



# Applying Justice Theory to Service Recovery and its Influence on Customer Loyalty: Evidence from Online Food Delivery Services in the Philippines

Angelica D. Catian, Danny Boy T. Fabular, Grace Zel Garcia, Heidie Amor A. Parcia, Albert A. Alonzo\*, Junaisah Nissi L. Degoma, Karem A. Palmes

Department of Accountancy and Business Management, College of Business and Information Technology, Mindanao State University, Naawan, Philippines. \*Email: [albert.alonzo@msunaawan.edu.ph](mailto:albert.alonzo@msunaawan.edu.ph)

Received: 20 September 2025

Accepted: 19 March 2026

DOI: <https://doi.org/10.32479/irmm.22054>

## ABSTRACT

This study examines the effects of service recovery dimensions—distributive, procedural, and interactional justice—on customer loyalty among users of online food delivery (OFD) services in Iligan City, Philippines. It aims to determine which dimensions of perceived fairness most strongly influence post-recovery loyalty, thereby validating the applicability of Justice Theory in the digital service context. Despite the growing popularity of OFD platforms, recurring service failures such as delayed, incorrect, or missing orders continue to undermine customer satisfaction and loyalty. However, limited empirical evidence explores how fairness-based recovery strategies affect customer loyalty within emerging markets like the Philippines. A quantitative, descriptive–correlational research design was employed, utilizing a structured questionnaire administered to 200 OFD users who had experienced service failures and subsequent recovery. Statistical analyses, including correlation and multiple regression, were used to evaluate the predictive influence of each justice dimension on customer loyalty. Results revealed that distributive justice and interactional justice significantly predict customer loyalty, whereas procedural justice exerts no substantial effect. The model demonstrated strong explanatory power, indicating that fairness perceptions account for nearly half of the variance in loyalty behaviour. These findings affirm Justice Theory’s assertion that fairness perceptions are central to post-recovery satisfaction and loyalty formation. Practically, the study highlights the importance of empathetic communication and equitable compensation in sustaining customer relationships. Service recovery protocols that integrate tangible fairness with humane treatment can strengthen customer trust, enhance loyalty, and ensure the long-term success of online food delivery platforms.

**Keywords:** Justice Theory, Distributive Justice, Procedural Justice, Interactional Justice, Customer Loyalty

**JEL Classifications:** M1, M31, L8, L87

## 1. INTRODUCTION

Service recovery is a critical component of customer relationship management, as it aims to “make things right” following a service failure. When customers encounter unsatisfactory experiences, their perceptions of the business are immediately affected. According to O’Brien (2021), dissatisfied customers can significantly harm a company by ceasing to repurchase and spreading negative word-of-mouth, which can damage brand

reputation. To counter this, timely and effective service recovery enables firms to meet customer expectations, reduce churn, and improve overall service quality. As emphasized by Bolsu (2022), recovery initiatives provide an opportunity for companies to repair damaged relationships, transform unfavorable experiences into positive ones, and ultimately strengthen customer satisfaction and loyalty. In essence, service recovery serves as a strategic mechanism to minimize or eliminate the negative experiences that occur during service delivery and to restore customer trust.

Closely linked to service recovery is the concept of customer loyalty, which reflects a consumer's long-term commitment and continued preference for a brand despite occasional service failures. Franklin (2023) emphasized that loyalty extends beyond momentary satisfaction, it signifies trust, emotional attachment, and repeated patronage that sustain organizational growth. Effective service recovery plays a crucial role in rebuilding trust and strengthening loyalty, as it demonstrates the company's accountability and dedication to customer care. When businesses respond promptly and fairly to service failures, they not only restore satisfaction but also deepen customer relationships, turning negative experiences into opportunities for loyalty reinforcement (GoCardless, 2021). Thus, service recovery and customer loyalty are inherently connected, with recovery efforts serving as pivotal moments that can transform dissatisfied customers into long-term advocates of the brand.

The rapid advancement of digital technologies has further emphasized the importance of service quality and recovery, particularly in the food industry. Keeble et al. (2020) described online food delivery (OFD) services as digital platforms that allow customers to browse menus, place orders, and receive meals directly at their doorsteps. These platforms have redefined consumer convenience and accessibility, catering to modern, fast-paced lifestyles. The global OFD market has grown significantly, especially during the COVID-19 pandemic, which increased the demand for contactless and efficient service transactions (Zhao and Bacao, 2020). In the Philippines, the online food delivery sector generated approximately USD 1.74 billion in revenue in 2021, serving millions of users for both grocery and meal deliveries (Statista, 2021). This growth demonstrates how digital platforms have become essential components of the country's service economy (Alonzo and Abellana, 2025).

However, despite the success of these services, food delivery businesses remain susceptible to various service failures. Tao (2022) observed that delivery personnel often face operational challenges such as traffic congestion, vehicle breakdowns, and time delays, which may lead to customer dissatisfaction. Similarly, Azemi et al. (2019) asserted that service failures are inevitable in any service process, regardless of preventive measures. Consequently, Kaur et al. (2022) stressed that implementing timely and effective service recovery is crucial for maintaining competitiveness and ensuring business sustainability in the digital marketplace.

Previous research has established that negative service experiences can result in adverse customer attitudes and even relationship termination (Harrison-Walker, 2019). A synthesis of related literature reveals two major forms of service recovery strategies: tangible and psychological (Yusra and Agus, 2020). While some scholars (Alhawbani et al., 2021) argue that tangible strategies—such as compensation, refunds, or quick responses—have a stronger impact on satisfaction, others (Chen et al., 2018) emphasize the effectiveness of psychological strategies like empathy, active listening, explanation, and apology in rebuilding customer trust and emotional connection. These varying perspectives suggest that both tangible and psychological approaches play complementary

roles in successful service recovery, though their relative effectiveness may differ across industries.

Despite the growing body of literature on service recovery and customer loyalty, limited research has explored how these strategies operate in the context of online food delivery services, particularly within emerging economies like the Philippines. As the industry continues to expand and competition among delivery platforms intensifies, understanding how recovery strategies influence customer loyalty become increasingly important. Addressing this gap is vital for developing context-specific recovery frameworks that can help service providers enhance customer experience and retention.

Therefore, this study seeks to examine the effects of service recovery strategies on customer loyalty among selected online food delivery services in Iligan City. By addressing this research gap, the study aims to contribute to the growing discourse on digital service management and provide practical insights into effective recovery mechanisms that foster sustainable customer relationships in the online food delivery industry

## 2. LITERATURE REVIEW

### 2.1. Customer Loyalty

Customer loyalty represents a consumer's long-term commitment to repurchase and support a particular brand or service provider. It reflects not only repeated patronage but also emotional attachment, trust, and advocacy (dela Peña et al., 2025). According to Cheng et al. (2019), customers demonstrate loyalty through various behaviors, such as consistently repurchasing from the same seller, increasing purchase frequency, and actively recommending the brand to others. Loyalty, therefore, embodies both attitudinal and behavioral dimensions—where attitudinal loyalty refers to the customer's emotional attachment to the brand, and behavioral loyalty reflects consistent purchasing actions. Prasetyo et al. (2021) noted that customer loyalty is an outcome of satisfaction and perceived value, which strengthen a company's competitiveness and profitability. In service industries, especially online food delivery services, loyalty is a key determinant of business sustainability, as satisfied customers are more likely to remain with the platform and advocate for it among peers.

Service recovery plays a central role in nurturing customer loyalty, particularly when customers encounter service failures. Effective recovery strategies help restore trust, mitigate dissatisfaction, and transform negative experiences into positive ones. When customers perceive that the service provider has fairly addressed their concerns, they develop a sense of appreciation and renewed commitment to the brand. Xiao-Yu et al. (2020) emphasized that customer perceptions of performance—how well the company acknowledges errors and delivers solutions—significantly influence loyalty formation. In this sense, service recovery acts as a bridge between dissatisfaction and loyalty, turning potentially damaging experiences into opportunities for relationship strengthening. Hence, a company's ability to recover effectively from failures directly determines whether a customer chooses to stay loyal or to defect to a competitor.

## 2.2. Justice Theory and Service Recovery

The Justice Theory provides a fundamental framework for understanding how customers evaluate fairness in service recovery encounters. According to McColl-Kennedy and Sparks (2003) and later supported by Choi and Choi (2014) and Mansori et al. (2014), justice theory serves as a critical lens through which customers assess the adequacy of a company's recovery efforts after a service failure. It postulates that consumers' perceptions of fairness determine their level of satisfaction, trust, and subsequent behavioral intentions, such as repurchase or loyalty. Within the context of service recovery, justice theory encompasses three interrelated dimensions—distributive, procedural, and interactional justice—that together influence customers' overall evaluations of the recovery process (Siu et al., 2013). These dimensions collectively provide a theoretical foundation for understanding how customers judge the fairness and effectiveness of service recovery efforts in online food delivery services, where immediacy, communication, and compensation are crucial factors.

Distributive justice pertains to the perceived fairness of the outcomes customers receive as compensation for a service failure. It is achieved when the recovery outcomes, such as refunds, replacements, discounts, or other compensatory measures, are considered appropriate in relation to the inconvenience experienced (Piaralal et al., 2020; Siu et al., 2013). In the context of online food delivery, distributive justice is realized when dissatisfied customers feel that the resolution provided, such as re-delivery of incorrect orders, prompt refunds for delayed deliveries, or vouchers for future purchases, adequately compensates for their loss. When consumers perceive that the recovery outcome equitably matches the effort, time, or emotional distress they have endured, they experience restored distributive justice. This sense of fairness enhances satisfaction and increases the likelihood of maintaining a positive relationship with the service provider (Tax and Brown, 2000). Thus, distributive justice serves as the tangible aspect of recovery that directly addresses the consequences of service failure.

- $H_1$ : Distributive justice significantly influences customer loyalty.

Procedural justice, on the other hand, focuses on the fairness of the processes and policies used to address complaints and resolve service failures. It refers to the perceived adequacy, accessibility, and transparency of the procedures customers must follow to obtain redress. In service recovery literature, procedural justice captures how efficiently and fairly an organization handles grievances through structured steps and decision-making protocols (Russo et al., 2022). Within online food delivery services, this form of justice becomes particularly relevant as customers expect quick and convenient complaint mechanisms, such as app-based reporting, chat support, or hotline assistance. When recovery processes are perceived as fair—meaning that complaint channels are user-friendly, response times are prompt, and decisions are consistent—customers are more likely to view the company as reliable and just (Tax and Brown, 2000). Conversely, complex or delayed complaint procedures may lead to perceptions of procedural injustice, which can erode trust and customer loyalty.

Therefore, effective procedural justice reinforces customers' confidence in the fairness and responsiveness of the organization's recovery system.

- $H_2$ : Procedural justice significantly influences customer loyalty.

Interactional justice represents the interpersonal dimension of fairness and concerns the quality of communication and behavior exhibited by employees during the recovery process. It emphasizes the importance of empathy, courtesy, and respect in the interaction between service providers and customers (Russo et al., 2022). Interactional justice is achieved when customers feel they are treated with dignity, that their concerns are genuinely heard, and that the staff demonstrates understanding and accountability throughout the recovery process. In the online food delivery context, this may involve customer service representatives who promptly acknowledge issues, apologize sincerely, explain the cause of the problem, and provide reassurance about corrective actions. According to Ogonu et al. (2019), such fair and respectful treatment not only mitigates the negative emotional impact of service failure but also strengthens customers' emotional connection with the brand. Hence, interactional justice complements distributive and procedural justice by addressing the relational and psychological aspects of service recovery.

- $H_3$ : Interactional justice significantly influences customer loyalty.

Taken together, these three dimensions of justice theory provide a comprehensive explanation of how customers evaluate fairness during service recovery. Distributive justice addresses what customers receive, procedural justice focuses on how they receive it, and interactional justice concerns how they are treated throughout the process. When all three forms of justice are effectively implemented, customers are more likely to perceive the service provider as fair, trustworthy, and committed to quality recovery. In the case of online food delivery services, where service failures such as delayed, incorrect, or missing orders are common, applying justice theory is particularly relevant. It allows service providers to understand how equitable outcomes, efficient procedures, and respectful interactions collectively shape customer satisfaction and loyalty. Thus, justice theory serves as the theoretical backbone of this study, guiding the analysis of how different service recovery strategies influence customer perceptions and long-term behavioral intentions in the digital food delivery industry.

## 3. RESEARCH METHODOLOGY

### 3.1. Data Collection

This study employed a quantitative research design, which allows for the systematic examination of relationships between variables through statistical analysis and objective measurement. Quantitative research provides a logical, structured, and unbiased framework suitable for testing hypotheses and generalizing findings to broader populations. A descriptive correlational approach was utilized to determine the effect of service recovery on customer loyalty among users of online food delivery services

in Iligan City, Philippines. The instrument used in this study was an adapted and modified questionnaire originally developed by Cheng et al. (2019) to ensure contextual relevance to the local setting. The questionnaire measured key constructs including distributive, procedural, and interactional justice, as well as customer loyalty indicators such as repurchase intention and positive word-of-mouth.

The target population comprised individuals who had previously used online food delivery platforms and experienced both service failure and recovery. A total of 200 respondents participated in the study. Participants were selected using a combination of purposive and snowball sampling techniques to ensure that only qualified individuals with relevant experience were included. Data collected from the survey were analyzed using descriptive and inferential statistical methods. Descriptive statistics summarized respondents' profiles and key variable distributions, while inferential analyses assessed the relationships between service recovery dimensions and customer loyalty outcomes. This methodological approach provided a robust empirical basis for evaluating how perceptions of fairness influence customer retention and advocacy behaviors within the online food delivery service context.

## 4. DATA ANALYSIS

### 4.1. Demographic Profile

Table 1 presents the demographic profile of the 200 respondents who participated in the study on service recovery and customer loyalty among online food delivery service users in Iligan City. The findings indicate that the majority of respondents (53%) were aged 18–30 years, followed by those aged 31–50 years (40.5%), while only 6.5% were above 50 years old. This distribution suggests that online food delivery services are predominantly utilized by younger consumers who are more technologically adept and accustomed to digital transactions. The result aligns with previous studies highlighting that younger generations, particularly millennials and Generation Z, are the primary drivers of online food delivery demand due to their convenience-oriented lifestyle and familiarity with mobile applications (Keeble et al., 2020).

In terms of gender, 63.5% of respondents were female, while 36.5% were male. The predominance of female respondents may reflect women's greater engagement in managing household food consumption or preference for convenient meal solutions in balancing work and domestic responsibilities. This finding is consistent with prior research suggesting that female consumers are more likely to use food delivery platforms for time-saving and multitasking purposes (Tao, 2022).

Regarding civil status, 58.5% of the participants were single, 40.5% were married, and only 1% were separated. The higher proportion of single respondents further supports the notion that online food delivery services appeal strongly to individuals with independent or fast-paced lifestyles who seek convenience in their dining choices.

In terms of occupation, the largest group of respondents were self-employed (37.5%), followed by students (28%), unemployed

individuals (9.5%), and others (3%). The prevalence of self-employed respondents indicates the growing reliance on online delivery services among individuals engaged in flexible or remote work arrangements. Students, meanwhile, represent a key consumer segment for online platforms due to their high digital literacy and demand for affordable, quick-access food options.

The demographic profile suggests that the typical user of online food delivery services in Iligan City is a young, single, and predominantly female consumer—traits that align with global trends in the digital food economy. These characteristics provide valuable context for interpreting subsequent analyses on how service recovery strategies influence customer satisfaction and loyalty within this market segment.

### 4.2. Measurements

Table 2 presents the results of the reliability analysis using Cronbach's alpha for each construct. The instrument demonstrated a high degree of internal consistency, with an overall Cronbach's alpha value of 0.925. This value exceeds the conventional

**Table 1: Demographic characteristics of respondents**

Variable	Details	Median (IQR);	Percentage
Age	18–30	106	53.00
	31–50	81	40.50
	>50	13	6.50
Gender	Female	127	63.50
	Male	73	36.50
Civil Status	Single	117	58.50
	Married	81	40.50
	Separated	2	1.00
Occupation	Student	56	28.00
	Unemployed	19	9.50
	Self employed	75	37.50
	Others	6	3.00

**Table 2: Constructs and factor loading**

Constructs	Cronbach's alpha	Remarks
DJ01	0.925	Excellent
DJ02	0.921	Excellent
DJ03	0.919	Excellent
DJ04	0.920	Excellent
DJ05	0.920	Excellent
PJ06	0.923	Excellent
PJ07	0.920	Excellent
PJ08	0.918	Excellent
PJ09	0.917	Excellent
PJ10	0.919	Excellent
IJ11	0.923	Excellent
IJ12	0.919	Excellent
IJ13	0.923	Excellent
IJ14	0.926	Excellent
IJ15	0.927	Excellent
CL16	0.922	Excellent
CL17	0.921	Excellent
CL18	0.924	Excellent
CL19	0.920	Excellent
CL20	0.918	Excellent
Overall	0.925	Excellent

benchmark of 0.70 recommended by Nunnally and Bernstein (1994), indicating excellent reliability. Such a coefficient suggests that the items within each construct are strongly interrelated and consistently measure the same underlying concepts. Hence, the questionnaire used in this study is both statistically reliable and conceptually coherent for assessing the dimensions of service recovery and customer loyalty in the context of online food delivery services.

Table 3 presents the model fit statistics derived from the regression analysis. The correlation coefficient ( $R = 0.701$ ) indicates a strong positive linear relationship between the combined predictors—distributive justice, procedural justice, and interactional justice—and the dependent variable, customer loyalty. This value suggests that the predictors collectively explain a substantial portion of the variance in customer loyalty scores.

The coefficient of determination ( $R^2 = 0.492$ ) further indicates that approximately 49.2% of the variability in customer loyalty can be explained by the model. In other words, nearly half of the variation in loyalty outcomes among respondents is attributable to differences in perceptions of the three justice dimensions. The remaining 50.8% of the variance may be explained by other unobserved factors not included in the model, such as perceived service quality, trust, brand image, or customer satisfaction. From a statistical standpoint, an  $R^2$  value approaching 0.50 represents a moderate to strong level of explanatory power for behavioral research, where outcomes are influenced by multiple perceptual and psychological variables.

The relatively high R-value and substantial  $R^2$  confirm that the regression model exhibits an acceptable degree of goodness-of-fit, indicating that the predictors jointly provide a reliable estimation of customer loyalty patterns within the studied population. The strength of this model fit implies that the hypothesized justice-based framework is empirically sound and that multicollinearity or model specification issues are minimal.

Table 4 presents the results of the multiple linear regression analysis performed to determine the predictive effects of distributive, procedural, and interactional justice on customer loyalty among online food delivery service users. The regression model was estimated using the least squares method, and the coefficients ( $\beta$ ), standard errors (SE), t-values, and P-values were computed to assess the statistical significance of each predictor variable.

**Table 3: Model fit measures**

Model	R	R <sup>2</sup>
1	0.701	0.492

Models estimated using sample size of n=200

**Table 4: Regression coefficients of justice theory dimensions predicting customer loyalty**

Predictor	Estimate	SE	t	P-value
Intercept	0.1356	0.2463	0.551	0.583
Distributive justice	0.1222	0.0577	2.118	0.035
Procedural justice	0.0868	0.0827	1.05	0.295
Interactional justice	0.7389	0.0846	8.729	<0.001

The intercept ( $\beta = 0.1356, t = 0.551, P = 0.583$ ) was not statistically significant, indicating that in the absence of the predictor variables, the baseline level of customer loyalty does not differ significantly from zero. Among the predictors, distributive justice ( $\beta = 0.1222, SE = 0.0577, t = 2.118, P = 0.035$ ) and interactional justice ( $\beta = 0.7389, SE = 0.0846, t = 8.729, P < 0.001$ ) showed statistically significant positive coefficients, suggesting that increases in these variables are associated with higher levels of customer loyalty. Conversely, procedural justice ( $\beta = 0.0868, SE = 0.0827, t = 1.05, P = 0.295$ ) did not reach statistical significance, implying that it does not exert a meaningful independent influence on customer loyalty within the model.

The relatively large coefficient and t-statistic of interactional justice ( $\beta = 0.7389, t = 8.729$ ) indicate that it is the most influential predictor, accounting for a substantial proportion of the variance explained in customer loyalty. The small ( $P < 0.001$ ) provides strong evidence against the null hypothesis, confirming the robustness of this effect. The effect size of distributive justice, though smaller, remains significant at the 0.05 level, implying a moderate yet meaningful contribution to the prediction model. The non-significance of procedural justice suggests a potential multicollinearity or perceptual overlap with other justice dimensions, though its low t-value indicates limited explanatory power on its own.

## 5. DISCUSSION

The regression analysis revealed that both distributive justice and interactional justice exerted statistically significant effects on customer loyalty, whereas procedural justice demonstrated a weaker, non-significant influence. Technically, the coefficients indicate that for every unit increase in perceived fairness in outcomes and interpersonal treatment, there is a corresponding positive increase in customer loyalty levels. This pattern suggests that the perceived equity of compensation and the quality of interpersonal interactions during service recovery play the most substantial roles in fostering customer retention within online food delivery services.

These findings support the Justice Theory framework proposed by McColl-Kennedy and Sparks (2003), which identifies distributive, procedural, and interactional fairness as the core determinants of perceived justice in service recovery contexts. Specifically, distributive justice reflects the fairness of the outcome customers receive after a service failure (Tax and Brown, 2000; Siu et al., 2013). When customers perceive that the compensation or corrective action is fair relative to the inconvenience they experienced, their overall satisfaction and loyalty increase (Yusra and Agus, 2020). In the present study, customers who felt that they were fairly compensated or adequately assisted after service failures exhibited stronger loyalty tendencies toward online food delivery platforms.

In contrast, procedural justice—which pertains to the fairness and adequacy of policies or complaint-handling processes (Tax and Bown, 2000)—was not found to be a strong predictor of loyalty. This may be attributed to the fast-paced and transactional

nature of online food delivery, where customers value timely and straightforward solutions more than formalized procedures. As suggested by Choi and Choi (2014) and Mansori et al. (2014), customers in digital and service-intensive contexts tend to evaluate fairness through the immediacy and convenience of the recovery process rather than the procedural formality of the response. This finding implies that while systematic complaint processes are important, they are insufficient alone to drive post-recovery loyalty in time-sensitive service settings.

Among all justice dimensions, interactional justice emerged as the strongest predictor of customer loyalty, confirming that respectful, empathetic, and sincere interpersonal communication significantly enhances customer perceptions of fairness. This result is consistent with the observations of Russo et al., 2022 and Siu et al. (2013), who emphasized that the tone, courtesy, and attentiveness demonstrated by service personnel strongly influence customer emotions during recovery encounters. Interactional fairness thus acts as a key emotional and relational mechanism that restores trust and reinforces positive behavioral intentions following service failures.

Overall, the findings substantiate the Justice Theory's applicability in explaining post-recovery customer behavior within the online food delivery context. The model's strong explanatory power ( $R = 0.701$ ,  $R^2 = 0.492$ ) further indicates that fairness perceptions—particularly in outcomes and interpersonal treatment—account for a substantial proportion of customer loyalty variance. However, the remaining unexplained variance implies that other factors, such as satisfaction or trust, may also contribute to loyalty formation.

From a managerial standpoint, online food delivery providers should emphasize recovery strategies that integrate fair compensation and empathetic communication. As highlighted in the reviewed literature (McCull-Kennedy and Sparks, 2003; Siu et al., 2013; Tax and Brown, 2000), fairness perceived through both tangible outcomes and humane treatment fosters long-term customer relationships. Thus, ensuring equity in both recovery results and interpersonal engagement is essential to sustaining loyalty in an increasingly competitive digital service environment.

## 6. CONCLUSION

This study examined the influence of service recovery justice dimensions—distributive, procedural, and interactional—on customer loyalty within the online food delivery sector. Grounded in the Justice Theory, the findings demonstrated that distributive and interactional justice significantly predict customer loyalty, while procedural justice exerts a weaker, non-significant effect. Statistically, interactional justice emerged as the strongest determinant, emphasizing that fairness in interpersonal treatment, manifested through empathy, respect, and effective communication, plays a critical role in rebuilding customer trust and sustaining loyalty after service failures.

From a managerial perspective, the findings suggest that online food delivery providers should prioritize fair compensation mechanisms and empathetic customer engagement in recovery

encounters. Service personnel training should emphasize interpersonal sensitivity and timely resolution, as these elements enhance both perceived fairness and customer retention. Although procedural justice was less influential, streamlined and transparent complaint-handling systems remain necessary to ensure credibility and consistency in recovery practices.

Overall, this study confirms that fairness-based recovery strategies—particularly those centered on distributive and interactional justice—are essential to cultivating enduring customer loyalty in technology-driven service environments. Future research may extend this framework by incorporating mediating variables such as satisfaction, trust, or brand attachment to capture the broader mechanisms through which recovery experiences influence long-term loyalty outcomes.

## REFERENCES

- Alhawbani, G.S., Ali, N.B., Hammouda, A.M. (2021), The effect of service recovery strategies on satisfaction with the recovery: The mediating role of distributive justice. *European Journal of Business and Management Research*, 6(3), 9-16.
- Alonzo, A.A., Abellana, J.J.G. (2025), Determinants of E-commerce adoption among agribusinesses in the Philippines: A technology-organization-environment (TOE) framework perspective. *WSEAS Transactions on Business and Economics*, 22, 2214-2224.
- Azemi, Y., Ozuem, W., Howell, K.E., Lancaster, G. (2019), An exploration into the practice of online service failure and recovery strategies in the Balkans. *Journal of Business Research*, 94, 420-431.
- Bolsu, R. (2022), How Service Recovery Programs can Build Customer Loyalty. *Zendesk*. Available from: <https://www.zendesk.com/blog/6-steps-build-service-recovery-program>
- Cheng, B.L., Gan, C.K., Imrie, B.C., Mansori, S. (2019), Service recovery, customer satisfaction and customer loyalty: Evidence from Malaysia's hotel industry. *International Journal of Quality and Service Sciences*, 11(2), 187-203.
- Chen, T., Ma, K., Bian, X., Zheng, C., Devlin, J.J. (2018), Is high recovery more effective than expected recovery in addressing service failure? A moral judgment perspective. *Journal of Business Research*, 82, 1-9.
- Choi, B., Choi, B. (2014), The effects of perceived service recovery justice on customer affection, loyalty, and word-of-mouth. *European Journal of Marketing*, 48(1/2), 108-131.
- Dela Peña, C., Ongue, S., Redo, A.S., Abellana, J.J., Narit, S.R. (2025), Influence of personalized advertising towards consumer loyalty: The mediating effect of satisfaction and moderating effect of perceived quality. *International Review of Management and Marketing*, 15(6), 126-136.
- Franklin, A. (2023), What is Customer Satisfaction? Definition & Importance. *Zendesk*. Available from: <https://www.zendesk.com/blog/3-steps-achieving-customer-satisfaction-loyalty>
- GoCardless. (2021), How to Improve Customer Loyalty. *GoCardless*. Available from: <https://gocardless.com/guides/posts/improving-customer-loyalty>
- Harrison-Walker, L.J. (2019), The Critical Role of Customer Forgiveness in Successful Service Recovery. *Journal of Business Research*, 95, 376-391.
- Kaur, P., Talwar, S., Islam, N., Salo, J., Dhir, A. (2022), The effect of the valence of forgiveness to service recovery strategies and service outcomes in food delivery apps. *Journal of Business Research*, 147, 142-157.
- Keable, M., Adams, J., Sacks, G., Vanderlee, L., White, C.A.,

- Hammond, D., Monsivais, P. (2020), Use of online food delivery services to order food prepared away-from-home and associated sociodemographic characteristics: A cross-sectional, multi-country analysis. *International Journal of Environmental Research and Public Health*, 17(14), 5190.
- Mansori, S., Vaz, A., Ismail, Z.M.M. (2014), Service quality, satisfaction and student loyalty in Malaysian private education. *Asian Social Science*, 10(7), 57.
- McColl-Kennedy, J.R., Sparks, B. (2003), Application of fairness theory to service failures and service recovery. *Journal of Service Research*, 5(3), 251-266.
- Nunnally, J.C., Bernstein, I.H. (1994), The assessment of reliability. *Psychometric Theory*, 3, 248-292.
- O'Brien, S. (2021), What is Service Recovery - The Importance Examples. RingCentral UK Blog. RingCentral UK Blog. Available from: <https://www.ringcentral.com/gb/en/blog/definitions/service-recovery>
- Ogonu, G.C., Nwokah, N.G., Acee-Eke, B.C. (2019), Procedural justice and customer post-complaint behaviour in fast food firms in port Harcourt, Nigeria. *American Journal of Industrial and Business Management*, 9, 385-402.
- Piaralal, M.R.B.M., Masrani, S.A., Piaralal, S.K. (2020), Integrating justice dimensions and expectation-confirmation model in measuring customer satisfaction and continuance intention in private higher education in Malaysia: A conceptual model. *International Journal of Business Excellence*, 20, 338-358.
- Prasetyo, Y.T., Tanto, H., Mariyanto, M., Hanjaya, C., Young, M.N., Persada, S.F., Miraja, B.A., Redi, A.A.N.P. (2021), Factors affecting customer satisfaction and loyalty in online food delivery service during the COVID-19 pandemic: Its relation with open innovation. *Journal of Open Innovation Technology Market and Complexity*, 7(1), 76.
- Russo, I., Masorgo, N., Gligor, D.M. (2022), Examining the impact of service recovery resilience in the context of product replacement: The roles of perceived procedural and interactional justice. *International Journal of Physical Distribution Logistics Management*, 52(8), 638-672.
- Statista. (2023b), Food Delivery Companies Market Share Philippines; 2022. Available from: <https://www.statista.com/statistics/1247802/philippines-food-delivery-companies-market-share>
- Siu, N.Y., Zhang, T., Yau, C.J. (2013), The roles of justice and customer satisfaction in customer retention: A lesson from service recovery. *Journal of Business Ethics*, 114(4), 675-686.
- Tao, Y. (2022), The present situation of online food delivery services in China and its "growing pains. *International Journal of Innovation and Business Strategy (IJIBS)*, 17, 28-36.
- Tax, S.S., Brown, S.W. (2000), Service recovery: Research insights and practices. In: Swartz, T.A., Lacobucci, D., editor. *Handbook of Services Marketing and Management*. Thousand Oaks, California: Sage Production.
- Xiao-Yu, W., Du, S., Sun, Y. (2020), E-tailing service recovery and customer satisfaction and loyalty: Does perceived distributive justice matter? *Social Behavior and Personality*, 48(5), 1-15.
- Yusra, Y., Agus, A. (2020), The Influence of Online Food Delivery Service Quality on Customer Satisfaction and Customer Loyalty: The Role of Personal Innovativeness. ResearchGate. Available from: [https://www.researchgate.net/publication/339551642\\_the\\_influence\\_of\\_online\\_food\\_delivery\\_service\\_quality\\_on\\_customer\\_satisfaction\\_and\\_customer\\_loyalty\\_the\\_role\\_of\\_personal\\_innovativeness](https://www.researchgate.net/publication/339551642_the_influence_of_online_food_delivery_service_quality_on_customer_satisfaction_and_customer_loyalty_the_role_of_personal_innovativeness)
- Zhao, Y., Bacao, F. (2020), What factors determining customer continuingly using food delivery apps during 2019 novel coronavirus pandemic period? *International Journal of Hospitality Management*, 91, 102683.