation of the consumption experience of

a product or service". In response to experiences felt by customers after consuming a product or service.

Trust

Trust is the foundation of business. Building trust in long-term relationships with customers is an important factor for creating customer loyalty. According to Kotler and Keller (2012) trust is the willingness of companies to depend on business partners. Trust depends on several interpersonal and inter organizational factors such as competence, integrity, honesty and kindness. When one party has confidence that the other party involved in the exchange has reliability and integrity, then it can be said that there is trust.

Word of Mouth

Word of mouth is a person-to-person communication between the source of the message and the recipient of the message where the recipient receives the message in a non-commercial way about a product, service, or brand. According to Hasan (2010), word of mouth is a compliment, recommendation and customer comment about their experience of services and products that really influence customer decisions or their buying behavior. Word of mouth can form the trust of customers. Meanwhile, according to Sernovitz (2009), word of mouth is a conversation that naturally occurs between people and word of mouth is the talk of genuine consumers. Based on the opinion of Sernovitz (2009), Word of mouth consists of two types, namely:

1. Organic word of mouth is a talk that blossomed naturally from the positive qualities of your company.
2. Amplified word of mouth is a conversation initiated by a deliberate campaign to get people talking.

Customer Loyalty

According to Tjiptono (2004), "customer loyalty is a customer commitment to a brand, store or supplier

based on the very positive nature of long-term purchases". From this understanding it can be interpreted that loyalty to the brand is obtained because of a combination of satisfaction and complaint. While customer satisfaction comes from how much the company's performance to generate satisfaction by minimizing Complaint in order to obtain long-term purchases made by consumers. According to Hidayat (2009) consumer loyalty is a consumer's commitment to a market based on a positive attitude and is reflected in consistent repurchases. Indicators of consumer loyalty are:

1. Trust is a response to consumer confidence in the market.

2. Emotion commitment is a consumer psychological commitment to the market

3. Switching costs are consumer responses about the burden received when changes occur

4. Word of mouth is the publicity behavior of consumers towards the market.

5. Cooperation is consumer behavior that shows the attitude of working with the market.

Conceptual Framework

Through this conceptual framework, it can be stated that the handling of complaints consisting of distributive justice, procedural justice and interactional justice have an influence on satisfaction, trust, word of mouth and loyalty.

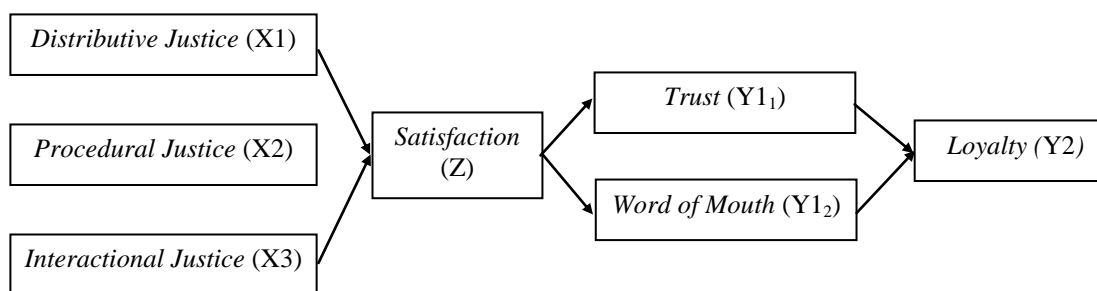


Figure 1: Conceptual Framework for Research

Research Hypothesis

1. There is a positive and significant effect between distributive justice done by the company to the satisfaction of handling customer complaints
2. There is a positive and significant effect between procedural fairness conducted by the company on satisfaction with handling customer complaints
3. There is a positive and significant effect between interactional justice done by the company on satisfaction with handling customer complaints
4. There is a positive and significant effect between satisfaction with handling customer complaints on customer trust
5. There is a positive and significant influence between satisfaction with handling customer complaints against Word of Mouth

6. There is a positive and significant influence between customer trust and customer loyalty

7. There is a positive and significant effect between Word of Mouth on customer loyalty

RESEARCH METHOD

This type of research uses causal research using a quantitative approach. The population in this study are wholesalers and outlets in the city area of Medan and supply products from one of the major distributors of PT Siantar Top Medan branch who filed complaints against PT Siantar Top Medan branch from the period 2017 to 2019. Specifically for 2019 the samples taken were all wholesalers who file complaints from the period January to October. So that the total population in this study was 40 wholesale units. The sampling method in

this study is probability sampling with saturated sampling technique. Saturated or census sampling is a sampling technique if the entire population is determined as a sample. So that the number of samples is equal to the total population of 40 wholesale units. This research uses primary and

secondary data types. Primary data were obtained directly from respondents through the distribution of questionnaire instruments. Whereas secondary data are sourced from literature studies and historical company data related to this study with variable measurements using a Likert scale.

RESULT AND DISCUSSION

Normality test

The normality test results can be seen in the following Table.

Table 4 Normality Test Using the Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test								
		X1	X2	X3	Z	Y11	Y12	Y2
N		40	40	40	40	40	40	40
Normal Parameters ^a	Mean	52.3750	44.7750	10.1250	13.5250	10.5000	14.6750	17.9000
	Std. Deviation	3.49863	4.52054	2.28919	2.62129	1.26085	1.81712	1.31656
Most Extreme Differences	Absolute	.157	.114	.169	.127	.171	.167	.180
	Positive	.100	.093	.131	.123	.154	.108	.151
	Negative	-.157	-.114	-.169	-.127	-.171	-.167	-.180
Kolmogorov-Smirnov Z		.995	.719	1.066	.806	1.081	1.057	1.140
Asymp. Sig. (2-tailed)		.275	.679	.205	.534	.193	.214	.149

Source: Data Processed, 2019

Based on the results of normality testing above it is known that the Asymp value. Sig. (2-tailed) obtained for each study variable is greater than 5% (> 0.05). Thus, it can be concluded that the research data used are normally distributed.

Multicollinearity Test

The results of multicollinearity testing can be seen in the following Table.

Table 5 Uji Multicollinearites

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	X1	.893	1.120
	X2	.762	1.312
	X3	.819	1.220

Source: Data Processed, 2019

Based on the table above it is known that the VIF values for procedural justice, interactional justice and distributive justice variables are 1.120, 1.312 and 1.220, respectively. Tolerance values for procedural justice, interactional justice and distributive justice variables are 0.893, 0.762 and 0.819, respectively. Because the VIF value < 10 and the toll $>> 10$ for each

independent variable of the study, it can be concluded that there is no multicollinearity.

Heteroscedasticity Test

The results of heteroscedasticity testing can be seen in Figure 2.

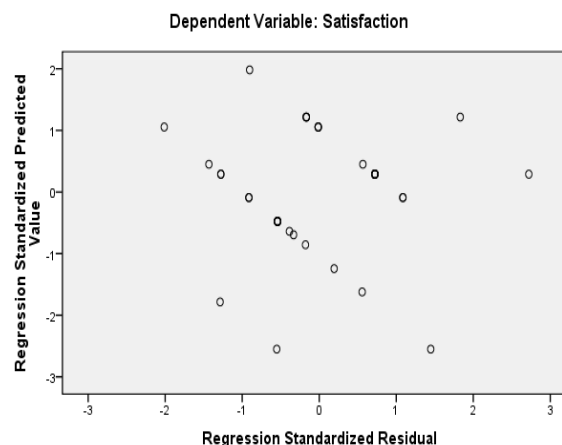


Figure 2 Heteroscedasticity Testing

Based on the graph above, it can be seen that there are no specific patterns found in rafikplot (randomly distributed). So it can be concluded that in this study heteroscedasticity did not occur.

Determination Coefficient Analysis (R Square)

Table 6 Determination Coefficient Test Results (R Square)

Model Summary^b

No	Variable	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	Procedural Justice, Interactional Justice Dan Distributive Justice --->> Satisfaction	1	.707 ^a	0.5	0.458	0.5
2	Procedural Justice, Interactional Justice Dan Distributive Justice --->> Trust	1	.671 ^a	0.451	0.405	0.358
3	Procedural Justice, Interactional Justice Dan Distributive Justice --->> Word of Mouth	1	.748 ^a	0.559	0.522	0.399
4	Procedural Justice, Interactional Justice Dan Distributive Justice --->> Loyalty	1	.587 ^a	0.344	0.29	0.418
5	Satisfaction --->> Trust	1	.569 ^a	0.324	0.306	0.387
6	Satisfaction --->> Word of Mouth	1	.687 ^a	0.472	0.458	0.425
7	Satisfaction --->> Loyalty	1	.609 ^a	0.37	0.354	0.399
8	Trust dan Word of Mouth --->> Loyalty	1	.597 ^a	0.357	0.322	0.409

Source: Data Processed, 2019

1. The influence given to all Procedural Justice, Interactional Justice and Distributive Justice variables on satisfaction is 50.00%. While the remaining 50.00% is influenced by other factors not included in this study.
2. The influence given to all Procedural Justice, Interactional Justice and Distributive Justice variables on trust is 45.10%. While the remaining 54.90% is influenced by other factors not included in this study.
3. The influence given to all Procedural Justice, Interactional Justice and Distributive Justice variables on word of mouth is 55.90%. While the remaining 44.10% is influenced by other factors not included in this study.
4. The influence given to all Procedural Justice, Interactional Justice and Distributive Justice variables on loyalty is 34.40%. While the remaining 65.60% is influenced by other factors not included in this study.
5. The influence given to the satisfaction variable on trust amounted to 34.40%. While the remaining 67.60% is influenced by other factors not included in this study.
6. The effect of the satisfaction variable on word of mouth is 47.20%. While the remaining 52.80% is influenced by other factors not included in this study.

7. The effect of the satisfaction variable on loyalty is 37.00%. While the remaining 63.00% is influenced by other factors not included in this study.
8. The effect of trust and word of mouth variables on loyalty is 35.70%. While the remaining 64.30% is influenced by other factors not included in this study.

Significance of Simultaneous Influence Test (FTest)

1. Based on testing of the variable Procedural Justice, Interactional Justice and Distributive Justice Against Satisfaction it is known that the significance value of $0,000 < 0.05$ and the value of $F_{count} 11.981 > F_{table} 3.23$. Thus it can be concluded that the variable procedural justice, interactional justice and distributive justice have a positive and significant effect on the satisfaction variable.
2. Based on testing of the variable Procedural Justice, Interactional Justice and Distributive Justice Against Trust, it is known that the significance value is $0,000 < 0.05$ and the value of $F_{count} 9854 > F_{table} 3.23$. Thus it can be concluded that the variable procedural justice, interactional justice and distributive justice have a positive and significant effect on the variable trust.

3. Based on testing of the variable Procedural Justice, Interactional Justice and Distributive Justice Against Word of Mouth it is known that the significance value of 0,000 <0.05 and the value of Fcount 15.206 > Ftable 3.23. Thus it can be concluded that the procedural justice, interactional justice and distributive justice variables have a positive and significant effect on the word of mouth variable.
4. Based on testing of the variable Procedural Justice, Interactional Justice and Distributive Justice Against Loyalty it is known that the significance value is 0,000 <0.05 and the Fcount is 6.299 > Ftable 3.23. Thus it can be concluded that the variable procedural justice, interactional justice and distributive justice have a positive and significant effect on the variable loyalty.
5. Based on testing of the variable Trust and Word of Mouth Against Loyalty it is known that the significance value of 0,000 <0.05 and the value of Fcount 10.255 > Ftable 3.23. Thus it can be concluded that the trust and word of mouth variables have a positive and significant effect on the loyalty variable.

Significance of Partial Influences Test (t Test)

1. Based on the results of partial testing of the variable Procedural Justice, Interactional Justice and Distributive Justice Against Satisfaction, the following multiple regression equation is :

$$Y = -0,342 + 0,445X_1 + 0,368X_3$$

The following test results obtained the following conclusions:

- a. The procedural justice variable has a positive and significant effect on satisfaction with a significance value of 0.007 <0.05 and tcount 2.866 > t table 1.684.
- b. The interactional justice variable does not have a positive and significant effect on satisfaction with

a significance value of 0.390 > 0.05 and tcount of 0.870 < t table 1.684.

- c. Distributive justice variable has a positive and significant effect on satisfaction with a significance value of 0.001 <0.05 and tcount 3.607 > t table 1.684.

2. Based on the results of partial testing of the variable Procedural Justice, Interactional Justice and Distributive Justice Against Trust, the following multiple regression equation is :

$$Y = 0.999 + 0.230X_1 + 0.204X_3$$

The following test results obtained the following conclusions:

- a. The procedural justice variable has a positive and significant effect on trust with a significance value of 0.046 <0.05 and tcount 2.071 > t table 1.684
- b. The interactional justice variable has a positive and not significant effect on trust with a significance value of 0.079 > 0.05 and tcount 1.810 > t table 1.684
- c. The distributive justice variable has a positive and significant effect on trust with a significance value of 0.008 <0.05 and tcount 2.800 > t table 1.684.

3. Based on the results of partial testing of the variable Procedural Justice, Interactional Justice and Distributive Justice Against Word of Mouth, the following multiple regression equation is:

$$Y = 0.239 + 0.592X_1 + 0.244X_3$$

The following test results obtained the following conclusions:

- a. The procedural justice variable has a positive and significant effect on word of mouth with a significance value of 0,000 <0.05 and tcount 4.778 > t table 1.684.
- b. The interactional justice variable does not have a positive and significant effect on word of mouth with a significance value of 0.723 > 0.05 and tcount of 0.357 < t table 1.684.

c. Distributive justice variable has a positive and significant effect on word of mouth with a significance value of $0.005 < 0.05$ and $t_{count} > 3.008 > t_{table} 1.684$.

4. Based on the results of partial testing of the variable Procedural Justice, Interactional Justice and Distributive Justice Against Loyalty, the following multiple regression equation is :

$$Y = 2,046 + 0,287X_1 + 0,216X_3$$

The following test results obtained the following conclusions:

a. The procedural justice variable has a positive and significant effect on loyalty with a significance value of $0.034 < 0.05$ and $t_{count} 2.209 > t_{table} 1.684$

b. The interactional justice variable does not have a positive and significant effect on loyalty with a significance value of $0.550 > 0.05$ and $t_{count} 0.603 < t_{table} 1.684$

c. Distributive justice variable has a positive and significant effect on loyalty with a significance value of $0.016 < 0.05$ and $t_{count} 2.531 > t_{table} 1.684$

5. Based on the results of a partial test of the Satisfaction Variable Against the Trust, the following multiple regression equation is :

$$Y = 2,339 + 0,389Z$$

The test results above, it can be concluded that the satisfaction variable gives a positive and significant partial effect on the trust variable. This is evidenced by the significance value of $0,000 < 0.05$ and $t_{count} 4.268 > t_{table} 1.684$

6. Based on the results of partial testing of the variable Satisfaction Against Word of Mouth, the following multiple regression equation is :

$$Y = 1,733 + 0.583Z$$

The test results above, it can be concluded that the satisfaction variable gives a positive and significant partial effect on the word of mouth variable. This is evidenced by the significance value of $0,000 < 0.05$ and $t_{count} 5.829 > t_{table} 1.684$

7. Based on the results of partial tests of the variable Satisfaction Against Loyalty, the following multiple regression equation is :

$$Y = 2,844 + 0,444Z$$

The test results above, it can be concluded that the satisfaction variable gives a positive and significant partial effect on the loyalty variable. This is evidenced by the significance value of $0,000 < 0.05$ and $t_{count} 4.728 > t_{table} 1.684$

8. Based on the results of partial testing of the Trust and Word of Mouth variables on Loyalty, the following multiple regression equation is :

$$Y = 2,272 + 0,455Y_{12}$$

The following test results obtained the following conclusions:

a. Trust variable does not have a positive and significant effect on loyalty with a significance value of $0.532 > 0.05$ and $t_{count} 0.631 < t_{table} 1.684$

b. Word of mouth variable has a positive and significant effect on loyalty with a significance value of $0.003 < 0.05$ and $t_{count} 3.195 > t_{table} 1.684$

The results of the above study indicate that the independent variables of procedural justice and distributive justice have a positive and significant effect on satisfaction, trust, word of mouth and loyalty. Whereas the interactional justice variable did not have a significant effect. This shows that respondents prioritize handling complaints related to procedural and distributive.

CONCLUSION

Based on the results of research and discussion that has been done previously it can be concluded that:

1. There is a positive and significant effect between distributive justice performed by the company on satisfaction with handling customer complaints.
2. There is a positive and significant influence between procedural fairness

conducted by the company on satisfaction with handling customer complaints.

3. There is no positive and insignificant influence between the interactional justice done by the company to the satisfaction of handling customer complaints.
4. There is a positive and significant influence between satisfaction with handling customer complaints on customer trust.
5. There is a positive and significant effect between satisfaction with the handling of customer complaints against Word of Mouth.
6. There is no positive and insignificant influence between customer's trust on customer loyalty
7. There is a positive and significant effect between Word of Mouth on customer loyalty.

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