

# Innovations

## Perceived Justice of Service Recovery and Post-Recovery Satisfaction: The Mediating Role of Emotion

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**Abstract:** *This study investigates the notion of perceived justice in service recovery and the resulting pleasure, emphasising the mediation role of emotional responses. The study adhered to the tenets of justice theory. This investigation concentrates on airline consumers situated in the Southwest geopolitical zone of Nigeria. We performed the data analysis via structural equation modelling (SEM) via SPSS version 22.00. The findings reveal that all independent variables, particularly distributive and interactional justices, significantly influence post-recovery satisfaction, whereas procedural justice does not have a similar effect. Moreover, happy emotions significantly influence post-recovery, while negative emotions do not. Consequently, it is prudent for airline managers and operators within the research region to engage in comprehensive operational planning. Effective planning is essential for informed decision-making, enabling the implementation of appropriate strategies and policies at optimal times to address service failures and improve service delivery. The research essentially concludes that the perceived equity of service recovery substantially influences post-recovery happiness in southwestern Nigeria.*

**Keywords:** *Distributive, Procedural, interactional, Positive emotion, Negative emotion*

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### **Section 1: Introduction**

Many countries acknowledge the substantial influence of the airline sector on their growth and development. Promoting the development of a vital sector will accelerate economic growth and produce substantial economic benefits. Chidi and Izuwah (2019) indicate that around 254,500 individuals, both Nigerians and non-indigenes, have secured work in the Nigerian airline sector, contributing around US\$940 million (184.7 billion) to the national GDP. This indicates that the industry is significant for generating revenue through personal income and corporate taxes. The airline industry plays a vital role in both business and leisure activities for travellers globally. The industry enhances and elevates living standards for persons both domestically and internationally. The airline industry's importance to any developing economy is substantial; it acts as a catalyst for globalisation and is crucial in promoting trade and tourism (Ladele, 2012).

Ladele (2012) asserts that as countries advance, the demand for air travel increases along with the growth in residents' disposable income. This signifies a substantial chance for progress within the sector, dependent on proficient management. Stephens (2009) forecasted that the Nigerian airline industry will grow at an average rate of 15% in domestic traffic, leading to an expected rise to 12,461,043 passengers by 2019. The escalating growth rate of the airline business demands a serious and thoughtful strategy, establishing it as a crucial sector within the national economy.

Amba and Danladi (2013) identified numerous difficulties within the airline business that often hinder the smooth delivery of services. He listed several factors, including high operational and maintenance costs, inadequate funding, a lack of transparency, poor managerial skills, delays in responding to emergencies caused by unforeseen air incidents, and insufficient service delivery due to mechanical failures and human errors. Developing countries like Nigeria have gained significant advantages from this industry, highlighting the necessity to enhance service quality for an increasingly discerning customer. This emphasis on enhancement is crucial to alleviate any possible service failures that could negatively impact the sector's expansion.

As global standards and performance expectations for airline operators have intensified, clients of service organisations have developed a significant aversion to service failures (Lateef, 2011; Sorescu, Frambach, Singh, Rangaswamy, and

Bridges, 2011). The occurrence of service failures is almost impossible due to the unique qualities inherent in services (Zeithaml, Bitner, and Gremler, 2009). Given these obstacles, it is imperative for service providers to implement thorough service recovery protocols to rectify occurrences of service failures. Chang, Chen, and Chang (2008) assert that airline firms encounter various internal and external disturbances that might result in service failures. The strategy employed by service businesses to rectify a service failure can substantially improve an airline's competitive advantage. The approach an organisation takes to rectify a service failure can either restore customer contentment, bolster loyalty, or incite negative feelings that may drive the client to pursue competitors.

The Nigerian airline industry commenced this study due to widespread consumer dissatisfaction and the rising number of unresolved complaints stemming from service failures. Phillips Consulting (2015) clarifies that the growth of the Nigerian airline business has consistently imposed demands on airport management, airline firms, personnel, and airport infrastructure. Alongside the rivalry among airlines, there are obstacles to meeting the changing wants of consumers. A considerable proportion of airport facilities fail to meet standards, as many airline passengers voice discontent with flight cancellations, misplaced luggage, insufficient ticket services, check-in denials, unhelpful personnel, and other associated problems. These problems collectively impede efficient service delivery and reduce consumer satisfaction in the aviation business

Diverse perspectives have undertaken numerous studies on service recovery strategies (Carew, 2010; Park, 2004; Lowenstein, 1995), each offering unique approaches that could influence customer satisfaction (Ahmad, Ghazali, Othman, 2013; Akbar, Alaudeen, 2012; Zemke & Bell, 1990). Service recovery strategies include apologies (Zemke & Bell, 1990), problem-solving techniques (Battaglia, Borchardt, Afonso, and Pereira, 2012), transparent explanations (Conlon & Murray, 1996; Boshoff, 1999), compensation measures (Boshoff, 1999), and follow-up actions (Ennew and Schoefer, 2003). The findings indicate various consequences, thereby affecting and determining several policy implications for growth. Tabassum and Rahman (2012) ascribed discrepancies in service recovery tactics to factors including cultural differences, environmental conditions, and socio-economic position, among others. The inconsistencies in researchers' findings create ambiguity over which service recovery strategies significantly influence post-recovery happiness among domestic airline consumers in southern Nigeria. Ellywati and Purwanto (2012) asserted that emotions can profoundly affect customer satisfaction, observing that consumers who experience genuine care during the service recovery process are inclined to exhibit favourable emotions towards the retail company. Multiple experimental studies demonstrate that the utilisation of both happy and negative emotions affects satisfaction (Mano & Oliver, 1993) and subsequent customer behaviour (Mooradian & Oliver, 1997). The

precise extent of their influence on the three elements of justice remains ambiguous (Phillips, 2018). The insufficient comprehension of the precise influence of emotions on the facets of justice has created a notable deficiency in the service recovery literature that necessitates additional investigation.

This study seeks to examine the views of justice in service recovery and the resulting satisfaction among domestic airline passengers in Southwest Nigeria.

The specific objectives are to:

1. determine the influence of perceived distributive justice of service recovery on post recovery satisfaction.
2. investigate the influence of perceived procedural justice of service recovery on post recovery satisfaction.
3. examine the influence of perceived interactional justice of service recovery on post recovery satisfaction.
4. investigate the extent to which positive emotion mediate between perceived justice of service recovery and post recovery satisfaction.
5. determine the extent to which negative emotion mediate between perceived justice of service recovery and post-recovery satisfaction.

This document is structured as follows: Section 1 Introduction, Section 2 of the introduction provides a thorough analysis of relevant literature. Section 3 examines the empirical effects of perceived fairness on service recovery and subsequent happiness, specifically among domestic airline customers in Southwest Nigeria. Section 4 provides a comprehensive analysis of the study, while Section 5 discusses the findings and concludes the research with insightful recommendations.

## **Section 2: Review of Relevant Literature**

Gronroos (1988) defined service recovery as the actions taken by a service provider to resolve customer complaints arising from service failures. Zeithaml, Bitner, and Gremler (2009), in conjunction with Buttle (2009), define service recovery as the proactive actions taken in reaction to service failures, thereby reinforcing Gronroos' definition. Piyali (2011) defines service recovery as the strategies employed to execute suitable measures following a service delivery disruption. Miller, Craighead, and Karlvan (2000) assert that service recovery involves the deliberate actions taken by service organisations to resolve problems, modify the negative impressions of unsatisfied consumers, and secure their retention. The many perspectives of scholars mentioned above relate to organisational responses to service failures. The definitions provided clarify that service recovery involves the actions taken by organisations to resolve problems that occur after service delivery (Zeithamal et al., 2009; Buttle, 2009). Dissatisfied clients may file grievances after experiencing substandard services (Gronroos, 2008; Johnston and Michel, 2008; Miller, Craighead, and Karwan, 2000; Hart, Heskett & Sasser, 1990). According to the cited criteria, service failures are unavoidable, requiring organisations to establish systems for addressing

complaints promptly to ensure successful service recovery management. Perceived justice denotes the psychological assessment of consumers during the rehabilitation process (Solomon, 2004; Schiffman & Kanuk, 2007; Rio-Lanza, Vazquez-Casielles & Ana, 2008). Investigations into the social brain contribute to the notion of justice, providing a framework for the recovery process (Smith et al., 1999; Sparks & McColl-Kennedy, 2001). The paradigm asserts that customer satisfaction and subsequent behaviour depend on perceptions of the treatment received (McColl-Kennedy and Sparks, 2003). The notion of justice is anchored by three key components: distributive justice, procedural justice, and interactional justice (Blodgett et al., 1997; McColl-Kennedy & Sparks, 2003).

Distributive justice differs from social trade theory, which highlights the importance of fairness in shaping future client trades (Adams, 1963). The principal advocate of distributive justice is equity theory (Pinder, 1998), which asserts that an individual assesses the ratio of their own outcomes in comparison to the outcomes of others (Adams, 1963). Equity is defined as the state in which the ratio of an individual's outcome aligns with the ratio of the reference source. Inequity occurs when the ratio of an individual's outcomes to inputs markedly differs from the analogous ratio in the reference source (Miner, 1980).

Equity theory asserts that consumers attain satisfaction when they believe their personal outcomes surpass those of their counterparts. Conversely, when an individual's outcome-to-include ratio does not accurately correspond with a reference source's outcome-to-enter ratio, customers experience discontent.

Procedural justice signifies a clear logic in the methods, procedures, and criteria utilised by service managers in making decisions or resolutions (Blodgett, 1997). Procedural justice involves a comprehensive comprehension of the reasoning that informs judgements until they resolve the issue. Procedural justice is essential for promoting recovery, as clients may appreciate the support offered by recovery methods yet feel discontented due to the extended duration of the procedure (Kelley, Hoffman & Davis, 1993). The aforementioned spin-off indicates that clients derive satisfaction when the recovery strategies utilised are deemed suitable. An effective method is defined by its dependability, neutrality, and capacity to account for the interests of all parties concerned (Blodgett, Hill, & Tax, 1997).

Interactional justice pertains to the way in which the organisation interacts with the customer during the service recovery process (Tax & Brown, 1998). Blodgett et al. (1997) noted that certain studies propose that interactional justice reflects the service provider's mentality, encompassing aspects such as respect, friendliness, awareness, or rudeness during the collaborative problem-solving process with customers. Blodgett et al. (1997) describe five distinct components of interactional justice. The components of interactional justice encompass control mechanisms, decision autonomy, accessibility, procedural pace, and adaptability. Moreover, many examples of interactional justice encompass honesty, clarity, disposition,

accommodation, affectivity, interest, humility, compassion, affirmation, transparency, and thoughtfulness.

Pinder (1998) posits that emotion is a significant response, intricately connected to both the brain and the body. It includes diverse emotional and mental emotions, such as rage, anxiety, affection, and the inclination to escape or exhibit hostility. Bagozzi, Gopinath, and Nyer (1999) defined emotion as a current mental state resulting from a cognitive assessment of an event or concept. Emotion can develop in both positive and negative manifestations. Positive emotions include joy, happiness, pride, and esteem, and they have a notable tendency. In contrast, negative emotions include sentiments such as rage, disappointment, and tension, representing a complex and arduous experience.

Smith and Bolton (2002) contended in their prior study that satisfaction encompasses both a cognitive judgement and an emotional appraisal rooted in experience. Both components are essential for evaluating the buyer's behavioural model in the service sector. A plethora of research has established that emotion functions as a mediating variable between perceived equity and recovery satisfaction (Bougie, Pieters, and Zeelenberg, 2003; McCollough, Berry, and Manji, 2003; Chebat and Slusarczyk, 2005; Schoefer and Ennew, 2005; Bonifield, 2007; Mattila and Ro, 2008; Weber and Spark, 2009).

Gummensson (2008) defines customer satisfaction as a general attitude exhibited by a consumer towards a service or as a response that indicates the gap between the client's expectations and the actual service received. Gummensson (2008) asserts that customer happiness is essential in formulating methods for service recovery. Prior research has shown that customer happiness is vital for corporate success, and organisations that do not fulfil consumer expectations experience consequences such as customer attrition (Okunu, 2012; Buttle, 2009). Okunu (2012) similarly underscored that organisations must perpetually guarantee consumer happiness by endeavouring daily to surpass or elevate their expectations. Studies have demonstrated that a content consumer is more inclined to exhibit loyalty and persist in using a firm than a discontented client (Skaalsvik, 2013, 2011; Okunu, 2012; Zeithaml et al., 2009).

Timely responses to clients mitigate their pain after service failures and substantially improve overall satisfaction. Prompt service replies can greatly influence consumer satisfaction after a service failure, perhaps reinstating their contentment. Nikbin, Ismail, Marimuntu, and Jalalkamali (2010) assert that evaluating customer satisfaction is crucial for identifying the primary components that affect contentment or discontent with a service experience. Factors influencing customer satisfaction for a certain service include the factors that customers prioritise in service delivery, such as practicality, outcomes, and fairness (Buttle, 2009).

Numerous studies on service recovery have empirically shown that the impression of justice in these processes substantially enhances customer satisfaction. McCollough, Berry, and Yadav (2000) empirically established that distributive justice and interactional justice are significant predictors of post-recovery pleasure. Spark and McColl-Kennedy (2001) illustrated the correlation between perceived fairness, which includes distributive, procedural, and interactional aspects, and customer happiness in the hospitality sector. Holbrook Jr. and Kulik (2001) articulated a similar perspective; their research demonstrated that the notion of justice is essential for comprehending a consumer's response in a service environment. The current literature on service recovery clearly indicates that the perceived justice of the recovery process is a vital factor and predictor of post-recovery satisfaction.

The notion of justice underpins this study as it proficiently assesses perceived justice in service recovery contexts. The theory includes three fundamental elements of justice: distributional justice, procedural justice, and interactional justice, as defined by Blodgett et al. (1993), Clemmer & Schneider (1996), Smith et al. (1999), and Tax et al. (1998). Moreover, numerous studies on service recovery have repeatedly recognised justice as extremely pertinent, thus validating the notion (Solomon, 2004; Schiffman and Kanuk, 2007; Rio-Lanza et al., 2008). This theory is especially pertinent to the present investigation, as it provides a viewpoint that encapsulates the perceived equity of service recovery. A substantial body of prior research has emphasised the correlation between information sources and transaction outcomes (Collie, Beverley & Graham, 2000; Goodwin & Ross, 1992). Numerous studies have investigated the characteristics that improve customer satisfaction in relation to service failures in the service sector.

In their 2020 study, Ali, El-Reheem, and Mohamed analysed the complexities of service failure, the strategies utilised for service recovery, and the subsequent assessment of this recovery by customers, with particular emphasis on the notion of perceived justice, a topic that has attracted considerable academic attention. The study aimed to investigate the relationship between the empowerment of frontline personnel and customer satisfaction after service recovery while simultaneously examining the mediating influence of perceived fairness within the service recovery framework. The complete population of internet firm clients in Egypt serves as the subject of this study. The study sample consisted of 400 customers from several internet firms. We employed questionnaires to collect data subsequent to evaluating their validity and reliability. The data analysis utilised descriptive statistics, simple linear regression, multiple linear regression, and other hypothesis testing techniques. The study's findings revealed a significant and favourable association between the empowerment of frontline personnel and customer satisfaction after service recovery initiatives.

The study identified a substantial association between perceived fairness, service recovery, and customer satisfaction following the service recovery procedure. A study titled “The Relationship Between Service Recovery and Patronage Intentions: The Mediating Role of Relationship Quality” was done by Mauro and associates in 2017. The demography consists of those employing Internet services in Egypt. We distributed the research instrument, a questionnaire, to participants who had previously encountered service failure. We utilised convenience sampling to select respondents for the study, as there was no accurate measurement of users within this category. We performed the data analysis employing the partial least squares structural equation modelling (PLS-SEM) methodology. The study's results demonstrate that specific service recovery tactics positively influence relationship quality and patronage intention. The results demonstrated that the quality of relationships substantially affects customers' intentions to engage in patronage.

Oswald (2018) performed an empirical study on customer experiences and their impact on repeat patronage at restaurants at OR Tambo International Airport in South Africa. The study's major purpose was to gain a deeper insight into the experiences of restaurant patrons and their propensity to return inside an airport environment. A sample of 602 consumers was obtained from 16 eateries situated near the airport, utilising the convenience sampling method. Variance analysis, as well as correlation and regression analyses, was performed. The study demonstrated a relationship between female restaurant clients and their propensity to return. Furthermore, reliability and empathy were identified as the primary factors impacting customers' experiences, whereas responsiveness and empathy significantly affected customers' inclinations to return to the restaurants.

Adiele et al. (2018) conducted a study named “Service Reliability and Patronage of Quick-Service Restaurants in Port Harcourt,” which aimed to examine the influence of service dependability on the patronage of fast-food outlets in Port Harcourt. A sample of 370 customers was obtained by convenience sampling. The Spearman rank correlation method was utilised to assess the hypotheses. The results demonstrated a significant relationship between service reliability and the patronage of fast-food restaurants.

The study by Ellywatu (2017) sought to investigate the dual deviation analysis of perceived service recovery justice in the Indonesian airline industry. The study primarily investigated the influence of perceived service recovery justice on satisfaction resulting from service recovery initiatives. A cohort of 300 airline passengers was rigorously selected through a survey process. Regression analysis was utilised to assess the formulated assumptions. The study showed that the perception of service recovery justice, which includes distributive, procedural, and interactional justice, positively influences service recovery

satisfaction. Customers who experience contentment are predisposed to make repeat purchases and share positive word of mouth.

### **Section 3: Methodology**

The researchers utilised the survey approach to execute this study. A substantial and methodical number of service recovery studies have utilised survey approaches, as demonstrated by the research of Ellywati and Purwanto (2012), Nikbin et al. (2010), Cho (2013), Mansori, Tyng, and Ismail (2014), Kim, Kim, and Kim (2009), and Chang and Chang (2010). The participants of this study comprised domestic airline customers in the southwestern geopolitical region of Nigeria. As a result, focus was placed on the three airports in the region: Murtala Mohammed International Airport in Ikeja, Lagos State; Akure Airport in Ondo State; and Ibadan Airport in Oyo State. This study employed both quota and purposive sampling methods. Quota sampling was employed to ensure the inclusion of persons from various demographic characteristics in the sample. Quota sampling aims to ensure that the selection of possible respondents conforms to established quotas for demographic traits or specified behaviours, frequently via disproportionate representation (Okeke & Eze, 2012). The purposive sample method was utilised as the participants in this study met defined selection criteria. Cochran's method for sample determination from an unknown population was utilised, following the parameters established by Tull and Hawkins (1993): the allowable error margin ( $e_2$ ), the required confidence level ( $z^2$ ), and an estimated population variance ( $\alpha_2$ ). Thus, the formula utilised for determining the sample size was: Field (2009) states that the Z coefficient, associated with a 95% confidence level, is 1.96. Tull and Hawkins (1993) additionally observe that the change  $\alpha_2$  for a 5-point Likert scale is 1.3. A five-point Likert scale was utilised to assess the perceived equity of service recovery and the resultant satisfaction thereafter.

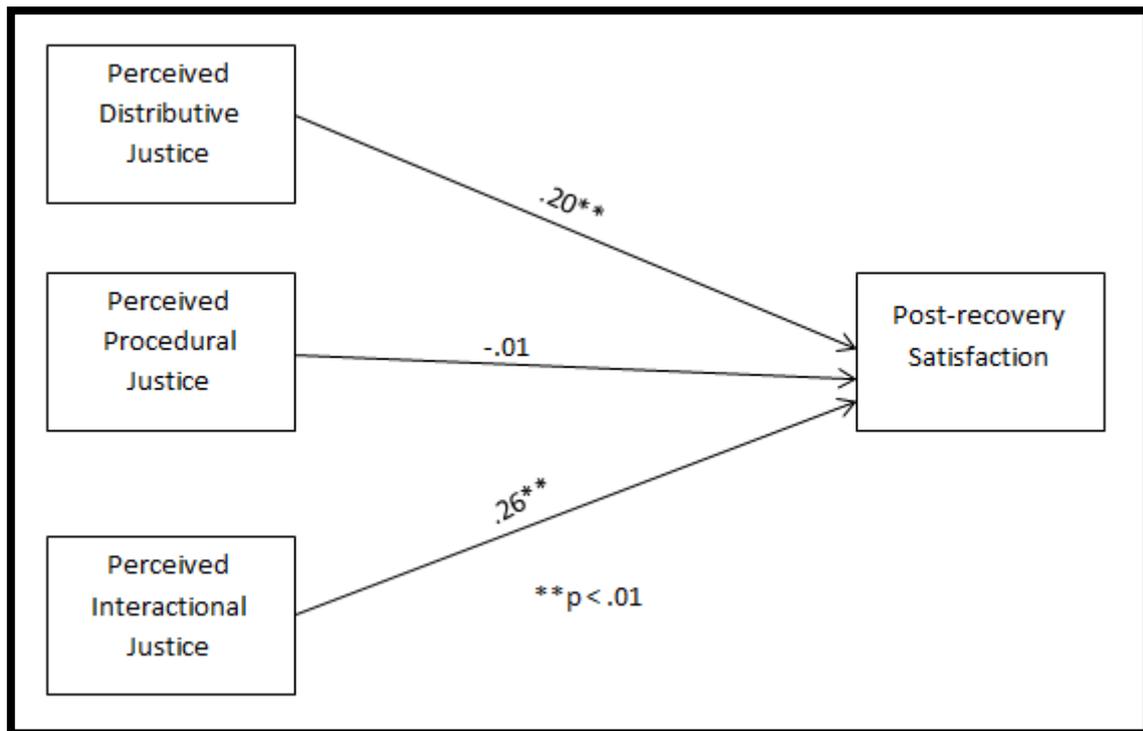
A total of 1,998 domestic airline customers were intentionally selected from three locations: Murtala Mohammed International Airport in Ikeja (1,400), Akure Airport (249), and Ibadan Airport (349). The sample size allocation was based on data from the National Bureau of Statistics concerning customer patronage at airports in Nigeria. According to NBS (2019), passenger traffic for domestic flights inside the zone in the last quarter of 2019 totalled 2,486,704. Murtala Mohammed International Airport in Ikeja served 909,851 people, Ibadan Airport accommodated 16,744 passengers, and Akure Airport had 4,112 airline passengers. The local flight ratios for the three airports in the southwest geopolitical zone are 36.6, 0.7, and 0.4, respectively.

The instrument utilised for the collection of primary data was the questionnaire. The demographic characteristics of the respondents were clarified using descriptive statistics, including tables and percentage counts. Partial Least Squares Structural Equation Modelling (PLS-SEM), employing BM® SPSS®

AMOSTM 25, was applied to investigate and evaluate the relationships among the variables outlined in the conceptual framework while also assessing the model's goodness of fit.

#### Section 4. Analysis of Results

**Hypothesis one:** Perceived distributive justice of service recovery will positively influence post recovery satisfaction. Figure 1 displays the path diagram and standardized estimates of the influence of perceived justice dimensions.



*Fig 1: Direct influence of perceived justice dimensions on post-recovery satisfaction*  
 The model fit was excellent,  $\chi^2(1) = 2.04, p = .15$ ; CFI = 1.00; RMSEA = .02 [90% CI = (.00, .07)], SRMR = .01. Outcomes showed that perceived distributive justice was significant on post-recovery satisfaction ( $\beta = .20, p < .001$ ). Specifically, an increase in perceived distributive justice predicted an increase in post-recovery satisfaction.

**Hypothesis two:** Perceived procedural justice of service recovery will positively influence post recovery satisfaction. ( $\beta = -.01, p = .79$ ). This means that perceived procedural justice is not predictive of post recovery satisfaction in the study area.

**Hypothesis three:** Perceived interactional justice of service recovery will positively influence post recovery satisfaction. Perceived interactional justice was significant on post-recovery satisfaction ( $\beta = .26, p < .001$ ). Specifically, an increase in perceived interactional justice predicted an increase in post-recovery satisfaction in the study area.

**Hypothesis four:** Positive emotion mediates between perceived justice of service recovery and post recovery satisfaction. Perceived justice dimensions (i.e. distributive, procedural and interactional justice) were specified as the independent variables, positive emotion and negative emotion as mediating variables and post-recovery satisfaction as dependent variable.

The path diagram of the model with standardized estimates is presented in figure 2 below.

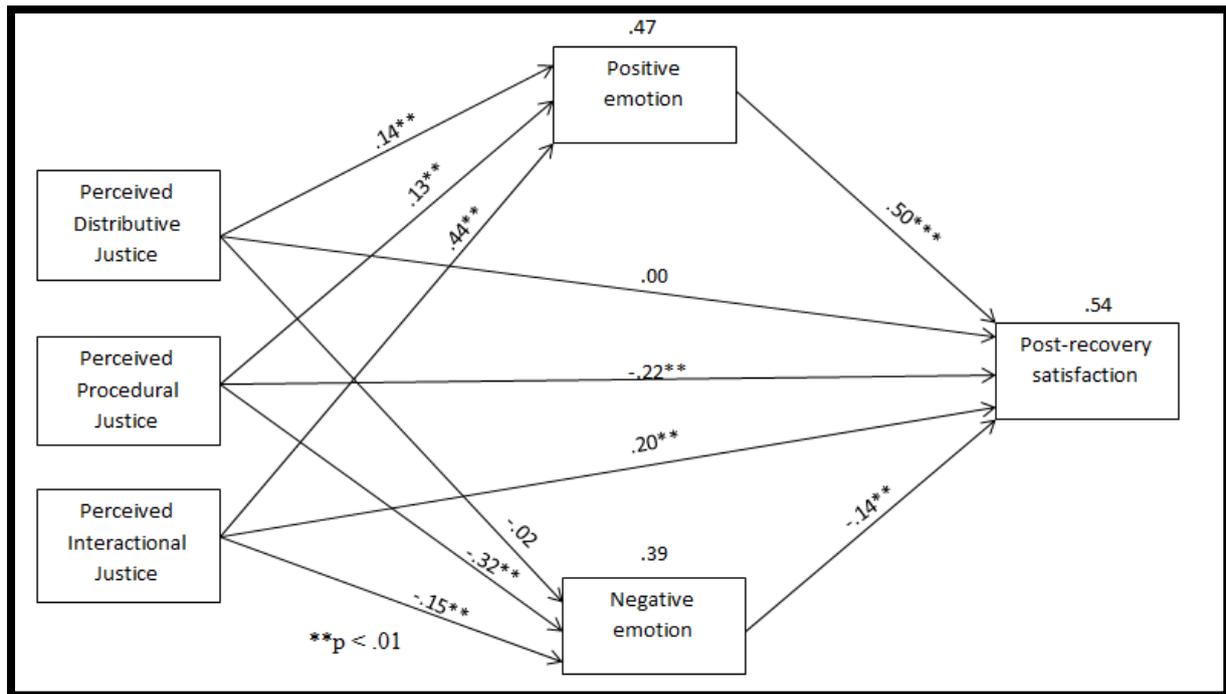


Figure 2: Positive emotion and negative emotion mediating the influence of perceived justice dimensions and post-recovery satisfaction

The model fit was good,  $\chi^2(3) = 3.32, p = .35$ ; CFI = 1.00; RMSEA = .04 [90% CI = (.01, .09)], SRMR = .02. The direct influence of procedural ( $\beta = -.22, p < .001$ ) and interactional justice ( $\beta = .20, p < .001$ ) were significant on post-recovery satisfaction while that of distributive justice was not ( $\beta = .01, p = .81$ ). The direct influence of distributive ( $\beta = .14, p < .001$ ), interactional ( $\beta = .44, p < .001$ ) and procedural justice ( $\beta = .13, p < .001$ ) were significant on positive emotion. Specifically, increase in distributive, interactional and procedural justice predicted increase in positive emotion. Positive emotion was also significant on post-recovery satisfaction ( $\beta = .50, p < .001$ ). Increase in positive emotion predicted an increase in post-recovery satisfaction.

**Hypothesis five:** Negative emotion mediates between perceived justice of service recovery and post recovery satisfaction

As shown in figure 2, the direct influence of procedural ( $\beta = -.32, p < .001$ ) and interactional justice ( $\beta = -.15, p = .002$ ) were significant on negative emotion while that of distributive justice ( $\beta = -.02, p = .30$ ) was not. Specifically, increase in procedural and interactional justice predicted a decrease in negative emotion.

Negative emotion was also significant on post-recovery satisfaction ( $\beta = -.14, p < .001$ ). Increase in negative emotion predicted a decrease in post-recovery satisfaction.

Results of mediation analysis showed that standardized total effects of distributive ( $\beta = .07, p = .006$ ), procedural ( $\beta = -.11, p = .002$ ) and interactional justice ( $\beta = .44, p < .001$ ) on post-recovery satisfaction were significant.

### **Section 5: Summary, Conclusion, and Recommendations**

Preacher and Hayes (2004) contend that for a mediation hypothesis to be validated, it is crucial to identify both the indirect and total impacts of the independent variable on the dependent variable. The mediation analysis results demonstrated that the standardised total effects of distributive justice ( $\beta = .07, p = .006$ ), procedural justice ( $\beta = .11, p = .002$ ), and interactional justice ( $\beta = .43, p < .001$ ) on post-recovery satisfaction were statistically significant. Bootstrapping was utilised in the analysis of indirect effects.

The indirect effects of distributive, interactional, and procedural justice on post-recovery satisfaction were statistically significant since they did not include zero. The overall and indirect impacts of all perceived justice dimensions are large, demonstrating that positive emotion serves as a substantial mediator in the link between distributive, interactional, and procedural justice and post-recovery pleasure. This signifies that all facets of justice were linked to pleasant emotions, which in turn affected satisfaction post-recovery. The mediating effects of happy mood on the connections between procedural justice and interactional justice with post-recovery pleasure were identified as partial, given that direct effects remained substantial. The mediating effect of happy emotion on the association between distributive justice and post-recovery pleasure was entirely complete, as the direct effects were not significant.

The indirect effects of procedural and interactional justice on post-recovery satisfaction through negative emotion were statistically significant, as their confidence intervals did not encompass zero. Nonetheless, the indirect impact of distributive justice on post-recovery pleasure through negative emotion was deemed minor, as it crossed zero, indicating a non-significant indirect effect. The results demonstrate that both the total and indirect impacts of procedural and interactional justice are considerable, so affirming that negative emotion serves as a significant mediating factor in the relationship between procedural and interactional justice and post-recovery contentment. This suggests that both procedural and interactional justice are linked to a decrease in negative emotions, which in turn connects with an increase in post-recovery contentment. The found mediating effects were partial, given the significant direct impacts of procedural and interactional fairness on post-recovery pleasure.

Smith and Bolton (2002), along with Oliver, Trust, and Varki (1997), and Schoefer & Ennew (2005), concluded that emotion plays a crucial mediating role between perceived fairness and recovery satisfaction. Emotion functions as a vital intermediary in the perception of justice related to service recovery and the ensuing satisfaction thereafter.

The research findings demonstrate that the perceived equity of service recovery substantially enhances customer satisfaction among domestic airline passengers in the Southwest geopolitical zone of Nigeria. To achieve this goal, three characteristics of perceived justice in service recovery were analysed, based on the existing literature and the researcher's interactions with domestic airline customers during the study. The study examined the influence of three dimensions of perceived justice (independent variables) on post-recovery satisfaction (dependent variable), as well as the mediating effects of positive and negative emotions in the relationship between perceived justice in service recovery and post-recovery satisfaction. The research objectives have been achieved, as reliable, clear, rigorous, and unequivocal responses have been provided for each research question in the study. The conclusion has been obtained purely from the research findings of the study. Based on the findings of this study, the following recommendations are suggested.

1. It is essential for the pertinent airline service regulators in the research region to formulate and uphold policies and stable rules that enable the smooth and unrestricted functioning of airline companies. Establishing a supportive environment and requisite infrastructure is crucial for airline companies to improve their performance.
2. Airline managers and operators in the study area should consistently participate in thorough operational planning. Effective planning is crucial for informed decision-making, directing the execution of appropriate plans and policies at optimal times to address service failures and improve service delivery.
3. Airlines in the region should conduct frequent training programs for their personnel centred on the usage of evolving aviation technologies, thus reducing errors and alleviating compensation-related expenses.
4. Moreover, it is crucial for airline staff to undergo training in vital competencies that enable the rectification of service faults across tribal and national borders.
5. Considering that service failures can originate from both service providers and consumers, it is essential for airline businesses to have specialised units at the airport to aid new clients who may be confused with the procedures, especially when using the airline for the first flight.

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