

**INVESTIGATING B2B RECOVERY JUSTICE AND FAILURE
ATTRIBUTION EFFECTS IN RETAIL CONTEXT: AN ANALYSIS FOR
HORECA CUSTOMERS**

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ABSTRACT

INVESTIGATING B2B RECOVERY JUSTICE AND FAILURE ATTRIBUTION EFFECTS IN RETAIL CONTEXT: AN ANALYSIS FOR HORECA CUSTOMERS

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The purpose of this study is to examine the complaints of HoReCa companies in the FMCG sector and to investigate the relationships between recovery and behavioral intentions. Up to our knowledge, this study is the first study that covers the HoReCa customers in B2B. HoReCa sector is an emerging channel in retail sector.

In the research, the FMCG sector and the HoReCa channel were examined in detail and customer complaints in the FMCG sector were categorized. The relationship between recovery satisfaction and the types of justice (distributive (DJ), procedural (PJ), and interactional (IJ) justice) and repatronage intentions have been examined in relation with attribution behaviour from the perspective of HoReCa customers.

Two complaint categories were found to be the most common service failure: order quality and order accuracy. Additionally, the survey results revealed that interactional justice affects customer attribution. In quality complaints, the application of compensation for service recovery decreases locus attribution. On the other hand, in quality complaints, the case of the elimination of the losses it has increased service recovery satisfaction. Findings indicate that repatronage intention also increases when recovery satisfaction is provided in quality failures.

It argues that wholesalers' communication should be strong in the case of incomplete and faulty product complaints. Locus attributions are diminishing with wholesalers' strong communication. Parallel to this finding, recovery satisfaction increases when wholesaler provides compensation.

Keywords: Horeca, Justice, Complaint, Recovery, Service Failure, Attribution, Repatronage

ÖZET

PERAKENDE ALANINDA ENDÜSTRİYEL TELAFİ ADALETİ VE HATA ATFININ ETKİLERİNİN ARAŞTIRILMASI: HORECA MÜŞTERİLERİ ANALİZİ

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Bu çalışmanın amacı, hızlı tüketim malları sektöründeki HoReCa şirketlerinin şikayetlerini incelemek ve iyileşme ile davranışsal niyetler arasındaki ilişkileri araştırmaktır. Çalışma HoReCa firmalarına odaklanarak endüstriyel pazarları kapsayan ilk çalışmadır. HoReCa sektörü perakende sektöründe gelişmekte olan önemli bir kanaldır.

Araştırma, hızlı tüketim malları sektörü ve HoReCa kanalı detaylı olarak incelenmiş ve bu sektördeki müşteri şikayetleri kategorize edilmiştir. HoReCa müşterilerinin toptancıya yaptığı suçlama atıfları, hata telafi, memnuniyetleri ve tekrar satınalma niyeti arasındaki ilişki incelenmiştir.

Mevcut şikayet analizleri yapıldığında iki şikayet türünün en çok görülen servis hatası olduğu bulunmuştur. Anket analizleri sonucu etkileşimsel adaletin müşteri atıflarını etkilediği ortaya çıkmıştır. Sonuçlar, kalite şikayetlerinde, hata telafi için tazminat uygulanması durumunda müşterilerin suç atıflarının azaldığını

göstermektedir. Ayrıca kalite şikayetlerinde, müşterilerin kayıplarının giderilmesi durumunda telafi memnuniyetlerinin arttığı gözlenmektedir. Bulgular, kalite şikayetlerinde hata telafi memnuniyeti sağlandığında tekrar satın alım niyetlerinin de arttığını göstermektedir.

Eksik ve hatalı ürün şikayetlerinde toptancıların iletişimin güçlü olması gerekmektedir. Güçlü iletişime sahip olan toptancılara yapılan suç atıfları azalmaktadır. Kalite şikayetleri ile aynı şekilde, kayıpları giderilen müşterilerin hata telafi memnuniyetleri artmaktadır.

Anahtar Kelimeler: Horeca, Adalet, Müşteri Şikayeti, Telafi, Hizmet Hatası, Atıf, Tekrar Satınalma

To Kaya family...



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TABLE OF CONTENTS

ABSTRACT	iii
ÖZET	v
DEDICATION	vii
ACKNOWLEDGEMENTS	viii
TABLE OF CONTENTS	ix
LIST OF TABLES	xii
LIST OF FIGURES	xiv
LIST OF ABBREVIATIONS	xv

1. CHAPTER 1

INTRODUCTION	1
1.1. Introduction of the Main Concept and General Aims of Study	1
1.2. Importance of Study	2
1.3. Research Questions	3
1.4. Structure of Thesis	3

2. CHAPTER 2

FMCG RETAIL SECTOR, CASH & CARRY AND HORECA	4
2.1. Fmcg Retail Sector	4
2.2. Cash & Carry	6
2.3. Fmcg – Cash & Carry In World	8
2.4. Fmcg – Cash & Carry In Turkey	13
2.5. Concept Of Horeca Channel	16
2.5.1. HoReCa Distribution Channel Formats	20
2.5.1.1. Pre-Sales Model	20
2.5.1.2. Auto-Sales Model	20
2.5.1.3. Direct Delivery Model	21
2.5.1.4. Distributor Model: manufacturer sales	21
2.5.1.5. Distributor Model: Direct Sales	21
2.5.2. Literature Review on Horeca Channel	23

3. CHAPTER 3

3.1. PART 1: COMPLAINT, SERVICE FAILURE, SERVICE

RECOVERY27

- 3.1.1. Complaint.....27
- 3.1.2. Service Failure.....28
- 3.1.3. Service Recovery30

3.2. PART 2: ATTRIBUTION THEORY – JUSTICE THEORY31

- 3.2.1. Attribution Theory31
 - 3.2.1.1. Causal Attribution Dimensions.....32
 - 3.2.1.1.1. Locus33
 - 3.2.1.1.2. Stability33
 - 3.2.1.1.3. Controllability34
 - 3.2.1.2. Antecedents of Causal Attributions35
 - 3.2.1.2.1. Information.....35
 - 3.2.1.2.2. Belief36
 - 3.2.1.2.3. Motivation.....36
 - 3.2.1.3. Consequences of Causal Attributions37
 - 3.2.1.3.1. Internal-External39
- 3.2.2. Justice Theory.....41
 - 3.2.2.1. Distributive Justice42
 - 3.2.2.1.1. Equity Theory.....43
 - 3.2.2.1.2. Social Exchange44
 - 3.2.2.2. Interactional Justice.....44
 - 3.2.2.3. Procedural Justice46

4. CHAPTER 4

METHODOLOGY47

- 4.1. Study 1 – Logistics Service Quality & Content Analysis47
 - 4.1.1. Logistics Service Quality47
 - 4.1.1.1. Order Quality48
 - 4.1.1.2. Order Accuracy.....48
 - 4.1.2. Content Analysis48

4.1.2.1. Complaint Analysis In A Cash&Carry Company....	49
4.1.2.2. Complaint Classification	50
4.1.2.2.1. Order Quality.....	51
4.1.2.2.2. Order Accuracy	53
4.1.2.3. Month-Based Review.....	54
4.1.3. Discussion	60
4.2. Study 2 – Research Design – Model – Hypotheses	61
4.2.1. Research Design	61
4.2.2. Hypothesis Development	61
4.2.3. Measures Of Variables	66
4.2.4. Sample.....	69
4.2.5. Validity and Reliability of the Study.....	71
4.2.5.1. Confirmatory Factor Analysis Result For Order Quality	72
4.2.5.2. Confirmatory Factor Analysis Result For Order Accuracy	73
4.2.6. Reliability.....	78
4.2.6.1. Research Model	79
4.2.7. Structural Equation Modeling	82
4.2.8. Path Analysis Result for Order Quality	83
4.2.9. Path Analysis Result for Order Accuracy.....	84
5. CHAPTER 5	
DISCUSSION	90
5.1. Discussion of the Results and Managerial Implications	90
5.2. Limitation And Further Research	93
REFERENCES	95

LIST OF TABLES

Table 1: Global Retail – Retailers 2018 Report	10
Table 2: Product Sectors	11
Table 3a: Commercial Catering	18
Table 3b: Service Catering	18
Table 4. Literature Review on HoReCa Channel	23
Table 5. Complaint Classification	50
Table 6. Construct Measurements for Attribution	67
Table 7: Construct Measurements for Justice Perception	67
Table 8. Construct Measurements for Dependent Variables	68
Table 9: Firm Type Results	69
Table 10: Occupation Result	70
Table 11: Service Frequency Results	70
Table 12: Product Type Results	70
Table 13: The Threshold of Adopted Goodness of Fit Statistics	72
Table 14: Goodness-Of-Fit Statistics for Order Quality	73
Table 15: Results of Confirmatory Factor Analysis for Order Quality	74
Table 16: Goodness-Of-Fit Statistics for Order Accuracy	75
Table 17: Results of Confirmatory Factor Analysis for Order Accuracy	76
Table 18: Composite Reliability, Average Variance Extracted, and Discriminant Validity for Order Quality	77
Table 19: Composite Reliability, Average Variance Extracted, and Discriminant Validity for Order Accuracy	78
Table 20: Reliability Estimates for Order Quality	79

Table 21: Reliability Estimates for Order Accuracy	79
Table 22: Research Model for Order Quality	80
Table 23: Research Model for Order Accuracy	80
Table 24: Hypothesis Order Quality	81
Table 25: Hypothesis Order Accuracy	82
Table 26: Goodness-Of-Fit Statistics for Order Quality	84
Table 27: Result of SEM for Order Quality	86
Table 28: Goodness-Of-Fit Statistics for Order Accuracy	87
Table 29: Result of SEM for Order Accuracy	87
Table 30: Summary of Hypotheses Test	88

LIST OF FIGURES

Figure 1 : Global Retail – Retailers 2018 Report	11
Figure 2: Sectoral View 2018 Report	12
Figure 3: Global Retail Report 2018 – Country	12
Figure 4: Fortune, Capital	16
Figure 5: Distributor Model: Distributor Sales. IBM Global Business Services..	22
Figure 6: Shows total complaints in 3 months	51
Figure 7: Shows the Details of the Total Complaints	52
Figure 8: Shows Total Delivery Quality Complaints in 3 Months	53
Figure 9: Month-Based Complaint Distribution	54
Figure 10: June - Total Complaints	55
Figure 11: June - Order Quality	55
Figure 12: June – Order Accuracy	56
Figure 13: July - Total Complaints	57
Figure 14: July - Order Quality	57
Figure 15: July – Order Accuracy	58
Figure 16: August - Total Complaints	59
Figure 17: August - Order Quality	59
Figure 18: August – Order Accuracy	60

LIST OF ABBREVIATIONS

B2B: business to business

B2C: business to consumer

Attr. : Attribution

AGFI: Adjusted Goodness-of-fit Index

CFA: Comfirmatory factor analysis

CFI: Comparative Fit Index

GFI: Goodness-of-fit Index

IFI: Incremental Fit Index

NFI: Normed Fit Index

RMSEA: Root Mean Square Error of Approximation

RI: Repatronage Intention

RS: Recovery Satisfsaction

DJ: Distributive Justice

PJ: Procedural Justice

IJ: Interactional Justice

1. CHAPTER 1

INTRODUCTION

1.1. INTRODUCTION OF THE MAIN CONCEPT AND GENERAL AIMS OF THE STUDY

Today, the Fast Moving Consumer Goods (FMCG) sector is developing and meeting the demand of the customer has become a distinctive feature for FMCG companies. According to Leahy (2011), FMCG, an important component of the retail industry, is defined as relatively cheap, frequently purchased and fast consuming products that buyers make the minimum purchasing effort.

FMCG products have low margin due to the presence of discount markets in the sector. These products are daily and regularly sold products. At the same time, purchases are made frequently (Singh & Shukla, 2018). According to the Global Retail's Retailers 2018 report, Top 250 global retailers achieved a total revenue of US \$ 4.1 trillion in the fiscal year 2016 and FMCG retailers have an average revenue of US \$ 21.7 billion.

The Turkish food trade sector has gained dynamism of character with its diversity of formats affecting urban structures, different consumption habits and distribution organization (Franz and Hassler 2011). The concept of the highest sales rate of FMCG products is Cash & Carry. A format based on self-service and collective purchases for serving only registered customer. Core customer groups of Cash & Carry concepts are hotel, restaurants, traders and other business professionals. The term HoReCa (Hotel, Restaurant and Catering) refers to the distribution channel of the food service industry (Ponce-Cueto, & Carrasco-Galledo, 2009).

Different services have started to be offered for these concepts that are created according to changing market conditions. Wholesalers have begun to provide service to HoReCa companies for competitive advantage, but they have

been lagging behind in resolving service failures. When wholesalers handle complaints coming from HoReCa companies, they usually ignore service recovery. The expectations of B2C and B2B customers are different. HoReCa firms have higher expectations from wholesalers because they use the product for reaching their final consumer. Understanding the expectations of the HoReCa industry and responding to service failures would create them a competitive advantage for wholesalers.

There is little research on service failure and recovery methods in the B2B field, there is no study of customer complaints and recovery strategies for the HoReCa concept.

This study firstly, aims to categorize the B2B failures that HoReCa customers face in cash & carry wholesaler. Secondly, this research examines causal attributions and recovery justice perceptions of HoReCa firms in service failures, occasions and their effects on recovery satisfaction and repatronage intention.

1.2. IMPORTANCE OF STUDY

While B2C and B2B researchers are common in the complaint literature, this study addresses the complaints and recovery perception of HoReCa firms towards cash & carry wholesalers in particular. In B2B, up to our knowledge, in Turkey, there is no research conducted specifically for the FMCG products used by HoReCa firms.

The first objective of the work is to identify and classify complaints of HoReCa companies. Secondly, this study contributes to understanding repurchase intentions and recovery satisfaction of HoReCa firms by combining service failures, complaints and justice literatures.

1.3. RESEARCH QUESTIONS

This study addresses the relationship among causal attribution, recovery justice perception, recovery satisfaction and repatronage intention in B2B environment. Research questions are given below:

RQ1: What are the complaints of HoReCa companies regarding their purchases from Cash & Carry wholesaler?

RQ2: How does attribution of causality in service failures affect recovery satisfaction and repatronage intention?

RQ4: How do recovery justice perception affect recovery satisfaction and repatronage intentions?

RQ5: Are there any relationships between casual attributions and recovery justice perceptions?

1.4. STRUCTURE OF THESIS

This study is structured as follows. Chapter 2 presents the theoretical background. The FMCG sector is presented in a comprehensive literature on FMCG products in B2B and the HoReCa channel is described in detail.

In Chapter 3, the concepts of the complaint, service failure and service recovery are described in a comprehensive way. In this section, a number of hypotheses have been developed to for assessing the relationship among variables.

In Chapter 4, the methodology of the research is explained in detail, we present the design and findings of study 1 that is content analysis and study 2 that is the survey in this chapter.

In Chapter 5, contributions to theory and practice are given. Also this section describes the limitations of the study and recommendations for further researches.

2. CHAPTER 2:

FMCG RETAIL SECTOR, CASH & CARRY AND HORECA

2.1. FMCG RETAIL SECTOR

Today, the fast moving consumer goods (FMCG) sector is evolving and becoming indispensable for industry players. FMCG, an important component of the retail industry, is described as relatively inexpensive, frequently purchased and rapidly consumed products that buyers have shown to make minimal purchasing efforts (Leahy, 2011; Dibb et al., 2006). These products provide inventory turnover rate to the manufacturer.

According to a recent Nielsen Report (2016), in the FMCG sector, products are divided into 4 segments:

Food and Beverages – Health drinks, cereals, bakery products, snacks, chocolates, ice cream, tea / coffee / soft drinks, processed fruits and vegetables, dairy products and flour.

Personel Care – Oral care, hair care, skin care, cosmetics / deodorants, perfumes, women’s hygiene, baby care, shower products and so on.

Home Care: Dishware / dishwasher, floor cleaner, toilet cleaner, air cleaner, insecticide and mosquito repellent etc.

Others: Tobacco products etc.

The products that HoReCa customers demand in FMCG retail sector are divided into two categories: food and nonfood. Food products are divided into dry and fresh (Dalmolen, et al., 2015; Bruwer 2012).

Dry products;

Dry: Beauty & Personal Care, Beers & Soft Drinks, Canned Goods, Detergents, Edible Grocery, Hot Beverages, Non Alcoholic Drinks, Spirits, Sweets & Confectionary, Tobacco, Toiletries, Wines

Fresh products;

Fresh: Bakery, Dairy, Delicatessen, Processed Meats

Deep Frozen

Ultra-Fresh: Fresh Fish, Fruits & Vegetables, and Meat

As our research examines B2B relations between cash and carry markets and their HoReCa customers in FMCG retail sector, we adopt an industrial marketing viewpoint. Industrial marketing deals with the sale of products or services of individuals or organizations to other companies or organizations, including commercial enterprises, governments and institutions (Chauhan, 2015).

While B2B products and services are sold from one a company to another, B2C products are sold to end users from company. While almost every B2C product or service is a B2B product, few B2B products or services are used by consumers. Most B2B products are purchased by companies that produce goods and services for use in their own manufacturing. The value-added product can then be sold to another company or consumer (Chauhan, et al. 2014).

FMCG products require a large logistics network due to their sales volume. Products have low margin due to the presence of discount markets in the sector. These products are daily and regularly sold products. At the same time, purchases are made frequently (Singh & Shukla, 2018). In order to be successful in the FMCG sector, known brands and extensive logistics network are not enough but sufficient and interesting product information is required for a customer (Shaout & Khalid, 2014).

Companies in the FMCG sector face with many challenges due to increased competition, variable consumer profile and inconsistent brand loyalty (Singh and Dar, 2014). Also in a B2B world, a good marketing strategy for HoReCa clients' needs to be designed. In order to gain competitive advantage, many firms that have sales in the FMCG product group provide extra shipping services to their customers. Shipping is a growing service offered by wholesalers for customers in or around the city center especially for HoReCa firms that want special services. This is due to their not having time to come and get the products themselves. Offering this type of office is an effective way to improve customer loyalty and company profits (Vernin 1998: 150).

2.2. CASH & CARRY

The Turkish food trade sector has gained dynamism characterized with its diversity of formats affecting urban structures, different consumption habits and distribution organization (Franz and Hassler, 2011).

In this study, we aim to investigate the problems between Cash & Carry Wholesalers and their HoReCa customers. But in order to distinguish the retail format emphasized, herein we designate the following types;

Grocery / Buffets: Management is independent, ownership of a single person or group, the number of employees is generally small (Çakırkaya, M. 2010).

Small Grocery Store: A “neighborhood” or “mom and pop” grocery store offering limited staple foods and nonfood items (Harris et al., 2002).

Supermarket: Supermarkets can be single and independent, and they can also be in the form of chain stores such as department stores (Savaşçı, 2002: 7).

Conventional: it is a supermarket form containing all food and non-food products.

Shopping Centers: is a format created by sequential retailer stores that are assembled in a single building.

Departmental Merchandising: In these stores, the consumption items are usually sold in large buildings which are single storewide or multi-store, each of which is in the form of separate departments, excluding food, sometimes food.

Discount Stores: They provide limited service. The products preferred by customers are sold (Çakırkaya, M. 2010).

Cash and Carry: The most basic feature of these stores is to sell goods cheaply and accept cash only and there is a self-service on sale.

Cash & carry is a membership-based wholesale level of trade, linked to retail and commercial customers. This concept is based on a self-service similar to a supermarket and is a cash payment of goods (Meidan, & Tomes, 1991).

For these reasons, a cash and transport warehouse is different from regular retail chains targeting professional customers instead of the end consumer. This concept is based on self-service and collective purchases and serves only registered customers. Core customer groups are hotels, restaurants, traders and other business professionals.

Cash & carry is a big shop where one can buy goods in large quantities and at lower prices than normal stores. Cash-and-carries are mostly used by people in businesses to buy goods from shops or companies.

Customers often buy items by going around the store and selecting items from large shelves. Customers can be other wholesalers, institutional buyers, catering companies, retailers and other professional buyers also individuals. Buyers pay the bill in advance for the product, and they carry out the merchandise.

However, many cash & carry offer shipping and delivery services, but these services are usually at an added cost (Meidan, & Tomes, 1991).

Due to the increasing needs of B2B customers such as demand for different products or delivery services, the dynamics of the market changed. (Bulk et al. 2010) HoReCa customers buy products collectively and have little time to manage these activities, thus to reduce these difficulties, customers demand door-to-door delivery from wholesalers

2.3. FMCG – CASH & CARRY IN WORLD

There are companies that guide the FMCG sector around the world. As a result of increasing customer demands, to meet these demands and competition between companies and countries, the FMCG sector has had to evolve.

One of the first and foremost achievements of food retailers around the world was Walmart Shops, founded in 1962. The supermarket industry, represented by the Food Marketing Institute, did not recognize Walmart as a food store. After all, it did not look like a traditional supermarket. The Food Marketing Institute finally included Walmart on the grocery list to illustrate the temporary nature of the supermarket business and became the number one food retailer in the US (Stanson, 2018).

The Carrefour supercenter, also known as "hypermarkets" in Europe, was also growing. The Carrefour group was the first to open a hypermarket a large supermarket and a store under the same roof in Europe. The company opened its first hypermarket on June 15, 1963, in Paris, France.

While Walmart and Carrefour were the biggest changes other low-cost food businesses were also developing. Warehouse stores were originally developed as "cash and transport" stores to compete at lower prices than traditional supermarkets. In early 1980's, food retailers seemed to dominate. Costco Pazaras

entered was a warehouse club with an initial free to become a member and reported that the prices of the products were significantly lower.

While these were very successful, not all discounts were successful. For example, the warehouse economy output (WEO) was a warehouse-style supermarket concept developed by A&P in the 1970s and considered as one of the first examples in the industry (Stanson, 2018).

The concept of the club store went beyond the US and France. Macro is an international warehouse brand. Originally a chain based in the Netherlands, it first opened in Amsterdam in 1968. In the following years, more stores opened in the Netherlands and many other Europe countries (Stanton, 2018), affected by the possibility of offering lower prices than traditional supermarkets. Aldi, a German company, entered the US market in 1976. It is called a limited selection. They offered small amenities such as shopping bags, and the products on the floor were still in boxes with no fancy lighting or store fixtures. Aldi, one of the most successful exporters in the US, has been incredibly successful in the US.

In the United States, by the end of 1985, the number of stores was 90,900, by 1995, the number of stores was 101,100, and by the end of 2005, the number of stores was 140,665. The US market industry posted \$ 547.8 billion in total sales in 2015 with 154,195 stores nationwide (as of December 31, 2015). The dominance of single-store operators with a share of 63.1% in the retail sector is maintaining its position in the sector (97,359 stores in total) (Stanson, J. L. 2018).

According to the Global Retail's Retailers 2018 report (Table1), the top 250 global retailers achieved a total revenue of US \$ 4.1 trillion in the fiscal year 2016. Fast-moving consumer goods (FMCG) retailers have an average revenue of US \$ 21.7 billion, with 135 retail outlets in the top 250 firms. Table 1 shows that the FMCG is the top 15 firms ranked in the top 250 in the retail sector and their ratings are as follows;

Table 1: Global Retail – Retailers 2018 Report

FY2016 Retail revenue rank	Name of company	Country of origin	FY2016 Retail revenue (US\$M)	FY2016 Parent company/ group revenue1 (US\$M)	FY2016 Parent company /group net income1 (US\$M)	Dominant operational format	# Countries of operation	FY2011- 2016 Retail revenue CAGR2
1	Wal-Mart Stores, Inc.	US	485,873	485,873	14,293	Hypermarket/Supercenter/Superstore	29	1.70%
2	Costco Wholesale Corporation	US	118,719	118,719	2,376	Cash&Carry/Warehouse Club	10	6.00%
3	The Kroger Co.	US	115,337	115,337	1,957	Supermarket	1	5.00%
4	Schwarz Group	Germany	99,256	99,256	n/a	Discount Store	27	7.30%
8	Aldi Group	Germany	84,923	84,923	n/a	Discount Store	17	7.70%
9	Carrefour S.A.	France	84,131	84,139	989	Hypermarket/Supercenter/Superstore	34	-1.10%
11	Tesco PLC	UK	72,390	73,724	668	Hypermarket/Supercenter/Superstore	8	-2.90%
12	Aeon Co, Ltd.	Japan	70,854	75,774**	699	Hypermarket/Supercenter/Superstore	11	10.10%
13	Target Corporation	US	69,495	69,495	2,737	Discount Store	1	0.30%
14	Ahold Delhaize (formerly Koninklijke Ahold N.V.)	Netherlands	68,950**	68,950**	1,192	Supermarket	11	15.50%
16	Metro Ag	Germany	64,863**	64,863**	729	Cash&Carry/Warehouse Club	30	-2.60%
17	Albertsons Companies, Inc.	US	59,678	59,678	-373	Supermarket	1	74.00%
18	Auchan Holding SA (formerly Groupe Auchan SA)	France	57,219**	58,429**	888	Hypermarket/Supercenter/Superstore	14	3.50%
19	Edeka Group	Germany	53,540**	54,867**	n/a	Supermarket	1	2.50%
21	Wesfarmers Limited	Australia	47,690	51,569	2,165	Supermarket	4	4.60%

According to the Global Retail Retailers 2018 report, the breakdown of firms by product sector is as follows (Table 2);

Table 2: Product Sectors (Source: Retailers 2018 Report)

	Products sector profiles, FY2016				Level of globalization by product sector, FY2016		
	Number of companies	Average retail revenue (USSM)	Share of Top 250 companies	Share of Top 250 revenue	% Retail revenue from foreign operations	Average # countries	% Single-country operators
Top 250	250	\$17,64	100.0%	100%	22.5%	10.0	33.2%
Apparel and accessories	43	\$10,06	17.2%	9.80%	35.1%	26.5	14.0%
Fast-moving consumer goods	135	\$21,69	54.0%	66.40%	21.1%	5.9	38.5%
Harlines and leisure goods	51	\$14,70	20.4%	17.00%	22.4%	8.1	33.3%
Diversified	21	\$14,35	8.4%	6.80%	20.4%	6.7	38.1%

Some of the leading FMCG retailers (Figure 1) are Nestlé, Procter & Gamble (P & G), Unilever, PepsiCo and Coca-Cola Company. They all work as multinational. According to net sales, Unilever was the world's fourth largest FMCG Company with net sales of US \$ 58,34 billion worldwide.

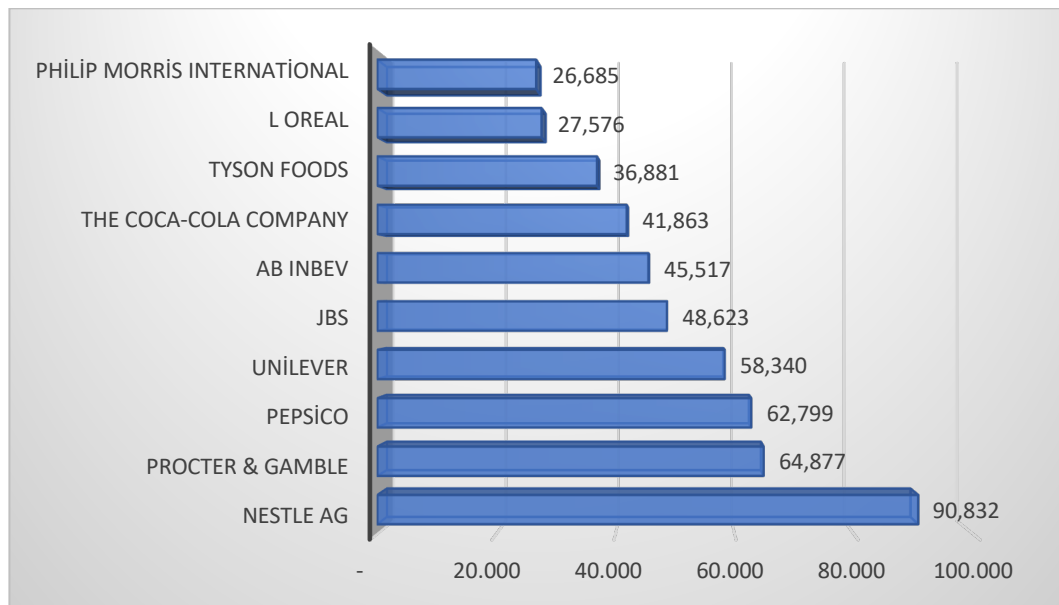


Figure 1 : Global Retail Companies – (Source : Retailers 2018 Report)

Figure 2 shows total retail sales worldwide, according to Sectoral View 2018 retail report, , 2015-2020 (USD)

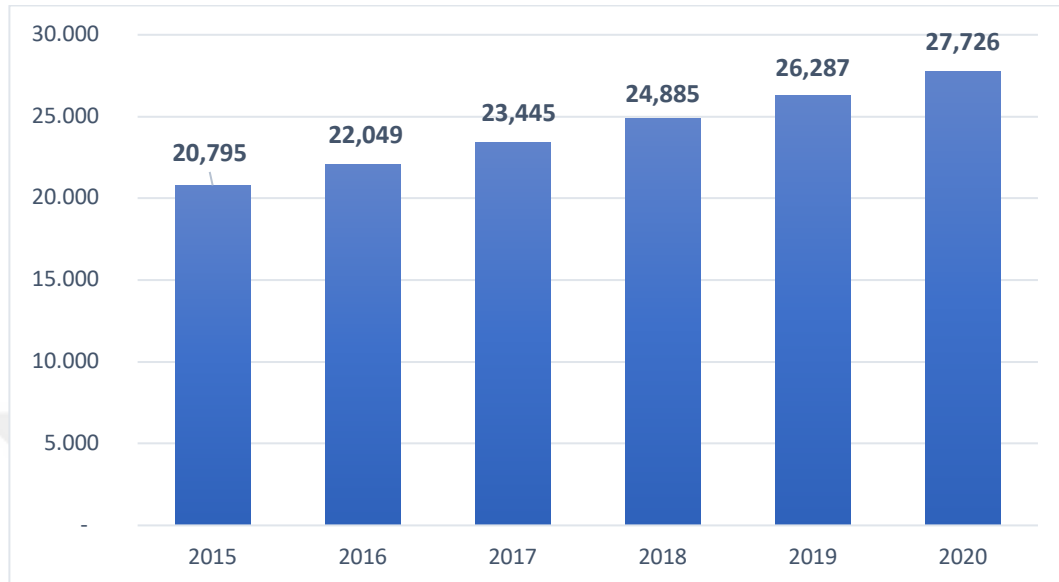


Figure 2: Sectoral View 2018 Report (Source : Retailers 2018 Report)

Sales of cash and carry and wholesale clubs from 2008 to 2018, by region (in billion U.S. dollars) in Figure 3;

	2008	2013	2018
North America	133,4	173,4	225,8
Western Europe	60,5	55,2	62,4
Latin America	21,8	37,2	58,9
Asia & Oceania	-12,9	24,2	40,3
Central & Esatern Europe	29,3	24	30,3
Middle East & Africa	6,5	5,1	7,2

Figure 3: Sales by regions (Source : Retailers 2018 Report)

2.4. FMCG – CASH & CARRY IN TURKEY

Fast Moving Consumer Goods (FMCG) retailing is a sector that plays a key role in the price formation process of all stages of the supply chain and in the final consumer reach of the producers. Since FMCG retailers are platforms that offer hundreds or even thousands of products to consumers, this sector is linked to many sectors of the economy (Bakan, et al. 2009).

The Turkish retail sector is traditionally dominated by family-run retail outlets (Bakkallar), street vendors, markets and bazaars. An increasing number of grocery stores (traditional independent small grocery stores) are closing down due to competition or turning into smaller retail sales points of organizing grocery chains such as grocery stores or discount stores (Leonardi, et al., 2018). However, in the 1950s, the first wave of change in the food retail sector started a process which is still ongoing (Bakan, et al. 2009).

The retail industry's prominence is further enhanced by the rise of modern retail channels in major retailers, mainly in the form of chain stores, organized in the 1970s in developing countries, and in developing countries in 1990s, depending on changing supply and demand conditions (Franz et al. 2013).

In the 1950s, the first wave of change in the food retail sector started with the participation of Swiss Migros Genossenschaft, a retail cooperative. The company has entered the Turkish market as the first foreign supermarket chain and Migros maintains a supermarket concept with approximately 3,200 product types (Franz et al. 2013).

In 1990, the German-based Metro Group opened its first Cash & Carry markets, which operates in the wholesale concept and appeal to professional customers (hotels, restaurants, catering - HoReCa). Metro was the first cash and carry store in Turkey unlike common supermarket retailers targeting private households, Metro also has targeted professional commercial customers such as

hotels, restaurants and kiosk operators, catering companies and small food retailers. Metro started a HoReCa Festival in 2015 where local produce bearing a geographical mark from various regions of Turkey were promoted and more than 7,000 professional customers attended the festival to discuss their issues and demands (Atalaysun, 2016).

French chain Carrefour Turkey entered the market in 1993 (Atalaysun, 2016). Tesco, a UK based company, bought the local Turkish chain Kipa. Tesco has recently faced a struggle against the BİM, which has been severely discounted and has proposed a plan to "focus its business on its heartlands" in profitable stores in Izmir and the Aegean region.

In June 2016, Migros purchased Tesco-Kipa for TL 302,3 million (\$ 104 million) (Atalaysun, 2016). At the end of 2016, Migros' store portfolio reached 1605 stores in Turkey and abroad together with 15 wholesale stores (Atilan, 2017). Migros Wholesale is a platform that reduces total cost, minimizes logistics and operational needs, and provides solutions that eliminate problems of quality resources. It provides services to hotels, restaurants, corporate companies and private clients. These services are product variety, pricing, service, quality, distribution, and continuous improvement and payment advantages.

In the 1990s in Turkey, the introduction of discount stores and hypermarkets increased the diversity of formats. Turkey's first discount chain BIM was founded in 1995. Then other companies started to set up their own discount brands (Franz et al., 2013).

When compared with the super and hypermarkets, discount stores are generally located within a wider geographical distribution in Turkey (Franz and Hassler, 2011). In 2003, political and economic developments had major impacts on the retail sector in Turkey. As new actors entered the retail scene, others left the retail industry. Large business companies reorganized themselves and sold their shares to retail companies due to falling margins (Karadağ, 2010).

The retail sector is evolving rapidly. The significant increase in the number of supermarkets, hypermarkets and wholesale markets in recent years has boosted sales of packaged and processed food products. In Turkey, the pioneer supermarket chain has 100 stores across all regions with a total number of stores of 22,045 in 2016. Alternatively, the total number of stores increased over time and in 2017, the number of stores reached increased to 25,037.

Approximately 50 percent of fast moving consumer goods (FMCG) are sold through supermarkets (Atalaysun, 2017). The increasing popularity of large-scale supermarkets provides more product variety at a lower price for consumers and thus drives the processed food market forward.

In the EU group, it is observed that the share of groceries, which is 35% (1999) in all FMCG expenditures, decreased to 22% in 2004. Migros and Şok are bombarded with other losses in the EU group when local against chains, BİM. Local supermarkets have been the largest retailer group for the EU group since 2002 (Celen, et al., 2005)

According to the Nielsen Retail Report (2017), in the FMCG market, there is a 14% turnover growth in categories except for cigarettes and alcohol products. In Nielsen's report, 8 percent of the total growth of 14 percent is attributed to price changes, while 6 percent is due to volume growth.

According to FMCG Sector Overview - Retail report (2018), Turkey has the largest retailer located in 10 retail stores. In November 2017, the number of stores in the two biggest companies are 13 thousand, while the number of employees is over 80 thousand. BIM not only has a very low-profit margin in Turkey, is growing abroad with the original store formats. Migros ranks second with sales points in different formats and after purchasing Tesco Kipa. A101 is a chain with Turkey's highest selling point. Carrefour has entered the wholesale market with the Şok brand. According to the sales volumes by the end of 2016 (Figure 4), Turkey's largest retailers (million TL) are given below;

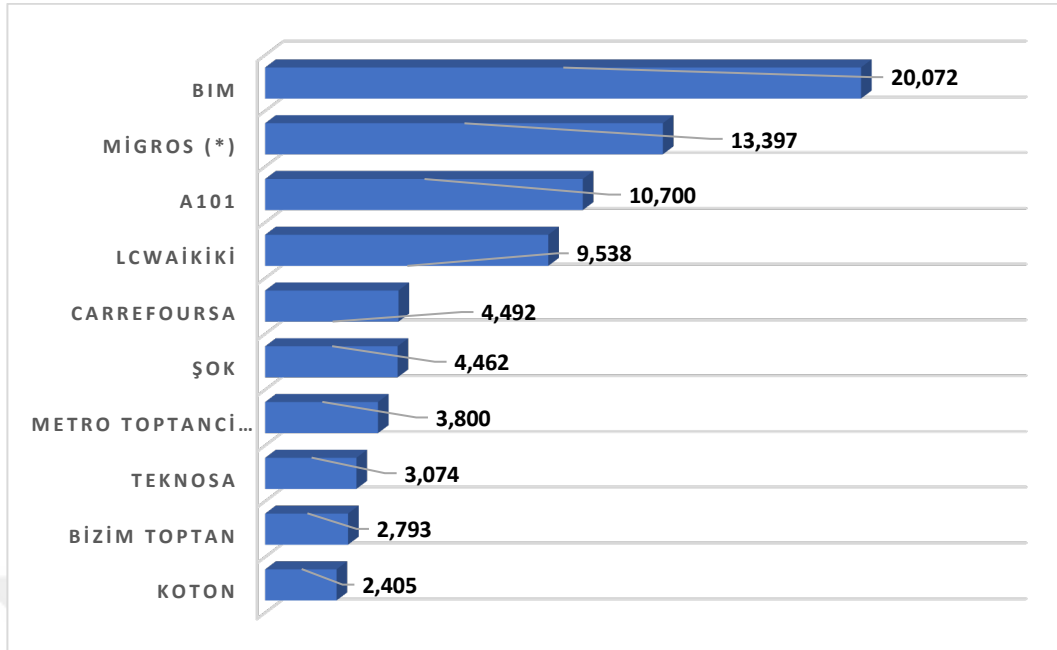


Figure 4: Turkey Retailers (Source: Fortune, Capital, 2016)

2.5. CONCEPT OF HORECA CHANNEL

In B2B, customer satisfaction has become increasingly difficult with changing customer preferences and increasing diversity. That's why customer segmentation allows companies to separate customers individually and internally into homogeneous groups and interact with each customer segment separately. In addition, customer segmentation is a critical success factor for recognizing and evaluating the behavior of different customer groups (Yao et al., 2014). At the same time, it enables companies to identify and acquire such valuable customers; this is also very important for business success in the highly competitive sectors (Webster, 1992).

According to Wedel and Kamakura (2012), customer segmentation has global variables and product-specific variables. Product-specific variables include customer buying behaviors (e.g, purchasing frequency, consumption, spending, etc.) and intentions while global variables include customer demographics (e.g, gender, age, income, level of education, etc.) and lifestyles. Customer demographics also include product use and location. Therefore, there are

differences between the products used for the professional kitchens and the products bought for the end consumer. When wholesalers who cannot present their products that are used by end users, have started to offer special products and services for HoReCa companies to make a difference in the market.

The term HoReCa refers to the distribution channel of the food service industry. It is the abbreviation formed by the connection of the words of HOtel, REstaurant and CAtering (Ponce-Cueto, & Carrasco-Gallego, 2009).

HoReCa, which also includes the world of gastronomy and tourism, defines restaurants, cafeterias, catering companies, health institutions (hospital), educational institutions (university), etc. and suppliers that provide products and services to these businesses. In Turkey, another name of HoReCa is 'Out-of-Home Consumption'.

HoReCa channel can be divided into two categories "organized" and "non-organized". Organized HoReCa channel includes some hotel chains, restaurant chains and restaurant industry, hospital markets, prisons, schools, business canteens, airline catering etc. Non organized HoReCa channel is a system that supplies small bars and restaurants, some hotels, etc. (Tey et al. 2014).

Based on the above mentioned scope, HoReCa may include a catering service, a restaurant in the hotel, a mini bar in the motel room, a buffet in the campy, and a bar in a dock park. Restaurants range from high quality food to fast food packages.

Catering can be carried out in an environment such as corporate or business canteens, in (e.g. kindergarten, schools and universities). Accordingly, this may be called life cycle catering service: food service for groups of people during various life cycle stages (Strassner, et al., 2016).

According to Ponce and Zarei (2014), HoReCa companies can be divided into two categories (Table 3a-b) commercial catering and service catering.

Table 3a: Commercial Catering

Commercial Catering		
<i>Point of sale</i>	<i>Traditional Companies</i>	<i>Modern Companies</i>
Serving Tourist & Public Caterings	Traditional cafeterias and Restaurants	Restaurants chain and cafes in Hotel chain, Campsites chains, etc.
	Inns, Hotel apartments, and hostel restaurants.	
Specialized - Servicing	Small and Traditional Fast Food (burger, Pizzeria, etc.)	Fast-food chains, Vending machines
		Take away
		Buffet / Self services
Selling Beverage	Mini-bars, Coffee-bar, Taverns, etc.	Chains of cafes & bars (Starbucks)
	Clubs, Halls & Nightlife and other shows, etc.	Chains breweries, Beverages (milk, etc.)
Selling snacks		Vending machines
		Kiosk, Ice cream stands

Table 3b: Service Catering

Service Catering
<i>Dining Company (public or private)</i>
Catering institutions (central kitchens or similar)
Catering visitor (planes, trains, ship, etc.)
Catering specializing in events (wedding, parties, banquets, etc.)
Catering Home / individualized service

In our research, the HoReCa firms that we have examined are as follows according to the sectors;

- Accommodations w / o restaurant
 - 1-2 Star Hotels - Non-Restaurant
- Accommodations with restaurant
 - 1-2 Star Hotels - Restaurants
 - 3 Star Hotels with Restaurant
 - 4 Star Hotels with Restaurant
 - 5 Star Hotels with Restaurant
 - Boutique Hotel Restaurant
- Cafe / tea / ice cream
 - Cafes
 - Bakeries / ice cream parlors
- Canteens
 - Canteens - Over 100 Employees
 - Ship Kitchens
 - Business Cuisine - Number of Personnel Between 10-100
 - Institutional Kitchens
 - School Kitchens
- Caterers
- Fast Food Buffets
- Restaurants
 - Meat / Chicken / Meatball Restaurants
 - Fish Restaurants
 - Global Cuisine
 - Kebab Restaurants
 - Restaurants
 - Social Facility Restaurants

HoReCa is an important part of the food system, for example; in 2014, annual average household spending is 6.7 percent, hotel and restaurant services are 8.2 percent, and there are 1,5 million sales points providing food and beverage

services (Eurostat, 2016a). The hospitality industry has a significant potential for growth and creates significant tax revenues (Mara, 2016).

Foodservice operators must understand the expectations of HoReCa operators to increase competitiveness, to continuously improve its services and to maintain. The most important step is to decide on the distribution channel model.

2.5.1. HoReCa Distribution Channel Formats

Ponce-Cueto (2009) explains five different distribution models for HoReCa channel in their research. These include Pre-Sales Model, Auto-Sales Model, Direct Delivery Model, and Distributor Model: manufacturer sales, and Distributor Model: direct sales.

2.5.1.1. Pre-Sales Model

The main feature of the pre-sale model is that orders are prepared before delivery. The order is placed by a sales agent performing a predefined visit sequence to the customer. It serves the client set, which has twice the business, both sales and logistics, which is allocated to itself and is usually located in the same geographical region and forms a delivery route.

2.5.1.2. Auto-Sales Model

In this case, giving an order before delivery is not required for delivery. The delivery vehicle is loaded with the maximum capacity before it leaves, with a predetermined amount of each of the products of the manufacturer being selected. The driver follows the allocated customer route without prior knowledge of the amounts to be delivered to each customer.

2.5.1.3. Direct Delivery Model

In this model, it originates from the customer sending telematics orders directly to the manufacturer, including enterprise, telephone, fax, e-mail, and EDI or order extranets. Although deliveries are made to a logistics operator, the delivery note at any given time and confirmation of receipt act as evidence of delivery and the beginning of the billing period. It is carried out directly between the manufacturer and the HoReCa customer without the intermediary. This organ is the most commonly used model in the HoReCa channel.

2.5.1.4. Distributor Model: Manufacturer Sales

The customer contacts the distributor directly, not the business relationship with the manufacturer. In general, the model shown is believed to be more advantageous for the manufacturer since it provides greater visibility and impact on the channel. In distributor sales, the manufacturer loses control over the end customer.

Among these distribution models, the most suitable model for cash & carry is Distributor Model: direct sales model.

2.5.1.5. Distributor Model: Direct Sales

In the model, HoReCa customer establishes a business relationship directly with the distributor (Figure 5). The manufacturer does not encounter the customer during the customer ordering, invoicing and payment processes. As regards the delivery, the distributor may choose to deliver the product to the HoReCa customer, or the customer may choose to directly to receive the supply.

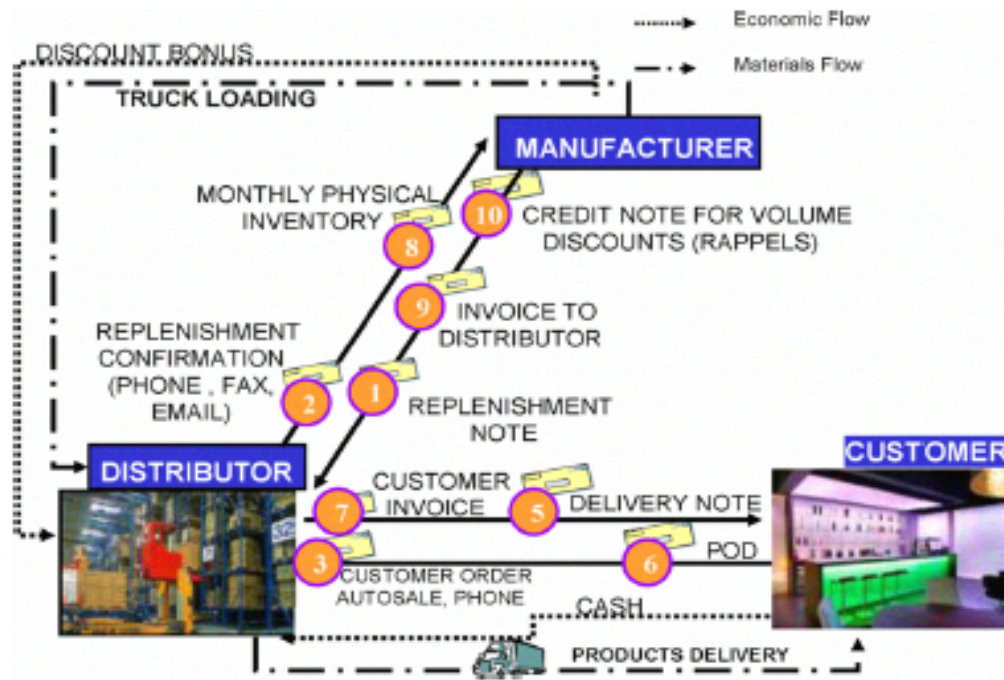


Figure 5: Distributor Model: distributor sales. (Sources: IBM Global Business Services)

In the graph, the information flow is presented with the black line, financial flow is shown with a dotted green line and the physical flow of goods associated with the order delivery payment cycle is represented by the dotted blue line.

2.5.2. Literature Review On HoReCa Channel

There are very few resources for HoReCa channel. When HoReCa related resources were searched, the following results were obtained (Table 4).

Table 4: Literature Review on HoReCa Channel

	Article Label	Aim	Methodology	Findings
1	Ponce-Cueto, E., & Carrasco-Gallego, R. (2009, July). Distribution models for logistics in HORECA channel. In <i>Computers & Industrial Engineering, 2009. CIE 2009. International Conference on</i> (pp. 754-759). IEEE	To identify and describe the operational models that are currently being used in Spain for physical distribution for the HORECA channel	Meetings of experts (task groups).	Analysis of operational variables has resulted in pre-sales and automated sales distribution models being the most appropriate for frequent and small orders.
2	Renko, S., KNEEVI, B., & BUAR, K. (2009). The Importance of Internal Sources of Knowledge for the Competitiveness of the HORECA Channel: The Case of Croatia. <i>International Journal of Management Cases, 11(2)</i> , 538-548	<i>To analyze internal sources of knowledge - technology, human resources and the communication on all levels of the company – as the competitive advantages for Croatian companies operating in HoReCa sector</i>	The questionnaire and overall experimental research	<i>All area of interest are not equally treated, because there are greater investments in technology than in knowledge and communication between employees on all levels of the company</i>
3	Guidetti, R. I. C. C. A. R. D. O. (2012). The foodservice sector: assessment and operative instruments to improve the safety. In RAGUSA SHWA. ElleDue Editore.	To identify the major accidents reported in a catering company in three years, to those who must manage them, an approach based on “risk analysis model”	An operational context by partnering with a company of caterers	The analysis identified the most important equipment for assessments in terms of hazard and damage.

4	Ponce Cueto, E. M., & Zarei, M. M. (2014). Analysing the Impact of Consumer Tendency in HORECA Distribution Models	Improving the performance and selecting suitable distribution models.		Logistics decision making should investigate the relationship to reduce the logistics cost
5	Tey, Y. S., Brindal, M., Fatimah, M. A., Kusairi, M. N., Ahmad Hanis, I. A. H., & Suryani, D. (2014). The impact of service quality on business commitment in B2B segment of agribusiness: An exploratory study of HORECA sector in Malaysia. <i>International Food Research Journal</i> , 21(3)	The relationship between service quality and commitment, using a case of supplier selection of fresh produce by hotel, restaurant, and catering (HORECA) sector in Malaysia.	Using SERVQUAL as the main component of the conceptual framework,	Quality service is being seen as a supplement; economic factors (e.g., prices and their stability, credit term) are likely to be the key drivers affecting buyer-seller relationships
6	Machala, A. (2014). <i>Use of multi-sensory marketing techniques and its influence on brand experience in retail and HORECA sector</i> (Doctoral dissertation)	An analysis of the influence of sensory stimuli on consumer's decision making process along with product and service perception.	Experimental design	Brand, product and service perception can be positively influenced by multisensory marketing techniques.
7	Oresky, M. (2014). Customer Value Creating and Customer Profitability Modeling	Discuss the parameters of customer value and evaluation of financial and non-financial customer value.	The An exploratory methodology - reation of financial performance analyzing	How to set the level of investment within particular marketing and financial segments
8	Appel, A., Franz, M., & Hassler, M. (2014). Intermediaries in agro-food networks in Turkey: How middlemen respond to transforming food market structures. <i>DIE ERDE—Journal of the Geographical Society of Berlin</i> , 145(3), 148-157	To address this lacuna by focusing on analysing market responses of middlemen in the Turkish food sector.	Based on interviews conducted in Turkey.	Resilience, resistance and reworking are illuminating categories to analyse the reactions of actors in socio-economic network configurations and thus mirror their

				(power-) positions within these networks.
9	Strassner, C., Bügel, S. G., Hertwig, J., Kahl, J., Nuutila, J., & Paoletti, F. (2016). The role of sustainable HORECA for sustainable lifestyles–identification of challenges and future work. <i>Sustainable value chains for sustainable food systems</i> , 245	Looks at changing policies and practices against a background of rising digitalization and the blurring between retail and food service channels.		Describes long-term strategies for developing sustainable HORECA.
10	Wasusri, T., & Kulwitit, C. ‘Raw Material Supplier Selection’s Factors for HoReCa Businesses’	To develop an assessment system for the food service industry	SERVQUAL	HoReCa businesses determined to be important factors that can be used to select or assess food service businesses

According to the literature results, there is no research resource that examines the complaints of HoReCa firms. In our research, HoReCa complaints that companies have received or used wholesaler's products and recovery methods are being investigated.

Shukla et al. (2012) examined the impact of the customer purchasing stance on FMCG products. Alam & Choudhury (2011) reviewed the FMCG industry in Bangladesh. Ali and others (2012) conducted an empirical study examining the factors affecting the rural purchasing behavior of customers in southern India. Singh (2014) examined the dynamics of the FMCG industry. Joghee & Pillai (2013), United Arab Emirates, examined the magnitude of trademark influences on customer purchasing decisions.

As we will see in the investigated studies, there is no study examining and evaluating the FMCG market in terms of B2B and HoReCa customers. This research examines the complaints and recovery strategies of HoReCa customers using FMCG prod.

3. CHAPTER 3

3.1.PART – 1: COMPLAINT, SERVICE FAILURE, SERVICE RECOVERY

3.1.1. Complaint

A complaint can also be described as an official statement of dissatisfaction with the service experience (Lovelock and Wright, 1999). The complaint is the method used by the consumers to alleviate unfair sales practices and frustrations with bad product standards (Jacoby and Jaccarb 1981). According to Boshoff (1997) complaints are a natural result of any service activity as mistakes are an inevitable feature of all human efforts and service delivery. For example, a study by Andreasen & Best (1977) found that consumers were experiencing problems in about 20% of their purchases and complained to the vendor about 40% of the time.

Complaints help to identify and solve real problems encountered in real experience (Harari, 1999). For this reason, complaints should be considered more valuable than any customer satisfaction survey (Plymire, 1991). Complaints can work as a quality control detector. Customers who decide to complain can represent other customers who have decided to remain silent (Sanes, 1993).

The handling of complaints refers to the strategies companies use to solve and learn from service failures in order to ensure reliability to the client (Hart, Heskett and Sasser, 1990). According to Lovelock (1994), Complaints are key to quality management efforts because they can be used to correct problems with service design and delivery. Complaints handling strategies are particularly important in managing customer relationships in service businesses.

According to Stone (2011), accepting complaints and solving related problems will improve the image of the whole company. Complaints can offer invaluable advice for developing other products and services. Effective grievance

management empowers users and encourages active partnership with customers. Effective grievance management helps protect loyal customers. Stone (2011) has identified several factors that are included in a good complaint management. These are having clear procedures; give a quick reply; reliability of the response (consistency); the only point of contact for complainants; ease of access to the complaints process; ease of use of the process; understand the staff's complaints processes; to have follow-up procedures to negotiate with the customers after resolution.

Customers who are complaining about service failures and receiving sufficient responses is more likely to remain (Conlon and Murray, 1996). If complaints management is satisfactory, the customer is less likely to commit an end-of-relationship (Alvarez, et. al, 2010). It is necessary to understand the types of service problems encountered to improve service quality and maintain existing relationships and determine appropriate recovery strategies.

3.1.2. Service Failure

Service failure occurs when service delivery performance cannot meet a client's expectations (Oliver, 1997). Service failures are caused by the difference between a customer's expectations and service perceptions (Parasuraman et al., 1985). Service failure severity refers to the intensity of a customer's perceived service problem. If the severity of the service failure is large, the damage perceived by the customer becomes large (Weun, et. al, 2004).

Service failures may be appropriate to the loss of economic (e.g. money, time) and / or social (e.g., status, reputation) resources for customers (Smith et. al, 1999). Organizations can try to recover economic resources by offering them compensation (e.g. discount) or social resources (e.g. an apology). Service marketing literature accepts two types of service failures: outcome and process (Bitner, et. al., 1990). The outcome dimension of a service encounter includes what the customers actually receive from the service; the process dimension includes

how the service is obtained, that is, delivered (Gronroos 1988). Outcome failure refers to basic service failure and service failure is discomfort experienced during service delivery (Parasuraman et al., 1991). The strategy associated with the outcome is a pragmatic strategy involving money, goods and time; process-related strategy is a symbolic strategy involving status, prestige and empathy (Smith et al., 1999).

Yanamandram (2006), argued that the service provider's recognition of the problem and assurances that it will not happen again are more important than apologizing in B2B services. A service provider needs to make more effort because a result failure often involves core services and has a significant impact on a particular transaction (Gronroos, 1988). When a service failure occurs, companies' return and return speed has a critical effect on subsequent customer responses (Chou ve ark 2009).

The B2B service process normally involves countless people making the process more complicated (Brown et al., 2007). Complexity can also cause problems in the event of a service failure. It may not be clear which side is the main cause of the problem which results in "perception openness" (Heinonen, 2017). For this reason it is very important that the service provider handle the problems in a way that can determine the real cause without asking the customer directly and without direct de facto blame (Zhu and Zolkiewski 2015). According to Zhu (2015), for companies operating in business contexts, service failure in B2B contexts has more serious impacts than consumer markets, as failure in service context can cause serious problems in customer activities. Business partners often prefer to maintain long-term relationships with customers because they lead to relational behavior that affects their performance positively (Lusch and Brown, 1996).

If service failures are unavoidable, service recovery strategy will be one of the factors that more successful firms will be able to distinguish from others (Mayombo, 2014).

3.1.3. Service Recovery

In order for service companies to compensate for a customer's negative response to service failure, service recovery is necessary. Service recovery involves all actions that must be taken by a company to bring a customer from a disappointing state to a satisfactory state (Mayombo, 2014). Service recovery means using the necessary tools in response to a fault made in service to recover a positive relationship (Gustafsson 2009).

Service recovery reveals the actions and strategies that companies undertake after failing to serve (Vaerenbergh & Orsingher 2016; Gronroos 1988). Service recovery includes actions designed to solve problems, change the negative attitudes of dissatisfied consumers, and ultimately protect those customers (Miller, et al. 2000).

According to Maxham et al (2002), customers who have previously reported a failure will take their previous experience into account when guessing what to expect after a second failure. After the second failure, the complainants will expect far more comprehensive compensation than the first. Complaints that perceive a satisfactory recovery after the first failure will have a higher expectation of recovery for a second failure.

The service recovery approach is being extended to the business world (B2B) (Chou et al 2009). Lockshin and McDougall (1998) apply the critical event technique in the B2B market research on wine market operations to assess the supplier's rescue strategy. Durvasula et al. (2000) examines service recovery and customer satisfaction in the ocean freight forwarding industry in Singapore and concludes that service recovery methods are associated with levels of customer satisfaction on the B2B market. Mendes Primo et al. (2007) examine how manufacturers have reacted to supplier failures and healing by applying and expanding the theory from B2C to B2B context. According to Heide et al. (1992), although the nature of B2B exchanges is fundamentally different from B2C

variations, the logic of this analogy is based on the assumption that both the expectations and perceptions-related themes in the experiences of failure and subsequent healing should be similar.

Although there is research related to the B2C sector above, there is little, if any, researches on B2B firms' complaints about FMCG products in the retail sector. For this reason, our research is investigating the recovery satisfaction of the service failures for HoReCa customers in the B2B sector.

Effective service recovery can be affected by these negative consequences of service failures. Smith and Bolton (1998) indicate that a service recovery satisfaction level of consumers will positively contribute to the organization and their repatronage intentions.

Re-patronage intention is the decision of the person to re-purchase a service from the same company, taking into account the current situation and possible conditions (Hellier et al. 2003). According to Mowen & Minor (2008), dissatisfied consumer may decide not to take back a firm's product or services as a legal response after a bad purchasing behavior. Customers who believe in the future of a service failure may occur, and have lower repatronage intentions (Folkes, 1984, 1988).

3.2. PART – 2: ATTRIBUTION THEORY – JUSTICE THEORY

3.2.1. Attribution Theory

Association theory is concerned with how people interpret events or behaviors in terms of causal inferences and plays an important role in the interpretation, reaction to these events or behaviors (Kelley et al., 1980). The association research is concerned with all aspects of causal inferences: how people reach causal inferences, what conclusions they make, and what the consequences of these conclusions are (Folkes, 1988).

Association theory is not a collection of theory yet a complementary but different problem. Attribution is a process that begins with social perception, progresses through causal judgment and social conclusion, and results in behavioral consequences (Crittenden, 1983). Heider (1958) revealed the general attribution problem, how people perceive their behavior, and how others themselves and their own interpretations react to behavior. Heider (1958) distinguishes between types or categories of causes. There is a fundamental distinction between personal reasons and actions that are connected to the environment or situation. People often use consistency policies to create associations (Heider, 1958). For example, they live to experience a product or service that consumers usually affects their impressions about the quality of the product.

It is particularly important to clarify the relationship between qualifications and decision making. Citations are usually examined as a purchase case. After the products are selected, complex conclusions about the product specifications are initiated. Recognition of the problem usually requires that the results include causal conclusions that limit the types of solutions considered by the customer (Folkes, 1988). It entails assessment or manipulation of perceived causes and measurement of their effects on behavior, feelings, and expectancies. There are attributional theories of such diverse things as achievement motivation, romantic love, and aggression (Kelley, et al., 1980).

This study consists of examining the reasons for the outcome of service failure and its effects on future.

3.2.1.1. Causal Attribution Dimensions

Three dimensions of causality tentatively have been identified: locus, stability, and controllability (Weiner, 1980).

3.2.1.1.1. Locus

Locus refers to the location that causes the person or an external cause (Weiner, B. (1983). The error may be related to the retailer, the buyer or the wholesaler (Folkes, 1988). When the dissatisfaction of the consumer is related to the seller, the consumer tends to have a verbal agreement with the seller / dealer, and the product is more negative than the reasons for the buyer (Curren, et al., 1987). The distinction for locus is whether the cause of the error is something to do with the consumer, or whether it exists somewhere in the production or distribution of the product. For example, a series of bookshelves can collapse; because the consumer may mistakenly assemble them or the manufacturer may have produced a faulty product (Folkes, 1984)

Locus influences beliefs about who should solve problems; Problems arising from consumer actions should be solved by the consumers and problems arising from the activities of the firms should be resolved by the firm (Folkes, 1988).

Locus size affects the self-esteem: references to internal factors for success, compared to non-causality, while increasing self-worth, self-registration for failure to reduce self-esteem. For example, failure due to low ability results in loss of self-esteem rather than attribution of failure to failure or failure to prevent others (Weiner, 1983).

3.2.1.1.2. Stability

Stability reasons can be relatively temporary (fluctuating over time) or can be quite permanent (stable over time) (Folkes, 1984). Stability of the kind of expectations and compensation for future product failure (refund or exchange) should be preferred (Folkes, 1984).

Stability dimension concerns changes in expectations of success and failure. Failure leads, for example, to a steady cause, such as lack of ability, to lead to a higher expectation of future failure. Causal stability also affects emotional actions: Future expectancy, hopelessness emerges with anticipation to be as gloomy as it is today. On the other hand, because of an uncontrollable cause, such as failure or need, physical disability, that person creates sympathy and is considered positive (Weiner, 1983).

3.2.1.1.3. Controllability

Controllability size refers to the degree of service failure that can be changed at the request of a person (Ye, et al., 2016). The subject of controllability is the extent to which customers perceive the cause of the failure to the extent requested by the service provider (Browning, et al., 2013; Hess, et al., 2007). Controllability refers to the degree of voluntary effect of the will on a cause (Weiner, 1983). Causes can be voluntary (can be selected) or unconditional (constraints can force product error).

We estimate that the quality of past service performance will affect the characteristics of customers' failure to controllability. The better the quality of service in the past, the more likely it is that customers will base their higher competence and effort on service delivery. Similarly, when a service failure occurs in the context of high-quality past service performance, it is possible that the customer is highly competent and has little control over the failure, which would otherwise be avoided (Hess, et al., 2003).

This study examines the locus and controllability references they make to the shipping services provided by HoReCa firms.

3.2.1.2. Antecedents of Causal Attributions

Much of the engagement research relates to how people go about creating causal inferences. There are three kinds of premises for causal inferences: motivations, knowledge and previous beliefs (Kelley and Michela 1980).

First, attribution is affected by information. In this case, it is compared with the results of other actions the actor may have taken in relation to the outcome of the action. Second, the relationship is influenced by the beliefs of the offender. In this case, what other actors would do in the same situation (social desire). If only a small number of people acted as the actor did, his intention would open up his personal needs or attitudes. The third class of the initiative has interest in motivation (Kelley, et al., 1980).

3.2.1.2.1. Information

The typical theoretical approach to understanding how consumers use information to make in causal inferences is based on Kelley's (1967) covariance theory (Folkes, 1988).

Covariation: THE ANOVA MODEL Kelley (1967) suggested that "The effect is attributed to that condition which is present when the effect is present and which is absent when the effect is absent" (p. 194). More generally, the effect is attributed to the factor with which it covaries. This theory served as a description of the cognitive processes of attributions, illuminating the effect of knowledge on causality (1967). Covariance refers to the process by which the qualities of an individual are influenced by these causal factors, which are largely independent of their relative independence (Harvey and Weary, 1984).

The availability of a special buyer, product or special case where the consumer buys or uses the product depends on the consistency and difference of the individual consumer's response to the time and situation in agreement with the consumer's responses to the product to the consumer (Folkes, 1988).

3.2.1.2.2. Belief

The attribute approaches with beliefs about the causes and effects of most of the problems in the relationship. Given a certain impact, there are assumptions about its causes; Due to a certain reason, there are anticipations about the effects. If the processing of existing information occurs, it seldom advances without pre-existing proposals and anticipation (Kelley, et al., 1980).

Suppositions about Success and Failure: Among the many causal consultation studies, the most common are those related to success and failure reasons.

Expectations about Actors: The anticipations (likelihood of success, possible attitude or behavior) of the effects associated with an actor reflect beliefs about past consistency.

Expectations about Behavior in Situations: They are basic predictions of the likelihood of a particular behavior occurring in a given situation. These expectations constitute assumptions about the consensus.

Discounting and Augmentation: The Reduction Principle represents a kind of belief in how the causes are related (Kelley 1973).

Effects of Beliefs On Information Processing: Causal beliefs do not only affect referrals for events (as they were in previous actions at the same time), but also causally influence the retrieval and use of relevant information.

3.2.1.2.3. Motivation

Citations are an important part of what people communicate about themselves and their activities. Citations can be influenced by the motivation of the actor to present himself positively (Kelley, et al., 1980). Most consumers use an

intention and even an effort to succeed, so attributing failure to others can be far more rational than self-serving reasons (Folkes, 1988). Consistent with this view, when referring to a product malfunction, it is a finding that buyers (and sellers) exhibit a pattern of prejudices that serve them even in the "observer" role (reading other people's experiences) and even when they are in need of self-esteem (Folkes and Kotsos 1986).

Motivational needs can cause self-presentation and misunderstanding (Folkes, 1988). Consumers prefer to believe that others share the same preferences and consumption habits; common behaviors seem more appropriate and reasonable than unusual behaviors, and thus strengthen one's self-esteem (Folkes, 1988). Because self-esteem, social status, sense of competence, etc., is affected by the attribute referred to, concerns regarding these issues, you can enter fully into the far from being objective, looking for an explanation (Kelley, et al., 1980).

If a person's positive success, including his or her success, is causally accountable to him, he has the potential to increase self-esteem. For this reason, the motivation for self-improvement should lead to the self-exclusion of positive behaviors. Similarly, these cues should stem from self-protection motivation, since negative behavior may have adverse effects on self-esteem, unless causal attribution is externally attributed (Kelley, et al., 1980). Controllable factors citations, implying that the person to reach their goals through their own efforts, this reference should be useful in supporting the expectation of achieving the goals (Kelley, et al., 1980).

3.2.1.3. Consequences of Causal Attributions

The advantage of the classification system is that stability, locus and controllability are linked to behavioral outcomes. To affect several sets of consumer response is assumed to be assumed that the three causal dimensions: (1) expected reactions, (2) marketplace equity reactions and (3) anger reactions (Folkes, 1984).

Expectancy Reactions

When there is a stable cause for a product malfunction, the consumer expects future failure and should therefore choose to reimburse: If the product is expected to fail, a consumer will probably want his money back. Because of unstable reasons for product failure, the consumer is less confident of future failure, and therefore should be more willing to replace the failed product only with the other. In summary, causal stability is assumed to affect expectations for future failures and preferred compensation (change in repayment allowance) (Folkes, 1984).

For this reason, the consumer does not deserve a refund when the product is malfunctioning. Past research on the demand for reimbursement of causality supports this prediction (Krishnan and Valle 1979).

Marketplace Equity Reactions

Disability also has to do with the equality of market change and must be influenced by causal locus. In addition to repayment, damage to interpersonal relationships must be repaired. With an excuse, the firm acknowledges that it does not take advantage of the promised product and regrets it (Folkes, 1984).

Anger Reactions

The dimensions of locality and controllability affect whether we are guilty of an action and whether we are angry at someone. When a bad outcome results from the controllable actions of another, a person gets angry (Weiner 1980). For this reason, the consumer should feel angry at the firm when the product is caused by a malfunctioning company's controllable actions (Folkes, 1984).

Controllability also affects consumer outrage on product failure (Folkes 1984b). When the firm does not have control over the problem (for example, a repair has control over a problem) (for example, when the repair is not ready at the

time of repair due to the carelessness of the shop), the customers are more angry on the product (Folkes, 1988). Regardless of the reason for the perceived success or failure, people feel good when they succeed and bad when they fail.

Another series of effects, named depending on the association, is influenced by the particular causal association that the individual has made for the outcome (Xie, et al., 2012). More specifically, stability should favor the expectation of future product failure and the way of compensation (return or exchange). Locus should affect how much you are refunded and your disability. Locus and controllability should affect the anger against the manufacturer / dealer and be desirable to damage the business of the manufacturer / dealer (Folkes, 1984).

3.2.1.3.1. Internal-External

Much of the work on affective consequences of the nature has involved the internal-external dimension parallel to the general person-environment distinction. Weiner et al. (1972) predicted that internal referents according to externalities increased emotional reactions such as shame for success and shame for failure (Kelley, et al., 1980).

Failure in serving the locus attribution dimension is related to the problem of service error responsibility. This situation's reason is internal factors (service failure is caused by the consumer itself) and external factors (service providers cause service failure) (Oliver, 1993). Locus size refers to the relative placement on a cause of the internal-external continuum. While talent and endeavor are generally accepted internally for the actor, externally characterized luck factors and task strength cause success and failure (Weiner, 1983).

Traditionally, the former cause is defined as internal, while the latter is external. In situations where more than one causal agent is involved (e.g., a buyer and a seller), a possible confusion over the intrinsic cause of causation has sometimes led the investigator to substitute the seller-related terms (Folkes 1984)

The simple buyer / seller distinction can often capture the phenomenology of consumers; However, the consumer behavior expert more typically perceives more than one causal agent in the distribution chain. Increasing complexity arises when differentiating between buyer-related, retailer-related and wholesaler-related to sources of causality. For this reason, the researcher sometimes determining whether to use a simple internal / external locus classification or more complex categories (Folkes, 1988).

Regarding the locus dimension, it is the distinction between internal and external motivation to purchase a product. A consumer can buy a product because the internal / external distinction for purchasing, satisfying satisfaction, or reaching an external destination (for example, using a coupon or pleasing the experimenter) often occurs in discounts and attitudes towards products (Folkes, 1988).

McFarland and Ross (1982) have made task assignments for success and failure by not only showing that tasks are easy or difficult, but also observing that other topics succeed or fail, respectively. Thus, consensus information (Kelley, 1967) was used to provide perceptions of external causality (Weiner, 1983). It is believed that the cause of failure is that the service employee is a fault, that the employee can stay in and control it (Baker, et al., 2012). A kind of emotional response was tagged depending on the results. These effects are independent from causal reference to the results for the success and failure results in the following are positive or negative reaction. So, regardless of the reason for the perceived success or failure, and bad people when they succeed they fail, they feel good about themselves (Xie, et al., 2012). Controllability affects the desire to communicate with others on product success (Curren ve Folkes, 1987).

When a service failure that is very seriously considered by the customer often means that the service failure is very clear and unacceptable, the customer believes that the service providers should not ignore this in product production and service communication (Hsin, 2015). If a serious failure of service, the customer wants to other service providers who provide service actions. At the same time,

they tend to attribute the service failure to the service provider (Tsai, 2014). Heller (2012) revealed in Toyota's recall operation that in the event of serious service failures, the customer's service failure is unacceptable and the service provider should be responsible for it (Ye, & Luo, 2016). Severity of service failure has a significant positive effect on the service failure locus / controllability attribution. The more serious the severity of service failures, the more customer in-service failures and controllable factors are revealed. Attribution of service mistakes has a significant effect on customer satisfaction, trust, repurchase and word of mouth (Ye, & Luo, 2016).

Consumers who are expecting low service expectancies are accusing the firm more than consumers with high expectations for service failures (Yen et al., 2004). For this reason, relationships and anticipations can also serve as a buffer when referenced (Hess et al., 2003; Choi and Mattila, 2008).

Buyers can see different reasons for the failure and this can lead to a variety of inconsistencies and conflicts recovery expectations (Folkes, 1984; Folkes and Kotsos, 1986). For this reason, understanding the reasons for priorities and citations is very important in terms of satisfaction for the firm, intentions to buy back, and the effects on the solution efforts.

While research on the culprits of service mistakes has been uncovered, it seems that they are consumer-focused. The current research focuses on the references to wholesaler products and services failures that they have been serviced by HoReCa firms in the B2B sector that were not previously mentioned.

3.2.2. Justice Theory

When service problems arise, a normative recovery strategy will include the following characteristics: approve the problem and apologize, act quickly, correct the problem, and make up for it (Hart et al., 1990, Hoffman et al., 1995). In Heinonen's (2017) study, three specific service recovery actions were identified. Initially, the provider apologized for the incident. The format of the apology was

based on how severe the event was, and also on how well the provider perceived the problem. Second, the supplier intended to communicate with the customer. Third, the provider may offer compensation. However, the level of compensation depended on the provider's perception of whether the harmful value was the main flaw. The supplier would not offer compensation or just a small amount of compensation if he thought his client carried the problem to a degree.

Davidow (2003) and Estelami (2000) focused on the treatment of six complaints affecting perceived justice. This company represents values for customers such as answers, compensation, apology, attention, explanation, effort, convenience and timeliness and affects post-consumer complaints behavior. Company responses are summarized in three constructs as employee behaviors, compensation and company procedures (Estelami, 2000; Grawel et al., 2008).

Justice provides a comprehensive framework to understand the process from the initiation to the completion of the complaints process (Tax, et al., 1998).

The theory of justice is a concept that helps understand how customers who dissatisfied evaluate their complaints (Mayombo, 2014). The theory of justice is a relevant framework explaining the perception of the company's or customer's recovery efforts (Blodgett et al., 1997; Tax et al., 1998). Complainants constitute perceptions of fairness in three dimensions: distributive justice (Deutsch, 1975), which points to the perceived justice of the allocation of resources and the conclusion of a decision; procedural justice (e.g, timely and flexible complaints process) around the procedures (Lind and Tyler, 1988); and in the decision-making process, the interactional justice involving the client's treatment (e.g, respectful, empathic) (Bies and Shapiro, 1987).

3.2.2.1. Distributive Justice

Distributive justice represents the perceived justice of a complaint (Blodgett et al., 1997). Distribution justice refers to the perceived justice of a concrete result

of a dispute, a negotiation, or a decision involving two or more parties. Distribution justice involves addressing the outcome of the decision (Klaus and Ennew, 2005).

According to Cao (2008), distribution justice defines what a customer receives as a result of the recovery process. The evaluation of the results is based on the input and output ratio, which indicates how much a customer, pays for a service and the amount of compensation they are willing to pay in case of failure (Tata, et al., 1996).

The result of the complaint may come in material terms (for example, a discount or replacement of a product) or in non-material forms (for example, a better service quality or a higher customer status) (Roschk, et al., 2013).

In B2B studies, distribution justice is both the aim and cause for the successful implementation of B2B relationships (Brown et al., 2006; Griffith et al., 2006; Hoppner et al., 2014).

Distributive justice is related to how the results are distributed fairly in a participatory manner (Martínez-Tur, et al. 2006). Adams' theory of equality (1963, 1965) served as a title for this research flow.

3.2.2.1.1. Equity Theory

Service recovery expectations of customers are beliefs about the appropriate level of compensation after the customer service failures (Zeithaml, ve ark. 1993). A recovery provided by an organization must include equality decisions and the consumer's expectations about appropriate rescue levels for losses caused by service failure (Gronroos 1988). Adams' (1965) theory of equality is described as a classical theory of social change that assumes that people are instrumentally motivated in their relations with others (Cropanzano et al., 2001).

The theory of equality provides a useful theoretical perspective for assessing the relationship between each dimension of service recovery and satisfaction (Goodwin & Ross, 1992). That is, the theory of equality sees a dissatisfied customer, who injured by a service provider, as an aggrievance that needs to be corrected (Weun, et al., 2004).

Two components of the concept of equality are particularly important for this work: distributive justice and interactional justice (Bies and Moag, 1986). From the perspective of service recovery, while distributive justice reflects perceived justice as the concrete end result of service recovery, interactional justice reflects the customer's handled during service recovery (Blodgett et al., 1997; Tax et al., 1998). Both distributive and interactional justice perceptions have been found to be critical determinants that affect consumers' assessment of service recovery and satisfaction (McCullough et al., 2000; Smith et al., 1999; Tax et al., 1998).

3.2.2.1.2. Social Exchange

The theory of social change shows that damage perceived by the customer and recovery measures must be balanced (Hoyer and McInnis, 2010).

In theories of social change and equality, an apology is seen as a valuable reward that redistributes prestige in an exchange relation (Walster, 1973). Apology has an influence for the quality of communication and interpersonal treatment during service recovery and has been associated with customers' perceptions of the interaction of justice (Greenberg 1990).

3.2.2.2. Interactional Justice

Zeithaml and Bitner (1996) have shown that customers are more satisfied when the service provider shows high level of empathy and responsibility after the service failure. Interactional justice is concerned with the fairness of people's action with the procedures they take in entering into force (Tax et al., 1998). It has also

been shown that apology; explanation, attention, and effort are the four dimensions of interactional justice (Smith et al., 1999).

Interactional justice focuses on providing socially fair treatment (Beugre, 1998). Interpersonal justice is determined by the degree of courtesy, empathy, and respect provided during the submission of review procedures and results (Newberg and Waldman, 2012). Incorporation of interaction factors helps to explain why people are not treated fairly although some people should characterize the decision-making process and give fair results (Bies and Shapiro 1987).

Interactional justice refers to how people are addressed during the conflict resolution process; for example, courtesy and respect or rudely (Bies and Moag, 1986, Bies and Shapiro, 1987). According to Jacoby (1981), the concept of interactional justice is particularly important to understand the prospective behavior of consumers. The employee or manager who acts politely and empathically contributes to reducing the outcry of the majority of the complaints events when combined with a strong effort to solve the problem. Rude and irreverent behavior exacerbates anger (Tax, et al., 1998).

Retail employees should always be taught to respond to customer complaints politely and with respect. Retail employees should be instructed to give the customer an opportunity to explain the problem, especially in non-routine situations. Employees should also offer an apology and thank the customer for bringing the issue to the attention of the retailer. Interactional justice is a training program that emphasizes the importance of the fact that the complaining customer is a key factor in determining whether to re-represent the retailer. The size of justice can be a significant influence on the long-term profitability of a retailer. Retailers who do not pay attention to this issue desperately lose their customers and thus their sales and profits unnecessarily (Blodgett, 1997).

According to Blodgett (1997), the complainant customers may be willing to re-represent the retailer when only a partial refund, exchange or discount is granted

with the condition of being treated with courtesy and respect. When retailers are rude to complainant customers, the level of compensation offered by the retailer is insignificant (Blodgett, 1997).

3.2.2.3.Procedural Justice

Procedural justice refers to the accuracy of the procedures used to fix a failed service status (Mayombo, 2014). Procedural justice refers to the perceived fairness of the policies, procedures and measures that decision-makers use in reaching a dispute or negotiation (Blodgett et al., 1997). Organizations in which policies, procedures and tools are involved are expected to facilitate a complaints process and respond quickly to customer complaints (Davidow, 2000).

In general, if the problem is solved in a timely and flexible manner, the handling of complaints is perceived as fair (Smith et al., 1999). Procedural justice deals with the process used to resolve the service mistake (Cao, et al., 2008).

Thibaut and Walker (1975) refer to; procedural justice as the politics underlying the decision and the perceived justice of the procedures. Procedural justice is meaningful because it aims to resolve disagreements in a way that encourages the continuation of a productive relationship between disputes even when the results are unsatisfactory for one or both parties (Folger 1987).

In the retail sector, resolving complaints rate is the focal issues of customer relations. The process of handling complaints and the power of responding reflect the speed of dissolution. Waiting too long leads to dissatisfaction for customers (Kelley et al., 1993, Venkatesan and Anderson, 1985, Maister, 1985). Retailer-customer interaction emphasizing the process of complaints for customers waiting to receive fair and serious procedural treatment (Saxby et al., 2000; Greenberg, 1990).

4. CHAPTER 4

METHODOLOGY

This chapter is divided into two studies. Study 1 involves reviewing complaints collected during the three months from one of the leading companies in the wholesale sector to support your research position. Content analysis was performed. According to the obtained data, a survey to be applied to HoReCa companies was prepared. Study 2 examines the research model, survey and data.

4.1. STUDY 1

4.1.1. Logistics Service Quality

There are many definitions and explanations about how logistics creates customer value. The most traditional ones are based on the creation of time and space (Perreault and Russ 1974). Seven Rs disclose the qualifications that lead to the service / service provision of the company, providing service through logistics service; That is, part of a product marketing offer is the ability of the company to deliver the right product at the right time, with the right price at the right place (Coyle, et al., 1992). Shapiro and Heskett (1985); Stock and Lambert (1987) explain this conceptualization implies that some of the value of a product is created by the logistic service.

According to Novack et al., (1995), other research has developed a framework for measuring the value created by logistics operations that focus heavily on service providers. This research includes methods of service recovery for service failures that are experienced in the FMCG products purchased by HoReCa companies. It examines the responses of their service failure recovery strategies. The causes of service failures have been examined within the context of logistic service quality.

Mentzer, Gomes and Krapfel (1989) argue that there are two items of service provision: marketing customer service and physical distribution service (PDS). They recognize the complementary nature of two items to satisfy the customer and to offer an integrative framework for customer service. The PDS consists of three major parts: accuracy, timing and quality (Rinehart, et al., 1989).

4.1.1.1. Order Quality

In general, service quality approach is an attempt to understand customer satisfaction from different perspectives on different characteristics between customer perceptions and actual customer service (Parasuraman, Zeithaml and Berry 1985).

Order quality refers to how well the products work (Novack, Rinehart and Langley, 1994). The order quality includes the product characteristics of the anticipation and the extent to which it meets the needs of the customers.

4.1.1.2. Order Accuracy

Order accuracy deals with all of the products in order (the correctness of the type and quantity of the products) and order condition (Mentzer et al., 2001). Order accuracy shows how closely the customers match their orders when order arrive (Bienstock, et al., 1997).

4.1.2. Content Analysis

Content analysis is one of the methods of analyzing verbal, written or visual communication messages. Content analysis is a research method that provides a systematic and objective tool to identify and quantify specific phenomena, and to make valid conclusions from verbal, visual, or written workshops (Downe, Wamboldt, 1992).

Content analysis is a review processes that take place over a long period of time. It allows the processes to be divided into categories related to less content and to understand the data. The end of content analysis gives us a qualitative explanation. According to Habib, (2018), the result of the analysis is concepts or categories that describe the phenomenon used to construct the model, conceptual map, conceptual system or categories in the continuation of the research. The analysis provides an overview of the gradual process used in the research study.

Content analysis is also used by researchers to analyze new processes or to classify the open-ended answers of survey questions.

In order to help us examine HoReCa customer complaints, we have applied content analysis to HoReCa and Cash&Carry complaints collected from a cash&carry company. The result of the analysis has helped to determine our survey criteria.

4.1.2.1. Complaint Analysis In A Cash&Carry Company

Three months of customer complaint data were collected from the leading Cash&Carry Company in the sector. At the same time, this company provides service to HoReCa customers. This service is called FSD. FSD is food service delivery. July, June, and August, which is the highest level of service for HoReCa customers were selected. The firm does not distinguish between FSD and store customer complaints. According to the collected information, the number of complaints reported by the customers within 3 months is 4131.

We have dealt with complaints in two categories. The first includes order quality, product structural features. The second is order accuracy which includes faulty and incomplete product complaints during shipment.

4.1.2.2. Complaint Classification

When the complaints are classified according to the subject headings, classification has appeared in the following manner (Table 5).

Table 5: Complaint Classification

ORDER ACCURACY
Damaged Product Shipment
Incorrect Product Shipment
ORDER QUALITY
Foreign material
Freshness
Functional defect
Mouldy
Packaging defect
Passed ED
Product deformation
Undesirable taste, odour, colour, texture, rottenness, weight
Undesirable Performance
Visual defect

When we compare the main categories, in the process, there were 3640 complaints in order quality, and order accuracy complaints remained at 491 (Figure 6).

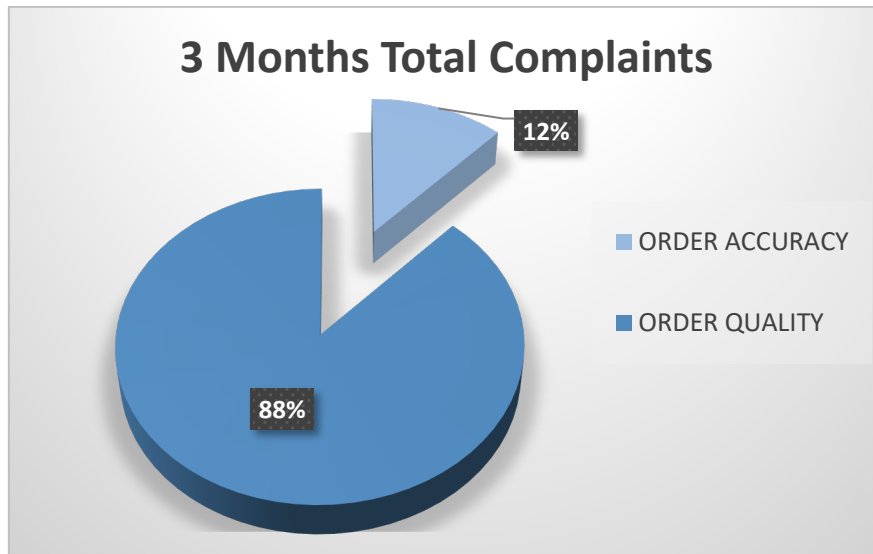


Figure 6: Total complaints in 3 months

4.1.2.2.1. Order Quality

Order quality concerns the individual characteristics of the purchased product. Total product quality complaints reported in the process under review are 3640.

In this section where the most data is collected, separate subcategories are specified for product characteristics.

The most common product quality complaint is the "Undesirable taste, odor, color, texture, rottenness, weight" subheading, which includes details of the product's bitter taste, bad smell, missing grammage, consistency defect, stain release, oily or undesirable color (Figure 7). These subsections include a total of 1184 complaint.

The Functional Defect is the second most reported complaint by the customers. Functional Defect includes non-operation of product specifications. Product Deformation means that the shape and mold of the product is distorted.

Customers reported 513 complaints within 3 months of this issue.

Undesirable Performance is caused by not having the specified product specifications and the performance of the received product cannot or will not meet expectations.

Freshness is a reported complaint when it is understood that the products are rotten and stale. 263 complaints were reported within 3 months.

The expiration date is the complaints of the customers who buy products that past the consumption date and forgotten in the self.

The other group of complaints that customers noticed after receiving the products is that the products are moldy. 133 moulding complaints have been reported within 3 months.

Visual defects are only a mistake in appearance of the product although there is no problem in the quality or functionality of the products.

Foreign matter (insect, wolf) are reported complaints when customers detect insects or foreign substances in their products.

Packaging defect is a complaint of damage to the package.

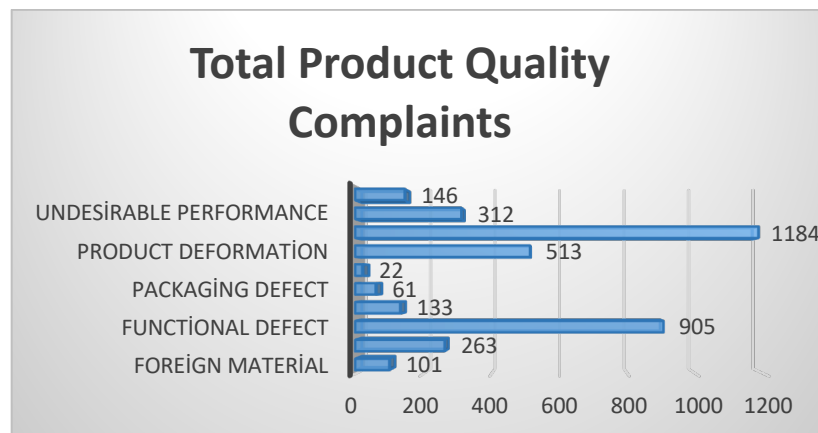


Figure 7: The Details of the Total Complaints

4.1.2.2.2. Order Accuracy

Order accuracy is a complaint involving problems which customer order, collection, loading and shipment. Order accuracy issues, which complained most, are delivery of the product from the vehicle in a damaged form and incorrect product delivery.

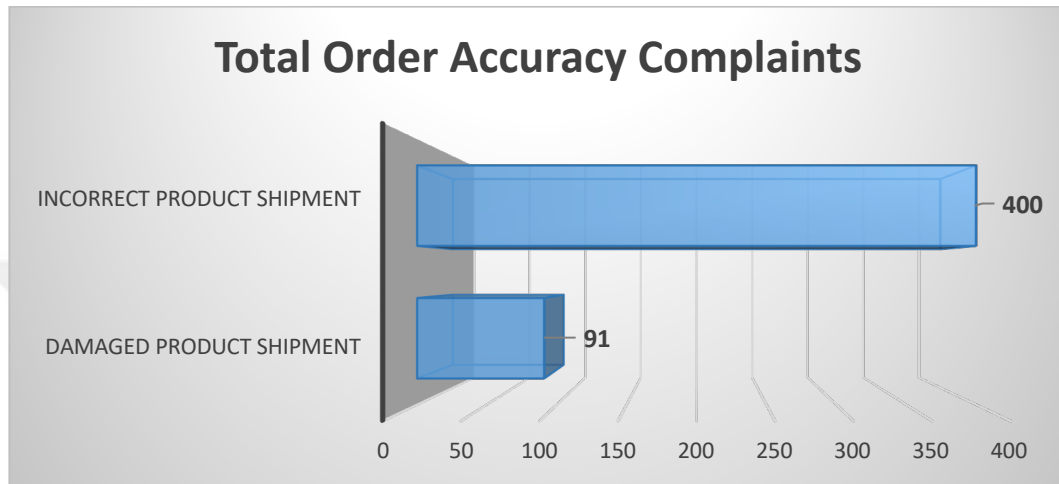


Figure 8: Total Delivery Quality Complaints in 3 Months

It should be noted that this analysis includes HoReCa and Cash & Carry customers' complaints. HoReCa customers receive shipping service; report their complaints by calling the shipment units for quick resolution instead of making a report by calling the complaint center because they want a solution quickly. Customer or shipment unit do not record it by resolving the complaint at that moment. This is why there is a small amount of data being evaluated in the delivery quality.

The most complaints in order accuracy include damaged product shipment. The product may be damaged during shipment or when shipped in the vehicle. Frozen products must be transported at a certain temperature. Products that do not hold heat ratings, enters the damaged product category. Customer complaints in this subheading are related to transport and delivery of the products. There are customer complaints which received 91 damaged products (Figure 8).

Order accuracy includes different products are shipped from the customer's ordered product or product which different from the desired amount and quality and sending without paying attention to the expiration date. A total of 400 complaints have been reported in this category.

4.1.2.3. Month-Based Review

It is observed that product quality complaints have been raised every month when examined on a monthly basis. As a result of the increase in HoReCa customer shipments in July, reported shipment quality problems have increased. The following figure shows the month comparisons (Figure 9).

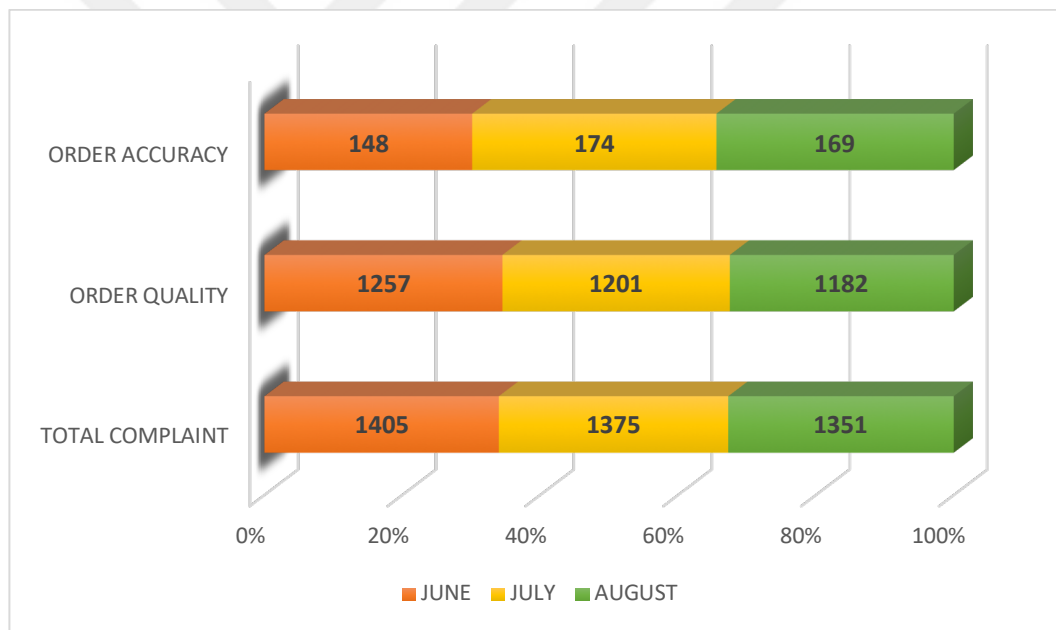


Figure 9: Month-Based Complaint Distribution

June

In June, 1,405 complaints were reported. Order quality 1,257 (%89), order accuracy complaint is 148(%11). The most complaint for order quality is the taste, smell, consistency properties of the product. Functional defects are second with 328 complaints (Figure 10 and figure 11).

There are 148 complaints about the order accuracy. 23 complaints related to damaged product delivery. Incorrect product shipment includes 125 complaints (Figure 12).

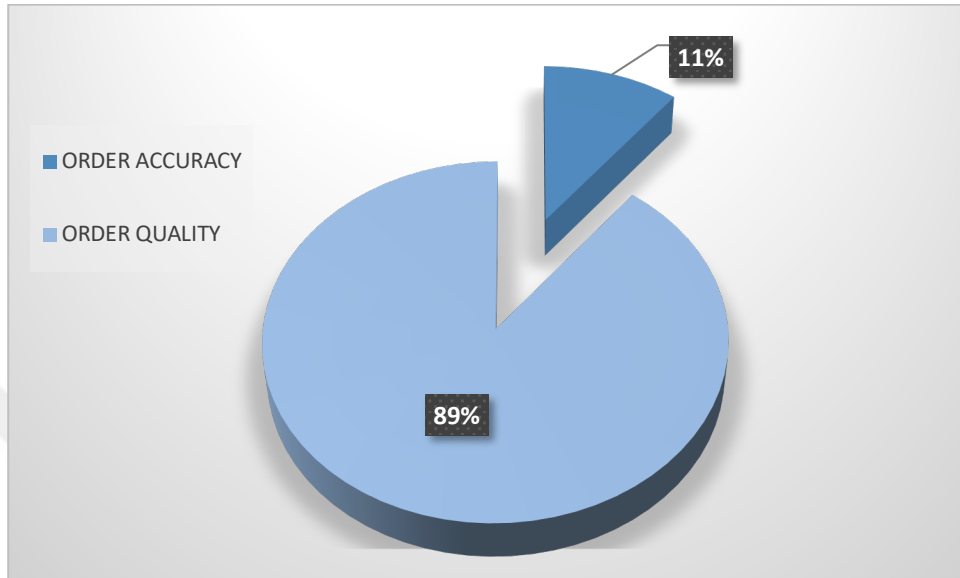


Figure 10: June - Total Complaints

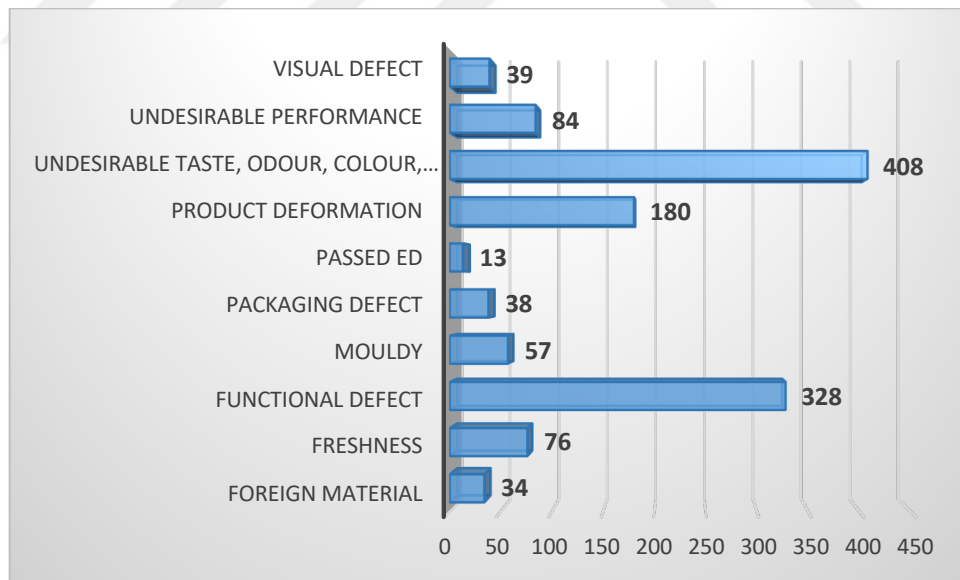


Figure 11: June - Order Quality

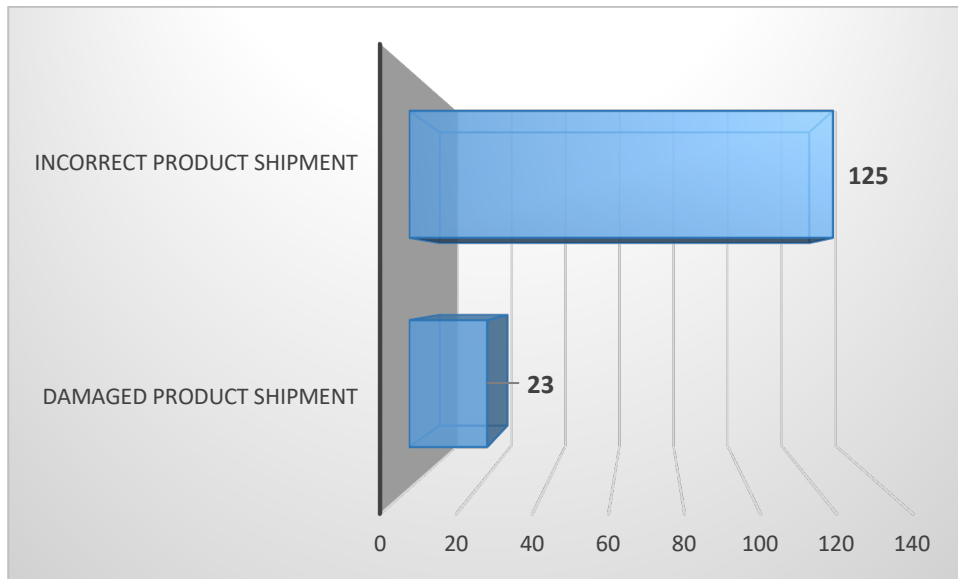


Figure 12: June – Order Accuracy

July

In July, 1,375 complaints were reported. Order quality includes 1,201 (%87), order accuracy includes 174 (%13) complaints (Figure 13). The most complaint which has been reported for product quality is the taste, smell, consistency properties of the product. Functional defects complaints and product deformation complaints have increased this month. There are 319 functional defects and 200 product deformation complaints (Figure 14).

There are 174 complaints about the order accuracy. This increase is due to an increase in shipments to HoReCa customers this month (Figure 15). Shipments have increased due to the opening of the hotels in the middle of summer season. 38 complaints are about damaged product delivery.

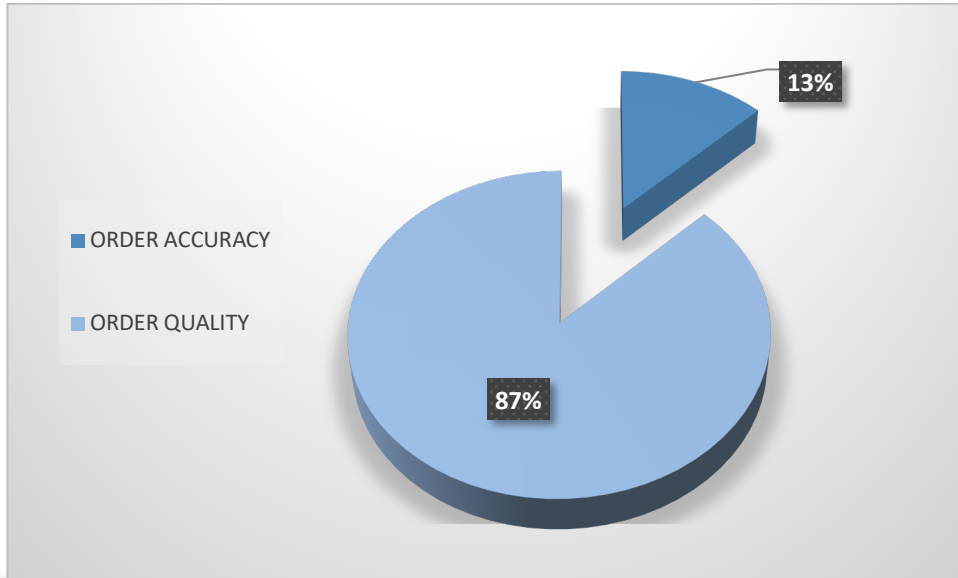


Figure 13: July - Total Complaints

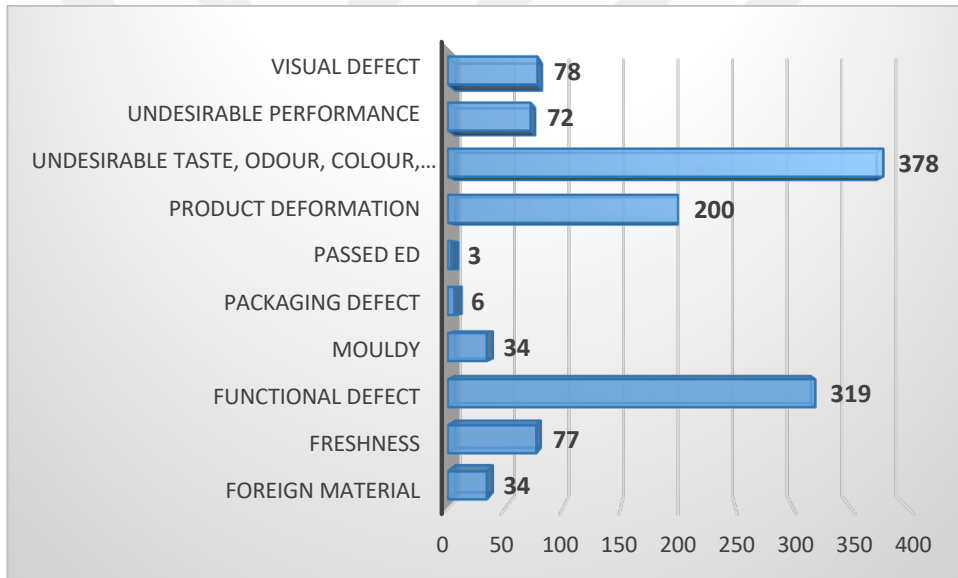


Figure 14: July - Order Quality

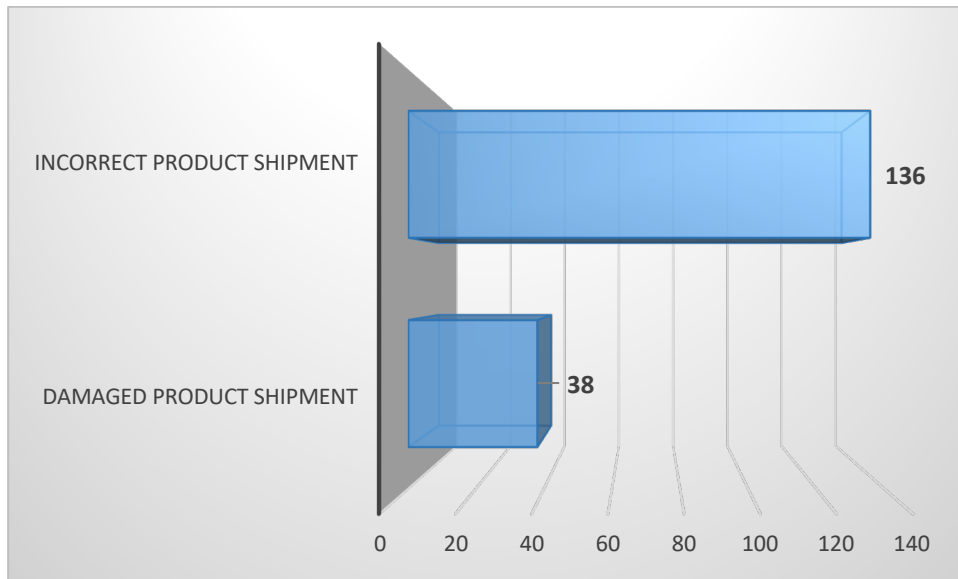


Figure 15: July – Order Accuracy

August

In August, 1,351 complaints were reported. Order quality is 1,182, order accuracy is 169 complaints (Figure 16). The most complaint for product quality is the taste, smell, consistency properties of the product. Functional defects are second with 258 complaints (Figure 17).

In August, there are 169 complaints about the order accuracy due to the continuation of the season effect. 30 complaints related to damaged product delivery. Incorrect product shipment includes 139 complaints (Figure 18).

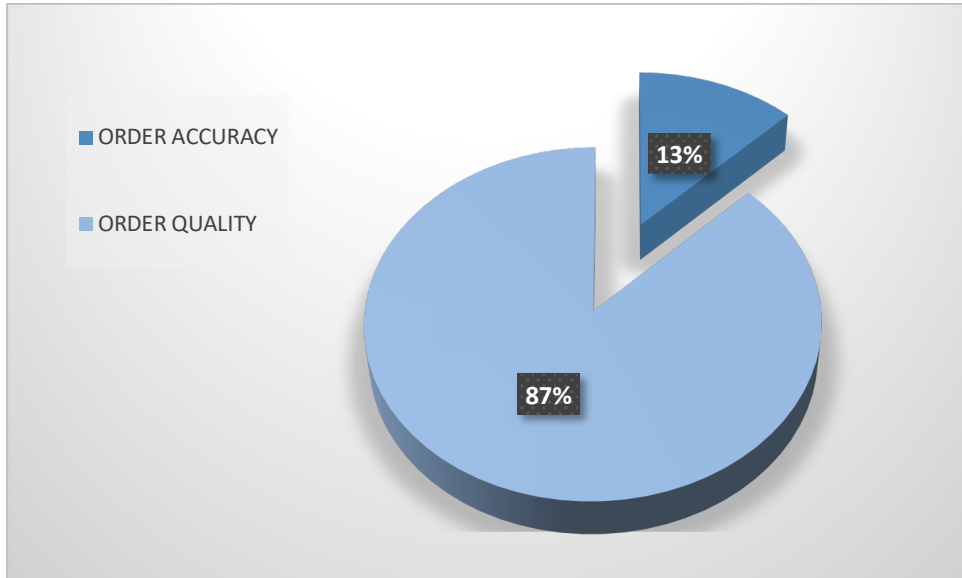


Figure 16: August - Total Complaints

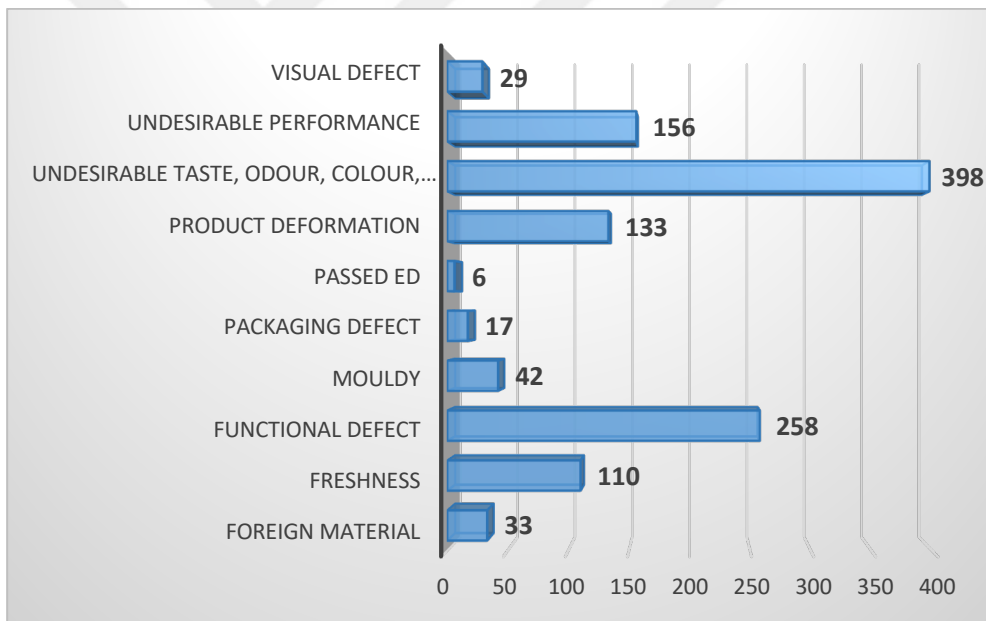


Figure 17: August - Order Quality

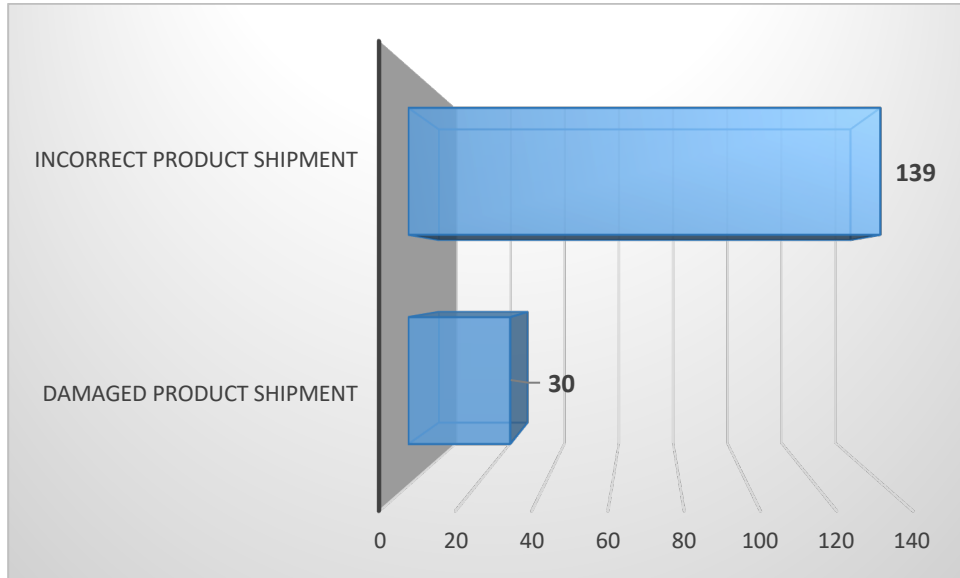


Figure 18 : August – Order Accuracy

4.1.3. Discussion

As a result of the analysis, it was seen that the product quality was the most reported complaint by the customers. Based on this data, our first evaluation in the questionnaire to be applied to HoReCa customers will be on product quality. Evaluation of the recovery efforts that the companies apply to product quality failures will be done.

The second data to be evaluated is the order accuracy. Missing / wrong and damaged delivery of products is of great importance for the HoReCa customer who receives shipping service. We have also added two complaint headlines to our survey because our study also examined the HoReCa customer complaints. In survey questions to be taken to measure order accuracy failures, it is planned to measure the satisfaction of recovery.

4.2. STUDY 2

4.2.1. Research Design

According to the results of the secondary data analysis, two important complaint categories namely, order accuracy and order quality have been found. These two main categories were taken as the basis of our survey design. In this study, the aim is to investigate the relationship among attribution, justice perceptions, recovery satisfaction and repatronage intention of HoReCa customers.

4.2.2. Hypothesis Development

Consumers respond to various forms of service failures, including blame, appeal to justice, emotional response, expressing expectations of recovery, and post-failure behavioral intentions (Hetts et al. 2003); Weiner, 2000). Failure in the service of the locus association dimension is related to the problem of service error responsibility (Weiner, 2000). The dimension of controllability refers to the degree of service malfunction that can be changed at a person's request (Folkes, 1984).

If a serious failure of service, the customer expect the service provider to show more effort. At the same time, customers are more likely to attribute service failure to service providers (Tsai, 2014).

Customers facing service failures can assume that firms cause unfair situations. Attributions made by customers affect the perceptions of justice. The focus of causality is a necessary condition for justice (Folger, 1998; Cropanzano, 2001). It is possible that the causality focus negatively affects procedural justice. Customers experience high stress and frustration when they think that the probability of successful compensation is low (Tax et al. 1998). Customers perceive that the source is a company, they feel uneasy due to the perceived injustice (Tax et al. 1998). If the customer is aware that a failure can be controlled by the company, the behavior results may be more negative. On the other hand, when a consumer

perceives that the cause of a failure is not under the control of the company, the negative consequences may be mitigated (Folkes 1984). Hypotheses related to these citations;

H1a. In order quality failures, HoReCa customers' locus perceptions negatively affect their distributive justice evaluations.

H1b. In order accuracy failures, HoReCa customers' locus perceptions negatively affect their distributive justice evaluations.

H2a. In order quality failures, HoReCa customers' locus perceptions negatively affect their procedural justice evaluations.

H2b. In order accuracy failures, HoReCa customers' locus perceptions negatively affect their procedural justice evaluations.

H3a. In order quality failures, HoReCa customers' locus perceptions negatively affect their interactional justice evaluations.

H3b. In order accuracy failures, HoReCa customers' locus perceptions negatively affect their interactional justice evaluations.

H4a. In order quality failures, HoReCa customers' controllability perceptions negatively affect their distributive justice evaluations.

H4b. In order accuracy failures, HoReCa customers' controllability perceptions negatively affect their distributive justice evaluations.

H5a. In order quality failures, HoReCa customers' controllability perceptions negatively affect their procedural justice evaluations.

H5b. In order accuracy failures, HoReCa customers' controllability perceptions negatively affect their procedural justice evaluations.

H6a. In order quality failures, HoReCa customers' controllability perceptions negatively affect their interactional justice evaluations.

H6b. In order accuracy failures, HoReCa customers' controllability perceptions negatively affect their interactional justice evaluations.

Based on the theory of justice, there is a restorative effect of damaged relationships among buyers and suppliers (Wang et al., 2014). In case of a failure, the resources lost by a customer must be balanced by the gains from recovery (Smith et al., 1999).

Distributive justice refers to the perception that service recovery is necessary and fair (Tax et al., 1998). Greenberg (1996) argued that when customers perceive an injustice, they can express dissatisfaction and reduce repatronage intentions. Blodgett et al. (1977), despite the high level of attention that increase the level of justice in the distribution repatronage OK et al., (2005) have found conflicting results in studies.

This study considers that, in the FMCG sector, HoReCa firms would appreciate wholesalers' recovery efforts and change their attitudes when tangible compensation are given. In terms of service recovery, distributive justice perceptions may affect relationships.

The literature has shown that distribution justice is a sign of satisfaction with certain service recovery processes. Smith et al. (1999) and Tax et al. (1998) found that distribution justice affected recovery satisfaction. The direct relationship between distributive justice and satisfaction has been experimentally demonstrated in marketing exchanges (Tax, et al. 1998). Conceptually, when participants get fair recoveries, expectations about outcomes are met. Hypotheses related to distribution justice are given below;

H7a. In order quality failure, HoReCa customers' distributive justice evaluations positively affects their recovery satisfaction.

H7b. In order accuracy failure, HoReCa customers' distributive justice evaluations positively affects their recovery satisfaction.

Procedural justice may affect service delivery positively (Ha and Jang, 2009). Some studies have suggested that higher levels of procedural justice will lead to a more positive repatronage intention (e.g., Blodgett et al., 1993, 1997; Clemmer, 1993). In the service and complaint literature, the waiting period is considered to be one of the most important procedural justice dimensions to handle the complaint (Blodgett et al., 1997, Kelley et al., 1993).

We assume that procedural justice may play an important role in structuring the link between HoReCa firms and wholesalers. With reliable procedures, HoReCa customers may perceive higher levels of recovery satisfaction after failures (Lin, et al., 2011).

Reliable and well-defined procedures facilitates recovery satisfaction after service failures. Retailers can improve satisfaction by implementing procedural justice. As a procedural dimension, process is an integral part of product and service delivery and thus should be considered in recovery (Seiders & Berry, 1998). Tax et al. (1998) reported the positive impact of procedural justice in complaint handling. Procedural justice and recovery satisfaction hypotheses are stated as below;

H8a. In order quality failure, HoReCa customers' procedural justice evaluations positively affects their recovery satisfaction.

H8b. In order accuracy failure, HoReCa customers' procedural justice evaluations positively affects their recovery satisfaction.

Interactional justice is related to how a customer is treated by service providers during a service disruption or conflict (Blodgett et al., 1997; Patterson et al., 2006). It has also been shown that apology; explanation, attention, and effort are the four dimensions of interactional justice (Smith et al., 1999).

In previous studies, it was found that interactional justice has positive effects on overall satisfaction and repatronage (Blodgett et al., 1997, Ok et al., 2005). In

addition, it has been shown that customers treated with lower levels of interactional justice levels are reluctant to switch the retailer (Blodgett et al., 1997). According to Río-Lanza et al. (2009), interactional justice applied to recovery services, has a significant impact on overall satisfaction and repatronage intention. Smith et al. (1999) noted that interaction justice affects service recovery satisfaction. In the treatment of the complaint, there is a strong influence of interactional justice on satisfaction (Tax et al., 1998).

Based on the mentioned literature, the present study suggests that wholesalers who interact positively with HoReCa customers by apologizing to or expressing their concerns failures, will increase justice perceptions regarding recovery. In this sector, service recovery evaluations are heavily influenced by the interaction between customers and wholesalers. Moreover, Turkey's culture is considered as a basis for this assumption because interactional justice have a relational focus (Oflač, 2016). Based on the arguments given, we developed the related hypotheses as below;

H9a. In order quality failure, HoReCa customers' interactional justice evaluations positively affects their recovery satisfaction.

H9b. In order accuracy failure, HoReCa customers' interactional justice evaluations positively affects their recovery satisfaction.

Service companies provide customer patronage with recovery actions against failure (Huang, 2011). It is economically more advantageous to maintain existing customers and improve their repurchase intentions than trying to attract new ones (Keaveney, 1995).

Smith and Bolton (1998) found that cumulative satisfaction and repatronage may increase after a very satisfactory service recovery. Based on the viewpoint of service recovery satisfaction, this study assumes that recovery in service failure occasions can satisfy customers and an effective remedy can improve customer attitudes and behaviors.

Empirical evidence suggests that there is a positive relationship between repatronage and recovery satisfaction (LaBarbera & Mazursky, 1983; Kelley et al., 1993). Customer satisfaction from recovery level may be the strongest determinant of behavioral intentions. Our hypothesis about this relationship is stated as follows;

H10a. In order quality failures, HoReCa customers' recovery satisfaction level positively affects their repatronage intentions towards cash and carry wholesalers.

H10b. In order accuracy failures, HoReCa customers' recovery satisfaction level positively affects their repatronage intentions towards cash and carry wholesalers.

4.2.3. Measures of Variables

The measures for all the constructs in the model were based on the literature. All items have 5-point Likert-type scales (1 = completely disagree; 5 = completely agree), by basing on previously validated scales.

As shown in Table 4, the locus was measured by a two-item scale adopted from Chang et al. (2015). The controllability was measured by a three-item scale adapted from Chang et al. (2015). All items are coded in reverse. As shown in Table 5, the DJ (distributive justice) was measured by a four-item scale adopted from Blodgett et al. (1997) and Smith et al. (1999). The PJ (procedural justice) was measured by a four-item scale adapted from Kim et al. (2009). To measure the IJ (interactional justice) construct, we used a four-item scale adapted from Maxham III and Netemeyer (2002). As shown in Table 6, the service recovery was measured by a three-item scale adopted from Maxham III and Netemeyer (2002). The repatronage intention was measured by a three-item scale adapted from Smith and Bolton (1998).

Table 6. Construct Measurements for Attribution

Constructs and Measurement Items	References
<u>Attribution Locus</u>	
I think the online shopping mall caused the complainer's unpleasant experience. (R)	Chang et al. (2015)
I think the online shopping mall should be blamed for any undesirable outcomes. (R)	
<u>Attribution Controllability</u>	
I think the online shopping mall's service failure was controllable. (R)	Chang et al. (2015)
I think the online shopping mall's service failure was preventable. (R)	
I think the online shopping mall's service failure was avoidable. (R)	

Note: R items were reverse scored.

Table 7: Construct Measurements for Justice Perception

Constructs and Measurement Items	References
<u>Distributive Justice</u>	
Compared to what you expected, the offer received (e.g., discount) was...	Blodgett et al. (1997); Smith et al. (1999)
Taking everything into consideration, the manager's offer was quite fair.	
Given the circumstances, I feel that the hotel has offered adequate compensation.	
The customers did not get what they deserved (i.e., regarding a refund, coupon, and room upgrade, etc.). (R)	
<u>Procedural Justice</u>	
My complaint was handled in a very timely manner.	Kim et al. (2009)
My complaint was not resolved as quickly as it should have been... (R)	
The procedure for handling my complaint was complicated. (R)	

Employees made an effort to adjust the procedure of handling my complaint according to my needs.	
<u>Interactional Justice</u>	
In dealing with my problem, (FIRM NAME's) personnel treated me in a courteous manner.	Maxham III and Netemeyer (2002)
During their effort to fix my problem, (FIRM NAME's) employee(s) showed a real interest in trying to be fair.	
(FIRM NAME's) employee(s) got input from me before handling the problem.	
While attempting to fix my problem, (FIRM NAME's) personnel considered my views.	

Note: R items were reverse scored.

Table 8. Construct measurements for Dependent Variables

Constructs and measurement items	References
<u>Service Recovery Satisfaction</u>	
In my opinion, [firm name] provided a satisfactory resolution to my banking problem on this particular occasion.	Maxham III and Netemeyer (2002)
I am not satisfied with [firm name]'s handling of this particular problem. (R)	
Regarding this particular event (most recent banking problem), I am satisfied with [firm name].	
<u>Repatronage Intention</u>	
Choose this company the next time you need.	Smith and Bolton (1998)
Keep using the services of this company.	
Use the services of this company more often in the future.	

Note: R items were reverse scored.

4.2.4. Sample

The questionnaire has been sent to HoReCa firms in located various regions of Turkey. A total of 300 surveys were collected. All of the surveys done were analyzable. 300 survey were included in the evaluation.

In our sample (Table 7), we also have accomodations with restaurant (n=81, 27%), accomodations with out restaurant (n=65, 21.7%), caterers (n=56, 18.7%), canteens (n=41, 13.7%), restaurant (n=23, 7.7%), fast food type (n=18, 6%) and cafes (n=16, 5.3%).

Table 9: Firm Type Results

FIRM TYPE		
	Frequency	Percent
Restaurant	23	7.7%
Accomodations w/o restaurant	65	21.7%
Accomodations with restaurant	81	27.0%
Cafe/tea/ice cream	16	5.3%
Canteens	41	13.7%
Caterers	56	18.7%
Fast Food	18	6.0%

The company positions of respondents are also taken into account. The evaluations regarding, may differ based on the positions of responded. Table 8 shows the company positions of the respondents. According to the responses, 41.7% (n=125) of our respondents belong to procurement departments, 31.3 % (n=94) of our sample work as warehouse managers, lead chefs (20%, n=60) and managers (7%, n=21).

Table 10: Occupation Result

Occupation		
	Frequency	Percent
Manager - Owner	21	7.0%
Procurement Manager	125	41.7%
Warehouse Manager	94	31.3%
Lead Chef	60	20.0%

As shown in Table 9, the shipment frequencies of HoReCa companies from wholesalers were examined weekly.

Table 11: Service Frequency Results

Service Frequency		
	Frequency	Percent
1	94	31.3%
2	152	50.7%
3 or more	54	18.0%

Table 12: Product Type Results

Product Type		
	Frequency	Percent
Edible Grocery	58	19.3%
Dairy	44	14.7%
Deep Frozen	66	22.0%
Non Alcoholic Drinks	16	5.3%
Detergents	21	7.0%
Disposable	16	5.3%
Non-Food	6	2.0%
Fruits-Vegetables	40	13.3%
Fresh Fish	33	11.0%

In the FMCG, the group of products that the company has purchased may have an effect on reactions. According to the survey results shown in Table 10, 22% (n=66) of the respondents companies buy deep frozen products. Companies also buy edible grocery (19.3% n=58), dairy (14.7%, n=44), fruit –vegetables (13.3%, n=40), fresh fish (11%, n=33), detergents (7%, n=21), disposable and non alcoholic drinks (5.3%, n=16) and non-food (2%, n= 6).

4.2.5. Validity and Reliability of the Study

Confirmatory factor analysis (CFA) was used to assess the validity of our model is AMOS 22 was used as the statistical model. Confirmatory factor analysis (CFA) is used where the research model is prioritized and tests whether there is a proposed relationship between observed and latent variables (Sureshchandar et al., 2002). CFA requires a robust theoretical basis for the development of the research model, evaluation of the proposed research model, and scale development and validation (Brown, 2016).

Fitness test is used to test the adequacy of the model to the sample. The results of the fitness test, ie the ratio of the chi-square to the degree of freedom, and the Norm-Fit Index (NFI) are used to compare the models, while the absolute indices such as chi-square, Good-Fit Index are used (GFI), adjusted adaptive well-being index (AGFI) (Doll et al., 1994). It should be noted that the conformity test is highly sensitive to sample size (Bolen, 1989). Table 11 illustrated the goodness of fit statistics which adopted from literature. Byrne, (1989) suggested that χ^2 /df ratio > 2.00 represents an inadequate fit. Values of 0.90 or higher for the CFI are considered as acceptable (Bentler, 1990). In the measurement model, the NFI > 0.90 , indicating desirable fit. The Root Mean Square Error of Approximation should be below 0.08 (Hair et al., 2006).

Table 13: The Threshold of Adopted Goodness of Fit Statistics

- *Comparative fit index (CFI)* - CFI > 0.9 means satisfactory fit .
- *Normed Fit Index (NFI)* - values of 0.90 or higher are acceptable
- *Root Mean Square Error of Approximation (RMSEA)* - values under 0.08 suggests a good fit.
- *Incremental fit index (IFI)* - IFI values close to 1 indicate a very good fit.
- *The Tucker-Lewis coefficient (TLI)*- TLI values close to 1 indicate a very good fit.
- χ^2/df (*CMIN/DF*) – ratios of 3:1 or less are acceptable

4.2.5.1. Confirmatory Factor Analysis Result For Order Quality

First of all, we tested overall fit of the data to the model for order quality. The results of CFA are as following: a chi-square value of 336,784 (df = 187, p = .000; $\chi^2/df= 1,801$). Root Mean Square Error of Approximation (RMSEA) = 0.052, Comparative Fit Index (CFI) = 0.978, and the Tucker-Lewis Index (TLI) = 0.973, Goodness of Fit Index (GFI) = 0.911, Adjusted Goodness of Fit Index (AGFI) = 0.880 and solely the Normed Fit Index (NFI) = 0.953 (see Table 12).

To assess convergent validity, critical ratio values (Cr), in other words, t-values, are presented in Table 13. Cr values were greater than 1.96 and significant at 0.05 level (Carr and Pearson, 1999). Thus, it can be stated that all indicators measured the same construct by proving their convergent validity and unidimensionality. All item reliability values (R^2 squared multiple correlations) were greater than 0.3 (Hair et al., 1998), providing further confirmation of the convergent validity of the items. Only one value is below 0.3 but it is not far from the desired value. Composite Reliability (CR) refers to the internal consistency and homogeneity of the scale items to be measured (Churchill, 1979).

Table 14: Goodness-Of-Fit Statistics for Order Quality

Fit Index	Order Quality	Criteria
χ^2	336,784	
df	187	
χ^2/df	1,801	< 3
P	0.000	<0.05
CFI	0.978	>0.90
NFI	0.953	>0.90
GFI	0.911	> 0.85
AGFI	0.880	> 0.80
TLI	0.973	>0.90
RMSEA	0.052	< 0.08

For convergent validity, the factor loadings should be higher than 0.5 (Fornell, & Larcker, 1981). In our study, for order quality factor loadings, all values are above the threshold value. Just one item (RS2a) was eliminated from the model due to its low factor loading.

4.2.5.2. Confirmatory Factor Analysis Result For Order Accuracy

We also tested overall fit of our data to the model for order accuracy failures. The result of CFA as follows: a chi-square value of 343,125 (df = 189, p = 0.000; $\chi^2/df = 1,815$). Root Mean Square Error of Approximation (RMSEA) = 0.052, Comparative Fit Index (CFI) = 0.982, and the Tucker-Lewis Index (TLI) = 0.978, Goodness of Fit Index (GFI) = 0.909, Adjusted Goodness of Fit Index (AGFI) = 0.879 and solely the Normed Fit Index (NFI) = 0.961 (See Table 14).

Table 15: Results of Confirmatory Factor Analysis for Order Quality

	Unstandardized factor loading	Standardized factor loading	SE	t-values (Cr)	p	R²
Locus_a (CR: 0.945)						
Att_Locus1a	0.763	0.809	0.161	4,753	***	0.655
Att_Locus2a	1,000	1,068	-	-	-	1,141
Cont_a (CR: 0.971)						
Att_Cont1a	0.999	0.960	0.028	35,612	***	0.922
Att_Cont2a	1,030	0.975	0.027	38,000	***	0.951
Att_Cont3a	1,000	0.937	-	-	-	0.878
DJ_a (CR: 0.885)						
DJ1a	1,495	0.929	0.110	13,539	***	0.864
DJ2a	1,052	0.719	0.070	15,007	***	0.517
DJ3a	1,473	0.907	0.110	13,450	***	0.823
DJ4a	1,000	0.667	-	-	-	0.445
PJ_a (CR: 0.921)						
PJ1a	1,001	0.978	0.022	45,337	***	0.956
PJ2a	0.563	0.537	0.053	10,692	***	0.288
PJ3a	0.931	0.918	0.028	32,882	***	0.843
PJ4a	1,000	0.963	-	-	-	0.927
IJ_a (CR: 0.968)						
IJ1a	0.920	0.894	0.032	28,378	***	0.800
IJ2a	0.987	0.960	0.026	38,191	***	0.921
IJ3a	0.985	0.952	0.027	36,725	***	0.907
IJ4a	1,000	0.951	-	-	-	0.905
RS_a (CR: 0.922)						
RS1a	1,000	0.983	-	-	-	0.967
RS3a	0.885	0.864	0.073	12,146	***	0.746
RI_a (CR: 0.960)						
RI1	1,058	0.965	0.035	30,134	***	0.931
RI2	1,084	0.963	0.036	29,981	***	0.927
RI3	1,000	0.901	-	-	-	0.812

Notes: Locus_a = Locus Attribution for Order Quality, Cont_a = Controllability Locus for Order Quality, DJ_a = Distributive Justice for Order Quality, PJ_a = Procedural Justice for Order Quality, IJ_a = Interactional Justice for Order Quality, RS_a = Recovery Satisfaction for Order Quality, RI_a = Repatronage Intention for Order Quality

Table 16: Goodness-Of-Fit Statistics for Order Accuracy

Fit Index	Order Accuracy	Criteria
χ^2	343,125	
Df	189	
χ^2/df	1,815	< 3
P	0.000	<0.05
CFI	0.982	>0.90
NFI	0.961	>0.90
GFI	0.909	> 0.85
AGFI	0.879	> 0.80
TLI	0.978	>0.90
RMSEA	0.052	< 0.08

To assess convergent validity, critical ratio values (Cr), in other words, t-values, are presented in Table 15. Cr values were greater than 1.96 and significant at 0.05 level (Carr and Pearson, 1999). Thus, it can be stated that all indicators measured the same construct by proving their convergent validity and unidimensionality. All item reliability values (R^2 squared multiple correlations) were greater than 0.3 (Hair et al., 1998), providing further confirmation of the convergent validity of the items. Composite Reliability (CR) enables the internal consistency and homogeneity of the scale items to be measured (Churchill, 1979).

In order accuracy part, just one item (RS2b) was eliminated from the model due to its low factor loading.

Chin (1998) defined AVE as a measure of variance, depending on the error measured from relatives of a variable (s) obtained from the variables. The AVE can identify or express the square root of the mean variance subtracted by a variable from its observed variables.

All measurement scales provide good features AVE is greater than 0.5 threshold level for each construct.

Table 17: Results of Confirmatory Factor Analysis for Order Accuracy

	Unstandardized factor loading	Standardized factor loading	SE	t-values (Cr)	P	R²
Locus_b (CR: 0.958)						
Att_Locus1b	1,146	1,034	0.147	7,812	***	1,069
Att_Locus2b	1,000	0.877	-	-	-	0.768
Cont_b (CR: 0.913)						
Att_Cont1b	1,169	0.918	0.065	17,980	***	0.843
Att_Cont2b	1,198	0.937	0.066	18,163	***	0.878
Att_Cont3b	1,000	0.784	-	-	-	0.615
DJ_b (CR: 0.929)						
DJ1b	1,456	0.908	0.112	13,045	***	0.825
DJ2b	1,546	0.975	0.113	13,661	***	0.950
DJ3b	1,515	0.953	0.112	13,483	***	0.908
DJ4b	1,000	0.634	-	-	-	0.401
PJ_b (CR: 0.924)						
PJ1b	0.992	0.954	0.025	39,891	***	0.909
PJ2b	0.618	0.580	0.052	11,918	***	0.337
PJ3b	0.972	0.920	0.029	33,499	***	0.846
PJ4b	1,000	0.971	-	-	-	0.942
IJ_b (CR: 0.987)						
IJ1b	1,016	0.979	0.017	58,424	***	0.958
IJ2b	1,018	0.976	0.018	56,621	***	0.953
IJ3b	0.985	0.962	0.020	49,130	***	0.926
IJ4b	1,000	0.979	-	-	-	0.958
RS_b (CR: 0.985)						
RS1b	1,000	0.974	-	-	-	0.949
RS3b	0.982	0.997	0.013	73,540	***	0.994
RI_b (CR: 0.960)						
RI1	1,060	0.966	0.035	30,234	***	0.933
RI2	1,083	0.962	0.036	29,924	***	0.926
RI3	1,000	0.901	-	-	-	0.812

Notes: Locus_b = Locus Attribution for Order Accuracy, Cont_b = Controllability Locus for Order Accuracy, DJ_b = Distributive Justice for Order Accuracy, PJ_b = Procedural Justice for Order Accuracy, IJ_b = Interactional Justice for Order Accuracy, RS_b = Recovery Satisfaction for Order Accuracy, RI_b = Repatronage Intention for Order Accuracy

In the measurement of discriminant validity, Fornell and Larcker (1981) were tested to determine whether the structures were different from each other. Composite reliability (CR) was found to be greater than 0.7 (Fornell and Larcker, 1981; Hair et al., 2010). Furthermore, the maximum shared squared variance (MSV) and mean squared variance (ASV) values were found to be less than the mean variance subtraction (AVE) values (excluding two items in order accuracy calculation). There is not much difference between the values. The correlation between the Structure of all the mean variance (AVE) and the AVE values exceed 0.5 treshold level, and thus the discriminant validity was provided (Fornell and Larcker, 1981; Hair et al., 2010) (See Table 16 -17).

Table 18: Composite Reliability, Average Variance Extracted, and Discriminant Validity for Order Quality

	CR	AVE	MSV	ASV	rs	Locus	cont	dj	pj	ij	ri
Rs	0,922	0,856	0,156	0,036	0,925						
locus	0,945	0,898	0,021	0,006	0,047	0,947					
Cont	0,971	0,917	0,005	0,002	0,057	0,019	0,957				
Dj	0,885	0,662	0,156	0,034	0,395	-0,029	0,024	0,814			
Pj	0,921	0,754	0,056	0,023	0,133	-0,145	0,053	0,152	0,868		
ij	0,968	0,883	0,024	0,007	0,154	-0,040	0,040	0,012	0,128	0,940	
ri	0,960	0,890	0,056	0,018	0,126	-0,084	0,073	0,154	0,237	0,015	0,943

Table 19: Composite Reliability, Average Variance Extracted, and Discriminant Validity for Order Accuracy

	CR	AVE	MSV	ASV	ri	contr	dj	pj	ij	rs	locus
ri	0,960	0,890	0,041	0,012	0,943						
contr	0,913	0,778	0,029	0,010	- 0,041	0,882					
dj	0,929	0,771	0,009	0,005	0,059	0,015	0,878				
pj	0,924	0,759	0,041	0,010	- 0,202	- 0,023	- 0,004	0,871			
ij	0,987	0,949	1,002	0,181	- 0,079	- 0,169	0,089	0,103	0,974		
rs	0,985	0,971	1,002	0,180	- 0,082	- 0,166	0,090	0,099	1,001	0,986	
locus	0,958	0,919	0,028	0,013	0,110	0,060	0,095	0,001	- 0,167	- 0,166	0,959

4.2.6. Reliability

Internal reliability refers to the homogeneity of items account for a scale. Gefen, et al. (2000) suggested using the internal consistency coefficient or internal consistency reliability.

Among the various methods for calculating reliability, the coefficient alpha is usually the first measure used to evaluate the quality of the device. The grade of the alpha value indicates the ability of the items to capture (Churchill, 1979).

The coefficient value can be a value between 0 and 1, and a value of 0.6 or less indicates inadequate internal consistency reliability (Malhotra, 2004). In this study, the coefficient alpha values for the seven structures are close to 1. For order

quality and order accuracy, Cronbach's alpha values and item numbers are shown in Table 18 and Table 19 respectively.

Table 20: Reliability Estimates for Order Quality

	Cronbach's Alpha	N of Items
Locus_a	0.927	2
Cont_a	0.970	3
DJ_a	0.922	4
PJ_a	0.909	4
IJ_a	0.968	4
RS_a	0.919	2
RI_a	0.960	3

4.2.6.1. Research Model

We employed two different models for order quality and accuracy failures. Table 20 and 21 show the research model and Table 22 and 23 hypotheses for order quality and order accuracy failures, respectively.

Table 21: Reliability Estimates for Order Accuracy

	Cronbach's Alpha	N of Items
Locus_b	0.950	2
Cont_b	0.909	3
DJ_b	0.923	4
PJ_b	0.913	4
IJ_b	0.979	4
RS_b	0.977	2
RI_b	0.960	3

Table 22: Research Model for Order Quality

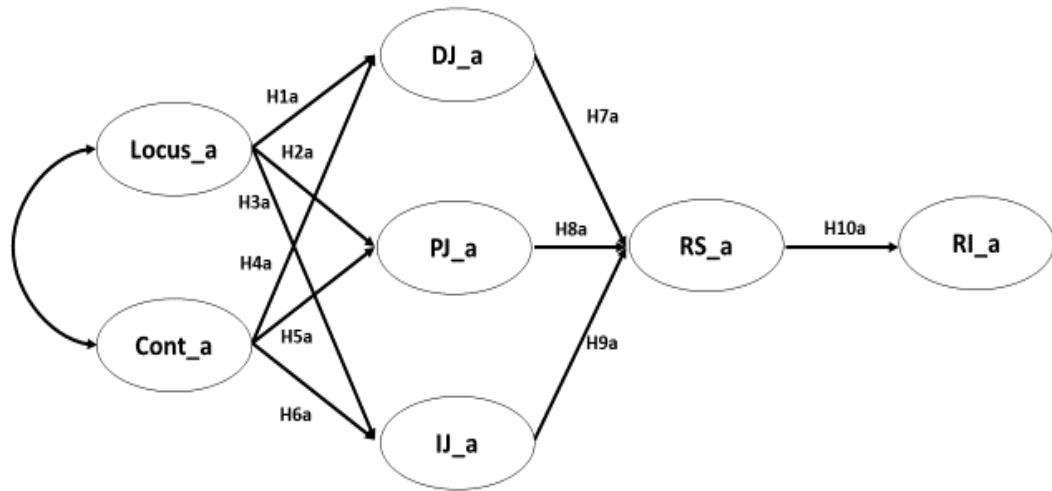


Table 23: Research Model for Order Accuracy

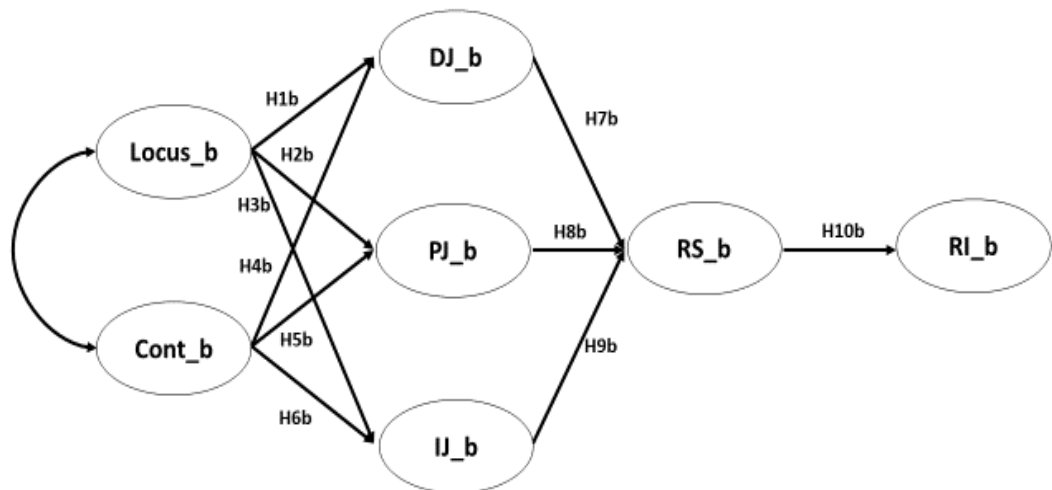


Table 24: Hypothesis Order Quality

<p>H1a. In order quality failures, HoReCa customers' locus perceptions negatively affect their distributive justice evaluations.</p>
<p>H2a. In order quality failures, HoReCa customers' locus perceptions negatively affect their procedural justice evaluations.</p>
<p>H3a. In order quality failures, HoReCa customers' locus perceptions negatively affect their interactional justice evaluations.</p>
<p>H4a. In order quality failures, HoReCa customers' controllability perceptions negatively affect their distributive justice evaluations.</p>
<p>H5a. In order quality failures, HoReCa customers' controllability perceptions negatively affect their procedural justice evaluations.</p>
<p>H6a. In order quality failures, HoReCa customers' controllability perceptions negatively affect their interactional justice evaluations.</p>
<p>H7a. In order quality failure, HoReCa customers' distributive justice evaluations positively affect their recovery satisfaction.</p>
<p>H8a. In order quality failure, HoReCa customers' procedural justice evaluations positively affect their recovery satisfaction.</p>
<p>H9a. In order quality failure, HoReCa customers' interactional justice evaluations positively affect their recovery satisfaction.</p>
<p>H10a. In order quality failures, HoReCa customers' recovery satisfaction level positively affect their repatronage intentions towards cash and carry wholesalers.</p>

Table 25: Hypothesis Order accuracy

H1b. In order accuracy failures, HoReCa customers' locus perceptions negatively affect their distributive justice evaluations.
H2b. In order accuracy failures, HoReCa customers' locus perceptions negatively affect their procedural justice evaluations.
H3b. In order accuracy failures, HoReCa customers' locus perceptions negatively affect their interactional justice evaluations.
H4b. In order accuracy failures, HoReCa customers' controllability perceptions negatively affect their distributive justice evaluations.
H5b. In order accuracy failures, HoReCa customers' controllability perceptions negatively affect their procedural justice evaluations.
H6b. In order accuracy failures, HoReCa customers' controllability perceptions negatively affect their interactional justice evaluations.
H7b. In order accuracy failure, HoReCa customers' distributive justice evaluations positively affect their recovery satisfaction.
H8b. In order accuracy failure, HoReCa customers' procedural justice evaluations positively affect their recovery satisfaction.
H9b. In order accuracy failure, HoReCa customers' interactional justice evaluations positively affect their recovery satisfaction.
H10b. In order accuracy failures, HoReCa customers' recovery satisfaction level positively affect their repatronage intentions towards cash and carry wholesalers.

4.2.7. Structural Equation Modeling (SEM)

In this research, the first step is to perform confirmatory factor analysis (CFA) to test the fit of the measurement model. The second step is to use SEM to analyze the relationships of variables and to explain the path diagrams.

Structural equilibrium modeling is one of the most commonly used methods in the psychology and social sciences to measure the power of research models (Browne 1984; Bentler 1983; Joreskog 1978). SEM combines multiple regression

and factor analysis (Weiner and Craighead, 2010). A structural model consists of two parts; (1) measurement models linking observed variables to latent variables, and (2) a structural part that links hidden variables with simultaneous equations (Jais, 2007).

SEM is widely used in many disciplines such as psychology, consumer behavior and service marketing (Reisinger and Turner, 1999). The reason for the widespread application of SEM is the ability to solve research problems, causal associations between hidden structures, and show them with a path diagram (Reisinger and Turner, 1999).

4.2.8. Path Analysis Results for Order Quality

With structural equation modeling (SEM), proposed structural model was assessed. For order quality, the fit indices of the measurement model were found to be very good Normed Chi-square value (χ^2/df) was calculated as 1,839 and Comparative Fit Index (CFI) as 0.976, both were consistent with the required threshold levels. Root Mean Square Error of Approximation (RMSEA) was found to be 0.053, which indicates a good fit by being close to 0.05 threshold level (MacCallum et al., 1996). The results compared with the criteria are shown in Table 24.

Table 25 shows the summarized results for the hypothesis testing, indicating the values for all hypothesized relationships.

The hypothesis 1a indicating that there is a negative relationship between locus and distributive justice was not supported ($Cr = -0.436$, $p > 0.05$). On the other hand, hypothesis H2a, suggestion that there is a negative relationship between locus and perceived justice, was supported ($Cr = -2,636$, $p = 0.008$). H3a, stating that attribution locus negatively affects interactional justice was not supported ($C.R. < 1.96$; $p > 0.05$). Three hypotheses (H4a, H5a, H6a) advocating that controllability negatively affects distributive, procedural and interactional justice items were not

supported ($Cr < 1.96$, $p > 0.05$). However, hypothesis estimating that in order quality, distributive justice positively affects recovery satisfaction (H7a) was supported ($Cr = 5,727$, $p = 0.000$). On the other hand, hypothesis (H8a) estimating that procedural justice positively affects recovery satisfaction was not supported ($Cr < 1.96$, $p > 0.05$). Hypothesis H9a which assumes that interactional justice positively affects recovery satisfaction, was supported ($Cr = 2,667$, $p = 0.008$). Similarly, hypothesis stating that recovery satisfaction positively affects repatronage intention (H10a) was supported due to significance of the path ($Cr = 2,138$, $p = 0.032$).

Table 26: Goodness-Of-Fit Statistics for Order Quality

Fit Index	Order Quality	Criteria
χ^2	360,488	
df	196	
χ^2/df	1.839	< 3
P	0.000	<0.05
CFI	0.976	>0.90
NFI	0.949	>0.90
GFI	0.905	> 0.85
AGFI	0.878	> 0.80
TLI	0.972	>0.90
RMSEA	0.053	< 0.08

4.2.9. Path Analysis Results for Order accuracy

Chi-square value (χ^2/df) was calculated as 1.705 and Comparative Fit Index (CFI) as 0.984). Both were consistent with the required threshold levels. Other fit indicators were all above the threshold levels. Goodness of Fit Index (GFI) = 0.911; Adjusted Goodness of Fit Index (AGFI) = 0.886; Normed Fit Index (NFI) = 0.961 and Root Mean Square Error of Approximation (RMSEA) = 0.049). The results compared with the thresholds are shown in Table 26.

Table 27 shows the summarized results for the hypotheses testing, indicating the values for all hypothesized relationships.

For order accuracy failures, the hypothesis 1b stating that there is a negative relationship between locus and distributive justice was not supported due to insignificance of the path ($Cr < 1.96$, $p > 0.05$). Hypothesis H2b, for the negative relationship between locus and perceived justice, was not supported ($Cr < 1.96$, $p > 0.05$). But on the other hand, H3b stating that locus negatively affects interactional justice was supported ($Cr = -2,180$; $p = 0.029$). Two hypotheses (H4b, H5b) advocating that controllability negatively affect distributive and procedural justice were not supported ($Cr < 1.96$, $p > 0.05$). On the other hand, hypothesis stating that attribute controllability negatively affect interactional justice (H6b) was supported due to significance of the path ($Cr = -2,093$, $p < 0.036$). In addition, hypothesis estimating that distributive justice positively affects recovery satisfaction (H7b) was supported ($Cr = 2,476$, $p = 0.013$). On the other hand, hypothesis (H8b) estimating that procedural justice positively affects recovery satisfaction was not supported ($Cr < 1.96$, $p > 0.05$). Hypothesis H9b which assumes that interactional justice positively affects recovery satisfaction, was also supported ($Cr = 30,914$, $p < 0.000$). Lastly, hypothesis stating that recovery satisfaction positively affects repatronage intention (H10b) was not supported due to insignificance of the path ($Cr < 1.96$, $p > 0.05$).

The results of the hypothesis tests are summarized in Table 28. Four of the hypotheses were supported in order quality part. Four of the 10 hypotheses are supported for order accuracy.

Table 27: Result of SEM for Order Quality

Paths	Unstandardized factor loading	Standardized factor loading	S.E.	t-values (Cr)	P
DJ_a <--- Att_Locus_a	-0.017	-0.024	0.038	-0.436	0.662
PJ_a <--- Att_Locus_a	-0.211	-0.142	0.080	-2,636	0.008
IJ_a <--- Att_Locus_a	-0.052	-0.035	0.079	-0.662	0.508
DJ_a <--- Att_Cont_a	0.015	0.027	0.034	0.438	0.661
PJ_a <--- Att_Cont_a	0.065	0.056	0.068	0.961	0.337
IJ_a <--- Att_Cont_a	0.048	0.041	0.070	0.691	0.489
RS_a <--- DJ_a	0.805	0.391	0.140	5,727	***
RS_a <--- PJ_a	0.062	0.063	0.054	1,152	0.249
RS_a <--- IJ_a	0.144	0.149	0.054	2,667	0.008
RI_a <--- RS_a	0.135	0.127	0.063	2,138	0.032

Notes: Locus_a = Locus Attribution for Order Quality, Cont_a = Controllability Locus for Order Quality,

DJ_a = Distributive Justice for Order Quality, PJ_a = Procedural Justice for Order Quality,

IJ_a = Interactional Justice for Order Quality, RS_a = Recovery Satisfaction for Order Quality,

RI_a = Repatronage Intention for Order Quality

Table 28: Goodness-Of-Fit Statistics for Order Accuracy

Fit Index	Order Accuracy	Criteria
χ^2	337,647	
df	198	
χ^2/df	1.705	< 3
P	0.000	<0.05
CFI	0.984	>0.90
NFI	0.961	>0.90
GFI	0.911	> 0.85
AGFI	0.886	> 0.80
TLI	0.981	>0.90
RMSEA	0.049	< 0.08

Table 29: Result of SEM for Order Accuracy

Paths	Unstandardized factor loading	Standardized factor loading	S.E.	C.R.	P
DJ_b <--- Att_locus_b	0.098	0.094	0.060	1,641	0.101
PJ_b <--- Att_locus_b	0.046	0.044	0.060	0.757	0.449
IJ_b <--- Att_locus_b	-0.095	-0.124	0.044	-2,180	0.029
DJ_b <--- Att_cont_b	0.005	0.005	0.064	0.079	0.937
PJ_b <--- Att_cont_b	0.024	0.022	0.065	0.375	0.708
IJ_b <--- Att_cont_b	-0.098	-0.119	0.047	-2,093	0.036
RS_b <--- DJ_b	0.042	0.070	0.017	2,476	0.013
RS_b <--- PJ_b	-0.003	-0.005	0.017	-0.160	0.873
RS_b <--- IJ_b	0.710	0.871	0.023	30,914	***
RI_ <--- RS_b	-0.078	-0.043	0.104	-0.744	0.457

Notes: Locus_b = Locus Attribution for Order Accuracy, Cont_b = Controllability Locus for Order Accuracy, DJ_b = Distributive Justice for Order Accuracy, PJ_b = Procedural Justice for Order Accuracy, IJ_b = Interactional Justice for Order Accuracy, RS_b = Recovery Satisfaction for Order Accuracy, RI_b = Repatronage Intention for Order Accuracy

Table 30: Summary of Hypotheses Test

Type	Hypothesized Parameter	Supported / Not Supported
ORDER QUALITY	H1a. In order quality failures, HoReCa customers' locus perceptions negatively affect their distributive justice evaluations.	Not Supported
	H2a. In order quality failures, HoReCa customers' locus perceptions negatively affect their procedural justice evaluations.	Supported
	H3a. In order quality failures, HoReCa customers' locus perceptions negatively affect their interactional justice evaluations.	Not Supported
	H4a. In order quality failures, HoReCa customers' controllability perceptions negatively affect their distributive justice evaluations.	Not Supported
	H5a. In order quality failures, HoReCa customers' controllability perceptions negatively affect their procedural justice evaluations.	Not Supported
	H6a. In order quality failures, HoReCa customers' controllability perceptions negatively affect their interactional justice evaluations.	Not Supported
	H7a. In order quality failure, HoReCa customers' distributive justice evaluations positively affect their recovery satisfaction.	Supported
	H8a. In order quality failure, HoReCa customers' procedural justice evaluations positively affect their recovery satisfaction.	Not Supported
	H9a. In order quality failure, HoReCa customers' interactional justice evaluations positively affect their recovery satisfaction.	Supported
	H10a. In order quality failures, HoReCa customers' recovery satisfaction level positively affect their repatronage intentions towards cash and carry wholesalers.	Supported

ORDER ACCURACY	H1b. In order accuracy failures, HoReCa customers' locus perceptions negatively affect their distributive justice evaluations.	Not Supported
	H2b. In order accuracy failures, HoReCa customers' locus perceptions negatively affect their procedural justice evaluations.	Not Supported
	H3b. In order accuracy failures, HoReCa customers' locus perceptions negatively affect their interactional justice evaluations.	Supported
	H4b. In order accuracy failures, HoReCa customers' controllability perceptions negatively affect their distributive justice evaluations.	Not Supported
	H5b. In order accuracy failures, HoReCa customers' controllability perceptions negatively affect their procedural justice evaluations.	Not Supported
	H6b. In order accuracy failures, HoReCa customers' controllability perceptions negatively affect their interactional justice evaluations.	Supported
	H7b. In order accuracy failure, HoReCa customers' distributive justice evaluations positively affect their recovery satisfaction.	Supported
	H8b. In order accuracy failure, HoReCa customers' procedural justice evaluations positively affect their recovery satisfaction.	Not Supported
	H9b. In order accuracy failure, HoReCa customers' interactional justice evaluations positively affect their recovery satisfaction.	Supported
	H10b. In order accuracy failures, HoReCa customers' recovery satisfaction level positively affect their repatronage intentions towards cash and carry wholesalers.	Not Supported

5. CHAPTER-5 DISCUSSION

5.1.DISCUSSION AND MANAGERIAL IMPLICATIONS

This study describes a set of relationships between service failures experienced by wholesalers and HoReCa firms. In this study, the effects of causal attributions on distributive, procedural and interactional justice were investigated. Moreover we also examined the effect of these justice types on recovery satisfaction. Finally, the relationship between recovery satisfaction and repatronage is investigated.

In order to form the basis of our work, existing customer complaints were collected from the leading companies of the sector. Two important complaints have arisen in this data analysis: order quality and order accuracy. A survey was prepared in the direction of this analysis. The survey was sent to HoReCa companies. The HoReCa companies evaluated the wholesalers they worked with. The two complaints are discussed separately in the results part.

Attribution theory focuses on perceived causes and effects on actions (Folkes, 1984). When customers (HoReCa firms) experience service failures, the wholesaler is the one to blame for the failure. However, the hypothesis for the inverse relationship between the distributive justice and attribution to wholesaler is not supported. Any compensation method does not change the locus of failure perception in HoReCa customers. The same results apply for order quality and order accuracy.

The hypothesis that argues for an inverse relationship between procedural justices and locus to wholesaler was confirmed for order quality. Quick response and fair recovery in order quality failures reduce the failures locus attribution to wholesaler because time loss is seen as an expensive failure outcome (Maister, 1985). HoReCa firms are the customers who make a lot of purchases. FMCG

products are processed again or presented directly to other customers. For HoReCa companies it is important to be able to get a quick return in order quality failures. Quality is mostly associated with procedures. This may also be the reason.

On the other hand, the hypothesis that suggests inverse relationship between locus and procedural justice is not supported for order accuracy. Due to being insignificant, the accusations of HoReCa firms towards wholesalers do not decrease or increase with the procedural justice provided. This is maybe because wholesalers are seen as the only responsible for missing or wrong product even after recovery is provided. According to the Kano model, the customers compare the visible service quality and expected service quality. The perceived quality of service greatly influences customer loyalty and protection (Gray and Boshoff, 2004). As there is no added value, there is no benefit in providing better service than expected (Huiskonen et al., 1998).

Based on the findings, gentleness and politeness reduce the level of attributed to wholesalers. Employees working in wholesalers may reduce the level of locus attribution by their interest and politeness on order accuracy problems. However, this situation is not valid for order quality. This result shows that HoReCa companies do not associate the locus attribution and personal interactions in quality failures.

The analysis suggests that the HoReCa firms were thinking that wholesaler control failure after compensation solution. Besides, we have found nonsignificant relationships between controllability and distributive justice both in quality and accuracy failures.

Furthermore we have not found significant paths between procedural justice - controllability for both of the failures and interactional justice - controllability variables for quality. Applying a timely or fair solution for order quality and order accuracy failures did not reduce or increase attribution of controllability. Two hypotheses in this regard were not supported.

On the other hand, for missing and faulty products complaint, we found that interactional justice do reduce the controllability perception of the failure. In the complaints of missing-faulty products, communication with HoReCa firms becomes important.

Failure can occur due to external causes. However, HoReCa companies generally are not aware of the other players' faulty actions. HoReCa companies recognize the wholesalers, as the only interface point and this, attribute controllability function to those wholesalers.

When service failure occurs, service recovery can increase consumers' perceived justice. We found positive relationship between distributive justice and recovery satisfaction in order quality and order accuracy failures. Distributive equity carries the principle of eliminating the loss of failure with compensations that the customer will receive (Asworth, Free, 2006). Compensation, discount or product change offers proposed by wholesalers affect the satisfaction levels from recovery. This also applies for order accuracy. When HoReCa companies get additional shipment for the missing products, or the replacement for the defective products, recovery satisfaction increase. These findings are in line with the literature stating that distributive justice is a successful implementation for B2B relationships (Brown et al., 2006; Griffith et al., 2006; Hoppner et al., 2014).

No significant paths were found for order quality and order accuracy among procedural justice and recovery satisfaction. In this case, procedural justice did not affect recovery satisfaction.

HoReCa companies emphasized the importance of wholesalers' interactional approach in quality problems. We found that there is a positive relation between interactional justice and recovery satisfaction in both of the failures. Relations between wholesalers and HoReCa firms are important. Apology has an influence on interpersonal relations (Blodgett, Hill and Tax 1997; Clemmer and

Schneider 1996). The collectivist nature of Turkish society can be the cause of these findings (Oflač, 2016). Wholesalers can increase recovery satisfaction by reducing the problems experienced by keeping their communication with their customers strong. In this sense, apologizing, one-to-one solutions and respect one important to achieve high recovery satisfaction levels. Findings of recovery satisfaction are consistent with previous literature (eg, Ok et al., 2005; T. Kim et al., 2009). The results show that a high level of interactional justice for service failure improves the recovery satisfaction.

The repatronage intentions of customers after service failures are also important for wholesalers. Hypothesis, which advocates the positive effect of recovery satisfaction on repatronage intention for order quality, was supported. HoReCa companies emphasis on recovery satisfaction for the maintenance of the relations in quality failures. On the other hand, for order accuracy, this relation is insignificant. Referring to previous literature (Smith and Bolton, 1998; Kelley et al., 1993) a positive relationship between service recovery satisfaction and repatronage intention is supported for order quality.

The study includes the applications in failures. The lack of literature on HoReCa channel makes the findings of the research important from a managerial point of view.

5.2.LIMITATION AND FURTHER RESEARCH

This research contributes to service failure and recovery literature by providing results that enable to better understanding for different service failures and they required recovery strategies. Inevitably, we have some limitations which also point future research opportunities.

The first limitation is that this study focuses on just two complaints. HoReCa firms' complaints can be elaborated by collecting other wholesalers' data for other complaint types.

Secondly, we employed our research in Turkey, in 3 cities. Cultural differences will result in varying results and interactions. According to Carpetener (2000), failure causes vary according to cultural intensity. Comparisons can also be made by conducting further research and collecting data from other regions.

Survey questions can be elaborated. For the locus of blame, more questions can be added into the survey. By inserting other players (e.g. logistics service providers), a multi-agent perspective can be employed and a deeper understanding for the locus and other aspects of failure attribution can be provided.

In the study, although the focus was on service failure, the effect of failure severity was not investigated. The severity of failure can also change depending on sector differences in the HoReCa channel companies. For this reason, the severity of failure in the HoReCa channel is also worth investigating.

Retrospective view was used in survey design. In other words, when replying, past failures were scanned by HoReCa companies more studies can be done with scenario generation.

Finally, the study can be applied in detail by separating the sectors within the HoReCa channel. Catering and restaurant companies may differ in terms of attributions and satisfaction.

Hopefully, this work will inspire other studies to conduct further research in these proposed directions, and will shed more light on the HoReCa channel failure perceptions and required recovery strategies.

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APPENDICES

Appendix I

Sayın Yetkili,

Bu araştırma; HORECA (HoReCa; Hotel/Restaurant/Café veya Hotel/Restaurant/Catering) sevkiyat müşterilerinin karşılaştığı problemleri ve bu problemlere sunulan çözümlerin müşterilerin tutumlarında yarattığı etkileri incelemek amacıyla yürütülen akademik bir araştırmadır. Sorunu ve çözümü okuduktan sonra soruları cevaplandırmak yaklaşık 5 dakikanızı almaktadır. Katılımınız tamamen gönüllülük esasına dayanmaktadır. Bu anketten elde edilecek cevaplar yüksek lisans tezi için kullanılacaktır. Bu nedenle kimlik/şirket bilgilerinizi yazmanıza gerek yoktur. Bu araştırmaya katılmanız sizin için herhangi bir risk taşımamakta olup cevaplarınızın tümü gizli tutulacaktır.

Saygılarımla,

Zeynep KAYA

İzmir Ekonomi Üniversitesi

Lojistik Yönetimi Bölümü YL öğrencisi

Genel Sorular

1) Firma Türünüz

Restoran

Restoransız Konaklama (1-2 Yıldızlı Oteller / Restoransız)

Restoranlı Konaklama (1-2-3-4-5 yıldızlı Oteller – Butik Oteller / Restoranlı Oteller)

Kafe - Pastaneler / Dondurmacılar

Kantin (Okul – Hastane – İşletme – Yurt – Gemi Mutfakları)

Hazır Yemek Dağıtım (Yemek Fabrikaları – Organizasyon Şirketleri)

Fast Food Büfeler

2) Departman ve Pozisyonunuz?

3) Haftada Aldığınız Sevkiyat Hizmet Sayısı....

1

2

3 ve daha fazla

4) Siparişlerinizdeki ağırlıklı ürün Grubu....

- Kuru Gıda Ürünleri Şarküteri Donuk
Gıda İçecek Deterjan – Kişisel Bakım Kullan At
 Gıda Dışı Meyve – Sebze Balık

Problemler Hakkında Ön Bilgi

Sipariş Kalite Problemi – teslim edilen ürünün ambalaj bozukluğu, çürük – bayat olması, kötü koku – tat, küflenme, son kullanma tarihinin yakın olması ve belirli derecede sevki gereken ürünlerde ısı tutmaması unsurlarını içermektedir.

Hatalı/Eksik Ürün Problemi – siparişin hatalı yada eksik sevkedilmesi, alınan ürünün yanlış üründen faturalandırılması unsurlarını içermektedir.

Yukarıdaki problem tanımları ışığında lütfen aşağıdaki sorulara alışveriş yaptığınız **toptancı marketleri** düşünerek cevap veriniz.

Her bir ifadeyi sipariş kalitesi ve hatalı / eksik ürün problemleri açısından değerlendirip ifadelere katılım durumunuzu belirtiniz.

1. Toptancı market ile yaşanan.... probleminin tatsız bir deneyime neden olduğunu düşünüyorum.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

2. Toptancı marketin probleminin istenmeyen sonuçları için suçlanması gerektiğini düşünüyorum.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

3. Toptancı marketin problemindeki hizmet hatasının kontrol edilebilir olduğunu düşünüyorum.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

4. Toptancı marketin problemindeki hizmet hatasının başarısızlığının önlenbilir olduğunu düşünüyorum.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

5. Toptancı marketin..... problemindeki hizmet hatasının kaçınılabılır olduğunu düşünüyorum.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

6. Toptancı marketin.... sorununa getirdiği telafi (ek sevkiyat, muadil ürün...) beklentimizi karşıladı.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

7. Her şeyi göz önünde bulundurursak, sorunun telafisi için yöneticinin yaptığı teklif oldukça adildi.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

8. Koşullar göz önüne alındığında, toptancı marketin sorunun telafisi için yeterli maddi telafi sağladığını hissediyoruz.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

9. Hak ettiğimiz maddi telafiyi (ek sevkiyat, muadil ürün gönderme) alamadık.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

10.problemi ile ilgili şikayetimiz zamanında ele alındı.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

11.problemi ile ilgili şikayetimiz olması gerektiği gibi hızlı bir şekilde çözülmedi.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

12. Toptancı marketin.....problemi için şikayetimizi ele alma prosedürü karmaşıktı.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

13. Toptancı market çalışanları, şikayetimizi ele alma prosedürünü bizim firmamızın ihtiyaçlarına göre ayarlamaya çalışmışlardır.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

14.probleminin çözümünde toptancı market personeli bizim firmamıza nazik davrandı.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

15.problemi düzeltilirken, toptancı market personeli adil olmak için çaba gösterdi.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

16.probleminin çözümü aşamasında toptancı market personeli bizim firmamızın fikrini aldı.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

17.problemi çözüm aşamasında toptancı market personeli bizim firmamızın önerilerini değerlendirdi.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

18. Toptancı market.....sorunumuz için tatmin edici bir çözüm sağlamıştır.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

19. Toptancı marketin.....problemini çözme şeklinden memnun değilim.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

20.problemiyle ilgili olarak, toptancı marketten memnunum.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
Sipariş Kalite					
Hatalı/Eksik Ürün					

21. İhtiyaç halinde bir sonraki seferde aynı toptancı marketi seçeriz.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum

22. Aynı toptancı marketin hizmetlerini kullanmaya devam ederiz.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum

23. Gelecekte aynı toptancının hizmetlerini daha sık kullanırız.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne Katılmıyorum Ne Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum