# Mediation of the Recovery of Satisfaction on the Influence of Perceived Fairness on Client Trust in a Two-Star Hotel Peru Case

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## ABSTRACT

In a study, the trust variable (TR) was examined as a mediating variable, as well as the satisfaction recovery (SR) variable, and finally the perceived fairness (PF) referring to the understanding of consumer reactions to the difficulties encountered when using company services. The model used in this study was modified from what was reported by Kim et al. (2009). The main objective was to determine the SR between the influence of the PF and the TR of the client of a two-star hotel. The approach used was quantitative, with a cross-sectional design and an explanatory level, and questionnaires were used to collect data. Finally, the results suggest that SR did not play a mediating role in this context, which implies that the drawbacks and failures examined in the study did not have a significant influence on the other variables evaluated.

**Keywords:** Perceived fairness, Satisfaction recovery, Trust

## INTRODUCTION

In an increasingly competitive and customer-oriented world, customer satisfaction and trust in a company or brand are critical to its long-term success and sustainability. On the one hand, the subjective perception of customers about impartiality and fair treatment throughout good and negative encounters with the company is called perceived fairness (Cheng et al., 2019). However, perceived fairness is not the only important factor influencing customer trust, as effectively regaining customer satisfaction after a bad experience is just as important in learning how customers view the company and

whether they are willing to continue trusting in it despite setbacks (Malovaná et al., 2021).

In addition, there is evidence that customers' perception of fairness in dealing with a business can significantly influence their level of trust. On the one hand, Vázquez et al. (2017) indicated that the greater the justice perceived by the client, the greater the satisfaction and trust of him with the solutions provided to service errors. Likewise, Nadiri (2016) mentions that clients mention that SR is important, highlighting that there must be a good relationship on the part of the employees, particularly with the complainants, who perceive fairness in the efforts to resolve their complaints, which increases customer confidence in the organization and, as a result, the organization's loyalty.

Therefore, a thorough understanding of customer satisfaction is essential as it will ensure the long-term growth and survival of a business. However, there is an apparent inconsistency among researchers when conceptualizing PF over client TR (Shahid et al., 2019). Furthermore, despite the recognized potential of consumers' desire to reciprocate, previous research provides us with limited understanding of how satisfaction influences customer PF and TR (Umar, 2023).

Onthe one hand, the satisfaction that a customer experiences within a company can influence the relationship between their perception of fairness regarding the treatment received by the organization and their level of trust in the company, thus, satisfaction in a long period consolidates reliability and cultivates confidence in the service (Morrison & Huppertz, 2010). Likewise, Lii et al. (2012) assert that the moment clients manage to perceive an adequate SR, they will be able to experience an effective revalidation and, therefore, they will feel satisfied with the recovery efforts.

The study addresses several problems of the two-star hotel, such as the lack of parking, the lack of elevators and the lack of availability of reservations during the high season. In addition, the lack of empathy on the part of the staff towards the clients negatively influences the quality of the service, while the lack of a register of complaints and a presence on social networks to increase client engagement exacerbates the problem. Therefore, the general objective was to determine the mediating role of the SR between the PF and TR of the two-star client. However, the research allowed consumers to express their problems, which contributed to improving the hotel's service. This development approach would lead to a more competitive proposal in the hotel sector, benefiting both the company and society as a whole.

## METHODOLOGICAL FRAMEWORK

### Type of Investigation

Since it required the collection and analysis of numerical data, the approach used was quantitative in nature. In addition, it was applied, and this decision was based on the actual application of the information in the hotel environment. In addition, it was explanatory, since the researcher examined both the causes and the consequences of the study variables. Finally, the study was cross-sectional-non-experimental.

## Methodology

The sample taken into account in the investigation was 137 clients. Likewise, the information obtained from the surveys was based on the model developed by Kim et al. (2009). These data were processed using the SPSS software, for the relevant statistical development. In addition, a reliability (Cronbach's Alpha) of 0.793, 0.824, 0.856 was obtained for the variables PF, SR and TR, respectively.

## RESULTS AND DISCUSSION

The average rating obtained was "good", obtaining a value of 5.10, because in some cases the hotel did not provide adequate compensation for the inconveniences experienced, likewise, there is little communication with customers, the lack of empathy from the staff, which is perceived negatively by the customer, however, even though the hotel provides refunds or discounts, customers are still dissatisfied. Thus, Smith & Mpinganjira (2018) find that the dimensions of the PF variable have a fundamental effect on the other variables. This result was qualified as "very good" in terms of the average achieved.

**Table 1.** Averages of the PF items.

| Item | Average |
|------|---------|
| P1   | 6.04    |
| P2   | 5.95    |
| P3   | 4.64    |
| P4   | 5.12    |
| P5   | 5.53    |
| P6   | 5.25    |
| P7   | 4.58    |
| P8   | 4.79    |
| P9   | 5.12    |
| P10  | 4.36    |
| P11  | 4.61    |
| P12  | 4.51    |
| P13  | 5.85    |

**Table 2.** Means of the SR items.

| Item | Average |
|------|---------|
| P14  | 5.45    |
| P15  | 4.12    |
| P16  | 4.59    |
| P17  | 5.21    |

Similarly, for this objective an average rating of "good" was obtained, obtaining a value of 4.84. This result is due to the fact that sometimes the client is dissatisfied with the way in which the staff attends them and solves

the failures in the hotel service, apologizing that there is a lack of implements, it is also necessary that on certain occasions there is a lack of personnel. Corroborating the findings of Ozkan (2017), whose study found that the restoration of satisfaction also has a positive level. In the same way, the conclusions of Ozkan (2017) agree with the results of the hotel investigation, since it was possible to detect the effects that employees have according to the commitments towards clients. Thus, it is demonstrated that it is feasible to restore customer happiness if work and attention are committed to resolve complaints, doubts and challenges that arise during the provision of the service.

**Table 3.** Means of TR items.

| Item | Average |
|------|---------|
| P18 | 4.41 |
| P19 | 5.28 |
| P20 | 4.95 |
| P21 | 5.25 |

Based on the proposed objective, the qualification obtained was "regular" obtaining a value of 4.97, since few clients are not able to partially trust the collaborators when they provide the service, since the promises offered do not materialize, demonstrating a lack in the staff morality. This study contradicts Garbarino & Johnson (1999), who state that trust is the most significant factor in establishing a successful partnership. Similarly, Sarwar et al. (2012) disagree on whether employee behavior has a greater impact on building trust in an association.

**Table 4.** Mediating role of PF and SR.

| Model | | Non-standardized coefficient | | Standardized coefficient | t | Sig. |
|-------|--|------|------------|------|------|------|
| | | **B** | **Desv. Error** | **Beta** | | |
| 1 | (Constant) | 6,250 | ,254 | | 21,109 | ,000 |
| | SR | -,069 | ,059 | -,113 | -1,215 | ,224 |

Independent variable: PF

Likewise, since the sigma value exceeds 0.05, it is assumed that there is no significant effect. This is due to the two-star hotel employees not responding adequately to service concerns and not taking the necessary steps to resolve them. Consequently, clients have a poor perception of how disagreements are dealt with and resolved. Consequently, the inability of the staff to respond to concerns about the service leads to the low level of satisfaction reported. According to research by Nadiri (2016), the perceived justice variable has a significant effect on the restoration of satisfaction. The interactive justice

dimension stands out for having the strongest association. This is due to effective communication between staff, which encourages customers to come back and get service again.

**Table 5.** Mediating role of PF and TR.

| Model | | Non-standardized coefficient | | Standardized coefficient | t | Sig. |
|---|---|---|---|---|---|---|
| | | **B** | **Desv. Error** | **Beta** | | |
| 1 | (Constant) | 5,253 | ,687 | | 6,286 | ,000 |
| | PF | ,141 | ,131 | ,092 | 1,076 | ,284 |

Dependent variable: TR

Since the sigma value is greater than 0.05, it follows that there is no significant effect. This conclusion is derived from staff responses to issues raised by customers' interactions with the service. Clients expressed a lack of security and confidence both in the service provided and, in the attitude, and professionalism of the staff. In contrast, Nadiri (2016) indicates that perceived fairness is vital to building trust because clients see empathy in staff. In addition, it is observed that SR increases trust, since the staff of financial institutions respond quickly to consumer complaints.

**Table 6.** Mediating role of TR and SR.

| Model | | Non-standardized coefficient | | Standardized coefficient | t | Sig. |
|---|---|---|---|---|---|---|
| | | **B** | **Desv. Error** | **Beta** | | |
| 1 | (Constant) | 4,985 | ,395 | | 12,861 | ,000 |
| | SR | ,004 | ,077 | ,004 | ,062 | ,975 |

Dependent variable: TR

Likewise, since the sigma value exceeds 0.05, it is shown that there is no appreciable influence. This decision is based on the hotel not adequately addressing the deficiencies of its facilities. This is due to the lack of dedication of the staff to improve the quality of the service, which is demonstrated in conduct lacking in integrity, reliability and security. In the same way, Smith & Mpinganjira (2018) mention that there must be a concern from the beginning to the end of the service, because the client expects to be served since it is an important asset for the hotel.

The results of the study indicate that the recovery of satisfaction does not play a mediating role, due to the lack of improvements in the PF in relation to the TR of the consumer, the difficulties analyzed had no effect on the variables considered. Some customers may not come back due to lack of trust and unresolved issues, resulting in unhappiness. Intan & Kerti (2017) found that good grievance management and staff training work as substantial

mediators with trust. Perceived fairness also demonstrates mediation, allowing consumers to vent their concerns. In her research of a Turkish financial organization, Nadiri (2016) supports this conclusion as restoring satisfaction has an important mediating role between perceived fairness.

**Table 7.** SR as a mediating role between the influence of the PF and the TR.

| Model | | Non-standardized coefficient | | Standardized coefficient | t | Sig. |
|---|---|---|---|---|---|---|
| | | **B** | **Desv. Error** | **Beta** | | |
| 1 | (Constant) | 5,634 | ,860 | | 6,548 | ,000 |
| | PF TR | -,169 ,015 | ,077 ,096 | -,099 ,014 | -1,148 ,158 | ,253 ,875 |

Dependent variable: SR

## CONCLUSION

In the case of the two-star hotel, it is discovered that the SR does not play a mediating role between the PF and the TR of the client. This suggests that the investigated problems do not influence the variables considered. Some consumers refuse to return due to lack of trust and delay in resolving the issue.

PF's level in the two-star hotel is positive, with a score of 5.10. This is because the hotel's strategy, which addressed customer responses impartially and with real resources, was deemed acceptable by them.

Customer confidence in the two-star hotel is medium, with a score of 4.97. This is due to the sense of security people have when their difficulties are taken care of by the staff, as well as the strategic location of the hotel near many commercial and financial services.

Customer satisfaction at the two-star hotel has recovered a good level, with a rating of 4.84. This is because even though the glitches are addressed experimentally rather than questioning the initial service, the hotel always manages to find remedies to the glitches, avoiding negative customer feedback.

The PF is modestly associated with the TR and SR in the two-star hotel by delivering discounts, refunds and coupons to correct service failures, having a favorable impact.

The PF does not influence the SR. The lack of promptness to the claims and the negative response of the personnel before the problems generate a low satisfaction in the consumers.

The relationship between the SR and the TR lacks influence, due to the inadequate resolution of the problems, attributable to the unwillingness of the staff to improve the conditions of the service.

## RECOGNITION

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