

APPLYING JUSTICE THEORY TO INVESTIGATE THE EFFECTS OF CONSUMER COMPLAINTS AND OPPORTUNISTIC INTENTION ON BRAND REPUTATION AND CONSUMER REPURCHASE BEHAVIOR¹

Aditya Nugroho

Department of Industrial and Information Management
National Cheng Kung University
University Road, East District, Tainan City, 701, Taiwan
yohanesadityanugroho@gmail.com

Wei-Tsong Wang

Department of Industrial and Information Management
National Cheng Kung University
University Road, East District, Tainan City, 701, Taiwan
wtwang@mail.ncku.edu.tw

ABSTRACT

In today's digital business world, service failures are inevitable. Customers who have experienced service failures react to recovery efforts, such as compensation, return policy leniency, or the accessibility of customer service representatives provided by the seller, by making judgments of the fairness of such efforts. Leaks in recovery efforts, on the other hand, may lead to unethical consumer conduct, such as opportunistic behavior or complaints. These nefarious intents may have an impact on brand reputation and consumer purchase behavior. We explore the impact of consumer perceptions of service recovery, as well as consumer complaints and opportunistic intentions toward a company by using a quasi-experimental approach. The results of the structural equation model test are particularly valuable to online sellers, as they show that all aspects of justice are major predictors of complaint and opportunistic intentions. A significant implication of our research is that the practical meaning of the notion of justice may affect consumers' future repurchase behavior.

Keywords: Service recovery; Opportunistic intention; Complaint intention; Brand reputation; Repurchase behavior

1. Introduction

Service failures are unavoidable even in the best-run service organizations due to various uncontrollable service variables, such as the capacity of the service system or human error (Michel, 2001). Customers may react negatively to a service failure, especially if they have already established a positive bond with the brand (Wan et al., 2011). During a service disruption, emotions such as anger or dissatisfaction are believed to increase, and these negative emotions can lead to negative outcomes for an organization, particularly in terms of losing customers and profit (McCull & Sparks, 2003).

At present, even when customers have a positive relationship with a service vendor, service failure is problematic because customers can react adversely to a service failure (Wan et al., 2011). However, if the business is able to recover, a proper service recovery scheme will return these disgruntled customers to a content state (Michel, 2001). McCull and Sparks (2003) stated that the problem of injustice is one of the roots of the problem of dissatisfaction due to different treatments for different consumers, which results in consumers' feelings of unfairness and jealousy. Bringing back the presence of justice to consumers after an unpleasant purchase experience can potentially save millions of dollars in lost business and detrimental word-of-mouth exposure for companies as well as moderating consumer emotions (McCull & Spark, 2003). Properly treating customers and offering fair compensation can improve customer perceptions and reinstate a sense of justice (McCull & Sparks, 2003).

Justice and its relationship with service failure have been widely discussed by previous studies (Turel et al., 2014; McCull & Sparks, 2003; Migacz et al., 2018). One of the theories that comprehensively evaluates the problem of

¹ Cite: Nugroho, A. & Wang, W. T., (2024, Feb.) Applying Justice Theory to Investigate the Effects of Consumer Complaints and Opportunistic Intention on Brand Reputation and Consumer Repurchase Behavior, *Journal of Electronic Commerce Research*, 25(1).

justice in service failure and service recovery is justice theory. Justice theory is an appropriate theory for evaluating service failure because consumers tend to rely heavily on their perceptions of justice or fairness to evaluate the quality-of-service recovery measures of vendors (Rawls, 1971).

Various justice-relevant stimuli are used by individuals to form justice judgments and react to services such as compensation, return policy leniency, and the accessibility of customer service representatives offered by the service provider (Turel et al., 2008). However, when businesses offer their best service recovery based on the motto “customers are king”, customers may take advantage of them, leading to *unethical behavior*. According to Macintosh and Stevens (2013), unethical behavior can occur as a result of consumers’ reactions to failure and recovery processes, which are driven by both contextual and personal differences such as psychological issues or customer-service business conflicts. Perceived injustice during service recovery encourages them to become selfish interpreters of fair compensation, thus inducing *complaint intention* and *opportunism* (Ro & Wong, 2012). In this study, we believe that the urgency of the unfavorable intentions of consumers cannot be seen only as the final result, but that there will be further adverse consequences for businesses, such as damaged *brand reputation* and decreased consumer *repurchase intention*.

Various perspectives on the dimensions of justice theory and their potential impacts on consumer post-purchase behavior encourage us to explore, in particular, the impact of consumer opportunistic actions and complaint intentions on their repurchasing behavior and brand reputation. Based on the discussion above, this research attempts to answer the following research questions:

1. How do factors of various dimensions of justice theory influence consumer post-purchase dysfunction behavior (opportunistic intention and complaint intention)?
2. What are the influences of consumers’ opportunistic and complaint intentions on their repurchase behavior and perceived brand reputation of vendors?

Initial studies of justice theory (please refer to Table 1) have mostly discussed the relationship between justice theory and consumers’ post-purchase behavior. Previous studies have mostly observed the use of justice theory in analyzing service failure problems and how consumers feel or consumer behavior after a service failure, such as customer satisfaction, negative or positive consumer feelings through word of mouth, consumer loyalty, or intention to use the service again (Michel, 2001; Turel et al., 2008; Lim et al., 2017; Fu et al., 2015). However, previous research has not frequently examined dysfunctional behavior, such as complaining and opportunistic behavior. Thus, this research uses justice theory to improve and develop several other consumers’ post-purchasing behaviors that have not been comprehensively discussed in previous research, which observes the dimensions of justice theory on dysfunctional behavior: opportunistic intentions and complaints. This study has offered noteworthy significant contributions to the existing literature by revealing that compensation can effectively mitigate complaints, yet excessive compensation can foster opportunistic behavior. Furthermore, it offers a distinct insight by showing that neither complaints nor opportunistic intentions have a discernible impact on brand reputation. This prompts a reevaluation of the conventional wisdom that negative traits do not all the instances translate into reputational damage.

Additionally, not all previous studies present a practical form of the dimensions of justice theory (please refer to Table 2). In general, the preliminary research presents the limited concept of dimensions of justice theory in general, such as transaction procedures, communication relations between buyers and sellers, and does not provide a concrete form of each dimension. Here, this study tries to complement the justice theory literature by providing different concrete examples for each dimension (compensation, return policy, and the accessibility of customer service representatives) so that the literature can be enriched, and thus readers can understand the concept of justice theory clearly and comprehensively.

2. Literature review

2.1 Service failure

Service failures, according to Michel (2001), involve deviations from the expected service blueprint during the purchasing process, which result in customers’ disappointment due to differences between their original expectations and actual experiences. This problem is often attributed to the intangible nature of services, their diverse range, and the unpredictability of human interactions. Migacz et al. (2018) stated due to the diverse types of service failure influence how customers respond to recovery efforts based on their perceptions of justice. Therefore, scholars have constantly studied service failures through the lens of justice theory, which examines fairness elements, to understand customers’ reactions to service failures (Park et al., 2008). Michel (2001) categorizes service failures based on the multi-dimensional framework of justice theory. This includes coding financial losses and apologies as part of

distributive justice, while issues such as lack of responsibility and delays in services fall under procedural justice. In addition, unkindness and lack of empathy are constantly being categorized as interactional justice.

However, unlike prior studies, this study does not intend to apply dimensions of justice theory to classifying service failure. This study, on the other hand, focuses on how the dimensions of justice are translated into how the company overcomes failures such as: providing compensation, providing a clear return policy, and customer service representatives.

2.2 Justice theory

Justice theory is a theoretical perspective that is constantly adopted to comprehend consumer assessments and reactions to service recovery (Wirtz & McColl, 2010). Some pioneering studies have divided justice into three dimensions: distributive justice, procedural justice, and interactional justice (see Table 2) and each dimension has been reflected in the different applied variables (Babin et al., 2021; Wu, 2013; Wu & Huang, 2015).

The first dimension of justice theory was introduced by Adam (1965) and was primarily concerned with *distributive justice*, which is related to the fairness of a specific remedy allocation offered by a seller. An example of distributive justice is a seller providing compensation to customers as a remedy measure to service failure (Adam, 1965; Das et al. 2019). However, Leventhal (1980) agreed that individuals not only define justice in terms of distributive justice of inputs (in the form of what consumers invest, such as money, effort, and time) and outcomes (what consumers get) but also view justice in terms of the procedures that determine those outcomes, which is categorized as procedural justice. *Procedural justice* is seen as a mechanism whereby the procedures or regulations are deemed to be fair in processing a recovery. An example of procedural justice is consumers following a return policy to receive compensation or return and exchange products (Wu, 2013). Additionally, Cropanzano et al. (2007) extended the concept of justice further by proposing the concept of *interactional justice*, which refers to the treatment that an employee receives based on explanations for decisions and information with compassion and respect. One representation example of interactional justice consumers obtaining explanations and information from the customer service representative.

Previous studies adopt justice theory not only to describe consumers' feelings of justice and fairness but also to be able to show justice-related factor correlations with and influences on consumer post-purchasing behavior, including consumers' satisfaction, consumers' negative and positive word of mouth, and other consumers' intentions (see Table 1).

Table 1: Overview of relevant research about Justice Theory and its application

Authors	Element of justice theory	Dependent Variable	Research Subjective
Michel (2001)	Distributive justice, procedure justice, and interactional justice	Consumer's satisfaction and Consumer's dissatisfaction	Analyzing of the impact of failure incidents and recoveries on dissatisfied and satisfied consumers
Turel, O., Yuan, Y., & Connelly, C. E. (2008)	Distributive justice, procedure justice, and interactional justice	Intention to re-use e-customer service	Analyzing how justice, and mediator of trust affect user acceptance of e-customer service
Lin, A. J., Li, E. Y., & Lee, S. Y. (2018).	Distributive justice, procedure justice, and interactional justice	Dysfunctional consumer behavior	Analyzing how justice affecting negative emotion, service dissatisfaction, and dysfunctional behavior (Opportunistic, Blame, Return holism)
Das, S., Mishra, A., & Cyr, D. (2019)	Distributive justice, procedure justice, and interactional justice	Satisfaction and loyalty	This study analyses the impact of Online Flash Sale e-commerce service failures, as well as that of perceived customer opportunism (PCO), on perceived justice with service recovery (PJWSR), post-recovery satisfaction (SSR), post-recovery perceived switching cost (PSC) and e-loyalty. By using a mixed-method approach,
Fu, J. R., Ju, P. H., & Hsu, C. W. (2015)	Distributive justice, procedure justice, and interactional justice	Positive and negative e-WOM intention	Investigate the antecedents of consumers' intention to engage in eWOM communication using underlying on the theory of planned behavior, the justice theory, and the social psychology literature.

Wu (2013)	Distributive justice, procedure justice, and interactional justice	Customer Satisfaction, Intention to complain	Investigate a combination of justice, technology, and trust toward complaint intentions.
-----------	--	--	--

2.2.1 Distributive Justice

Distributive justice is the earliest assessment dimension in justice theory. It is based on Adams's (1965) equity theory. It is defined as the perceived fairness of the obtained outcome of a decision, dispute, or negotiation involving two or more parties (Blodgett et al., 1997). When a customer feels that the ratio of inputs to outputs is fair, services are considered to have distributive justice (Maxham & Netemeyer, 2002). However, if consumers feel that there is an imbalance between input and output, they will instinctively ask for justice. Consequently, individuals may use behavioral processes or cognitive processes to try to restore equity. Previous research has indicated "fairness" and "equality" as a form of distributive justice by comparing input (effort spent during the purchasing process) and outcome (see Table 2). This study specifically follows the conceptualization of Das et al. (2019) to adopt a practical example of *distributive justice* for fairness that is rarely discussed, which is *compensation*.

Table 2: Application form of each dimension of justice theory

Author	Scope of Distributive Justice	Scope of Procedural Justice	Scope of Interactive Justice
Lin, Li, & Lee, (2018).	Equality of efforts and outcome of consumers	Transaction Process	Interactivity on System Interface
Fu, Ju, and Hsu (2015)	Equality of efforts and outcome	Information depicted during the purchasing process	Interaction with the seller during the purchasing process
Das, Mishra, & Cyr (2019)	Compensation measurement	Policies of the purchasing process	Interaction with the seller during the purchasing process
Fang, Chiu, and Wang (2011)	Equality of price and outcome	Procedure and policies	Interaction of Customer service
Chiu, Huang, and Yen (2010)	Equality of price, time, money, and outcome	Transaction rules and process	Perceived sensitivity of seller's treatment to consumers
Wu (2013)	Product fairness	online store policies	information through the system interface
Lin, Wang, and Chang (2011)	Restitution of the service	Procedure for handling problem	Interaction with the seller during the purchasing process

2.2.2 Procedural Justice

Procedural justice refers to a buyer's perception of the fairness of policies and procedures involving a transaction. Procedures that are structurally fair will engender trust in the implementer of the policies and procedures (Chiu et al., 2010). Under procedural fairness, service exchange processes must have consistent and fair policies, rules, processes, and standards (Chen, 2012; Lin et al., 2018). Cropanzano et al. (2007) suggested that companies or organizations must provide procedures or rules for customers in such a way that every customer in the program feels that they are treated fairly. Previous studies (see Table 2) concept procedural justice as transaction process, procedures, policy, or information. This study, specifically following the study of Das et al (2019) addresses *return policy leniency* as one concrete form of *procedural justice*.

2.2.3 Interactional Justice

While previous theories of justice have neglected the role of interaction with humans, communication between humans provides a way to find solutions to problems and find win-win solutions; to this end, Cropanzano et al. (2007) proposed a new dimension of interactional justice. Interactional justice refers to the feeling of justice that consumers obtain when interacting with service providers who seek to resolve issues by service recovery (Maxham & Netemeyer, 2002). There are many forms of interactional justice involved in the purchase process that have been discussed by previous scholars (see Table 2). One form of interaction between consumers and sellers occurs through the accessibility of customer service representative intermediaries. The accessibility of customer service representatives reflects the concept of interactional justice, which refers to the ability of appropriately present information about why and how procedures are implemented to consumers (Lin et al., 2018). Cao et al. (2018) and Fang et al. (2011) stated that the accessibility of customer service representatives is the main factor that encourages consumers to buy because, with the help of customer service representatives, buyers can access crucial information, such as returns, tracking, and

shipping, that can influence the buyers' purchasing decisions. Thus, in this study, the dimension of *transactional justice* is represented by the *accessibility of customer service representatives*.

2.3 Opportunistic intention

Various service recovery efforts made by sellers to solve problems can generate positive or negative consumer reactions. One negative form of consumer response that may arise from service recovery is opportunistic behavior. Opportunism is harmful to the business because the company is used and taken advantage of without the company or management being aware (Baker et al., 2012). Williamson (1975, p.6) defines opportunism as "self-interest seeking with guile". In the past, opportunistic behaviors occurred due to morality and situational factors (Wirtz & Kum, 2004). Lv and Liu (2022) state that opportunistic behavior arises based on impulsive buying behavior, which encourages consumers to balance their budgets by adapting opportunistic return policies. Opportunistic behavior may arise due to website insecurity, such as falsification of personal data, falsification of guarantees, or misinterpretation of information. Additionally, opportunistic behavior can include returning items that have been purchased and tried back to the seller (wardrobing) as well as cheating on consumer guarantees (Pei & Paswan, 2018; Wirtz & Kum, 2004).

2.4 Complaint intention

Complaints originate from dissatisfied consumers as a reaction to service failure. Naturally, the resolution of complaints is usually associated with some costs on the part of the company. Complaints are made to express disappointment and frustration, ask for sympathy, and seek revenge (Lu et al., 2012). Complaints that occur in online shopping contexts are more diverse than those in offline shopping contexts. Complaints about online shopping contexts occur at various stages of purchasing, starting from shopping communication, price, stock information, shipping, delivery, product, product return, and guarantee (Gregg & Scott, 2008). The majority of complaints tend to be followed by returning goods, exchanging goods, refunding money, ceasing purchasing from the same vendor, or spreading negative word-of-mouth that can negatively impact the vendors' brand images (Lim et al., 2017).

2.5 Repurchase behavior.

The first study of repurchase behavior explained it as the implicit and explicit decisions of consumers on a product category, product class, and known brand (Francken, 1983). Owing to the complexity of customer repurchase behavior, the majority of academic and professional academics have examined the antecedents of customer repurchase behavior based on buyer-oriented models and consumer-oriented ideas (Dam & Dam, 2021; Wu & Li, 2018). Dam and Dam (2021) state that satisfaction ratings, especially satisfaction with service quality, have a positive influence on repurchase behavior. Based on consumer-oriented ideas, Pallant et al. (2020) identified several motivating variables of customer repurchase behavior. The variables include brand preference, customer satisfaction, past loyalty, service quality, equity, and value. In the context of e-commerce, repurchase behavior influenced by specific aspects such as trust, perceived ease of use, policies, service quality, fairness, and enjoyment has been found to positively influence customers' intentions to make more purchases (Wu & Li, 2018). In this study, the analysis of repurchasing behavior is based on the modern context of e-commerce, where consumers consider policies, the equality of inputs and outcomes, and services.

2.6 Brand reputation

To be a successful business, a brand must have a reputation that is recognized for its positive impressions. The brand is the overall perception of outsiders about the salient characteristics of the company (Fombrun et al., 2000). Companies with a good brand reputation tend to attract more customers and vice versa, and brands will lose their positive reputation and eventually develop a negative reputation if they repeatedly fail to convey their intent or marketing (Veloutso & Moutinho, 2009). Therefore, branding is an increasingly important topic because companies recognize the potential of customer relationships and create relevant strategies in an effort to develop an actively connected customer base (Rowley & Haynes, 2005).

2.7 Literature review summary

Based on the above literature review, several highlights are addressed. First, justice theory dimensions are coded to classify service failure (Michel, 2001). In this study, the key dimensions of justice were used to classify efforts made by sellers to repair service failures, including providing compensation, return policy leniency, and the accessibility of customer service representatives.

Second, most prior studies tend to associate the dimensions of justice with post-purchase behavioral factors, such as satisfaction or dissatisfaction (Das et al., 2019; Turel et al., 2018). Nevertheless, this study focuses on investigating the relationships between the key dimensions of justice and dysfunctional behavioral intentions, including complaint and opportunistic intentions. Third, most studies represent the dimensions of justice using factors related to principles of equality, procedures, and interaction (Lin et al., 2018; Fu et al., 2015; Chiu et al., 2010). This study represents the forms of justice dimensions which are: compensation, return policy, and customer service representative accessibility, which is more practical and closer to real situational cases. Furthermore, this study simultaneously discusses the

relationships among the dimensions of justice, dysfunctional behaviors (opportunistic and complaint intention), repurchase behavior, and brand reputation, which, to the best of our knowledge, has not been done by prior studies.

3. Hypothesis building

Previous studies commonly interpret the dimensions of distributive justice, procedural justice, and transactional justice into research variables (please refer to Table 2). Here this study, following the study of Das et al (2019) and Fang et al. (2011) interprets distributive justice as compensation, interprets procedural justice as return policy leniency, and interpret transaction justice as a consumer service representative. The below figure presents the research framework to give a clear picture of the interpretation dimension of justice theory and its relation with other variables.

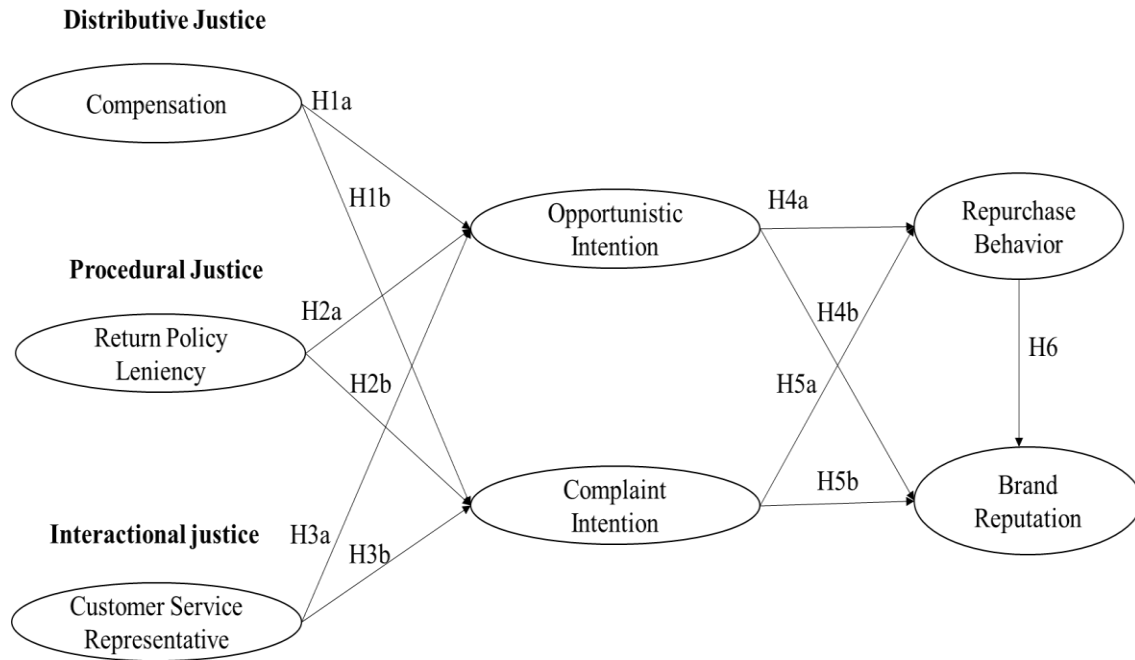


Figure 1: Conceptual Framework

3.1 Compensation and opportunistic intention

Customers are compensated as a standard service recovery approach that can help diffuse customer rage and unhappiness following a service failure (Grewal et al., 2008). When consumers have already invested inputs (e.g., money) in a purchase transaction and do not obtain a good result (e.g., there is a service quality failure), they demand fairness in terms of material items (i.e., compensation) as a form of accountability. Consumers’ sense of injustice determines the negative after-transaction effects, so retailers, on the other side, must be aware of the combined effect of giving and offering remuneration to customers (Martínez et al., 2006). However, customers who perceive a service failure to be unfair make justice judgments to react to the compensation, policies, or services offered by the service provider and may resort to unethical behavior through opportunistic intention or complaint intention (Turel et al., 2008).

Customer displeasure and loss as a result of service failure causes malicious consumers to exercise subjective judgment to judge “whether this compensation is appropriate or not”, enabling them to freely interpret the perceived loss and seize the opportunity to take advantage of the situation while maintaining a different self-concept (Wirtz & McColl, 2010). Unfair customers take advantage of an “always right” attitude by demanding unwarranted privileges and compensation, which is bad for the company and, in some cases, employees and other customers (Berry & Seiders, 2008). When considering this notion of compensation, opportunistic behavior consumers are most likely to take advantage of service failures through excessive compensation claims (Macintosh & Stevens, 2013). Therefore, we hypothesize the following:

H1a: Compensation positively influences opportunistic intention.

3.2 Compensation and complaint intention

In an effort to retain dissatisfied customers, companies often offer compensation in the form of financial remuneration or cash equivalents (Estelami, 2000). However, in some cases, such as the case of the Financial Ombudsman Services company, the amount of compensation given to consumers varies depending on the impact. The company states that an apology or a small cash award of less than £100 should adequately compensate for a one-off incident or occurrence, such as a minor clerical error or a brief delay. An apology is usually sufficient to correct this type of error, as it has minimal impact and can be provided immediately (Financial Ombudsman Service, 2023). Compensation that consumers feel is insufficient creates a wave of complaints and greater negative emotions (Gelbrich & Roschk, 2011).

Undercompensation or unfair compensation for service failures on the part of the company often leads to further consumer complaints. Unfair compensation also motivates customers to engage in negative word of mouth and to write about their unsatisfactory consumption experience. Companies should adjust by resolving, apologizing, and/or offering reasonable compensation for any product or service failure that leads consumers to be unsatisfied to avoid a snowball effect (Gelbrich & Roschk, 2011). Therefore, we postulate the following:

H1b: Compensation negatively influences the complaint intention of consumers.

3.3 Return policy leniency and opportunistic

Customers may have legitimate reasons to return products; however, some buyers take advantage of a generous return policy as an incentive to buy without paying and to use the retailer as a form of storage by using the policy repeatedly in a “vicious cycle” of buying a product, using the product, and then returning the product to continue the cycle again (Wachter et al., 2012). Due to a wide range of commercial considerations, this consumer behavior issue has long been of particular interest to both scholars and businesses. Likewise, other research studies have looked at the issue from a motivational standpoint, which is dishonesty and scam intention, such as returning products for personal gain by taking advantage of a flexible return policy (Lee, 2015).

Initial studies have shown that this immoral behavior is influenced by psychological traits such as morality and self-monitoring. For instance, individuals with a low standard of ethics do not have a strong sense of what is right or wrong, and they are unconcerned about how others view their conduct (Pei & Paswan, 2018). Fear of this opportunistic customer behavior is becoming an underlying reason why firms implement policies. Return policies and the intricacy of procedures are both regarded as behavioral controls. Thus, a complex return policy may reduce the opportunistic intention of consumers. A lenient return policy may, on the other hand, trigger a large number of product returns due to unethical return activity. For example, customers may purchase Halloween attire, wear it, and then return it after Halloween, or they may purchase a product at a lower price in one store and bring it in for a full refund at another store (Pei & Paswan, 2018; Wirtz & Kum, 2004).

H2a: Customers’ opportunistic intention is positively influenced by a lenient return policy.

3.4 Return policy leniency and complaint intention

Many dissatisfied consumers conclude that it is not worth the effort to complain, return, and exchange goods for faulty purchases, so they choose other ways to deal with their unhappiness while remaining silent (Day et al., 1981). However, if filing complaints, returning goods, and exchanging goods become easier and properly facilitated, then consumers may be more likely to do so, and firms will be more likely to receive more complaint reports (some may be fake complaints) asking for a return or exchange. While the manager or seller has little or no control over most of the antecedents of the individual consumer's decision, if the seller controls and formulates a lenient policy complaint or handling policy, it means the company is sending a signal that it is easy to complain and the complaints spread to asking for an exchange of goods or a refund (Huppertz, 2007). Huppertz (2007) found that when a company's return policy was flexible, customers thought that complaining was much easier and that their odds of succeeding were much better. For example, a return policy that is designed to be effortless and requires little time, such as one that does not require managerial approval or paperwork for the refund process, will cause customers to complain more commonly to ask for a refund. Similarly, Baron et al. (2005) argued that due to accumulated complaint successes, customers effectively “learn” to complain and become complainants over a period due to lenient policies. Therefore, we hypothesize the following:

H2b: Customers’ complaint intention is positively influenced by a lenient return policy.

3.5 The accessibility of customer service representatives and opportunistic intention

The accessibility of customer service representatives is being perceived as more demanding these days. The accessibility of customer service representatives makes it possible to provide high-quality services and increase customer satisfaction (Mouawad & Kleiner, 1996). The current concept of customer service representative has grown from "the ability to meet customer needs" to "the ability to have sensitivity toward people" (Mouawad & Kleiner, 1996). A high level of sensitivity of customer service representatives can avoid unscrupulous consumer behavior, such as deterring a customer from asking for a refund they are not entitled to receive, preventing consumers who try to cheat from getting an extension on paying a bill or preventing consumers from bending policies. Therefore, extreme patience and intense discernment of customer service representatives during interactions are necessary to protect companies from opportunism (Turel et al., 2008).

H3a: The accessibility of customer service representatives has a negative influence on consumers' opportunistic behavior.

3.6 The accessibility of customer service representatives and complaint intention

As a bottom-line business performance, the accessibility of customer service representatives can also improve customer retention and satisfaction (Wu et al., 2023; Roberts & Maier, 2023). The dialog theory of public relations notes that organizations must promote communication between and with stakeholders. Unfortunately, many companies do not react to customer messages during a crisis, where only 15% were shown to reply to messages from consumers. Therefore, companies do not fully capitalize on the potential for dialog (Crijns et al., 2017). A lack of a response and help desk during a crisis phase, slower response time, and poor after-sales service were found to be causes of customer dissatisfaction that can lead consumers to complain (Cho et al., 2002). Similarly, Helms and Mayo (2008) argued that the rudeness and poor attitudes of customer representations are likely to generate frustration, other unpleasant feelings, and the intent to complain.

An example of the successful function of the accessibility of customer service representatives in dealing with consumer complaints is the National Partnership for Reinventing Government (NPR), where through their customer service representative, they were able to guide the reform efforts of the eight years of the Clinton-Gore Administration (1993–2001). This NPR assisted in turning the federal government of the United States bureaucracy into a revolutionary enterprise. To address consumer complaint difficulties, NPR's "best in business" strategy suggests simple complaint processes, quick first-contact replies, the use of computer technology to create complaint databases, and utilizing the most qualified candidates for the customer service representative jobs (Brewer, 2007).

H3b: The accessibility of customer service representatives has a negative influence on customers' complaint intention.

3.7 Consumers' opportunistic intention and repurchase behavior

The current research mainly focuses on consumer behavior by suggesting that customers who file complaints or exhibit opportunistic behavior deliberately disturb service experiences. Unethical conduct is becoming an increasingly common issue and can be seen everywhere, such as in the workplace, in the market, socially, and even academically. As a result, immoral behavior can no longer be overlooked, and it is vital to examine customer behavior from an ethical standpoint (Pei & Paswan, 2018).

Since some consumers return products for opportunistic reasons, such as returning a product for selfish enrichment, although they may be satisfied, they are unlikely to return to the same shop in the near future for fear of being detected (Pei & Paswan, 2018; Writz & Kum, 2004). Similarly, Baron et al. (2005) found that acts of fraud are likely to be found socially awkward and embarrassing. As a consequence, such consumers tend to withdraw themselves from the market and try in another market at a different time in the future. Some customers are blacklisted by online shops for suspected immoral activities, and e-commerce (i.e., eBay) blocks consumers who commit fraud. Therefore, opportunistic customers may be less likely to repurchase when a service provider handles cheaters who bend the policies in specific ways (Writz & Kum, 2004).

H4a: Consumers' opportunistic intention negatively influences their repurchase behavior.

3.8 Consumers' opportunistic intention and brand reputation

Furthermore, tolerating customers' behavior can lead to the deterioration of honesty and ethics within the company. Denying the existence and impact of opportunistic customers erodes the ethics and fairness of great service companies and leads to weaker ratings of corporate image (Baker et al., 2012; Macintosh & Stevens, 2013). As also emphasized

by Berry and Seiders (2008), companies must respond to unethical consumer behavior with justice and firmness or even illogical behavior with reasons. When a company's culture is not centered on providing excellent accessibility of customer service representative, such companies deny unethical treatment among customers, which will potentially lead to more blaming or protests, which will reduce the firm's reputation and brand.

Research in Active Research Inc. conducted a study of 922 consumers on reputable websites such as MySimon, Lycos, and BizRate, asking them about their trust in online stores and portals as well as their willingness to share their comments in a confidential way (Chiou & Shen, 2006). The findings demonstrate that users are not trusted to even good brand reputation because they still worry about how other opportunistic users may use their personal data and think that website operators ought to be held accountable for any misuse of personal data. Therefore, we can hypothesize the following:

H4b: Consumers' opportunistic intention negatively influences the brand reputation of e-commerce vendors.

3.9 Complaint intention and repurchase behavior.

Successful recovery activities are critical to regaining customer loyalty and boosting repurchasing frequency as well as the overall connection with the service provider (Soares et al., 2017). Gilly and Gelb (1982) argued that the feelings of complainants who were very unhappy with an organizational response after purchasing showed a significantly greater reduction in buying intention. The negative experience and the way businesses manage complaints and disappointment are likely to influence the intention toward future online consumer purchases and will thus also influence whether online retailers' expected growth estimates become a reality (Lappeman et al., 2018).

Previous research conducted by Gilly (1987) points to the fact that complaints provide an opportunity for organizations to satisfy dissatisfied customers and potentially prevent rebranding and the spread of unfavorable negative word of mouth. However, research on complaints and repurchasing intentions was also conducted by Kelly (1979), showing that even though complaint handling management has been carried out, it has not been able to attract all customers, and some customers are still reluctant to return to shopping at the original place. Kelly's research results (1979) stated that when consumers complained to retailers, 40 percent indicated that they were very unlikely or certainly would not buy from this retail store in the future. While, consumers who complained to manufacturers, 17 percent said they were unlikely to or would definitely not repurchase.

H5a: Consumers' complaint intention has a negative influence on repurchase behavior.

3.10 Complaint intention and brand reputation

The rapid flow of unpleasant word of mouth results in many complaints that further hurt the business and severely damage the image of the company because they can spread and go viral (Lappeman et al., 2018). This massive treatment of complaints on social media assumes that online complainants speak to the public, whether to warn other potential victims (Hennig et al., 2004) or to solicit group action (Chang et al., 2013). Intuitively, the behavior of complaining in public may appear to be retaliatory and not simply a motive based on a desire for reconciliation and improving the relationship between consumers and sellers (Joireman et al., 2016). As a result, organizations should establish an online remedial method to mitigate the effects of unfavorable word of mouth, lower consumer skepticism, cease consumers from sending complaints, and instead start spreading good feedback to improve firm reputation (Crijsns et al., 2017; Willemsen et al., 2013). Therefore, we can postulate the following:

H5b: Consumers' complaint intention has a detrimental impact on the brand reputations of e-commerce vendors.

3.11 Repurchase behavior and brand reputation.

Previous literature (see Table 3) has drawn that a good repurchase experience creates the perception of a certain brand and turn it into a good brand perception. Corporate image can be thought of as "a function of accumulated purchasing/consuming experiences over time and many times" (Andreassen & Lanseng, 1998, p. 84) or a function of the cumulative effect of customer dissatisfaction (Bolton & Drew, 1991). Nguyen and LeBlanc (1998) reported that customers who repurchase many times will experience consistent service quality that encourages them to form a good and positive corporate image as a whole. Brand reputation is built and developed in the minds of consumers through communication and buying experience. Therefore, it is important to encourage consumers to try the product many times to grow a good brand reputation, as the corporate image is not built overnight but is a halo effect of various consistent customer satisfaction in purchasing products (Srivastava & Sharma, 2013). Therefore, it is possible to postulate the following:

H6: Repurchase behavior has a positive influence on brand reputation.

Table 3: Previous literature discussing relationship repurchase behavior and brand reputation

Authors	Research objective	Independent variable	Dependent variable	Result
Foroudi et al. (2016)	Discussing how customer purchase experience on corporate reputation in retailers of international brands in London	Customer purchase experience	brand reputation and loyalty	Both affective customer experience and intellectual customer experience in a retail setting modify the effect of reputation
Moreira et al. (2017)	Discussing how customer purchase behavior create good experience and influence perception brand awareness in catering industry	Behavioral purchase experiences toward certain brand	Brand awareness, brand perception, and equity	Proper multisensory stimulation produces an increase in customers' brand experience and brand equity.
Iglesias et al (2019)	Discussing how the customer experience during purchasing create brand equity in banking industry	Experience and customer satisfaction during purchase	Brand equity	Purchase experience on certain brands has a positive indirect impact on brand equity
Joshi and Garg (2021)	Discussing how gen Z have purchase experience on certain brand creates a brand love	Purchase experience on brand	Brand love	Satisfaction during purchase has a significant positive impact on brand love
Nayeem et al. (2019)	Discussing how purchase behavioral and experience on certain brand create good brand credibility in automobile industry	Purchase behavioral and experience	Brand credibility	Purchase experience on certain brands and brand credibility can be a strategic lever for influencing brand attitude
Jin et al. (2012)	Discussing how purchase experience in restaurant create brand image	Environmental aspect, quality, and price	Brand image	Customer that has experience dine in a good restaurant's environment and food quality will create a positive brand image

4. Methodology

4.1 Instrument development

The three fundamental elements of justice (procedural, interactive, and distributive) on brand reputation and repurchase behavior were investigated using a 2 (compensation) \times 2 (return policy leniency) between-subject study approach to address the research questions. The 2x2 quasi-experimental basic factor design is carried out by selecting two independent variables from the entire experimental framework to be manipulated with several experimental controls (Gorvine et al., 2017). A quasi-experiment with a 2x2 factorial design has four possible conditions. Each condition (often referred to as a cell) is a unique combination of levels of the independent variables. This quasi-experimental research design offers a choice that is able to create a focused situation without overriding other independent variables in a study. Simply providing 4 possible conditions thus makes the research object more realistic than more than 4 experimental scenarios, which can confuse the research object and make it impossible to see any clear differences from each scenario.

By referring to Gorvine et al.'s (2017) suggestion, this study used a quasi-experimental 2x2 basic factorial design by manipulating the two factors of compensation and return policy leniency, each of which has two different conditions (2 \times 2 design). To model customer interaction with a product service provider, four simulation websites were employed. Similar with the concerns of Oh et al. (2013), Mägi and Julander (1996), and Mollenkopf et al. (2007), due to the diversity of customer service representative-related factors, the accessibility of customer service representative variable was excluded from the manipulation scenario to avoid excessively difficult manipulation and potentially yielding insufficient experimental outcomes. The service scenario website technique was intended to help researchers explore themes related to interpreting operations (Spark & McColl, 2001).

The websites were meticulously created to ensure a high level of genuineness. Customers are offered a \$3 coupon in one compensation scenario, whereas in the other case, no compensation is provided. Furthermore, in one scenario, the product supplier with the lenient return policy accepts returns up to 7 days after delivery, whereas in another scenario, the provider with a strict product return policy does not allow returns for any reason. All research questions were pilot tested with samples from 92 respondents. Items that were not reliable were removed because their presence prevented their constructions from reaching the recommended Cronbach's alpha coefficient value of 0.7 (Sarstedt et al., 2022). Cronbach's alpha coefficients of the constructs that were measured by the remaining items ranged from 0.73 to 0.86. The items were rated on a Likert scale with a maximum of seven points.

4.2 Description of data

As suggested by Sarstedt et al. (2022), this study started data collection by determining the sample size. A priori power analysis test was used to calculate the sample size. The resulting minimum sample size for the structural model is 131 when 25 observed variables and 7 latent variables are entered into the model, with an expected effect size of 0.5, an expected probability of 0.05, and a statistical power level of 0.8.

The survey was conducted in Indonesia to collect the information in this research. To target a group of people, a random sample was collected from communities by publishing the URL on social media sites, such as Facebook as well as other telecommunication groups. Participants who were ready to join were randomly allocated to a product website page targeting a segment of the population. Each respondent was only eligible to experience one scenario website. Before discovering the website, subjects were provided with brief instructions to familiarize themselves with the operational conditions as well as the store policy. Participants responded to a self-administered questionnaire, where they were asked to purchase a product from the mock website, and after they experienced the purchasing process on the scenario website, participants were asked to proceed to the survey questions (see Appendix).

A total of 491 participants participated in this study. A univariate method was used to examine the outliers and confirm that there were no missing values. Several attempts were also made to screen participants providing systematic responses to the questionnaire. Those not consistently answering all survey questions, who did not try the mock website and finish the questionnaire and who completed the questionnaire more than once (as evidenced by data received and the received email addresses of participants) were also eliminated to only include surveys from respondents who met the requirements and provided comprehensive results.

This study gathered 399 complete datasets. Email survey response rates have been found in some online survey method studies to be on par with or even higher than those of conventional surveys, but there are some important drawbacks to online survey research, such as nonresponse bias, which creates a distinction between early and later respondents (Yüksel, 2017). The idea behind this method is that survey respondents who react in later waves have already increased their exposure and are therefore assumed to be comparable to nonrespondents (Wang & Li, 2012). Late respondents are more likely than early respondents to not resemble nonrespondents. As a consequence, in this study, the earlier participants were compared to the late respondents in terms of the construct of interest to examine possible nonresponse bias among the 399 questionnaires received. The following results were obtained: compensation ($p = 0.37$), return policy ($p = 0.59$), the accessibility of customer service representative ($p = 0.12$), complaint ($p = 0.17$), opportunistic behavior ($p = 0.74$), brand reputation ($p = 0.26$), and repurchase intention ($p = 0.16$). The results showed no statistically substantial changes in either set of data. As a result, nonresponse bias was not considered to be a key concern.

4.3 Credibility and manipulation check

Several variables were incorporated in this study to establish the "reality" of numerous parts of the altered websites since respondents were asked to shop on a website, as shown in Table 4. On a seven-point rating scale, respondents were asked to rate their degree of agreement, where the overall mean indicated that respondents considered the business setting believable and could play the role of buyer.

In particular, we attempted to show statistically significant between-group differences in compensation and return policy leniency. The 2x2 system was used to divide the groups (Compensation x Return policy leniency). According to the compensation variable, the first group (G1) received no compensation under the lenient return policy, while the second group (G2) received compensation with a lenient return policy. The p -value and t values between G1 and G2 were ($p = 0.01$) and $t (-2.70)$, respectively. Later, a third group (G3) received no compensation under the restricted policy, while a fourth group (G4) received compensation under the restricted return policy. The results for G3 and G4 showed that the p -values ($p = 0.00$) and $t (-2.79)$ values between the two groups were significantly different.

Table 4: Credibility checks

Item	Mean	SD
I believe there are similar business failure instances in real life after acquiring a thing on the website.	3.81	0.95
As an illustration of e-commerce services, this website is realistic.	4.08	0.77

On the return policy leniency variable, we compared G1 and G3 once more and obtained a $p = 0.00$ and t value = 2.86. The between-group results for G2 and G4 revealed a $p = 0.00$ and a $t = 4.43$. The analysis revealed statistically significant between-group variations, indicating that the experimental manipulations were effective.

5. Data analysis method

The statistical analyses were performed using Structural Equation Model (SEM), and the model's parameters were determined using the maximum likelihood method. A two-phased procedure was used for the SEM analysis (Hair et al., 2006). A confirmatory factor analysis (CFA) was used to assess the model fit, validity, and reliability of the measurement model. In the second stage, the models were evaluated using the structural equation model.

5.1 Measurement model

Cronbach's alpha test was performed to determine the reliability of the measurement of each of the seven constructs. Individual Cronbach's factor loadings ranged from 0.73 to 0.86 across all constructs. As a result, no modifications were made. The measuring model's goodness-of-fit, content validity, and discriminant validity were then assessed using the CFA method. Six typical measures were used to estimate the relative fit of the measurement model: the ratio of the chi-square to the degrees of freedom ($\chi^2/d.f.$), RMSEA, AGFI, GFI, CFI, and the SRMR.

The resource-based view suggested that the measurement model's goodness-of-fit indices were insufficient, so the research instrument was changed by removing items. The weighting factor of all the items was assessed to determine which elements should be deleted. Two items, RPL1 (Return Policy Leniency) and CI2 (Complaint Intention) were eliminated, leaving 24 items. Cronbach alpha values ranged from 0.68 to 0.90 as a result of the elimination process. Table 5 shows that all the goodness-of-fit scores were appropriate, indicating that the measure showed a good fit between the observed values and the values expected under the model (Hair et al., 2006).

Table 5: Goodness-of-fit for the measurement model

Fit indices	Criteria (taken from Wang and Lu, 2014)	Result/ Value
$\chi^2 /d.f.$	Less than 3	2.47
RMSEA	Less than 0.08 (with CFI of 0.92 or higher)	0.06
SRMR	0.08 or less (with CFI of 0.92 or higher)	0.06
GFI	0.8 or higher	0.89
AGFI 0.8	0.8 or higher	0.85
CFI 0.92	0.92 or higher	0.92

The measuring model's parametric qualities were evaluated by means of convergent and discriminant validity (Hair et al., 2006). There are three main criteria for determining a measurement model's convergent validity: (a) factor loadings, with values greater than 0.6, (b) composite reliability (CR), which must have greater efficacy than 0.6, and (c) average variance extracted (AVE) estimations, which must have a value higher than 0.5. Table 6 shows that all loadings, as well as CR and AVE levels, were statistically significant and greater than the standard threshold. As a result, the measure was considered to have sufficient convergent validity.

Table 6: Convergent validity for the measurement model

Construct	Indicator	Factor Loading	CR	AVE
Compensation (CPST)	CPST1	0.76	0.81	0.59
	CPST2	0.77		
	CPST3	0.76		
Return policy leniency. (RPL)	RPL2	0.76	0.81	0.59
	RPL3	0.75		

	RPL4	0.78		
Customer service representative (CSR)	CSR1	0.75		
	CSR2	0.72	0.82	0.53
	CSR3	0.74		
	CSR4	0.69		
Complaint intention (CI)	CI1	0.71		
	CI3	0.78	0.83	0.55
	CI4	0.76		
	CI5	0.70		
Opportunistic intention (OI)	OI1	0.72		
	OI2	0.85	0.86	0.68
	OI3	0.90		
Brand reputation (BR)	BR1	0.76		
	BR2	0.77	0.85	0.58
	BR3	0.82		
	BR4	0.68		
Repurchase behavior (RB)	RB1	0.85		
	RB2	0.83	0.89	0.72
	RB3	0.87		

Note. All individual item loadings are statistically significant ($p < 0.01$).

Finally, the measurement model's discriminant validity was established. As can be observed in Table 7, the quadratic correlations between the components were lower than the normal retrieved average variance value. This indicates that the constructs had a stronger relationship with their indicator variables than the rest of the model variables (Fornell, 1992). The correlation values among constructs show that all are less than 0.70, suggesting that no constructs overlap and measure the same things. Therefore, we are confident that there is no issue regarding the discriminant's validity.

Table 7: Discriminant validity

	1	2	3	4	5	6	7
1. Brand Reputation	0.76						
2. Compensation	0.08	0.77					
3. Return policy leniency	0.70	0.05	0.77				
4. Customer service representative	0.55	0.10	0.68	0.73			
5. Complaint intention	0.31	0.20	0.43	0.44	0.74		
6. Opportunistic intention	0.14	0.05	0.25	0.01	0.05	0.83	
7. Repurchase behavior	0.22	0.07	0.08	0.10	0.01	0.31	0.85

Note. The squared root of the average variance retrieved is represented by the diagonals, while the correlations among construct are represented by the other matrix entries.

5.2 Structural model

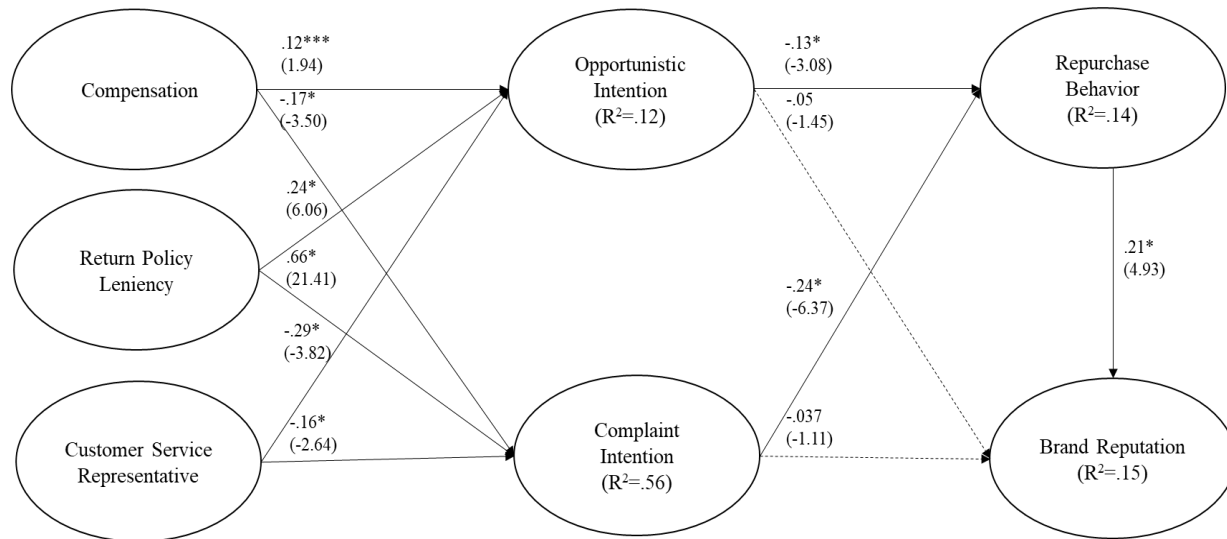
The structural model's goodness-of-fit was assessed using the same operational definitions as the measurement model before it was utilized for hypotheses testing. The results are shown in Table 8. All the goodness-of-fit scores implied that the structural model was appropriate; therefore, it can be stated that the model fit well (Hair et al., 2006).

Table 8: Goodness-of-fit indices for the structural model

Fit indices	Criteria (taken from Wang and Lu, 2014)	Result/ Value
χ^2 /d.f.	Less than 3	2.03
RMSEA	Less than 0.08 (with CFI of 0.92 or higher)	0.05
SRMR	0.08 or less (with CFI of 0.92 or higher)	0.01
GFI	0.8 or higher	0.99
AGFI 0.8	0.8 or higher	0.96
CFI 0.92	0.92 or higher	0.99

The hypotheses were explored after the structural equation assessment. Figure 2 depicts the standardized path coefficients (β), as well as their ramifications for the conceptual framework and the determinant values (R^2) for every endogenous component.

H1a and H1b were supported, which indicates that a higher compensation rate will increase consumers' opportunistic intentions, and at the same time will reduce complaint intention. Hypotheses H2a and H2b were supported, indicating that a more permissive return policy indeed will increase the opportunistic intention of customers as well as their complaint intention. Hypotheses H3a and H3b were also supported and revealed that the accessibility of the accessibility of customer service representatives will decrease consumers' opportunistic intention and complaint intention. We accepted Hypothesis 4a, which means that the opportunistic intention will stop repurchase behavior on the product provider's site. However, we rejected Hypothesis 4b. This result indicated that opportunistic behavior does not reduce the brand reputation of the e-commerce vendors. We accepted Hypothesis 5a but rejected Hypothesis 5b. The results indicated that complaint intention indeed will lower the customer's repurchase behavior but does not influence the brand reputation of e-commerce vendors. Finally, we accepted Hypothesis 6 positing that a higher desire to purchase goods repeatedly on the part of consumers leads to a better brand reputation.



Note 1. Standardized path coefficients are reported (t-values in parentheses).
 Note 2. Path significance: * $p < 0.01$; ** $p < 0.05$; *** $p < 0.1$.

Figure 2: The results of the examination of the structural model

6. Discussion

The research methodology for this study considers how overall service procedures affect opportunistic intention, complaint intention, brand reputation, and repurchase behavior. Incorporating those variables simultaneously in this study is important since some business operations and events may potentially contribute to service failure because companies do not offer clear explanations regarding their return policies to their customers. For example, Target (a famous American retail corporation), tweaks the return policy depending on festive seasons like Black Friday (Rokonuzzaman et al.,2020) or some sellers do not provide any compensation for service errors (Xiang et al. 2019).

Thus, this study demonstrates that providing compensation to customers, as well as providing clear clarification of the purchasing policy or support from a customer care representative, may help customers feel less disappointed.

Compensation is considered one of the most powerful tools for overcoming service failure. Consumers will assume that retailers have good ethics and try to understand consumer losses if they provide compensation in accordance with business policies. By receiving compensation, the customer's feelings of sadness or irritation will be slightly lifted, and they will reconsider giving negative feedback or filing complaints that are detrimental to the company's reputation. This is consistent with research by Grewal et al. (2008), who found that consumers believe a company must attempt to compensate the customer in a specific way and make efforts to do so as a post-failure business if the company is unable to fix the stable problem of service failure. Consumer efforts to receive compensation have been demonstrated to decrease malicious and overstated complaints. This compensation effort also led consumers to believe that repeat purchases are less hazardous since they anticipate receiving compensation from the business in an effort to rebuild relationship equity should failure occur again. Furthermore, Liu et al. (2020) argued that sincere apologies and remuneration have also been shown to reduce negative customer sentiment in service failure scenarios.

However, in this study, the results of the analysis show that compensation has the potential to increase consumer opportunities to act opportunistically. The amount and method of compensation for dissatisfied customers must be reasonable and fair because ambiguity in assessing compensation will encourage customers to act opportunistically. For example, without provisions including shopping receipts and deadlines for returning or exchanging goods, compensation will encourage consumers to engage in wardrobing (Pei & Paswan, 2018). Our findings are also in line with Wirtz and McColl-Kennedy (2010), who argue that excessively generous remuneration can lead to people taking advantage of the situation and claiming excessive compensation. This is also in accordance with research conducted by Borah et al. (2020), who state that offering compensation without explanation often indicates an admission of guilt and shows weakness in the company, resulting in a more negative evaluation. Some savvy customers will take advantage of retailer compensation, such as exaggerating their losses and demanding additional compensation, which is detrimental for the business owner. Ayyildiz et al. (2003) also stated that the sellers' decision control did not make them tolerated to service failure, indeed consumers will still do not have positive attitude after service recovery. Therefore, it is essential to document the terms and conditions that apply to compensation recipients clearly to reduce consumers' opportunistic attitudes.

The findings of this study show that having a strict return policy reduces opportunistic intentions and complaints. A firm and clear return policy has narrow loopholes for consumers to play around with. As a result, some large retail formats such as Amazon are implementing more stringent return policies (such as time limits, intact packaging, and restocking fees) in an effort to "reduce" the perceptions that lead to inappropriate customer opportunistic return behavior (Wachter et al., 2012). Regulations that also clearly include criminal sanctions for consumers who behave unethically are able to restrain consumers' opportunistic intentions that are detrimental to the company.

In addition, this study also found that a strict return policy is able to suppress complaints. This is because consumers are forced to see the policies and conditions that apply, not only before returning goods but also before buying so that consumers understand the consequences. In line with research conducted by Pei et al. (2014), the process of handling product returns with clear policies and rules will not cause ongoing complaints from consumers because, even though consumers may experience accidental service failures, at least the process of complaints and returns goods do not go through a convoluted process and help is received from business management.

To counteract a worsening opportunistic risk, two things are needed: the accessibility of customer service representative assistance and a solid product return policy. According to the findings, having a customer care agent on hand helps consumers not only repress their opportunistic intentions but also to reduce their complaint intentions. An organizational culture that is favorable in the personal areas of complaint handling, such as awareness (i.e., observing and listening) and conviction (i.e., explaining the problem), will reduce negative post-customer reactions (Gelbrich & Roschk, 2011). Wirtz (2011) said that the existence of customer service representatives is able to help minimize losses by being able to negotiate with consumers. When the customer service representative interacts with customers, they can use their intuition to observe consumers' intentions, whether they have opportunistic intentions or if they truly need help. If the consumer's intention is to commit fraud instead of acquiring help, then the accessibility of customer service representatives also helps consumers understand how business rules must be applied to them to minimize gaps for fraud.

In line with this, previous researchers echoed similar findings; for example, when one person submits a complaint, they create opportunities for others with their attitude to join in complaints about others. Heinemann (2009) discusses how one party complains about a third party by inviting another party to join (and be affiliated with) the complaint while excluding third parties. By joining the complaint, both parties ratify their relationship by building a coalition that excludes the third parties present together.

Consumers' unethical behavior, such as complaining and engaging in opportunistic intentions, is detrimental to the business and must be controlled and minimized. According to our findings, opportunistic intentions have a considerable impact on consumer repurchasing behavior, and the higher consumers' opportunistic intention is, the lower their repurchase intention. This may happen because they only buy to perform forbidden acts. This statement is supported by the research of Tran and Hoang (2022), which states that the opportunism hypothesis presumes that consumers maximize their own interest by using opportunistic repurchasing and then leaving and not returning for fear of being reported. Another example is when consumers buy products in large quantities, then disappear, not repurchasing, hoarding products, and taking advantage during times of crisis (Sobirova, 2020).

This study also reveals that opportunistic behavior does not affect the reputation of a brand. This is possible if management is able to overcome and prevent opportunistic actions or when the brand already has a strong policy that minimizes the loopholes for fraud. This is in line with research conducted by Williamson (1975), which states that a positive reputation is likely to provide the buyer with the ex-ante or precontract assurance that all aspects will be less inclined to act opportunistically ex post/post contract.

Then, this study finds that complaints reduce the value of consumer interest in rebuying products. This is possible due to consumers' reluctance to experience similar incidents in the future, especially if their complaints are not responded to and resolved by management. Dissatisfied customers tend to cancel their purchase plans (Lappeman et al., 2018). Furthermore, Davidow (2003) stated that only by a positive response from management do consumers feel management's service recovery efforts are successful and have an impact on consumer purchase intentions in the future, and vice versa, poor evaluation of complaints will certainly reduce purchase intention and even have an impact on brand switching.

However, contrary to previous studies, this study reveals that complaints do not have a large impact on brand reputation. This is because brands that have a good reputation are trusted by consumers to properly handle complaints. From this finding, it can be determined that complaints that are handled properly can be suppressed and still restore the reputation of the brand. It is concluded that businesses handle problems well and have an effective remediation process that creates positive results, such as increased business reputation and reduced consumer distrust (Fu et al., 2015). Furthermore, Maxham and Netemeyer (2002) stated that companies that are able to display good recovery will produce a "recovery paradox"; this recovery paradox appears to consumers and provides a chance to survive for brand reputation several times after failure. In addition, Maxham and Netemeyer (2002) suggest that firms should be wary of the "double drift" phenomenon where firms perform two consecutive unsatisfactory recoveries, as this may result in brand reputation not being saved.

Finally, we find that a customer's decision to repurchase is a significant predictor of the brand reputation of a product or service provider. This is because if a customer purchases several times and has a satisfying experience, it begins to give a good reputation to the brand. This is in line with research conducted by Srivastava and Sharma (2013), where every time consumers buy products with high service quality, it generates a favorable perception of the brand reputation; furthermore, customers who have a good corporate image are more likely to choose that brand and recommend it to others.

7. Conclusions

Customers' impressions of recovery efforts rely on how buyers feel about the level of fairness applied by business owners as consumption expands rapidly in the digital era. The three faces of justice were demonstrated to be crucial in explaining consumer complaints and opportunistic intention in general.

According to this study, minimizing a customer's negative intent has become a critical technique for improving the customer experience and increasing future purchases. The results of this study have ramifications for both theory and practice, since they demonstrate generational differences in consumer intent in reaction to recovery attempts, as well as measuring repurchase behavior rather than merely behavioral intentions.

7.1 Theoretical implications

Our research has allowed us to make recommendations to academics on how to strengthen the concept model and discover different areas of inquiry. Prior studies (Fu et al., 2015; Wu, 2013; Wu & Huang, 2015) have not thoroughly observed each dimension of justice theory and real examples. In the present study, we create a better understanding of the drivers of distributive justice perceptions in which we enrich and refine the set of business responses by focusing on compensation. In addition, we derive the other potential drivers of procedural justice theory through the concept of return policy leniency, while the accessibility of customer service representatives is the result of transmitted information in interactional justice. By presenting practical examples for each dimension of justice theory, this study can offer a clearer picture and enrich the literature on the application of justice theory.

The previous studies presented in Table 1 offer an illustration that justice theory is able to provide us with a fresh theoretical lens through which to examine the relationships of distributive, procedural, and interactional justice with

post-purchase behavior-related factors, including satisfaction and loyalty. Building on previous research, this study specifically examines how various dimensions of justice impact factors related to consumers' post-purchasing behavior, including complaints and opportunistic intentions. Complaint and opportunistic intentions are rarely discussed along with the dimensions of justice theory. Therefore, this study extends the application of justice theory to research on online consumer behaviors.

This study also combines both potential dysfunctional behaviors (complaint intention and opportunistic intention) and functional behaviors (repurchase behavior and brand reputation). This study examines the entire informal chain of service failure from a justice theory perspective across multiple studies: how business owners respond to perceptions of justice → customer intention → customer behavior. The results of the study show that the three chains are inseparable, where negligence in setting compensation, leniency in return policies, or poor of customer service representative, can cause less-than-commendable intentions on the part of consumers (i.e., opportunistic and complaint behavior) and affect their intention to repurchase products, which can further affect business market share. Finally, this concept increases the nomological validity of the constructs and provides an experimentally proven overview that can be utilized as a framework for new research. It is hoped that this research will broaden and refine the scope of this topic and lead to a deeper understanding of the determinants of perceptions of justice.

7.2 Practical Implications

Our findings offer recommendations for successful service recovery from a managerial perspective. The findings reveal that all service recovery mechanisms (compensation, return policy leniency, and the accessibility of customer service representatives) have an impact on consumers' intention to commit fraud or file a complaint, as well as their future repurchase behavior. As a result, to ensure positive testimonials and repurchase, the service provider should at the very least compensate complainants for any losses, approach customers with sincerity and dignity (desirable customer care actions), and develop product return procedures that allow effective, concise, and prompt complaint handling.

To deal with compensation, a business owner could assign a specific yet fair compensation (a discount or coupon for a future order, a replacement, etc.) or consult complainants about their demands in an attempt to arrive at an appropriate solution. Offering an alternative also gives complainants influence over the recovery process and provides consumers with a positive experience, encouraging repeat purchases (Gelbrich & Roschk, 2011). Oberlo.com revealed that individuals view and browse websites in an F-shaped sequence, with the left shoulder of the display being viewed far more often than the right. Therefore, adding critical information on the left shoulder of the homepage, such as compensation information, will enhance engagement.

The *accessibility of customer service representative* as a form of interactional justice is critical to developing a more user-friendly system interface for online shoppers, such as eye-catching call-to-action (CTA) and some informational components such as message boxes and modal windows (pop-up). The impact of the CTA customer care button is enormous. When customers require assistance from a customer support professional, a standout CTA may prompt them to react and take immediate action. Additionally, using components such as message boxes and modal windows (pop-up) will meet clients' needs and result in satisfaction and make consumers less inclined to complain. Research by Ma et al. (2023) also stated that service that brings positive emotion on consumers influences repurchase behavior.

To facilitate *the product return policy* more efficiently, business owners should create procedures and policies that are well integrated into the system design and operate regardless of human intervention. An online store should have a dependable IT structure in places, such as front-end functions that use high-tech hardware, user-friendly operating systems, or effective flows and browsers that include information about store policies, refunds, and deliveries. On the back end, an online business may provide customers with more timely information regarding orders, payments, and deliveries. According to Wu and Huang (2015), displeasure and injustice appear to be certain to arise in user buying procedures when policies are frequently subjectively revised by employees. Consequently, creating adequate procedures to deal with online shopping would reduce the likelihood of discontent and a sense of injustice during the purchase process.

The development of brand reputation, this study reveals the intriguing fact that opportunistic intentions and complaints have no impact on brand reputation, leading to the conclusion that a good product can eliminate negative consumer behaviors such as complaints and opportunistic activities by building a reputation. According to Sengupta et al. (2023) managers have a responsibility to build strong brands through a variety of strategies, including enhancing customer service representative, establishing a web page, producing high-quality content, being honest and open for every service failure, utilizing social media, showcasing the value of their products, upgrading technology, and actively soliciting and responding to reviews.

Increasing the repurchase rate is very important to brand reputation. As a result, companies have to find ways to get consumers to shop again and again until they instill in the mind that this brand is a good brand. For example, they

emphasize the accessibility of customer service representatives, a great user experience (providing promotions, discounts, or coupons), and attracting influential service providers (i.e., the ease of getting an item or money refund for a wrong order). Management can also help build a brand reputation by demonstrating the company's values and ethics to attract customers, which has a positive impact on the trust of interested parties. Consumers also tend to refuse to consider offers from other brands if a certain brand already has a good reputation. If brand reputation is low, customers will tend to switch brands.

Finally, this research allows practitioners to evaluate the effectiveness of their objectives and plans on each dimension of justice, as well as learn how each justice dimension affects customer post-purchase intention (i.e., complaint and opportunistic intention), as well as how these post-purchase intentions affect customer behavior (i.e., purchase behavior) and brand robustness.

7.3 Limitations and future directions

The results of the study should be considered in light of some limitations. First, before answering the questionnaire, the respondents were asked to recall their latest buying experience. Their assessments were dependent on a transaction-specific event that was restricted to a particular occasion or timeframe, which in actual consumers might potentially be generated by cumulative opinions not based on individual experiences with a vendor (Fu et al., 2015).

Second, the generalizability of the results of this study is limited to the research subjects who reside in the geographical area of Indonesia because the sample used in this study was collected in Indonesia using a nonrandom sampling procedure. Therefore, future research can be conducted by collecting data that has a higher level of representation than that of the current study by adopting more sophisticated sampling methodologies.

Third, the 2x2 factorial quasi-experimental research design provides research opportunities by creating four manipulation scenarios for the research participants. However, there are other variables that can be included for experimental manipulation, such as the accessibility of customer service representative. Future research can include other variables as manipulation factors to investigate similar research topics to extend the contribution of the current study.

Finally, this study did not thoroughly explore the potential moderating variables that are relevant to the focal research topic. Factors related to customer characteristics and other situational or organizational factors can play a significant role in shaping the impact of customer service representative on consumer intentions and behavior. Investigation of potential moderators can provide us with a more nuanced understanding of the relationships between dimensions of justice theory and consumer post-purchasing behavior. Thus, future research can consider alternative factors that may influence the relationships among service procedures, consumer intentions, and repurchasing behavior. For example, factors related to latent individual heterogeneity, including personality traits and previous experience of tolerance for service failures, may play a role in shaping consumer responses and can thus be investigated further in future studies.

Acknowledgments

The authors thank the Editor and the anonymous reviewers for their valuable feedback on this paper. The authors also thank the survey respondents for providing valuable data. This research was funded by the Ministry of Science and Technology, Taiwan [grant number: MOST 109-2410-H-006-043-MY2].

REFERENCES

- Adams, J. S. (1965). Inequity in social exchange. *Advances in experimental social psychology*, 2, 267-299.
- Andreassen, T. W., & Lanseng, E. (1998). Customer loyalty and complex services: The impact of corporate image on quality, customer satisfaction and loyalty for customers with varying degrees of service expertise. *International Journal of Service Industry Management*, 9(1), 7-23.
- Ayyildiz, T., Ayyildiz, A. Y., & Koc, E. (2023). Illusion of control in service failure situations: Customer satisfaction/dissatisfaction, complaints, and behavioral intentions. *Current Psychology*, 1-16.
- Babin, B. J., Zhuang, W., and Borges, A. (2021). Managing service recovery experience: effects of forgiveness for older consumers. *Journal of Retailing and Consumer Services*, 58, 102222.
- Baker, M. A., Magnini, V. P., and Perdue, R. R. (2012). Opportunistic customer complaints: Causes, consequences, and managerial alternatives. *International Journal of Hospitality Management*, 31(1), 295-303.
- Baron, S., Harris, K., Elliott, D., Reynolds, K. L., and Harris, L. C. (2005). When service failure is not service failure: An exploration of the forms and motives of "illegitimate" customer complaining. *Journal of services marketing*, 19(5), 321-335.
- Berry, L. L., & Seiders, K. (2008). Serving unfair customers. *Business Horizons*, 51(1), 29-37.
- Blodgett, J. G., Hill, D. J., and Tax, S. S. (1997). The effects of distributive, procedural, and interactional justice on postcomplaint behavior. *Journal of retailing*, 73(2), 185-210.

- Bolton, R. N., & Drew, J. (1991). A multistage model of customer's assessments of service quality and value. *Journal of Consumer Research*, 17(4), 375-384.
- Borah, S. B., Prakhya, S., and Sharma, A. (2020). Leveraging service recovery strategies to reduce customer churn in an emerging market. *Journal of the Academy of Marketing Science*, 48(5), 848-868.
- Brewer, B. (2007). Citizen or customer? Complaints handling in the public sector. *International review of administrative sciences*, 73(4), 549-556.
- Cao, Y., Ajjan, H., & Hong, P. (2018). Post-purchase shipping and the accessibility of customer service representative experiences in online shopping and their impact on customer satisfaction: An empirical study with comparison. *Asia Pacific Journal of Marketing and Logistics*, 30(2), 400-416.
- Chang, A., Hsieh, S. H., & Tseng, T. H. (2013). Online brand community response to negative brand events: The role of group eWOM. *Internet Research*, 23(4), 486-506.
- Chen, Y. Y. (2012). Why do consumers go internet shopping again? Understanding the antecedents of repurchase intention. *Journal of Organizational Computing and Electronic Commerce*, 22(1), 38-63.
- Chiou, J. S., & Shen, C. C. (2006). The effects of satisfaction, opportunism, and asset specificity on consumers' loyalty intention toward internet portal sites. *International Journal of Service Industry Management*, 17(1), 7-22.
- Chiu, C. M., Huang, H. Y., & Yen, C. H. (2010). Antecedents of trust in online auctions. *Electronic Commerce Research and Applications*, 9(2), 148-159.
- Cho, Y., Im, I., Hiltz, R., and Fjermestad, J. (2002). The effects of post-purchase evaluation factors on online vs. offline customer complaining behavior: Implications for customer loyalty. *ACR North American Advances*, 29, 318-326.
- Crijns, H., Cauberghe, V., Hudders, L., and Claeys, A. S. (2017). How to deal with online consumer comments during a crisis? The impact of personalized organizational responses on organizational reputation. *Computers in Human Behavior*, 75, 619-631.
- Cropanzano, R., Bowen, D. E., and Gilliland, S. W. (2007). The Management of Organizational Justice. *Academy of Management Perspectives*, 21(4), 34-48
- Dam, S. M., & Dam, T. C. (2021). Relationships between service quality, brand image, customer satisfaction, and customer loyalty. *The Journal of Asian Finance, Economics and Business*, 8(3), 585-593.
- Das, S., Mishra, A., & Cyr, D. (2019). Opportunity gone in a flash: Measurement of e-commerce service failure and justice with recovery as a source of e-loyalty. *Decision Support Systems*, 125, 113130.
- Davidow, M. (2003). Have you heard the word? The effect of word of mouth on perceived justice, satisfaction and repurchase intentions following complaint handling. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 16, 67-80.
- Day, R.L., Grabicke, K., Schaetzle, T. and Staubach, F. (1981). The hidden agenda of consumer complaining. *Journal of Retailing*, 57(3), 86-108.
- Estelami, H. (2000). Competitive and procedural determinants of delight and disappointment in consumer complaint outcomes. *Journal of service research*, 2(3), 285-300.
- Fang, Y. H., Chiu, C. M., & Wang, E. T. (2011). Understanding customers' satisfaction and repurchase intentions: An integration of IS success model, trust, and justice. *Internet research*, 21(4), 479-503.
- Financial Ombudsman Service (2023). *Compensation for distress or inconvenience*. Financial Ombudsman Service. Retrieved from: <https://www.financial-ombudsman.org.uk/consumers/expect/compensation-for-distress-or-inconvenience>
- Fombrun, C. J., Gardberg, N. A., and Barnett, M. L. (2000). Opportunity platforms and safety nets: Corporate citizenship and reputational risk. *Business and society review*, 105(1), 85-106.
- Fornell, C. 1992. A national customer satisfaction barometer: The Swedish experience. *Journal of Marketing*, 56(1), 6-21.
- Foroudi, P., Jin, Z., Gupta, S., Melewar, T. C., & Foroudi, M. M. (2016). Influence of innovation capability and customer experience on reputation and loyalty. *Journal of business research*, 69(11), 4882-4889.
- Francken, D. A. (1983). Postpurchase consumer evaluations, complaint actions and repurchase behavior. *Journal of Economic Psychology*, 4(3), 273-290.
- Fu, J. R., Ju, P. H., and Hsu, C. W. (2015). Understanding why consumers engage in electronic word-of-mouth communication: Perspectives from theory of planned behavior and justice theory. *Electronic Commerce Research and Applications*, 14(6), 616-630.
- Gelbrich, K., & Roschk, H. (2011). Do complainants appreciate overcompensation? A meta-analysis on the effect of simple compensation vs. overcompensation on post-complaint satisfaction. *Marketing Letters*, 22, 31-47.
- Gilly, M. C. (1987). Postcomplaint processes: From organizational response to repurchase behavior. *Journal of consumer affairs*, 21(2), 293-213.

- Gilly, M. C., and Gelb, B. D. (1982). Post-purchase consumer processes and the complaining consumer. *Journal of consumer research*, 9(3), 323-328.
- Gorvine, B. J., Rosengren, K. S., Stein, L., & Biolsi, K. (2017). *Research methods: From theory to practice*. Oxford University Press.
- Gregg, D. G., & Scott, J. E. (2008). A typology of complaints about eBay sellers. *Communications of the ACM*, 51(4), 69-74.
- Grewal, D., Roggeveen, A. L., and Tsiros, M. (2008). The effect of compensation on repurchases intentions in service recovery. *Journal of retailing*, 84(4), 424-434.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis*. 6th Edition. Upper Saddle River, NJ: Pearson Education
- Heinemann, T. (2009). Participation and exclusion in third party complaints. *Journal of Pragmatics*, 41(12), 2435-2451.
- Helms, M. M., and Mayo, D. T. (2008). Assessing poor quality service: perceptions of the accessibility of customer service representative representations. *Managing Service Quality: An International Journal*, 18(6), 610-622.
- Hennig-Thurau, T., Gwinner, K. P., Walsh, G., & Gremler, D. D. (2004). Electronic word-of-mouth via consumer-opinion platforms: what motivates consumers to articulate themselves on the internet? *Journal of interactive marketing*, 18(1), 38-52.
- Hsieh, P. L. (2013). Perceived opportunism (PO) in e-return service encounters. *Managing Service Quality: An International Journal*, 23(2), 96-110.
- Huppertz, J. W. (2007). Firms' complaint handling policies and consumer complaint voicing. *Journal of Consumer Marketing*, 24(7), 428-437.
- Iglesias, O., Markovic, S., & Rialp, J. (2019). How does sensory brand experience influence brand equity? Considering the roles of customer satisfaction, customer affective commitment, and employee empathy. *Journal of Business Research*, 96, 343-354.
- Jin, N., Lee, S., & Huffman, L. (2012). Impact of restaurant experience on brand image and customer loyalty: Moderating role of dining motivation. *Journal of Travel & Tourism Marketing*, 29(6), 532-551.
- Joireman, J., Grégoire, Y., & Tripp, T. M. (2016). Customer forgiveness following service failures. *Current Opinion in Psychology*, 10, 76-82.
- Joshi, R., & Garg, P. (2021). Role of brand experience in shaping brand love. *International Journal of Consumer Studies*, 45(2), 259-272.
- Kelly, J. P. (1979). Consumer expectations of complaint handling by manufacturers and retailers of clothing products. *New dimensions of consumer satisfaction and complaining behavior*, 103-110.
- Lappeman, J., Patel, M., and Appalraju, R. (2018). Firestorm response: Managing brand reputation during an nWOM firestorm by responding to online complaints individually or as a cluster. *Communication*, 44(2), 67-87.
- Lee, D. H. (2015). An alternative explanation of consumer product returns from the postpurchase dissonance and ecological marketing perspectives. *Psychology and Marketing*, 32(1), 49-64.
- Leventhal, G. S. (1980). *What should be done with equity theory?* In Social exchange, New York, Springer.
- Lim, S. H., Lee, S., & Kim, D. J. (2017). Is online consumers' impulsive buying beneficial for e-commerce companies? An empirical investigation of online consumers' past impulsive buying behaviors. *Information Systems Management*, 34(1), 85-100.
- Lin, A. J., Li, E. Y., & Lee, S. Y. (2018). Dysfunctional customer behavior in cross-border e-commerce: A justice-affected behavior model. *Journal of Electronic Commerce Research*, 19(1), 36-54.
- Lin, H. H., Wang, Y. S., & Chang, L. K. (2011). Consumer responses to online retailer's service recovery after a service failure: A perspective of justice theory. *Managing Service Quality: An International Journal*, 21(5), 511-534.
- Liu, J., Zhang, H., Sun, J., Li, N., & Bilgihan, A. (2020). How to prevent negative online customer reviews: The moderating roles of monetary compensation and psychological compensation. *International Journal of Contemporary Hospitality Management*, 32(10), 3115-3134.
- Lu, Y., Lu, Y., & Wang, B. (2012). Effects of dissatisfaction on customer repurchase decisions in e-commerce-an emotion-based perspective. *Journal of electronic commerce research*, 13(3), 224.
- Lv, J., & Liu, X. (2022). The impact of information overload of e-commerce platform on consumer return intention: Considering the moderating role of perceived environmental effectiveness. *International Journal of Environmental Research and Public Health*, 19(13), 8060.
- Ma, X., Xu, X., & Hu, J. (2023). Does pro-customer behavior always do the trick? An investigation of pro-customer deviance. *International Journal of Hospitality Management*, 114, 103552.

- Macintosh, G., and Stevens, C. D. (2013). Individual differences in opportunistic claiming behavior. *Journal of Consumer Behaviour*, 12(1), 10-19.
- Mägi, A., & Julander, C. R. (1996). Perceived service quality and customer satisfaction in a store performance framework: An empirical study of Swedish grocery retailers. *Journal of Retailing and consumer services*, 3(1), 33-41.
- Martínez-Tur, V., Peiró, J. M., Ramos, J., and Moliner, C. (2006). Justice perceptions as predictors of customer satisfaction: The impact of distributive, procedural, and interactional justice 1. *Journal of Applied Social Psychology*, 36(1), 100-119.
- Maxham III, J. G., & Netemeyer, R. G. (2002). A longitudinal study of complaining customers' evaluations of multiple service failures and recovery efforts. *Journal of marketing*, 66(4), 57-71.
- McCull-Kennedy, J. R., & Sparks, B. A. (2003). Application of fairness theory to service failures and service recovery. *Journal of service research*, 5(3), 251-266.
- Michel, S. (2001). Analyzing service failures and recoveries: A process approach. *International journal of service industry management*, 12(1), 20-33.
- Migacz, S. J., Zou, S., & Petrick, J. F. (2018). The "terminal" effects of service failure on airlines: Examining service recovery with justice theory. *Journal of Travel Research*, 57(1), 83-98.
- Mollenkopf, D. A., Rabinovich, E., Laseter, T. M., & Boyer, K. K. (2007). Managing internet product returns: A focus on effective service operations. *Decision sciences*, 38(2), 215-250.
- Moreira, A. C., Fortes, N., & Santiago, R. (2017). Influence of sensory stimuli on brand experience, brand equity and purchase intention. *Journal of Business Economics and Management*, 18(1), 68-83.
- Mouawad, M., and Kleiner, B. H. (1996). New developments in the accessibility of customer service representative training. *Managing Service Quality: An International Journal*, 6(2), 49-56.
- Nayeem, T., Murshed, F., & Dwivedi, A. (2019). Brand experience and brand attitude: examining a credibility-based mechanism. *Marketing Intelligence & Planning*, 37(7), 821-836.
- Nguyen, N., & LeBlanc, G. (1998). The mediating role of corporate image on customers' retention decisions: An investigation in financial services. *International Journal of Bank Marketing*, 16(2), 52-65
- Oberlo.com. (2023). *What is User Interface (UI)?* OBERLO. Retrieved from: <https://www.oberlo.com/ecommerce-wiki/user-interface-ui>
- Oh, H., Jeong, M., & Baloglu, S. (2013). Tourists' adoption of self-service technologies at resort hotels. *Journal of Business Research*, 66(6), 692-699.
- Pallant, J., Sands, S., & Karpen, I. (2020). Product customization: A profile of consumer demand. *Journal of Retailing and Consumer Services*, 54, 102030.
- Park, O. J., Lehto, X., & Park, J. K. (2008). Service failures and complaints in the family travel market: A justice dimension approach. *Journal of Services Marketing*, 22(7), 520-532.
- Pei, Z., & Paswan, A. (2018). Consumers' legitimate and opportunistic product return behaviors in online shopping. *Journal of Electronic Commerce Research*, 19(4), 301-319.
- Pei, Z., Paswan, A., & Yan, R. (2014). E-tailer's return policy, consumer's perception of return policy fairness and purchase intention. *Journal of Retailing and Consumer Services*, 21(3), 249-257.
- Rawls J. (1971). *A Theory of Justice*. Cambridge, Mass.
- Ro, H., and Wong, J. (2012). Customer opportunistic complaints management: A critical incident approach. *International Journal of Hospitality Management*, 31(2), 419-427.
- Roberts, C. and Maier, T. (2023). The evolution of service toward automated customer assistance: There is a difference. *International Journal of Contemporary Hospitality Management*.
- Rokonuzzaman, M., Mukherjee, A., Iyer, P., & Mukherjee, A. (2020). Relationship between retailers' return policies and consumer ratings. *Journal of Services Marketing*, 34(5), 621-633
- Rowley, J., & Haynes, L. (2005). Customer relationship management: the Matalan way. *The Marketing Review*, 5(2), 175-187.
- Sarstedt, M., Hair, J. F., Pick, M., Liengaard, B. D., Radomir, L., & Ringle, C. M. (2022). Progress in partial least squares structural equation modeling use in marketing research in the last decade. *Psychology & Marketing*, 39(5), 1035-1064.
- Sengupta, S., Bajaj, B., Singh, A., Sharma, S., Patel, P., & Prikshat, V. (2023). Innovative work behavior driving Indian startups go global—The role of authentic leadership and readiness for change. *Journal of Organizational Change Management*, 36(1), 162-179.
- Soares, R. R., Zhang, T. T., Proença, J. F., & Kandampully, J. (2017). Why are generation Y consumers the most likely to complain and repurchase? *Journal of Service Management*, 28(3), 520-540.

- Sobirova, Z. (2020). Hoarding and opportunistic behavior during Covid-19 pandemics: A conceptual model of non-ethical behavior. *International Journal of Management Science and Business Administration*, 6(4), 22-29.
- Sparks, B. A., and McColl-Kennedy, J. R. (2001). Justice strategy options for increased customer satisfaction in a services recovery setting. *Journal of Business Research*, 54(3), 209-218.
- Srivastava, K., and Sharma, N. K. (2013). Service quality, corporate brand image, and switching behavior: The mediating role of customer satisfaction and repurchase intention. *Services marketing Quarterly*, 34(4), 274-291.
- Tran, L. T. H., & Hoang, T. T. P. (2022). Signaling or insider opportunism: an investigation of repurchase activity in Vietnam. *Cogent Economics & Finance*, 10(1), 2066763.
- Turel, O., Yuan, Y., and Connelly, C. E. (2008). In justice we trust predicting user acceptance of e-the accessibility of customer service representatives. *Journal of Management Information Systems*, 24(4), 123-151.
- Veloutsou, C., and Moutinho, L. (2009). Brand relationships through brand reputation and brand tribalism. *Journal of Business Research*, 62(3), 314-322.
- Wachter, K., Vitell, S. J., Shelton, R. K., and Park, K. (2012). Exploring consumer orientation toward returns: Unethical dimensions. *Business Ethics: A European Review*, 21(1), 115-128.
- Wan, L. C., Hui, M. K., and Wyer Jr, R. S. (2011). The role of relationship norms in responses to service failures. *Journal of Consumer Research*, 38(2), 260-277.
- Wang, W. T., & Li, H. M. (2012). Factors influencing mobile services adoption: A brand-equity perspective. *Internet research*, 22(2), 142-179.
- Wang, W. T., and Lu, C. C. (2014). Determinants of success for online insurance web sites: The contributions from system characteristics, product complexity, and trust. *Journal of Organizational Computing and Electronic Commerce*, 24(1), 1-35
- Willemsen, L., Neijens, P. C., and Bronner, F. A. (2013). Webcare as customer relationship and reputation management? Motives for negative electronic word of mouth and their effect on webcare receptiveness. *Advances in Advertising Research*, 4, 55-69.
- Williamson, O.E. (1975), *Market and Hierarchies: Analysis and Anti-Trust Implication*, The Free Press, New York.
- Wirtz, J. (2011, April). *How to Deal with Customer Shakedowns*. Harvard Business Review. Retrieved from: <https://hbr.org/2011/04/how-to-deal-with-customer-shakedown>
- Wirtz, J., & Kum, D. (2004). Consumer cheating on service guarantees. *Journal of the Academy of Marketing Science*, 32(2), 159-175.
- Wirtz, J., and McColl-Kennedy, J. R. (2010). Opportunistic customer claiming during service recovery. *Journal of the Academy of marketing science*, 38(5), 654-675.
- Wu, I. L., and Huang, C. Y. (2015). Analyzing complaint intentions in online shopping: the antecedents of justice and technology use and the mediator of customer satisfaction. *Behaviour and Information Technology*, 34(1), 69-80.
- Wu, L. (2013). The antecedents of customer satisfaction and its link to complaint intentions in online shopping: An integration of justice, technology, and trust. *International Journal of Information Management*, 33(1), 166-176.
- Wu, T. J., Li, J. M., Wang, Y. S., & Zhang, R. X. (2023). The dualistic model of passion and the service quality of five-star hotel employees during the COVID-19 pandemic. *International Journal of Hospitality Management*, 113, 103519.
- Wu, Y. L., & Li, E. Y. (2018). Marketing mix, customer value, and customer loyalty in social commerce: A stimulus-organism-response perspective. *Internet Research*, 28(1), 74-104.
- Xiang Ying Mei, Ingrid K. Bagaas & Erling K. L. Relling (2019). Customer complaint behaviour (CCB) in the retail sector: why do customers voice their complaints on Facebook? *The International Review of Retail, Distribution and Consumer Research*, 29(1),63-78
- Yüksel, A. (2017). A critique of “Response Bias” in tourism, travel and hospitality research. *Tourism Management*, 59, 376-384.

APPENDIX

Appendix 1. Measurement Items

Compensation (adapted from Liu et al., 2020)

1. This e-commerce business compensated me.
2. The compensation offered was good and fair.
3. The compensation was delivered on time.

Return Policy Leniency (Adapted from Hsieh, 2013)

1. The e-commerce merchant guarantees a good return.
2. Returns are identified by the e-commerce vendor using a broad set of requirements.
3. A appropriate return fee was charged by the e-commerce vendor.
4. The e-commerce retailer provides a simple return process.

Accessibility of Customer Service Representatives (Adapted from Mollenkopf et al., 2007)

1. The e-commerce seller makes it easy to obtain the company's phone number(s).
2. Customer service agents are accessible online through the e-commerce provider.
3. If there is a concern, the e-commerce company provides the option of speaking with a human operator.
4. A customer support person assists in informing Company X about an impending return.

Complaint Intention (Adapted from Wu, 2013)

1. I report an issue to the e-commerce vendor's managers.
2. I remember an incident that occurred during online purchasing and take action in response to it.
3. I request that the situation be handled by the e-commerce provider.
4. I talk about the issue with the e-commerce vendor's supervisors or other personnel.
5. I notify the e-commerce seller of the issue so that they can improve in the future.

Opportunistic Behavior (Adapted from Pei and Paswan, 2018)

1. I returned a product that I wore for a special occasion.
2. I purchased a discounted item from one store and returned it to another for a complete refund.
3. After purchasing something, I replace the sticker price with one that is higher, and then return the item to the store for greater reimbursement.

Brand Reputation (Adapted from Veloutsou and Moutinho, 2009)

1. The e-commerce vendor's brand reputation is reliable.
2. The e-commerce seller's brand reputation is reputable.
3. The e-commerce seller's brand reputation suggests that the seller is honest.
4. The e-commerce seller's brand reputation is long-lasting in nature.

Repurchase Behavior (Adapted from Soares et al., 2017)

1. I will continue to use this service provider for future purchases.
2. I will not purchase the service from the same source again (reverse item).
3. I am going to look for a better provider.