

Justice and Customer Emotion's Effect on Complaint Handling Satisfaction: A Survey on Complaint Attitude Handling

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Abstract—The objectives of this study are 1) to analyze the effect of distributive justice, procedural justice, interactional justice, and informational justice in complaint handling on customer's negative emotion, 2) to analyze the effect of customer's negative emotion on complaint handling satisfaction, 3) to analyze the effect of distributive justice, procedural justice, interactional justice, and informational justice on complaint handling satisfaction, 4) to analyze how customer's negative emotion is mediating the effect of e justice, procedural justice, interactional justice, and informational justice on complaint handling satisfaction complaint handling satisfaction.

The respondents of this study were laptop customers with 1 year minimum of warranty and have been experiencing service failure which amounted to 180 people. Data analysis technique used was Structural Equation Model (SEM). The results show that: 1) distributive justice, procedural justice, interactional justice, and informational justice has a negative influence on negative emotion, 2) negative emotion can raise complaint handling satisfaction, 3) distributive justice, procedural justice, interactional justice, and informational justice on complaint handling has a positive significant influence on complaint handling satisfaction, 4) negative emotion can be mediating the effect between justice on complaint handling satisfaction.

Index Terms—Justice, negative emotion, complaint handling satisfaction.

I. INTRODUCTION

The issue of satisfaction in marketing study, strategic management and consumer behavior has become the main attention for several researchers and practitioners. For business practitioners, satisfaction often seen as one of the dimension of market performance that has the potency on short-term and long term market growth as a result from repurchasing process, while for academicians, satisfaction will point customers to repurchasing behavior and recommend their consuming experience to others. From previous explanations, it can be concluded that customers' satisfaction concept is a subjective assessment on their evaluation result and consumption experience.

Several previous researches has conducted studies on complaint behavior on failed services, such as study [1] who develop a study on customers' perspective with five models of complaint handling strategy. [2] examined four elements of success on service restoration strategy such are problem

acknowledgement, failure explanation, apology, and indemnification payoff on complaints (compensations). [3] has identified seven strategies in service restoration on retail industry. [4] has examined three strategies such are empathy, information and actions to acquire performance on service restoration.

On the development and the changing environment, several studies start to focus on justice approach, based on the theory of equity and theory of social exchange [5]. Justice is defined as main consideration to solve a problem between service provider and consumer such as consumers' reaction on failed services [6] and [7] The assessment of satisfaction behavior is based on justice [8] and [9] and synthesizing the relationship between justice and satisfaction through positive confirmation and dissatisfaction through negative confirmation from expectation and service performance [10]

A study on the first theory of justice was conducted on 1960 [11] such as theory of equity. [12] implementing theory of justice on negative state (complaints) and explaining on complaint handling. In complaint handling context, justice can be identified as the main influence on customers' evaluation assessment on service restoration process [13] and [14] stated that justice is often considered as the main factor of satisfaction and word of mouth.

With the development and the rapid dynamic of environment, several studies have developed the dimensions of justice. [15] used four dimensions of justice which consists of distributive justice, procedural justice, interactional justice and informational justice on evaluation authority. [16] has used four type of justice which is: distributive justice, procedural justice, interactional justice and informational justice on organization's response and individual attitude. [17] examined the application of service evaluation concept on justice model issue (distributive, procedural, interactional and informational) on internal and external failure of services. [18] examined informational justice is giving occurrence explanation on negative reaction on performance. [19] stated that informational justice is mediating the influence between justice and integrated interaction. But several researches have weakness point in developing informational justice dimension which stresses more on organizational context while those who stresses informational justice on marketing context is relatively less. By that explanation, this study is trying to add informational justice on servie marketing study and also trying to examine direct and indirect relationship between distributive, procedural, interactional and informational justice on complaint handling satisfaction through negative emotion

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on laptop Service Center in Indonesia.

Several researchers have developed their complaint behavior research on emotional variable just like [20] on purchase behavior. [21] on marketing, [22] examined the influence of distributive justice on negative emotion, Experimental study conducted by [23] who studied justice and negative emotional reaction. Unfortunately, the previous studies were merely studied on two emotional image which are hatred and anger that used on scenario through composite index to measure emotion as an agent of main influence between justice and service restoration in assessing consumers' evaluation on service restoration process [13]. [24] stated that service transaction failure will cause negative emotional response. [25] highlights the vital role of socialization in forming interpersonal relationship between consumers with their service provider that involves emotion. Therefore, satisfaction on service is expected to be influenced by consistent level of justice and individual behavior pattern [26]. This research uses negative emotion variable which based on Affect Control Theory to describe and predict the way to manage emotion in assessing situation (such as frustration) and confirming sentiments for other situations [27]; [28]. This assumption is based on the motive that one of the key of service restoration is the result which is satisfaction that mediated by emotion, because strong emotional reaction can accelerate the process of service restoration that has been initiated by an organization [9].

This research aims to explain and to analyze the effect of distributive justice, procedural justice, interactional justice, and informational justice in complaint handling and customers' emotion on complaint handling satisfaction in companies that provide service center for laptops in West Java and East Java – Indonesia in which the role of negative emotion is mediating the influence of distributive justice, procedural justice, interactional justice, and informational justice on complaint handling satisfaction.

II. LITERATURE STUDY AND HYPOTHESES

A. *Justice, Complaint Handling and Emotions*

Studies on justice in service restoration have been an important aspect to be paid attention to. Started as theory of equity [29], [9] and [13] and the theory of social exchange [30] and [9] described the comparison between sacrifice with what has been accepted, this comparison is measured with factual performance and perceived expectations. Many researchers have accepted this theory through several researches regarding justice on service restoration context [13]; [14]; [6]; [8]; [9] and can be implemented on post-service provider.

Several empirical studies have used justice as a variable to assess evaluation on consumers' complaint handling. [6] in their research by using scenario-based method shows the importance of justice as an influence on consumers' next behavior. A cross-section research conducted by [13] found evidence on the importance of three justice dimensions (distributive, procedural, interactional) in resulting positive evaluation from complaint handling. [14] stated that justice is considered as the one that determines satisfaction and

word of mouth. [31] has linked customers' perspective between complaint handling with justice theory. Justice theory offered comprehensive framework to comprehend complaint process [32] Principal of justice is having a notion that a company should be giving a relatively adequate award on what customers' have expected with their agreed transactions [32]

The role of emotions in service and complaint behavior research is to become the main element to comprehend purchasing experience and consumer behavior [5]; [33]. Emotions are also considered in having important role for assessing consumers' evaluation [34]. It is because emotions is having an influence on word of mouth, customers' loyalty and repurchase intention [35]. [36] found that the weaker the justice felt by customers, the higher the level of negative emotion (sad, anger, disappointment, dejected). On the other hand, the higher the justice felt by the customers, the lower the level of negative emotion and it will change to positive emotions such as happiness. [37] found that distributive justice has a positive and significant influence on negative emotion. [36] added that the low level of procedural justice will negatively influence negative emotion. [37]. [36] & [38] found evidence that there is a significant relationship between interactional justice and emotion.

The concept of informational justice is a development from interactional justice that consists of two substances: interpersonal trait and information [15] ; [39] and [40] stated that informational justice is an explanation about procedures in deciding information to be used on justice perception. [16] stated that four models of justice: distributive justice, procedural justice, interactional justice and informational justice has the ability to influence satisfaction and attitude towards organization. [40] stated that clear communication between group members can reduce perception of secrecy and dishonesty and also increasing relationship trust on evaluation system.

- H1. Distributive justice has a negative influence on customers' negative emotion
- H2. Procedural justice has a negative influence on customers' negative emotion
- H3. Interactional justice has a negative influence on customers' negative emotion
- H4. Informational justice has a negative influence on customers' negative emotion

B. *Customers' Emotion and Complaint Handling Satisfaction*

Emotion in complaint behavior is the main element in understanding purchasing experience and consumer behavior [5], [33]. Several studies such as [37] found the effect of justice perception on loyalty behavior and directly mediated by emotion. [31] also found that negative emotion has negative influence on satisfaction from complaint handling process.

Reference [41] stated that there is a relationship between restoration, justice and emotional effect as a predictor on complaint handling satisfaction. A finding [42] stated that service function and atmosphere can stimulate positive emotion on product attribute such as product quality, while negative emotion can mediate the relationship between service atmosphere and behavior performance in the future.

H5. Negative emotion has a negative influence on complaint handling satisfaction.

C. Justice and Complaint Handling Satisfaction

Several researches that linked the influence of justice with complaint handling satisfaction, for example: [31], distributive, procedural, and interactional justice are influencing satisfaction. [41] stated indemnification system on complaint handling process is seen as feedback also behavior and colleague are identified as potential cause from experiencing emotion to influence complaint handling satisfaction.

[43] stated that the dimensions of justice: distributive justice, procedural justice, and informational justice has a significant and positive influence on satisfaction and loyalty. The result from [43] research shows that interactional justice has an influence on satisfaction and complaint loyalty. The feeling of complaint satisfaction on behavior model is often influenced by justice that has been experienced [26].

In relation to information justice is an explanation and validation on procedures. The result shows that explanation on procedures can increase information explanation on justice perception [44]. [45] added that distributive justice, procedural justice, interactional justice has a positive influence on negative attitude.

H6. Distributive justice has a positive influence on complaint handling satisfaction

H7. Procedural justice has a positive influence on complaint handling satisfaction

H8. Interactional justice has a positive influence on complaint handling satisfaction

H9. Informational justice has a positive influence on complaint handling satisfaction

D. Mediating Negative Emotion on the Effect of Justice Towards Complaint Handling Satisfaction

The importance of emotion on complaint handling process is one of the key of service restoration performance taking form as cognitive satisfaction. It can be added that force on customers' emotional reaction on complaint handling can be used as a base to decide or to continue the relationship between consumers and companies [46] Several researches such as [37] examined positive and negative emotion in mediating the effect of justice towards loyalty in banking service restoration. The results show that emotion can mediate the effect of justice perception towards loyalty behavior.

A study conducted [31] also shows that negative emotion has a negative influence on complaint handling satisfaction. It can be added that distributive justice, procedural justice and interactional justice has a strong influence on satisfaction through emotion. This finding indicated the involvement of employees in delivering services is an important value in complaint handling process [32], [33].

Reference [17] found that service function and atmosphere can stimulate positive emotion on product attribute such as product quality, while response on negative emotion can mediate the relationship between service atmosphere and performance behavior. [41] and [22] stated that there is a relationship between restoration, justice and emotional effect as predictors on complaint handling

satisfaction.

H10. Negative emotion is mediating the effect of distributive justice, procedural justice, interactional justice and informational justice towards complaint handling satisfaction.

III. RESEARCH METHODOLOGY

The type of this research is causal research that aims to analyze whether there is any relationship between justice variable which consists of four dimensions: distributive justice, procedural justice, interactional justice, and informational justice with customers' negative emotion towards complaint handling satisfaction. The population consist of the customers of laptop service center companies with brands: Toshiba, Lenovo, Acer, Dell, and Compaq in two provinces: West Java (in the city of Bandung & Cirebon) and East Java (in the city of Surabaya & Malang)—Indonesia. The decision in choosing these two provinces was based on the fact that service centers in these provinces are having reliable facilities with high speed and often become the references on every purchase agent in each province.

For analysis purpose, unit analysis used in this study was customers of five different service centers. The respondent in this study was customers with one year minimum warranty for their laptop and was having complaints. This decision was based on the fact that, in accordance of the procedures, warranty is a guarantee of product quality, and aside from that, with warranty there will be a clear bond if there is any complaint on purchased products.

Sampling technique used in this study was accidental sampling. The method includes: 1) visit upon every laptop selling agent in each region, 2) inquiring on customers in related to their complaints. This approach has been used for previous research [17]; [31]. There are also sample used in this study which amounted to 180 people spread in West Java and East Java—Indonesia. This number means that this research has fulfilled the condition of minimum number for survey of 100 respondents [47]

Data collecting method used in this study was survey method by giving away questionnaires for customers of laptop service centers in West Java (Bandung & Cirebon) and East Java (Surabaya & Malang) – Indonesia.

Scale arrangement technique used in this study for justice statements are Likert Scale with 7 item scales which was adopted from [6], [14] and [48]. For customers' emotion statements, this research used also used Likert Scale with 7 item scales with was adopted [31] while for complaint handling satisfaction statements used Likert Scale with 7 item scales which was developed from [49], [31].

Based on hypotheses and research model, the collected data in this research is processed with Structure Equation Model (SEM) technique by using AMOS version 5.0 to analyze the relationship of structural model which suggested with seven steps [47]

IV. RESULT AND DISCUSSION

Based on the data obtained in this research, it is known

that 105 respondents (58.3%) are male while the rest of 75 respondents (41.6%) are female. Respondents' age ranges from: <15 years old of 31 people (17.2%), 16-30 years old of 72 people (40%), 31-45 years old of 52 people (28.8%), >46 years old of 25 people (13.8%). Respondents occupation ranges from: students which amounted to 79 people (43.8%), entrepreneur which amounted to 38 people (21.1%), private employee which amounted to 41 people (22.7%) and PNS which amounted to 22 people (12.2%). Educational backgrounds for respondents are ranging from: Master Degree which amounted to 10 people (5.5%), Magister Degree which amounted to 21 people (11.6%), Bachelor Degree which amounted to 65 people (36.1%), high school which amounted to 48 people (25.6%) and junior high which amounted to 36 people (20%).

The numbers of complaints from respondents are: between 1-2 times of 152 people (84.4%), and between 3-5 times of 28 people (15.5%), while brands owned by respondents are: Toshiba of 48 people (26.6%), Lenovo of 10 people (5.5%), Dell of 42 (23.3%), Compaq of 37 people (20.5%) and Acer of 43 people (23.8%). This means that the average customers own Dell or Acer.

TABLE I: COMPARISON ON LF VALUE & MEAN

Code	Indicator	LF	Mean
Distributive Justice			
PX1.1	The ability in giving compensation	0,854	5,10
PX1.2	Compensation which caused by time-loss	0,816	5,00
PX1.3	Compatibility of payoff supply	0,808	5,01
PX1.4	Steps in determining compensation delivery	0,828	5,25
Procedural Justice			
PX2.1	Procedure speed	0,657	5,31
PX2.2	Procedure flexibility	0,825	4,88
PX2.3	Procedure policy	0,871	4,99
PX2.4	Sufficient procedure	0,697	5,01
Interactional Justice			
PX3.1	Good manner in treatment	0,872	4,79
PX3.2	Fair treatment	0,855	4,84
PX3.3	Employee attention	0,723	5,05
PX3.4	Employee communication	0,739	5,11
Informational Justice			
PX4.1	Sufficient information	0,831	5,27
PX4.2	The method by company to deliver information	0,904	5,18
PX4.3	Informing results	0,872	5,13
Negative Emotion			
PX5.1	Anger	0,572	5,31
PX5.2	Offended	0,719	5,23
PX5.3	Annoyed	0,721	5,13
PX5.1	Disappointment	0,678	4,98
Complaint Handling Satisfaction			
PX6.1	Satisfied by offered compensation	0,659	4,74
PX6.2	Satisfied by procedure conditions	0,707	4,82
PX6.3	Satisfied by employee treatment	0,752	5,38
PX6.1	Satisfied by the clarity of information	0,741	5,28

Source: Primary Data (2011)

Table I shows the indicator to deliver compensation has the highest degree of importance on distributive justice with 0.854 of loading factor and 5.10 of average number. Indicator of procedure policy has the highest degree of importance on procedural justice with 0.871 of loading factor and 5.31 of average number, while indicator of good manner by employee has the highest degree of importance

on interactional justice with 0.872 of loading factor and 4.79 of average number. For indicator of method by company to deliver information has the highest degree of importance on informational justice with 0.904 of loading factor and 5.18 of average number. On emotion variable, indicator of annoyed has the highest degree of importance on customers' emotion with 0.721 of loading factor and 5.31 of average number.

Moreover, the indicator of satisfied by employees treatment in handling problem has the highest degree of importance on complaint handling satisfaction with 0.752 of loading factor and 4.74 of average number. For the examination of equation between variables can be seen in Fig. 1.

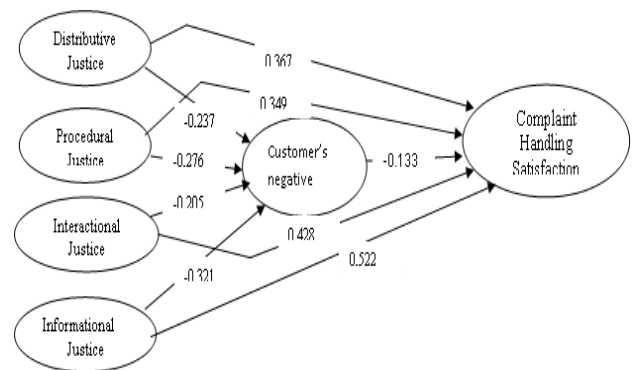


Fig. 1. The result of equation model justice, negative emotion and complaint handling satisfaction

To test the structural model, there is a cut-off value, where there are five goodness-of-fit with marginal value of: GFI, AGFI, TLI, P_value and CFI. To evaluate or assess goodness of fit from structural model (figure 1), RMSEA of 0.039 (less than 0.08) is used as absolute index, indicates that estimated model is adequate, Cmin/DF of $X^2/276 < 2.00$ probability value 0.000 indicates that structural model is not sensitive, and since there are samples and complexity, it can be said that structural model that is used to examine the causal relationship between construct or distributive, procedural, interactional and informational justice variable, customers' negative emotion and complaint handling satisfaction can be considered as favorable structural model (47).

TABLE II: THE EFFECT OF DEPENDENT AND INDEPENDENT VARIABLES IN STRUCTURAL MODEL

Effect of Variable	Standardised	CR	P	
Customer's negative emotion <- Distributive justice	-0.237	-2.596	0.009	Significant (Negative)
Customer's negative emotion <- Procedural justice	-0.276	-2.964	0.003	Significant (Negative)
Customer's negative emotion <- Interactional justice	-0.205	-2.162	0.031	Significant (Negative)
Customer's negative emotion <- Informational justice	-0.321	-3.404	0.001	Significant (Negative)
Complaint handling satisfaction <- Customer's negative emotion	-0.133	-2.049	0.040	Significant (Negative)
Complaint handling satisfaction <- Distributive justice	0.367	6.326	0.000	Significant
Complaint handling satisfaction <- Procedural justice	0.349	5.493	0.000	Significant
Complaint handling satisfaction <- Interactional Justice	0.428	7.229	0.000	Significant
Complaint handling satisfaction <- Informational Justice	0.522	8.170	0.000	Significant

Based on the results from standardized regression weight for testing hypotheses 1, 2, 3, 4, it shows that distributive

justice -0.276, procedural justice -0,273 (P-0.003), interactional justice -0.205(P-0.03), informational justice .133 (P-001) on complaint handling has negative influence on negative emotion. This means that the higher distributive, procedural, interactional and informational justice, the lower customer's emotion on complaint handling. For hypotheses 5, the result obtained shows that customer's negation emotion is influencing complaint handling satisfaction of 0.321 (H5 is accepted) probability value of 0.004. This means that the lower customer's perception on customer's negative emotion, the higher complaint handling satisfaction.

TABLE III: INDIRECT EFFECT AND TOTAL EFFECT OF DISTRIBUTIVE JUSTICE, PROCEDURAL JUSTICE, INTERACTIONAL JUSTICE, INFORMATIONAL JUSTICE ON COMPLAINT HANDLING SATISFACTION THROUGH CUSTOMER'S NEGATIVE EMOTION

Independent Variables	Mediator Variable	Dependent Variables	Indirect Effect	Total effect	P-Value
Distributive Justice	Customer's negative emotion	Complaint handling satisfaction	0.032	0.398	0,000
Procedural Justice	Customer's negative emotion	Complaint handling satisfaction	0.037	0.386	0,000
Interactional Justice	Customer's negative emotion	Complaint handling satisfaction	0.027	0.456	0,000
Informational Justice	Customer's negative emotion	Complaint handling satisfaction	0.043	0.565	0,000

Source: Output Data SEM (2011)

On hypotheses 6,7,8,9, the standardized regression weight result shows that distributive justice variable on complaint handling is influencing complaint handling satisfaction of 0.367, with probability value of 0.000. Procedural justice on complaint handling is influencing complaint handling satisfaction of 0.340 with probability value of 0.000. Interactional justice variable on complain handling is influencing complaint handling satisfaction of 0.552 with probability value of 0.001, so it can be concluded that hypotheses 6,7,8,9 are accepted.

On H10 which is customer's negative emotion that mediates the effect of distributive justice, procedural justice, interactional justice and informational justice on complaint handling satisfaction has total effect of 0.386, customer's negative emotion is strengthening the effect of interactional justice on complaint handling satisfaction with total effect of 0.446, customer's negative emotion is strengthening the effect of informational justice on complaint handling satisfaction with total effect of 0.564.

V. DISCUSSION AND IMPLICATION

The results explained from Fig. 1 and Table II shows that several results on failed service experience dynamic which reflected from compatibility between expectations with factual condition on complaint handling. The main contribution from this study is the dynamic of failed service experience is the main issue that should be quickly responded by the company using justice approach. The result of this study also shows high level of customer's perception on distributive justice; procedural justice, interactional justice and informational justice can be used to decrease the level of customer's negative emotion such as anger, annoyance, offended and disappointment. In other words, it can be used to transform negative emotion into

positive emotion. On the other hand, low level of justice has the ability to increase negative emotion such as anger, disappointment and so on. This finding also consistent on the development of social psychology theory which stresses that emotion as one of the mediators of justice felt [50]

This finding can also explain the importance of justice on company's response towards customer's complaint to solve customer's problems. Justice approach is also seen as one of the better strategy to decrease customer's negative emotion and influencing complaint handling satisfaction. This finding is consistent with a study conducted by [51] which stresses that the occurrence of negative emotion is a result from cognitive assessment from situation and can be used to form emotional response. This finding also shows that cognitive assessment theory on complaint experience is in accordance with the result from [52] Justice on complaint handling is also a reflection that can explain the elasticity level of negative and positive emotion on complaint handling process.

Reference [28] found evidence that distributive justice on complaint handling acts as direct cognitive antecedent on customer's satisfaction. [31] found that distributive justice can decrease customer's emotion level. It can be concluded that company's response in dealing with service restoration through distributive justice that takes form as compensation/incentives can decrease customer's disappointment. This result also strengthens and develops the theory that procedural justice offers procedures condition that previously determined such as policy and procedure criteria that is used to make decisions and is a form of accepted normative principals [6] The high level of interactional justice which perceived by customers can decrease negative emotion and also increase complaint handling satisfaction [31]. This result can explain that the implementation of interactional justice can be initiated when there is a compatibility between employees involvement with employees developing skill and knowledge through training or education.

The interesting finding from this research is related to informational justice that has strong influence on negative emotion and complaint handling satisfaction. Informational justice has high value in decreasing negative emotion and increasing complaint handling satisfaction. Based on this finding, it can be said that company's response in dealing with customer's complaints can be explained using informational justice by giving clear information and always informing the result from complaint handling. Because the moment customer reports their complaints, they need clear and reliable information.

The result of this study is strengthening statement from [44], that informational justice can be used as a tool to explain whatever related to procedures, communication relationship and offering compensation and how it influences justice perception and also provides needed information to evaluate structural aspects from service restoration process [15]; [18] The finding that strengthens this result such as [16] stated that distributive justice, interactional justice and informational justice have an influence on satisfaction.

The result of this study also completed previous researches that informational justice that is seen from organizational aspect can also be applied on marketing

justice theory especially on consumer behavior study as marketing literature that is based on theory of equity as a background for justice theory [53], [54] Aside from that, several advices previously such as [15] that informational justice has the ability to change negative emotional state into positive state. In other words, informational justice can explain or transform an unsatisfied customer to become satisfied.

VI. MANAGERIAL IMPLICATION

Specifically, the result of this research has several benefits that may help to manage and giving clear information on compensation offering on customer's complaint handling in several points: (a) to prevent the increasing level of customer's dissatisfaction on complaint handling process that perceived by the customer as the inability of a company to handling complaint seriously, (b) to increase customer's trust on company's promises that was written on warranty card. Other benefit is to decrease customer's disappointment from company's integrity in giving promises for their products.

To increase the feel of justice service center companies should arrange rules or policies to give away compensation as a counter for customers complain in a form of free service, shorter procedure policy, and the clarity of information regarding their complaints, so the employee from a company should not be judging immediately but should be checking and analyzing in acceptable manner for their customers so there will be no misunderstanding. Therefore it is advisable for laptop service center companies to increase their employee quality by organizing training and such to increase their skill on service quality.

This finding also has the implication on justice theory, states that not all of the justice dimensions has the relatively same importance in explaining complaint handling satisfaction that triggered by negative emotions.

VII. CONCLUSION

Specifically, this study found that distributive justice, procedural justice, interactional justice and informational justice that has been experienced by the costumers has the ability to decrease the level of negative emotion felt by the customer. It can also increase complaint handling satisfaction level, and informational justice is seen as the strongest variable to lessen the level of customer's negative emotion and also to risen the level of customer's complaint handling satisfaction. The decreasing level of negative emotion felt by the customers is proven to increase complaint handling satisfaction. The decreasing level customer's negative emotion can be explaining and mediating the effect of four types of justice on complaint handling satisfaction.

For future research, it is advisable to use different object, for example: government hospital by using two different approaches on justice and also emotion. This approach may be used to explore justice and emotion to understand more on complaint handling satisfaction.

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