The Effect of Relationship Quality on Justice - Revisit Intention Relationship: A Study of Cross Strait Leisure Farms

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ABSTRACT

No matter how excellent the service delivered, service provider still often makes mistakes in meeting the expectations of today's guests, who tend to be more demanding and less loyal than ever before. How to prevent service failure and to motivate visitors to revisit a destination has widely discussed. To date, however, fewer studies explored the role of relationship quality (RQ) when they explained how justice (JU) impacted revisit intentions (RI). This study, therefore, tries to address this problem and in order to achieve the study objectives, questionnaire survey method is adopted and instrument is developed based on literature and experts rechecked. Data was collected from cross strait leisure farms and structure equation modeling (SEM) was adopted to analyze the propose model. The findings reveal that JU can lead to the higher RI and RQ also acts a moderator on JU-RI relation. In other words, if farms can establish and maintain a higher RQ with visitors, the relation that higher JU leads to higher RI could be broken. Some more implications were also drawn based on the results.

Keywords: relationship quality**,** justice**,** revisit intentions

1. INTRODUCTION

No matter how excellent the service delivered, service provider still often makes mistakes in meeting the expectations of today's guests, who tend to be more demanding and less loyal than ever before (Kim, Kim, & Kim, 2009). How to prevent service failure has widely discussed (Kim et al., 2009; Namkunga & Jang, 2009).

Furthermore, many studies reveal that justice might be an important factor in responding service failure, achieving higher relationship quality (RQ), leading to higher intention to revisit (Ha & Chung, 2009; Kim et al., 2009; Namkunga & Jang, 2009; Kan, Yen, & Huan, 2009; Yen, Wu, & Wu, 2010). Fewer researches, however, focus on the moderated role of RQ.

One states that RQ could moderate the relationships between justice and future behavioral intentions, such as revisit intention and willingness to recommend (Ha & Chung, 2009). Others demonstrate that RQ could partially mediate the relationship between justice and behavioral loyalty (Kan et al., 2009; Yen & Liu, 2009b). Unfortunately, audiences can not understand which parts of RQ mediate justice-revisit intentions relationship when RQ was measured by multidimensional concepts. Managers are also confused that they don't know which key efforts, such higher justice and/or higher satisfaction, should be done first under the limited resources in achieving visitors' revisit intentions.

Keeping exploring the nature and the extent of RQ would benefit destination authorities in planning and marketing for tourism and outdoor recreation services. Therefore, the objectives of this study are (1) to clarify the role of RQ on justice-revisit intentions relationship; (2) to identify which part of RQ acts key factor in achieving visitors' revisit intentions; (3) to offer some implications based on the results.

2. LITERATURE REVIEW AND HYPOTHESES

2.1 Definition of justice

The concept of justice (JU) can be considered as an important and basic concept by humanity. Equity theory (Adams, 1965) argues that individuals compare their input–output ratios with those of others in order to determine the level of fairness. When individuals perceive inequity, they modify their effort, or change their perceptions of inputs or outcomes in order to achieve actual equity or psychological equity (Adams, 1965; Yen & Liu, 2009b). Of course, one of selections is to terminate the relationship (Ting, 2006). Justice has been defined as output/input ratio and it, has been commonly understood as a broad, multifaceted construct, encompassing three dimensions: distributive justice (DJ), procedural justice (PJ), and interactional justice (IJ), (Alexander & Ruderman, 1987; Yen et al., 2010). DJ refers to "the allocation of costs and benefits in achieving equitable exchange relationships," (Smith et al., 1999; Yen et al., 2010). PJ refers to "the perceived fairness of policies, procedures, and criteria used by decision makers to arrive at the outcome of a dispute or negotiation," (Blodgett et al., 1997; Yen et al., 2010). IJ is related to "the way customers involved and it means the evaluation of the degree to which the customers have experienced

justice in human interactions from the employees of service firms" (Sparks & McColl-Kennedy, 2001; Kim *et al.*, 2009).

2.2 Definition of relationship quality

Relationship quality (RQ) refers to a visitor's perceptions of how well the whole relationship fulfils the expectations, predictions, goals and desires the visitor has concerning the whole relationship (De Wulf *et al.*, 2001, Yen & Liu, 2009b; Yen *et al.*, 2010). RQ is widely considered a higher-order concept that consists of customer relational satisfaction (RS), trust (TRU), and relational commitment (RC); and the concept's relevance for maintaining successful relationships with customers has been discussed widely in relation to the tourism and leisure area (Kan *et al.*, 2009; Yen *et al.*, 2010). RS is an affective state in contrast with more rational outcomes and resulting from an overall appraisal of his or her relationship with leisure farm (Kan *et al.*, 2009; Yen *et al.*, 2010). TRU refers to a visitor's confidence in a farm's reliability and integrity after experienced the service (Kan *et al.*, 2009; Yen *et al.*, 2010). RC is visitor's perception that he/she desired to maintain the valuable relationship with leisure farm (Yen & Liu, 2009a).

2.3 Definition of revisit intentions

The concept of revisit intentions (RI) comes from behavioral intentions. Oliver (1997) defined behavioral intentions (i.e., repurchase and word-of-mouth intentions) as "a stated likelihood to engage in a behavior". Early studies considered repurchase intention to be at the heart of commitment or loyalty (Day, 1969; Jacoby and Kyner, 1973; Jarvis and Wilcox, 1977). RI has been regarded as an extension of satisfaction rather than an initiator of revisit decision-making process (Um, Chon, & Ro, 2006). In line with Han et al. (2009), RI is described as an affirmed likelihood to revisit the restaurant in both the absence and presence of a positive attitude toward the service provider.

2.4 Relationships among concepts

The conceptual model is drawn in Figure 1. One of the main objectives of this study was to examine the role of RQ in the relationship between perceived justice and revisit intentions. Earlier studies state that higher RQ would lead to higher behavioral intentions, repurchase intentions and words of mouth in hospitality context (Kim, Han, & Lee, 2001; Kim & Cha, 2002). Some demonstrate higher RQ, such as satisfied with service provider, trust the service provider and permit to maintain the relation could partially influence loyalty from justice in leisure context (Kan et al., 2009; Yen & Liu, 2009).
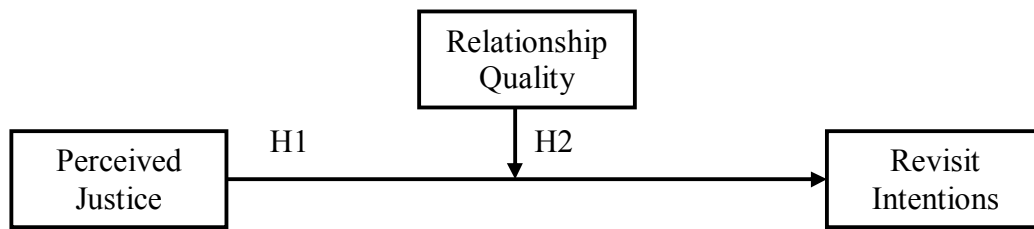
Figure 1 Conceptual model

Moreover, researchers examined the effects of distributive, procedural, and interactional justice on customers' repatronage intention and negative word of mouth intention (Blodgett et al., 1997). Their results found that different levels (low-med-high) of recovery scenarios based on the three justice dimensions to test how each recovery effort, with varying degrees of recovery, influences customer behavioral intentions. The effect of justice on behavioral intentions was significant in customers-firm context encouraging future researchers to examine the justice- revisit intentions relationship. Another showed that perceived justice influences recovery satisfaction and overall satisfaction, which leads to positive behavioral intentions, such as revisit intention and willingness to recommend (Ok et al., 2005). Others found that perceived justice has a positive effect on revisit intentions in hospitality industry (Ha & Chung, 2009). Therefore, this study proposed the following hypotheses:

H1: the higher level of visitors' perceived justice leads to the higher level of revisit intentions.

Furthermore, considering to a situation between visitors and service provider, do visitors care justice problems when there is a good RQ with service provider existed? Ha & Chung (2009) illustrated that customers with high RQ have more confidence in service providers' positive future performance than those with low RQ. The gap, which part of RQ acts more emergent role, has not been clarified. Visitors with higher satisfaction could lead to higher revisit intentions (Um et al., 2006). Visitors, highly satisfied with service provider, might have higher probabilities that less care justice problems than lower ones. Moreover, customers who trust and have a commitment to service provider care future benefits, such as confidence which reduces perceived risk and anxiety, economic advantages such as reduced prices and discounts, and a perception of friendliness and familiarity (Gwinner et al., 1998; Wong and Sohal, 2002). In this case, visitors with higher trust and commitment might have long-term focus on visitor- service provider relationship. Thus, the short-term events (unfair service associate to distribution, procedure and interaction) might have lower probabilities to influence their revisit intentions. Therefore, this study proposed the following hypotheses:

H2：The effects of perceived justice on revisit intentions vary across the levels of relationship quality.

3. METHODOLOGY

3.1 Measure Development

To ensure the content validity of the scales, the items selected constructs were mainly adapted from prior studies. The study used exiting scales for measuring perceived justice, relationship quality and revisit intentions. Nine items for perceived justice were drawn based on the studies of Seider & Berry (1998), Ha & Chung (2009) and Yen *et al.* (2010). Nine items for relationship quality were adopted based on the studies of Yen and Liu (2009a) and Kan *et al.* (2009). Three items for revisit intentions were drawn by Kim et al. (2009), Ha & Chung (2009) and Namkunga & Jang (2009). Likert scales (1-7) with anchors ranging from "strongly disagree" to "strongly agree" were used for all questions. All of the scales showed they had a good reliability and validity in the prior research.

3.2 Data collecting

A personal interview method was employed for the survey. Before collecting data, 16 surveyors were trained for three hours by researcher to let them know the process of this survey. Items measuring the various constructs were mixed in the questionnaire to reduce halo effects. To ensure that respondents were distributed across age and gender, students were assigned to particular combinations of quota criteria and were allowed to select respondents who matched these criteria (e.g. friends, family, and neighbors). Respondents were asked to complete the questionnaire and then describe the meaning of each question, explain their answers, and state any problems they encountered while answering questions. Some questionnaires were also offered at the counter to let visitor fill in. This will help researcher collect different kinds of sample as possible as we can. Furthermore, period of data collection on weekends during May- July 2009 can also help researcher collect the rush time sample and un-rush time sample. Finally, a total of 338 valid questionnaires received from Taiwan and Beijing. With regard to demographic characteristics, approximately 50.9% of respondents were male. About the age, 23.7% respondents are ranging from 20-29 years old, 29.3% respondents are ranging from 30-39 years old, 26% respondents are ranging from 40-49 years old and 21% respondents are ranging from 50-59 years old or above. Approximately 39.4% respondents are university degree. At about 45.6% respondents are at their first visiting.

4. RESULTS

4.1 Measurement Model Analysis

Normality was tested by means of SPSS 17.0 based on the skewness and kurtosis

of the observed variables (Bollen, 1989). Both samples revealed acceptable kurtosis (-0.4.76 ~ -0.058) and skewness (-0.534~ 0.127) for most observed variables except INT (see Table 1). A confirmatory factor analysis (CFA) using AMOS 17.0 is conducted to test the measurement model. The chi-squares (χ^2 = 188) is significant (p <0 .05; Bollen, 1989), a finding not unusual with large sample sizes (Doney & Cannon, 1997). The ratio of chi-square to degrees of freedom (df.) is 1.845 for measurement model are not exceed 2 (Marsh & Hovecar, 1985). The value of goodness-of-fit index (GFI) is 0.943 and adjust goodness-of-fit index (AGFI) is 0.905. The value of root mean square error of approximation (RMSEA) is 0.050. All of the model fit are higher or acceptably close to the standards suggested by Hu & Bentler (1999) 0.90 for GFI and AGFI, and 0.05 for RMSEA. Given that these batteries of overall goodness-of-fit (GFI) indices were accurate and that the model was developed on theoretical bases, and given the high level of consistency samples, no respecifications of the model were made.

The study assessed the quality of our measurement efforts by investigating unidimensionality, convergent validity, reliability and discriminant validity for the unidimensionality of each construct included appropriate items that loaded at least .78 on their respective hypothesized component and loaded no larger than .30 on other components in a factor analysis. In addition, the overall goodness of tit supports unidimensionality (Steenkamp & van Trijp 1991). Convergent validity was supported by all loadings being significant (p < .01) and nearly all R^2 exceeding .50 (Hildebrandt, 1987). For an item and a construct to assess good reliability; square multiple correlation (SMC) should be higher than 0.4, composite reliability should exceed 0.60, and the average variance extracted (AVE) should at least be 0.50 (Bagozzi & Yi, 1988). All scales demonstrate good reliabilities. Hence, reliability is successfully achieved. The study tested discriminant validity by means of checking whether correlations among the latent constructs were significantly less than 1. In all samples, construct correlations indeed met this criterion.

Table 1 Reliability and Validity

Concept	Variable	Mean	SD	Skewness	Kurtosis	Loading	SMC	CR	AVE
JU	DJ	14.37	3.01	-.126	.127	.82	.672	.90	.67
	PJ	14.66	3.11	-.058	-.284	.83	.692		
	IJ	14.71	2.97	-.128	-.041	.80	.642		
RQ	RS	15.38	3.15	-.232	-.046	.90	.811	.92	.79
	TR	15.12	3.28	-.177	-.331	.90	.815		
	RC	14.35	3.30	-.182	-.397	.86	.745		
RI	REV1	4.81	1.28	-.329	-.391	.85	.726	.84	.65
	REV2	4.72	1.30	-.463	-.247	.87	.759		

	REV3	5.02	1.22	-.316	-.445	.69	.473		
INT	IN1	6.43	12.17	2.737	12.269	.72	.514	.95	.69
	IN2	6.75	11.71	2.378	8.739	.84	.703		
	IN3	7.03	11.65	2.099	5.628	.86	.735		
	IN4	6.38	11.06	1.383	4.356	.79	.630		
	IN5	7.08	11.48	1.287	3.535	.88	.773		
	IN6	6.64	11.46	1.530	4.378	.87	.759		
	IN7	6.27	11.00	2.541	11.508	.73	.532		
	IN8	6.42	10.93	2.086	7.587	.88	.779		
	IN9	6.28	10.80	1.905	6.017	.87	.748		

Model fit: χ^2=188.203; df=102 (p= .000); χ^2/df= 1.845; GFI=.943; AGFI= .905; CFI= .986; RMSEA= .050

Note: SMC: Squared Multiple Correlation; CR: Composite Reliability; AVE: Average Variance Extracted

4.2 Structural Model Analysis

First, this study examines the effect of RQ on JU-RI relation. The results of structural model analysis were reported in Table 2. The chi-squares (χ^2 = 188) is not significant (p <0 .05). The ratio of chi-square to degrees of freedom (df.) is 1.845 are not exceed 2. The value of goodness-of-fit index (GFI) is 0.943 and adjust goodness-of-fit index (AGFI) is 0.905. The value of root mean square error of approximation (RMSEA) is 0.050. All of the model fit are higher (lower) or acceptably close to the standards suggested by Hu & Bentler (1999) 0.90 for GFI and AGFI, and 0.05 for RMSEA. The effect of JU on RI is 0.538. Totally 29% variance of RI can be explained by JU. H1 is supported. Then, the main effect of RQ on RI is confirmed (standardized λ = .310; t-value= 2.021). Finally the moderating effect of RQ on JU-RI is found (standardized λ =- .101; t-value= -2.295). H2 is supported.

Table 2 Results of Hypotheses Testing

Independent	Dependent	Std. λ	t-value	R^2
JU	RI	.538	3.404	.689
INT(JU×RQ)	RI	-.101	-2.295	
RQ	RI	.310	2.021	

Model fit: χ^2=188.203; df=102 (p= .000); χ^2/df= 1.845; GFI=.943; AGFI= .905; CFI= .986; RMSEA= .050

5. CONCLUSION

This study is aimed at investigating the potential role of justice in influencing visitors' attitudes, revisit intentions under consideration of relationship quality as a moderator. To readers' knowledge, current study has clarified the role of relationship quality on justice- revisit intentions relationship. The initial results, as expectation, the higher justice could lead to the higher revisit intentions is supported. Moreover, it

reveals that justice- revisit intentions relationship probably can be moderated by relationship quality while it is measured with a multiple dimensions. Each of elements has moderating effect on justice- revisit intentions relationship. The findings can contribute researchers and benefit managers through following implications.

First, revisit intentions could be influenced by justice indicated visitors want to receive fair results compare to their input; they need to be treated by a fairness process; and they desire to have a fair interaction with service providers compare to their input. In line with Kim et al. (2009), repeat guests are an essential asset to any successful hotel business. For farm managers, the significant role of justice in affecting revisit intentions would be supported by fair distributive treatment such as "discounts," "coupons," and "offering free gifts and/or food," (Blodgett et al., 1997; Chebat and Slusarczyk, 2005; Smith et al., 1999; Wirtz and Mattila, 2004; Kim et al., 2009; Yen et al., 2010); fair procedure treatment such as "timeliness," "promptness," "approach," "exibility," "procedure control," "outcome control," "right policy and execution," and "appropriate method," (Blodgett et al., 1997; Chebat and Slusarczyk, 2005; Maxham and Netemeyer, 2002; Smith et al., 1999; Wirtz and Mattila, 2004; Kim et al., 2009; Yen et al., 2010), fair interactional treatment such as "courtesy," "respect," "interest," "careful listening," "effort," "trust," "explanation," "empathy," "apology," and "communication," (Blodgett et al., 1997; Mattila, 2001; Smith et al., 1999; Wirtz and Mattila, 2004; Kim et al., 2009; Yen et al., 2010), which are surely important in achieving back satisfaction from visitors.

Moreover, the higher relationship satisfaction could decrease justice- revisit intentions relationship indicates that no matter how fair provided by a firm, visitors might have higher revisit intentions after they perceived higher relationship satisfaction with service providers. On the other hand, fair treatment should be done to visitors with lower relationship satisfaction. Farm managers should categorize visitors, to clarify the reason what they dissatisfy are, and to offer some things for those satisfied ones on maintaining the relationship.

Furthermore, the higher trust could decrease justice- revisit intentions relationship indicates visitors would have higher revisit intentions when they perceived higher trust to a farm probably without concerning justice. In other words, fair treatment should be done to those visitors who perceived lower trust. Given that Farm managers have confirmed the confidence of visitors, providing a reliable service should be carried out to achieve their confidence. Pricing and label of a product should be honest could be another suggestions to managers.

Finally, the higher relationship commitment could decrease justice- revisit intentions relationship indicates visitors would have higher revisit intentions while they have higher relationship commitment to a firm. Most of all, its moderating effect

is higher than others indicates it should be concerned first. To those ones enjoying site watching, there might have lower probabilities to achieve their relationship commitment. Offering fair treatment seems to be more efficient strategy. For ones who desired to maintain the valuable relationship, managers should focus on the issue how to achieve relationship commitment.

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