

The Effect of Service Recovery on Customer Satisfaction, eWOM, and Repurchase Intention in the Online Travel Agent (OTA) Industry in Indonesia with Service Failure Severity as Moderator

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Abstract. *This study aims to determine the effect of service recovery on service failure severity, customer satisfaction, eWOM, and repurchase intention. This study adopts an online survey method by distributing 196 online questionnaires to Indonesian OTA users who experienced service failures within the past year. The proposed study model undergoes examination using a partial least square-structural equation model (PLS-SEM). The result reveals that service recovery variables positively and significantly affected customer satisfaction, eWOM, and repurchase intention, however, the severity of the service failure did not significantly impact the relationship between service recovery and customer satisfaction. This study seeks to offer valuable insight that enables OTA industry practitioners in Indonesia to develop more effective service recovery strategies. It contributes to developing justice theory and the service failure severity factor as moderators of service failures in the Indonesian OTA industry and their effect on customer satisfaction, eWOM, and repurchase intention.*

Keywords: *Service recovery, justice theory, online travel agent, service failure severity, ewom, repurchase intention*

Abstrak. *Penelitian ini bertujuan untuk melihat pengaruh dari service recovery terhadap variabel service failure severity, customer satisfaction, eWOM dan repurchase intention. Penelitian dilakukan dengan menyebarkan 196 kuesioner menggunakan metode online survey yang melibatkan responden pengguna OTA di Indonesia yang pernah mengalami kegagalan layanan dalam satu tahun terakhir. Pengujian dilakukan atas model penelitian yang diusulkan menggunakan partial least square - structural equation model (PLS-SEM). Hasil penelitian menunjukkan bahwa variabel service recovery mempengaruhi customer satisfaction, eWOM, dan juga repurchase intention secara positif dan signifikan, namun variabel service failure severity tidak memiliki pengaruh yang signifikan dalam memoderasi pengaruh dari service recovery terhadap customer satisfaction. Penelitian ini memberikan wawasan bagi manajemen industri OTA di Indonesia dalam merancang strategi service recovery yang efektif. Penelitian ini berkontribusi pada perluasan justice theory dan faktor service failure severity sebagai moderasi terhadap kegagalan layanan di industri OTA di Indonesia serta pengaruhnya terhadap customer satisfaction, eWOM, dan repurchase intention.*

Kata kunci: *Service recovery, justice theory, online travel agent, service failure severity, ewom, repurchase intention*

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Introduction

The online travel agent (OTA) industry is experiencing rapid growth worldwide, including in Indonesia, as it adapts to the digital era, where the purchase volume indicator for the online tourism industry is anticipated to increase by 35% from 2020 to 2025 (Hoppe, 2022). However, as an industry that involves and depends on many people, tourism has a very high service failure rate. This results from the numerous interactions between customers and employees and service features' inseparability, heterogeneity, and perishability (Koc, 2019).

Service failure is a crucial factor threatening OTAs and posing a challenge to the business operational model of OTAs (Wei et al., 2022). Iglesias et al. (2020) claim that obtaining new consumers is five to twenty-five times more expensive than keeping current ones. Failures in service recovery can jeopardize customer satisfaction, trust, and loyalty, leading to customers switching to alternative service providers (Lawu et al., 2022). This emphasizes that service failures that can reduce existing customers' loyalty are a significant factor that all business players, including OTA, must consider. Service recovery is required to overcome service failures, including all necessary remedial measures in reaction to those failures or poor service quality (Gaffar et al., 2021). As OTA is a relatively new business model, it requires ongoing development (Wei et al., 2022). This includes the company's strategic aspect for an effective service recovery strategy.

In conducting their business, companies are interested in achieving high customer satisfaction and happiness to encourage repeat purchases and encourage others to do the same (Alzoubi et al., 2020). Therefore, it is essential for businesses to play a part in the service recovery process when dealing with failures to strengthen long-term connections with customers and propagate good word of mouth (WOM) (Bakar et al., 2020).

Given the importance of service recovery strategies for both businesses and customers, this issue has drawn the interest of numerous researchers. Numerous research has been carried out regarding service recovery in various service-based industries. Research on service recovery is often found in the hotel industry (Cheng et al., 2018; Liu et al., 2019; Ampong et al., 2021), the airline industries (Migacz et al., 2018; Wei, 2021; Wei et al., 2022), retail industry (Wang et al., 2011; Wu et al., 2020; Zhu et al., 2020), hospital and healthcare industry (Wen et al., 2018; Nguyen et al., 2021; Gupta et al., 2022). However, research on service recovery conducted in the OTA industry especially in Indonesia is still quite limited. Studies on service recovery in the OTA sector can help with the development of OTA business models and the creation of value for society and customers (Wei, 2021).

Furthermore, Akinci and Aksoy (2019) found that service recovery study is typically associated with positive WOM and repurchase intention. There is evidence connecting service recovery satisfaction and WOM (Moliner et al., 2015; Akinci & Aksoy, 2019; Zhu et al., 2020); however, more investigation exploring the relationship between consumer satisfaction and eWOM in service recovery is required (Luong et al., 2021). Furthermore, previous research has indicated that the level of service failure has a substantial impact on customer service recovery satisfaction. However, additional research is needed because the research on the impact of service failure severity, particularly in the context of service recovery in the OTA sector in Indonesia, is still limited. The focus of this study is to examine how service recovery influences customer satisfaction, eWOM, and repurchase intention within the online travel agent (OTA) industry in Indonesia, considering service failure severity as a moderating variable.

Literature Review

Online Travel Agency

The transformational impact of internet technology has profoundly transformed the landscape of travel reservations, ushering in a dramatic spike in online bookings made possible by OTAs (Wei, 2021). This transition is especially noticeable among Indonesians, demonstrating a rising preference for using online platforms to meet their diversified transportation, hospitality, and tourism needs (Zahratu, 2020).

Researchers have been interested in online travel reservation services, notably OTAs, and many pertinent studies have been carried out globally (Talwar et al., 2020). A prior analysis identified three critical criteria within the Indonesian OTA market framework: system functionality, information accessibility, and service quality (Augustin, 2018). These factors have a considerable impact on the adoption and utilization of OTAs in this setting.

Service Recovery

Service failure includes any forms of errors, mistakes, deficiencies, or challenges that occur during the delivery of a service and cause delays or hindrances in meeting client needs (Koc, 2017a). When this happens, all of the corrective procedures taken by service providers to deal with the service failures are referred to as service recovery (Gaffar et al., 2020). Another facet of service recovery involves reinstating customer confidence after service failure incidents (Zaid et al., 2021). The primary objective of this service recovery is to avoid negative communication and prevent customer loss (Miller et al., 2000).

Numerous researchers have investigated the definition, classification, causes, and effects of service failure since 1980. This contributes to advancing service failure research (Mikolon et al., 2015; Liu et al., 2019; Wei, 2021). Previous empirical research indicates that poor service has a negative

influence that ultimately impacts the profitability of a company (Rejikumar, 2015; Petzer et al., 2017).

Given the increasing OTA (Online Travel Agency) market, managing service failure in this domain has become critical. The media's coverage of several instances of service breakdowns adds to the seriousness of the situation (Wei, 2021). This study's theoretical foundation is founded on the ongoing exploration of service failure and service recovery as vibrant research fields. Notably, Justice Theory appears as a popular framework for examining service recovery (La & Choi, 2019).

Justice Theory

The fundamental concept of justice theory is derived from social psychology and is frequently used to describe individual responses in various conflict situations (Ampong et al., 2021). Justice theory basically believes that customers will feel satisfied if their contribution to the service provision process is in proportion with the results they perceive (McColl-Kennedy & Sparks, 2003). When a service failure occurs, which is a classic case of conflict, perceived fairness becomes very important when assessing individual reactions in the situation. Understanding the perception of fairness among consumers is very important for service providers to be able to carry out effective service recovery (Amponget al., 2021)

Three critical elements emerge from justice theory: distributive, procedural, and interactional justice (Migacz et al., 2018). Distributive justice is the value of justice that compares customer costs to the benefits they receive (Zaid et al., 2012). Distributive justice in service recovery refers to the results received by customers as compensation for service failures, typically in refunds, discounts, and coupons (Liu et al., 2019).

Procedural justice, as defined by Ampong et al. (2002), encapsulates the perception of the rules and procedures employed by decision-makers to settle a disagreement or negotiate a settlement as being impartial. In practice, procedural justice is usually represented by the promptness with which service providers respond to service failure reports (Liao, 2007). Procedural justice in the online tourism industry can be illustrated by responsive acts such as providing correct information, engaging in online reviews, and exhibiting flexibility in addressing client concerns (Kim & So, 2023).

Interactional justice is the value of justice experienced by customers while handling complaints during the interaction process between customers and employees (Zaid et al., 2021). This aspect closely aligns with the treatment a person receives while navigating a complaint scenario, assessing whether they encounter respectful and empathetic conduct (Ampong et al., 2021). Interactional justice, in the context of online service provision, is evidenced through providers' displays of respect, empathy, and courtesy when addressing customer's complaints (Zhu et al., 2020).

Service Failure Severity

The severity of the service disruption experienced by customers determines the impact of failure. According to Zhu et al. (2020), the customer's experience of loss increases in direct proportion to the degree of the service failure. Notably, consumer levels of discontent and frustration fluctuate depending on the severity of service failures. Dwesar et al. (2022) emphasize the perceived severity, highlighting that primary service failures carry more weight than supplementary service failures.

Customer evaluations define various levels of failure severity ranging from low to severe (Zhu et al., 2020). Prior research emphasized the critical consideration of service failure severity in discussions surrounding both service failure

and the subsequent recovery measures to ensure the robustness of research findings (Wang et al., 2011). This is consistent with the argument made by Liu et al. (2019) in the online tourism industry, who highlighted the need of considering service failure severity when building effective recovery solutions.

Customer Satisfaction

Customer satisfaction, as defined by Zaid et al. (2021), encompasses the assessment of happiness or discontent resulting from the difference between expected and actual product performance. From this perspective, when the performance falls short of expectations, customers will experience dissatisfaction, which predominantly focuses on customer evaluations subsequent to product or service utilization.

Customer satisfaction can also be used as a benchmark for evaluating the accomplishments of a company based on its work (Bakar et al., 2020). Zhu et al. (2020) highlighted the emotional components of customer satisfaction, particularly in the context of service recovery initiatives started by service providers. Moreover, Lawu et al. (2022) underscored the criticality of customer satisfaction as a determinant of success, especially within the OTA industry.

Electronic Word of Mouth (eWOM)

Word of mouth (WOM) is one of the most essential channels for the dissemination of information between individuals. Yuliantoro et al. (2019) underscored the significance of the environment and service quality aspects in shaping customers' experiences. This influence extends beyond mere satisfaction, playing a direct role in fostering the dissemination of knowledge through word-of-mouth. While recognizing the importance of word-of-mouth (WOM) in disseminating product information among consumers, it is essential to consider its digital counterpart, electronic word-of-mouth (eWOM). According to Luong et al. (2021), the growing internet penetration has accelerated the rise of eWOM, altering the dynamics of information flow in modern society.

Ginting et al. (2023) defined eWOM as a sentence or discussion accessible to the entire online community encompassing both affirmative and critical assessments of products, services, or organizations. Within the OTA industry, the presence of OTA websites and applications serves as a pivotal platform facilitating the exchange of online customer reviews. These platforms, as highlighted by Liu et al. (2019) and Zahratu (2020), have given prospective customers streamlined access to comprehensive information and firsthand testimonials, significantly influencing their decision-making processes.

Repurchase Intentions

The concept of repurchase intentions, as defined by Wei et al. (2022), represents a customer's conscious desire to engage with a company again, resulting from an extensive evaluation following the initial purchase. This component of consumer behavior is integrally linked to the critical concept of customer retention, as underlined by Antwi (2021), emphasizing its critical role in creating long-term engagement.

According to Sitthipon et al. (2022), customer satisfaction not only promotes long-term positive relationships but also functions as a stimulus for future purchases, producing a cycle in which satisfied customers are more likely to repurchase similar products. In the context of Online Travel Agencies (OTA), the concept of repurchase intentions is critical, functioning as a foundation for the sustainability of OTA operations. Understanding and properly fulfilling these objectives within the OTA sector becomes critical for maintaining customer engagement and establishing long-term brand loyalty. crucial consideration for the sustainability of OTA business.

Research Hypothesis

The relationship between service recovery and customer satisfaction is simple; when firms manage service recovery successfully, the results have a significant effect on customer

satisfaction. Numerous previous studies examining the effect of service recovery on customer satisfaction support this claim. Most findings indicate that service recovery, based on justice theory, significantly impacts customer satisfaction (Cheng et al., 2018; Wu et al., 2020; Nguyen et al., 2021; Zaid et al., 2022). A study by an international hospital stated that customer satisfaction would be positively impacted by the service recovery process through good contacts, quick processes, and outcomes that fulfill customer expectations (Nguyen et al., 2021). Zaid et al. (2021) also indicated that logistics companies should implement the three essential components of justice since performing this practice will improve customer satisfaction. In the context of the OTA industry, Lawu et al. (2022) noted that customer expectations are intricately linked to the service recovery experience necessitated by the challenging circumstances of the pandemic. Customers anticipate that the service recovery efforts undertaken in response to this unfortunate situation will deliver a sense of justice. Consequently, when the actual service recovery surpasses these expectations, customers are likely to experience heightened satisfaction. Based on this explanation, this study develops the following hypothesis:

H1: Service recovery positively influences customer satisfaction.

In terms of the influence from customer satisfaction on eWOM behavior, a study by Luong et al. (2021) in the online shopping industry indicated that customer satisfaction resulting from the service recovery process significantly influences eWOM behavior. Duarte et al. (2018) revealed that satisfied customers in the online shopping industry are inclined to engage in positive word-of-mouth. As advocates of their positive experiences, satisfied customers voluntarily share their satisfaction with others, fostering the creation of positive eWOM. These studies are a re-emphasis of several previous studies, which also indicated the same results (Velazquez et al., 2015; Ding & Lii, 2016).

According to Martínez-Costa et al. (2018), in the OTA industry, customer satisfaction is an essential factor in motivating the delivery of eWOM. This relationship is grounded in the premise that a customer, when satisfied with the service provided by OTA, voluntarily promotes the OTA's products through positive WOM. Therefore, in the context of service recovery, this study proposed the following hypothesis:

H2: Customer satisfaction positively influences eWOM.

Customer satisfaction could be a significant determinant of repurchase intention, making it one of the critical factors for a business's sustainability (Ashfaq et al. (2019). A study by Ginting et al. (2023) in the Indonesian e-commerce industry revealed that customer satisfaction has a significant and positive relationship to repurchase intention. This corresponds to the findings of several other research (Chiu & Cho, 2021; Huarng & Yu, 2019; Mensah & Mensah, 2018). Theresia and Wardana's (2019) research in the OTA industry in Indonesia revealed a compelling connection: satisfied customers are more likely to engage in repurchase intention. In contrast to dissatisfied counterparts who may seek alternatives, satisfied customers demonstrate loyalty by consistently choosing to return to the same OTA for future purchases. Based on previous study findings, this study proposed the following hypothesis:

H3: Customer satisfaction positively influences repurchase intention.

Zhu et al. (2020) studied the association between the severity of service failure, perceived justice, and recovery satisfaction. According to his research, service failure severity has a negative effect on recovery satisfaction, with the effect being more substantial than perceived justice, another component of service recovery. According to Piaralal et al. (2014), the influence of perceived justice/service recovery on recovery satisfaction/customer satisfaction is moderated by failure severity. As the severity of service failure increases, the positive influence of perceived justice on satisfaction with service recovery decreases. This implies that, even if customers keep a steady view of fairness toward the service provider, satisfaction with service recovery falls as the severity of service failure grows. These findings were corroborated by an additional study conducted by Jha and Balaji (2015). Based on previous study findings, this study proposed the following hypothesis:

H4: Service Failure Severity moderates the effect of service recovery on customer satisfaction.

Figure 1 shows the hypothesis model used in this study.

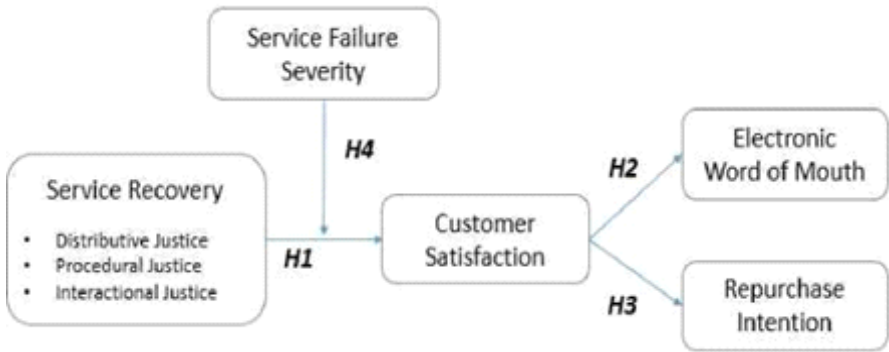


Figure 1.
Research Hypothesis Model

Methodology

Measurement items used in this study were derived from prior research to assure the validity of the research scale. The measurement items for service recovery variables using distributive justice indicators (5 indicators), interactional justice indicators (7 indicators), procedural justice indicators (5 indicators), and service failure severity variables (3 indicators) adopted from Wang et al. (2011). From the perspective of satisfaction after service recovery, the customer satisfaction scale consisted of five indicators adopted from previous research by Wei (2021). The 3 indicators of eWOM variable measurement items were adopted from research by Luong et al. (2021). Additionally, the scale for measuring the repurchase intention variable included 3 indicators and was adopted from the study by Wei et al. (2022). The measurement indicators utilized in this study were included in the Appendix section.

This study employs a survey methodology to collect data on OTA consumers in Indonesia. Due to the size and extensive distribution of the population, this study employed non-probability sampling techniques with a focus on purposive sampling. Individual OTA service users in Indonesia who experienced service failures such as cancellations or schedule changes are the main respondent for this study. The study examines the effect of service recovery, as affected by the severity of service failures encountered by customers, on customer satisfaction and, consequently, on eWOM and repurchase intention towards the OTA in question. The data collected using an online survey method. The questionnaire which was distributed in May 2023 via online media such as social media consists of three sections. The first section consists of screening questions to ensure that the characteristics of respondents match the requirements of the study. The second section captures the respondent's profile as well as their use of products and services in the OTA application. The third section contains queries concerning research indicator items.

Measurement was conducted using a five-point Likert scale ranging from 1 to 5, representing strongly disagree, disagree, neutral, agree, and strongly agree (Sekaran & Bougie, 2016; Creswell & Creswell, 2018).

This study's sample size was determined using a 5-to-1 sample-to-item ratio (Gorsuch, 1983; Hatcher, 1994; Suhr, 2006; Hair et al., 2010). This study selected the partial least squares-structural equation modeling (PLS-SEM) method for data analysis; PLS-SEM is chosen to test a series of simultaneous relationships constructed between one or several independent variables and several dependent variables. This study examined the effect of service recovery on other variables such as service failure severity, customer satisfaction, eWOM, and repurchase intention.

Results and Discussion

Sample & Data Collection

Before collecting data, a pre-test with 30 respondents was conducted to ensure the validity and reliability of all questionnaire measuring items. The study was conducted through an online survey involving 196 OTA consumers in Indonesia who had experienced service failures within one year. Based on all responses obtained, the researcher eliminated respondents with inconsistent responses resulting in 150 final questionnaires with appropriate respondent profiles obtained.

As explained in Table 1, 62% of the 150 samples obtained were male; and 38% were female. The majority of respondents were between the ages of 26 and 35 (53.33%), with undergraduate education level (63.33%), were private employees (49.33%) with a relatively diverse income range and resided in Jabodetabek (72.67%). Based on the profile of OTA application utilization, the average frequency of use was less than three times per year (58%), and travel-related purposes account for 85.33% of usage.

Table 1.
Respondent's Profile

Characteristics	Description	Frequency	Percentage
Gender	Male	93	62%
	Female	57	38%
Age	Under 25 years old	14	9,3%
	26 - 35 years	80	53,3%
	36 - 45 years	51	34%
	46 - 55 years	5	3,3%
Education Level	High School	4	2,7%
	Diploma	12	8%
	Undergraduate	95	63,3%
	Postgraduate	39	26%
Occupation	Student	15	10%
	Public Servant	27	18%
	Private employee	74	49,3%
	Self-employed	30	20%
	Housewife	4	2,7%
Income/Month	< Rp5,000,000	16	10,7%
	Rp5,000,000- Rp10,000,000	32	21,3%
	Rp10,000,001- Rp15,000,000	24	16%
	Rp15,000,001- Rp20,000,000	36	24%
	> Rp20,000,000	42	28%
Characteristics	Description	Frequency	Percentage
Domicile	Greater Jakarta Area	109	72,7%
	Outside Greater Jakarta Area	41	27,3%
Frequency of Use	< 3 times	87	58%
	3 - 5 times	40	26,7%
	6 - 10 times	19	12,7%
	> 10 times	4	2,7%
Purpose of Use	Business	22	14,7%
	Tourism	128	85,3%

Validity & Reliability Test

The Outer Loading and Average Variance Extracted (AVE) value criteria were used to calculate the convergent validity test. Thirty-one measurement items had an Outer Loading value greater than 0.70 and an Average Variance Extracted (AVE) greater than 0.5 (Hair et al., 2011). The Outer Loading value of measurement item IJ5 was below 0.7 but still greater than 0.5, and its AVE is greater than 0.5; thus, this item was considered valid. The indicators Cronbach's Alpha and Composite Reliability were utilized for testing reliability (Hair et al., 2010). In this instance, all measurement items satisfied the criterion of a value greater than 0.70, indicating that the measurement items used to measure latent variables had high reliability. Table 2 shows the results of the validity and dependability evaluations.

Fornell and Larcker (1981) established the Fornell-Larcker criteria for testing discriminant validity, where the square root value of AVE was typically more significant if compared with the correlation coefficient with other factors.

Table 3 shows that there are strong correlations between the dimensions of service recovery: distributive justice, procedural justice, and interactional justice. Generally, customers' perceptions of service recovery outcomes, based on these justice dimensions, tend to align. Therefore the correlation between these dimensions does make conceptual sense. However, despite this logical connection, future research should address discriminant validity concerns.

Additionally, the multicollinearity test, conducted using the Variance Inflation Factor (VIF), is depicted in Table 4. The results indicate that the collinearity between variables is below the established threshold, suggesting the absence of multicollinearity.

Table 2.
Validity and Reliability Test Results

Variables	Measurement Item	Outer Loading > 0.7	Cronbach's Alpha > 0.7	Composite Reliability > 0.7	Average Variance Extracted (AVE) > 0.5
Distributive Justice (DJ)	DJ1	0,963	0,969	0,976	0,891
	DJ2	0,915			
	DJ3	0,924			
	DJ4	0,945			
	DJ5	0,971			
Procedural Justice (PJ)	PJ1	0,966	0,944	0,957	0,817
	PJ2	0,902			
	PJ3	0,888			
	PJ4	0,855			
	PJ5	0,818			
Interactional Justice (IJ)	IJ1	0,913	0,950	0,960	0,777
	IJ2	0,882			
	IJ3	0,860			
	IJ4	0,937			
	IJ5	0,690			
	IJ6	0,923			
	IJ7	0,937			
Service Failure Severity (SFS)	SFS1	0,909	0,880	0,926	0,807
	SFS2	0,969			
	SFS3	0,810			
Customer Satisfaction (CS)	CS1	0,917	0,962	0,971	0,869
	CS2	0,950			
	CS3	0,931			
	CS4	0,954			
	CS5	0,909			
eWOM (EW)	EW1	0,937	0,950	0,966	0,906
	EW2	0,961			
	EW3	0,957			
Repurchase Intention (RI)	RI1	0,912	0,929	0,954	0,874
	RI2	0,944			
	RI3	0,949			

Table 3.
Discriminant Validity Test Results

	CS	DJ	IJ	PJ	RI	SFS	EW
CS	0,932						
DJ	0,913	0,944					
IJ	0,922	0,956	0,881				
PJ	0,911	0,951	0,958	0,904			
RI	0,544	0,376	0,511	0,461	0,935		
SFS	-0,655	-0,574	-0,525	-0,523	-0,314	0,899	
EW	0,449	0,258	0,346	0,353	0,767	-0,290	0,952

Table 4.
Collinearity Test Results

	CS	DJ	IJ	PJ	RI	SFS	EW
CS					1,000		1,000
DJ							
IJ							
PJ							
RI							
SFS	1,465						
SR	1,775						
EW							

Table 5.
Hypothesis Test Results

Hypothesis	Relationship	Path Coefficient	T-Statistics	P-Values	Results
H1	Service Recovery → Customer Satisfaction	0,802	21,265	0,000	Supported
H2	Customer Satisfaction → eWom	0,449	5,482	0,000	Supported
H3	Customer Satisfaction → Repurchase Intention	0,544	7,235	0,000	Supported
H4	Service Recovery*Service Failure Severity → Customer Satisfaction	0,029	0,844	0,199	Not Supported

Hypothesis Testing & Discussions

Testing for structural models using Smart-PLS was evaluated using the T-Value and P-Value for the significance test. The results of the calculations are shown in Table 5, where there are three accepted hypotheses and one that is not accepted.

In this study, the assessment result for Hypothesis H1 indicated that service recovery significantly and positively affected customer satisfaction. This is consistent with and strengthens the findings of previous studies (Cheng et al., 2018; Wu et al., 2020; Nguyen et al., 2021; Zaid et al., 2022). According to Ok et al. (2005), the initial step of service recovery is often interactional justice, followed by distributive and procedural justice. In this study, the stages of service recovery that operate according to plan and produce favorable outcomes are interactions that operate smoothly and are responsive, complete on time, give appropriate and fair compensation, and provide flexibility in settling the issue. This describes that if a service failure in OTA occurs, positive service recovery outcomes and processes will increase customer satisfaction, affecting eWOM behavior and repurchase intention.

Moreover, according to the assessment of hypotheses, hypothesis H2 shows that customer satisfaction positively affected eWOM behavior. This outcome was consistent with previous research (Duarte et al., 2018; Velazquez et al., 2015; Ding & Lii, 2016). Positive eWOM behavior could be referred to as the intention to recommend OTA services, which was the result of customer satisfaction with the service recovery procedure in the context of this study. The findings of this study demonstrated that customer satisfaction could increase positive eWOM behavior, which subsequently exchanged information through social media, travel reviews, and other electronic media. According to Martinez-Costa et al. (2018), eWOM behavior can be considered a reliable source and used as a reference.

In addition, hypothesis testing indicated that customer satisfaction significantly affected repurchase intention in the OTA industry. This indicated that the H3 hypothesis was supported. The positive effect of customer satisfaction on repurchase intention, as indicated by the results of response testing, where a reasonable problem resolution period is given, an easy service process, services that satisfied psychological expectations, and availability of an OTA staff that understood customer requirements would be able to provide a satisfying experience and maintain a good relationship with customers. Thus, they were satisfied and were more likely to make repurchase intentions. This was consistent with previous studies indicating that customer satisfaction can significantly affect repurchase intention in the OTA industry (Theresia & Wardana, 2019; Ashfaq et al., 2019). Consistent with a study conducted by Ginting et al. (2023) on the Indonesian e-commerce industry, hypothesis testing demonstrated that customer satisfaction significantly affected repurchase intention. It can be seen that customer satisfaction is above expectations due to the performance of the services received (Zaid et al., 2021), which can lead to customer intention to reuse a service from a company, in this instance, an OTA, in the future (Wei et al., 2022).

In contrast, the H4 hypothesis test revealed that the severity of the service failure did not significantly moderate the effect of service recovery on customer satisfaction. The collected and analyzed sample data indicated that the responses of respondents with high or low service failure severity did not significantly affect service recovery's impact on customer satisfaction, as long as OTA's service recovery could generate reasonable customer satisfaction. This contradicted the findings of previous studies that service failure severity moderated the effect of service recovery on customer satisfaction (Piaralal et al., 2014; Jha & Balaji, 2015). A study explained that service recovery undertaken by service providers to overcome service failure or poor service

quality would be affected by the condition that the more severe the service failure, the greater the dissatisfaction (Gaffar et al., 2021).

The finding emphasizes the critical role that service recovery strategies have in shaping consumer satisfaction. The lack of significance highlights the potential resilience of well-managed service recovery procedures in reducing the negative consequences of service failures. It implies that when OTAs quickly and genuinely resolve customer's problems, make things easier for customers, and compensate customer's inconvenience fairly, it counts more for customer happiness than how bad the original issue was. This emphasizes the significance of proactive and personalized service recovery measures that prioritize customer demands and preferences, which may alter traditional perceptions of the impact of service failure severity within the OTA landscape.

Conclusion

Testing Conclusion

The objective of this study was to examine how service recovery influences factors like service failure severity, customer satisfaction, eWOM, and repurchase intention within the Indonesian OTA industry. The test findings indicated that three hypotheses were accepted, and one was not accepted. The three dimensions of the service recovery variable have a considerable positive effect on the customer satisfaction variable, according to justice theory. This demonstrates that the OTA industry, a service-based industry that is inseparable from service failures, significantly relies on an effective service recovery strategy to generate high customer satisfaction.

The findings of tests conducted on the three dimensions of service recovery indicated that the interactional justice dimension has the most significant impact on customer satisfaction. This demonstrated that customers value the sense of justice they obtain from

OTA representative staff during the complaint resolution process. This is similar with the findings of a study conducted in the hospitality industry by Ampong et al. (2020). In the context of service recovery, customers will evaluate the behavior and reactions of employees in handling submitted complaints before they are willing to collaborate to accomplish service recovery (Huang et al., 2020).

Further analysis revealed that IJ4 (OTA proved sufficiently competent to resolve the service failure I encountered) and IJ7 (The treatment and communication with the OTA to solve the problem were acceptable) were the most significant indicators. This emphasized that employees must be competent in managing customer complaints regarding service failures.

The influence of high customer satisfaction was also proven to have a substantial impact on eWOM and repurchase intention variables in the testing. However, the testing on the moderating influence of service failure severity on service recovery effect on customer satisfaction produced insignificant results. This demonstrated that the service recovery strategy implemented by OTAs must apply to all levels of failure severity, as customers in the OTA industry in Indonesia pay little attention to the severity of a failure when it occurs.

Theoretical Implications

This study contributed to the comprehension of service recovery, the recovery process following a service failure. This study demonstrated that service recovery significantly and positively affected customer satisfaction. This is in line with and supporting the findings of previous studies by Cheng et al. (2018), Wu et al. (2020), Nguyen et al. (2021), and Zaid et al. (2021), thus it was imperative that effective service recovery strategies take into account aspects of justice theory (distributive justice, procedural justice, and interactional justice).

Even though this study was undertaken in the OTA industry, which has characteristics that may differ from those of other industries, the justice theory dimensions that form the basis of service recovery still apply. This study found, once again, that aspects of justice theory in service recovery were crucial to customer satisfaction, regardless of the industry. However, organizations in other industries should only explicitly compare the findings of this study to conditions in other industries if they consider particular contextual factors. This highlights the importance of taking industry-specific dynamics and characteristics into account when interpreting and applying the findings of this study.

According to the findings of this study, the severity of a service failure had no effect on the relationship between service recovery and consumer satisfaction. This contradicted the findings of Zhu et al. (2020) regarding the online retail industry. This implied that the supposed service failure severity study was conducted in other industries, and differing results may be obtained based on the characteristics of the industry.

Managerial Implications

The study aimed to assist OTA industry participants in Indonesia in developing more effective service recovery strategies to increase customer satisfaction, which will, in turn, affect repurchase intention and positive eWOM behavior. The results indicated that justice theory could be used to develop service recovery strategies in the OTA industry in Indonesia in order to increase customer satisfaction, eWOM, and repurchase intention following a service failure. The significant positive effect of service recovery on future customer intentions is consistent with a study by Nadiri (2016), which highlights that practical service recovery efforts not only work to rectify service failures but also to uphold solid relationships in the future.

Further examination reveals that, aside from distributive and procedural justice, which both have a major impact on customer happiness, interactional justice is the biggest predictor of customer satisfaction. This aligns with Nadiri (2016), Ampong et al. (2020), and Huang et al. (2020) studies, and practitioners in the OTA industry in Indonesia should be aware of this. When customers complain about service failures, they must be treated well, and their complaints must be handled according to proper procedures, and ultimately, customers must be compensated fairly. The OTA industry's management can improve the service recovery process by investing in customer service supported by technology and good training to generate positive customer interactions when dealing with service failures. In line with that, OTA management can also provide clear and accurate information on terms and conditions during the purchase process so that customers know the compensation they will receive during service failures.

Additional testing of the moderating effect of the severity variable for service failure revealed insignificant results. The results of this study contradict those findings in a previous study by Zhu et al. (2020), where service failure severity was found to moderate the effect of service recovery on customer satisfaction negatively. The implications of this study's findings for OTA management are substantial, where even though the failures are not severe, OTA management must implement an effective service recovery strategy to ensure high customer satisfaction following a service interruption.

The practical consequences highlight the importance of OTA management prioritizing service recovery by creating positive customer experiences through empathetic interactions, streamlined procedures, and fair compensation. This nuanced understanding emphasizes the importance of ongoing investment in customer service training and technology to ensure seamless interactions

during service failure, ensuring a solid foundation for long-term customer relationships and positive word-of-mouth within the competitive OTA landscape.

Limitations and Future Study

Several limitations during the study prevent the generalization of the obtained results. Numerous recommendations for future study would enhance the theoretical expansion. First, this study has limitations regarding sample size and population representation. It is recommended that future studies expand the sample size better to represent the diversity of OTA consumer characteristics in Indonesia. Future research should also explore a rich understanding of this topic through qualitative or mixed methods studies to overcome the lack of in-depth explanations from quantitative survey-based research.

Second, in this research model, the perfect fulfillment of discriminant validity was not achieved due to certain correlations between variables exceeding the 0.9 threshold when measured using the Heterotrait-Monotrait (HTMT) Ratio. This indicates that there are validity issues among the variables. Future research should address discriminant validity concerns.

Third, the study focused on the OTA industry in Indonesia and was conducted with OTA customers who have experienced service failures in Indonesia. Similar models regarding the effect of service recovery and service failure severity can be studied in other service industries that are also inseparable from service failures, such as the health industry, as Nguyen et al. (2021) do in Vietnam's hospital industry. In the healthcare industry, where the severity of service failures is critical, it may produce different results and will be a fascinating extension of the theory. Harrison-Walker (2022), in his study, stated that service failure severity is an interesting moderating factor in service recovery in the healthcare industry.

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Appendix

Distributive Justice

- DJ1: Considering the trouble caused and the time lost, the compensation I received from the OTA was acceptable.
 DJ2: The OTA took good compensation measures to solve the problem.
 DJ3: The OTA's efforts were sufficient to offer satisfactory compensation.
 DJ4: I think the OTA was quite fair when compensating me for the problem that occurred.
 DJ5: In general, the OTA was able to compensate me adequately to solve the service failure.

Procedural Justice

- PJ1: I think my problem was resolved in the right way by the OTA.
 PJ2: I think the OTA has good policies and practices for dealing with problems.
 PJ3: Despite the trouble caused by the problem, the OTA was able to respond adequately.
 PJ4: The OTA proved flexible in solving the problem.
 PJ5: The OTA tried to solve the problem as quickly as possible.

Interactional Justice

- IJ1: The OTA showed interest in my problem.
 IJ2: The OTA did everything possible to solve my problem.
 IJ3: The OTA was honest when dealing with my problem.
 IJ4: The OTA proved sufficiently competent to resolve the service failure I encountered.
 IJ5: The OTA dealt with me courteously when solving the problem.
 IJ6: The OTA showed interest in being fair when solving the problem.

IJ7: The treatment and communication with the OTA to solve the problem were acceptable.

Service Failure Severity

- SFS1: The above-mentioned service failure caused by the OTA that happened to me was severe.
 SFS2: The above-mentioned service failure caused by the OTA that happened to me made me feel angry.
 SFS3: The above-mentioned service failure caused by the OTA that happened to me was unpleasant.

Customer (Service Recovery) Satisfaction

- CS1: I am satisfied with the timing of the OTA service recovery.
 CS2: I am satisfied with the way OTA does service recovery.
 CS3: Service recovery done by the OTA solves my problem.
 CS4: Service recovery done by the OTA meets my psychological expectation.
 CS5: I am satisfied with the OTA's service staff that helped in the service recovery.

eWOM

- EW1: Tell my relatives and friends about the good experience with this OTA through electronic media channels.
 EW2: I will say positive things about this OTA to other friends through electronic media channels.
 EW3: I will recommend this OTA if someone asks me for information on electronic media.

Repurchase Intention

- RI1: I will continue to book services at this OTA.
 RI2: I would like to be a loyal customer at this OTA.
 RI3: I trust the OTA more.