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Service recovery and loyalty of Uber sharing economy: The mediating effect of trust

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ABSTRACT

This study investigate how service recovery affect customer loyalty of Uber customers in Ghana and how trust mediate the relationship between recovery and customer loyalty. With the aid of quantitative research design, data was collected from 601 clients of Uber in Accra the capital City of Ghana, situated in the western region of Africa. Structural equation modelling was used to analyze the relationship among the variables. This study reveals a positive and significant relationship exists between procedural justice and trust; distributive justice and trust; interactional justice and trust; and interactional justice and customer loyalty. Trust mediates the relationship between service recovery performance and customer loyalty in the Uber sharing economy in Ghana.

1. Introduction

One of the foremost goals of service-oriented organizations globally is to continuously satisfy customers who are the essence of business sustainability and profit. This business aspiration compel service providers to aspire to fulfil the basic service requirement predicated on novel corporate and marketing strategies to attain a competitive edge. Nevertheless, service providers may occasionally get it wrong during the service delivery process; this is a phenomenon commonly referred to as service failure (Komunda & Osarenkhoe, 2012; Morrisson & Huppertz, 2010; Nikbin, Ismail, Marimuthu, & Armesh, 2012). Similarly, award-winning service organizations are sometimes bedeviled with service failures, which, to some extent, decrease customer satisfaction levels and trust (Akincia & Aksoy, 2019).

Such unavoidable service outcomes affect service image, including overall service perception (Fisk, Brown & Bitner, 1993) having serious implications for service recovery. Service recovery strategies include developing critical procedures for resolving service failure challenges to reduce the negative attitude of disgruntle customers and to pacify frustrated customers and to retain them in the long term (Swanson & Hsu, 2011; Miller, Craighead & Karwan, 2000). Other service recovery strategies include deliberate corporate response to managing service failures (Okoe et al., 2016; Michel, 2001; Patterson, Cowley, & Prasongsukarn, 2006) while adopting reactive customer-oriented strategies such as frankly acknowledging service mistakes through immediate apology, candid explanation of challenging service moments to customers, service rectification and, where necessary, compensating victims (Hewagama, Boxall, Cheung, & Hutchison, 2019; Prasongsukarn & Patterson, 2012).

Furthermore, for service-oriented organizations to succeed, especially in spite of failure challenges, service recovery processes require timeless, careful customer engagement to ultimately deal with customer frustration, which must be managed with care, tact and diplomacy (Michel, S. (2001). Analyzing service failures and recoveries: a process approach. *In*Ogbeide et al., 2017). Also, the successful management of service failures may result in attaining competitive advantage leading to customer loyalty (Hinson, 2012). Other benefits include offering “eye of the beholder’ service recovery strategies, which have the propensity to improve customer satisfaction, promote loyalty, raise returns and, above all, in the long-term lead to praise through positive word of mouth by victims (WOM) (Bitner, Booms & Tetreault, 1990; Hart et al., 1990).

Sharing economy (Perren & Kozinets, 2018; Arvidsson, 2018; Kathan, Matzler & Veider, 2016; Sundararajan, 2016), which is driven by digital technology, is changing consumer-firm behavior and in so doing is influencing the marketing strategies of such organizations worldwide (Chen & Wang, 2019; Eckhardt Giana et al., 2019). This collaborative, shared, exchange or rental economy allows people to use resources without physically owning them (Lessig, 2008). For example,

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the success of Uber, a global ride-sharing service provider, can be attributed to its transformation of the traditional taxi business onto the ubiquitous internet communication technology platform using an application (App) for user convenience, confidence and adoption by tech-savvy consumers.

Uber, a San Francisco tech company in the United States, is one of the largest and fastest-growing mobile tech-ride sharing organizations in the world, which operates in most developed and developing markets (Sthapit & Björk, 2019; Alley, 2016; Ngo, 2015). It was pioneered by Travis Kalanick and Garrett Camp in 2009. Uber's ride-sharing platform currently operates across 50 countries, including 250 major cities. It is projected that Uber's convenient transport service is capable of generating between $15 billion in 2015 to $335 billion in 2025 (PwC, 2015). This online transport App allows consumers with smartphones and tablets to be connected to partnered drivers even though Uber does not own fleets of cars (Wang & Mu, 2018). Again, the smart transport brand is positioned as a low-avarage cost service provider that offers a fantastic user experience powered by a dynamic algorithm (Sthapit & Björk, 2019; Cramer & Krueger, 2016) now serve the middle income working class in developing countries.

The provision of public transport infrastructure can go a long way to enhance Uber operations in any country even though developing economies have infrastructural challenges. According to Frias-Martinez, Virseda-Jerez, and Frias-Martinez (2012), in developing economies, the socio-economic position of individuals is a major component of assessing social advancement as it gives an understanding of the general accessibility of housing, education, health or basic services, for example, water and electricity and public transport.

However, key stakeholders, especially customers and drivers of Uber in Ghana, an emerging sub-Saharan African economy, periodically experience service failures. These service failures have been attributed to technology failure, poor driver-customer relationship, management and poor management- driver/operator (Uber) relationship, unfair pricing policy among others. For instance in 2018, Uber Ghana was accused by its drivers of charging abnormally low fares to promote patronage to the detriment of car owners and drivers. Over 300 drivers protested against this experience describing Uber's behavior as "unfriendly", "unfair" and "unfavorable". This incident compelled the drivers to withdraw their services for two weeks (Ghana Web, 2018) calling on passengers not to patronize Uber. This policy was corroborated by official sources of Uber that it was a adopting a corporate pricing policy meant to attract more drivers and clients to sign into its service (Uber, 2015; Jiao, 2018). The development negatively affected the online taxi service sector as they were considered unreliable by their targets.

This kind of unfriendly user experience (technically known as a service failure) demands prompt service recovery to meet the international Uber brand standard. Indeed, effective service failure management could result in a competitive advantage, which eventually leads to customer loyalty (Okoe et al., 2016; Hinson, 2012). Consequently, it indicates that frontline staff are crucial in service recovery. Over the years, service recovery activities have received limited attention from scholars in emerging markets like Ghana (Okoe et al., 2016; Boateng & Agyemang, 2015). Given such gaps in the literature in Ghana, a sub-Saharan economy, it is worth investigating. This paper, therefore, attempts to analyze the influence of service recovery and the loyalty of Uber customers in a sharing economy, mainly in assessing the mediating effect of trust.

1.1. *Literature and theoretical framework*

The theoretical foundation of this new study is based on previous empirical studies anchored on four components, namely: sharing economy (Eckhardt Giana et al., 2019; Perren & Kozinets, 2018; Arvidsson, 2018); service recovery (Akincia & Aksoy, 2019; Orsingher, Valentini & de Angelis, 2010); customer loyalty (Huang, Cheng, & Chen, 2017; Kandampully, Zhang, & Bilgihan, 2015; Oliver, 1997; Rather & Hollebeek, 2019); and trust (Moorman, Zaltman, & Deshpande, 1992; Rather & Hollebeek, 2019).

1.2. *The sharing economy*

To appreciate the effect of the sharing economy, one has to primarily look at it from the marketing perspective in assessing it from the traditional market economy (Eckhardt Giana et al., 2019). Similarly, Kumar, Rajan, Gupta, and Dalla Pozza (2019) argue that marketing prescriptions for the sharing economy depend on adaptive customer acquisition and retention. The sharing economy is not different from traditional marketing principles as it often creates positive community value through structured competition and astute service marketing strategies based on a firm's strength and weakness.

Available literature suggests that Rifkin's (2000) pivotal research on tech-based sharing economies brought to the fore the transformative benefits of the sharing economy (Perren & Kozinets, 2018). Pioneer characterizations of the sharing economy recognized its temporary access and permanent ownership (Bardhi & Eckhardt, 2012; Kathan, Matzler & Veider, 2016). Over time, researchers have acknowledged how the sharing economy provides access to physical and intangible goods as well as less-tangible products in the form of space, time, services, talents, ideas and knowledge among others (Kathan, Matzler & Veider, 2016; Heinrichs, 2013; Bouncken & Reuschl, 2018; Arvidsson, 2018; Botsman, 2013; Habibi, Kim & Laroche, 2016).

The current digital-sharing economy, or collaborative, is primarily associated with digital social network technologies and conducts similar to modern technological applications (Botsman & Rogers, 2011). Perren & Kozinets (2018) describe the sharing economy as a "market formed through an intermediating technology platform that facilitates prompt exchange among a network of equivalently positioned economic actors". This technological platform allows people within and across virtual communities to be connected via technology for mutual benefit leveraging of basic skills and services like transportation (Dillahunt & Malone, 2015).

Botsman and Rogers (2011) prescribe four basic collaborative principles for the sharing economy's success: trust between strangers; idling capacity; critical mass; and faith in the ordinary people. Every single one of these principles is measured fairly evenly, although some might be weightier depending on the type of service being shared and with whom it is being shared. The sharing economy thrives on trust between parties involved being functional. For example, sharing a transport service requires some degree of trust between the passenger and service provider to be effective. The unexploited capability of the shared resource, for example, vacant seats remain idle capacity. For instance, people who have excess or idle resources overtime must be able to maximize or utilize these idle resources through sharing.

Theoretically, based on Adams's (1963) equity theory, which argues that people must receive value equal to the resources they exchange. Akincia and Aksoy (2019) and Orsingher, Valentini & de Angelis (2010) argue that to win back disgruntled customers and ultimately make them trust brands, firm strategy should be based on effective service recovery strategies aligned to equity and justice, such as distributive justice, interactional justice and procedural justice, which are crucial in service recovery management.

Hence, perceived justice in service recovery (Adams, 1963; Nikbin et al., 2012) entails that trade among parties should weigh inputs such as the cost of service failure, economic cost, time, effort, and psychic costs against service results as well as notable recovery experience, remorseful apology, brand replacement efforts such as a cash refund. A fair service delivered must be perceived by customers to be equally balanced between customer exchanges. Any time customers see service expectations to be falling short of the resources expended; the rational customers experience inequity. Justice-based models operate in three different areas (distributive, procedural, and interactional). They are generally utilized to explicate how customers assess a firm's service recovery (Chebat & Slusarczyk, 2005). Adams (1965) further argues that service failures form a negative opinion in the mind of customers about service justice (distributive justice), perceived fairness of methods (procedural justice) and perceived integrity of how customers were treated (interpersonal justice).

1.3. Procedural justice and trust

Procedural justice (Bahri-Ammari & Bilgihan, 2019; Blodgett, Hill, & Tax, 1997; Chan & Ngai, 2010; Norizan, Arham, & Norizan34, M. N., 2019; Ogonu, Nwokah, & Acee-Eke, 2019) is the perceived fairness of the methods employed by decision-makers, especially to attain a fair outcome usually through negotiation. Procedural justice is what an individual perceive to be fair regarding rules applied to aid decision-making (Folger & Greenberg, 1985). In a seminal paper titled "Why People Obey the Law", Tyler (1990) proposes a model for studying procedural justice, legitimacy, and how the two influence perceptions of justice system(Nuño & Morrow, 2020). The model proposes that perceptions of legitimacy are preceded by perceptions of procedural justice (Nuño & Morrow, 2020). In service failure/recovery, procedural justice highlights customers view of justice throughout the process as well as the strategies put in place to fully recover the failed service outcome (Ogonu et al., 2019; Norizan et al., 2019; Bahri-Ammari & Bilgihan, 2019; Mattila, 2001). It focuses on the processes one goes through to reach an amicable service outcome.

Greenberg (1990) posits that the process of procedural justice is an expressive way of resolving conflicts, a process that promotes friendly, productive relationships devoid of dispute among parties. Characteristics of procedural justice (Tax et al., 1998; Blodgett et al., 1997) encapsulate six sub-dimensions: flexibility in engagement and decision; easy accessibility; convenient procedure control; friendly decision control; prompt response; and fair acceptance of responsibility. Procedural justice seeks to portray that the fairness of process depends on the procedure resulting in correct outcomes. An example, is that if the procedure being used is a criminal trial, then the right outcome would be exoneration of the innocent or conviction of the guilty. A study by Yamaguchi (2009) demonstrates that there is a solid connection between procedural justice and trust. The study shows that perceived procedural justice lessened the suspicion of Japanese employees, whereas it enhanced the trust of American employees. From the above, we hypothesize that.

H1. : Procedural justice has a positive and significant influence on trust.

1.4. Distributive justice and trust

Smith et al. (1999) postulate that distributive justice thoroughly evaluates the cost and benefit derived from an equitable transaction. Distributive justice reflects the degree to which an individual perceives a condition as fair by comparing their input/output in interactions with a focal object (Leclercq, Poncin, Hammedi, Kullak, & Hollebeek, 2020; Patterson et al., 2006). In a service failure/recovery scenario such as a car rental service, distributive justice symbolizes perceived fairness of the outcome of a service failure/recovery (Moroni, 2019; Ogonu et al., 2019; Cheng, Gan, Imrie, & Mansori, 2019; Holloway et al., 2009). This philosophy originates from the equity theory (Adams, 1963) and the social exchange theory, which highlight the unique role played by equity in influencing social transactions.

The equity theory argues that fair exchange is proportional to an individual's contributions to an exchange (Messick & Cook, 1983). It centers on the result of the transaction to take into account cash rewards, for instance, refunds for poor service and service discounts among others (Cheng et al., 2019; Maxham & Netemeyer, 2002). Researchers like Chabat and Slusarczyk (2005) and Norizan et al. (2019) regard service recovery assessment of distributive justice through what is perceived as "just", "fair", "equal value", and "rewarding". Aryee, Budhwar, and Chen (2002) found that distributive and procedural justice is connected to trust in organizations. So for example if a firm has recovery policy for failed service then what is given to any customer must be comparable in value to the failure suffered. Moreover what is given to men should be the same for women in order to maintain trust of customers. All customers must have equal opportunity to the service recovery process by Uber. Therefore, we hypothesize that.

H2. : Distributive justice has a positive and significant influence on trust.

1.5. Interpersonal justice

Interpersonal justice (Dang & Pham, 2020; Malagueño, Gölgeci, & Fearne, 2019; Wang, Ford, Wang, & Jin, 2019; Tax et al., 1998) is "the perceived fairness of interpersonal treatment that people receive during the enactment of procedures". In a service failure/recovery situation, especially in the transport service, a thorough evaluation of customer experience is required through human interaction by service employees particularly in the recovery process (Sparks & McColl-Kennedy, 2001; Wang et al., 2019). Critical dimensions of interpersonal justice include employee courteousness, trustworthiness, compassion, effort, and apologizing (Tax et al., 1998; McColl-Kennedy & Sparks, 2003; del Rio-Lanza et al., 2009). For example when customers observe interpersonal justice failure within orgaisations they loose trust in the firm treating them fairly in case of failure recovery process situation. Employees who have not been treated fairly may not be in a good position to help customers in the service recovery process.

1.6. Interactional justice and trust

Interactional justice (Bies, 2005; Bies & Moag, 1986; van Dijke et al., 2019) concentrates on the relational aspect of corporate practices where interpersonal relationships, behavior and communication engage with corporate power (Bies, 2005). Interactional justice functions on honesty, respect, and the cordial relationship between supervisors and employees (Bies & Moag, 1986; Tyler & Bies, 1990). Where a firm experiences low interactional justice, employees, especially subordinates, feel threatened. When a manager is exercising interactional justice in the work place, she or he will not promote an employee based favoritism or friendship but rather on employees' experience, merit, and performance.When the public observes that some employees are not promoted based on merit it can lead to mistrust. This often allows the public to perceive such a development as dishonest and disrespectful as it has the propensity to reduce an organization's corporate image (van Dijke et al., 2019; Berger, Ridgeway, Fisek, & Norman, 1998). Consequently, customers feel socially disengaged and inept to some extent (van Dijke, De Cremer, Mayer, & Van Quaquebeke Fluera & Eckhardt, 2012; van Dijke et al., 2019). Available findings indirectly show that low (vs high) interactional justice weakens intrinsic motivation (Zapata-Phelan et al., 2009). Interactional justice is connected to information justice to enhance relationships among parties.

Greenberg (1993) believes that "key components of interpersonal fairness deal with interpersonal sensitivity perceived as primary constructs of interpersonal justice". Similarly, Greenberg (1993) posits that key components of interactional justice manifest through good communication, which is described as interactional justice (Ogonu et al., 2019; Wei, Ang, & Anaza, 2019). This shows the appropriateness and truthfulness of the information shared with parties mainly to prevent negative consequences (Colquitt, 2001). Interactional justice adopts equity thoughts in explaining issues and subsequent decision making (Ambrose et al., 2007). Poor service management often leads to injustice, which may tend to threaten relationships. In addition, firms must adapt interactional justice in managing post-failure condition service delivery to enhance the information fairness perception of their clients. Wong, Ngo, and Wong (2006) posit there is a substantial connection between interactional justice and trust among staff in Chinese firms. We, as a result of this, hypothesize that.

H3. : Interactional justice has a positive and significant influence on trust.

1.7. Justice and customer loyalty

Customer loyalty antecedents are the most cherished marketing goals; hence, this area of study has received enormous research attention globally (Huang et al., 2017; Kandampully et al., 2015; Rather & Hollebeek, 2019). Customer loyalty, as stated by Oliver (1997), denotes "a deeply held customer intent to patronize or rebuy preferred products consistently over time, despite deliberate influences and marketing programmes aimed at selling more of a firm's brands". Customer loyalty promotes repurchase intent, which is known as behavioral loyalty signifying a firm's willingness to sell prominent brands (Liat, Mansori, Chuan, & Imrie, 2017). However, customer loyalty is a precursor of customer satisfaction, which reveals a customer's overall assessment of a firm's brand performance (Anderson, Fornell, & Lehmann, 1994; Rather & Hollebeek, 2019). Oliver (1997) futher argues that a customer's (un) met expectations often generate (dis)satisfaction probably through service or product failure. It is worth stressing that when a customer's expectation exceeds or delights anticipated results that customer becomes satisfied, which generally leads to customer loyalty (Su, Swanson, Chinchanachokchai, Hsu, & Chen, 2016).

The justice theory is founded on social psychology to succinctly explain how people respond to conflict situations (Blodgett et al., 1997; Olson & Ro, 2019). For example, in a service failure and recovery situation, perceived justice demonstrates customers' post-recovery satisfaction (Smith et al., 1999; Tax et al., 1998), which subsequently results in behavioral intentions of repurchase decision, which could have positive or negative consequences (Wirtz & Mattila, 2004). Bell & Zemke (1987) argue that a service failure is a situation where customers become dissatisfied with a firm's products or service because they perceive the service they receive to be inferior as compared with their initial expectation. This negative experience can be salvaged using impecable service recovery strategies. Consequently, service recovery is perceived as the steps an institution performs to resolve a service failure, which becomes the remedy for managing service failure (Gronroos, 1988).

In a research conducted by Chang & Chang (2010) on airline customers who had encountered a service failure and recovery, it was found that interactional justice had an indirect influence on customer loyalty, and procedural justice had a significant direct impact on customer loyalty. Also, the results from a study conducted by Bahri-Ammari and Bilgihan (2017) demonstrate the necessity to concentrate on distributive justice so as to foster satisfaction and loyalty. We, therefore, hypothesize that.

H4. : Procedural justice has a positive and significant influence on customer loyalty.

H5. : Distributive justice has a positive and significant influence on customer loyalty.

H6. : Interactional justice has a positive and significant influence on customer loyalty.

1.8. Trust

Customer trust can simply be explained as "consumers' willingness to rely on a service provider with confidence" (Moorman et al., 1992); this is influenced by the belief that service providers will always offer the right remedy to fix service failures (Olson & Ro, 2019; Söderlund & Julander, 2003). In the digital environment, the significance of trust is stressed because of the intricacy of digital communication and the probability of dishonest and volatile conducts (Gefen & Straub, 2004). Online reviews affect customers' trust in a firm, brand awareness, and product reception (Cantallops & Salvi, 2014). Also, potential customers utilize online reviews to decrease risk and doubt in a buying scenario (Wang & Emurian, 2005). Generally, trust depends on two key elements, which are benevolence and credibility (Rather & Hollebeek, 2019). A satisfied customer develops benevolence and brand reliance, toward to firm's goods as it is perceived products offered to be honest, and pure. Credibility, on the other hand, denotes a customer's belief in the firm's competence in producing the desired quality product.

H7. *: Trust mediates service recovery performance and customer loyalty.*

2. Methodology

2.1. Study design and sampling

This study adopt the quantitive study design to study how service recovery and loyalty of Uber sharing economy including the mediating role of trust. It is worth stating that Ghana, a developing economy operates a poor turn around public transport system with the private sector playing a vital role in moving passengers and cargo around. Ride-sharing service providers in Ghana include Ubcr, Bolt, Yango, Taxify among others with Uber being the most popular. The sample on the study were clients of Uber in Accra the capital of Ghana who often use the online service qualified to participate in the survey. With the aid of the simple random sampling procedure, quantitative data were gathered from 601 out of 716 participants, which represent 84% of participants who had agreed to take part in the study. Researchers deliberately joined Uber taxi to obtain data from passengers after which the rest were data obtained from randomly from the public.

The sample of this study comprised of respondents with varying backgrounds and levels of education as Table 1 depicts. They comprised public sector employees (Civil/Public Servants) who were 166 (23.4%), 121 students (17.1%), 201 private-sector employees (28.3%), 162 self-employed (22.8%) and 59 unemployed (8.3%) persons. The respondents who used Uber daily were 36 (6%), weekly users were 177 (29.5%), monthly users were 131 (21.8%), and those who used it occasionally were 257 (42.8%). Some participants owned cars 139 (23.1%), while 462 (76.9%) did not own cars but use Uber online taxi service for economic and personal reasons. Data were gathered in July and August of 2019.

The first aspect of the research instrument was created using the five-point Likert scale that ranged from 1 (strongly disagree) to 5 (strongly disagree). The scales used were adapted from earlier studies that have been already validated. In essence, for perceived procedural justice, the statements used were taken from the statements put together by Bies and Tyler (1993) and Bies, Shapiro, and Cummings (1988). The statements for distributive and interactions justice were taken from Blodgett et al. (1997) and revised to suit the current study. The statements on trust were taken from Aryee et al. (2002) and adopted to suit the present study. The second aspect of the instrument gathered information on the demography of participants. Demographic information, including age, gender, educational background, occupation, car ownership and frequency of Uber usage were collected.

2.2. Analysis

In analysising the data, Partial Least Squares (PLS) was employed (SmartPLS Release: 3.2.7 (Ringle et al., 2015). PLS is not influenced by sample size; hence, it is preferred by researchers analyzing data that is not usually distributed (Hair et al., 2011). The significance of individual paths was checked utilizing the PLS method of bootstrap t-values (5000 sub-samples) (Tortosa, Moliner, & Sanchez, 2009).

Table 1
Background Information of Respondents.

Variable	Frequency	Percent
Gender		
Male	280	46.6
Female	321	53.4
Age		
Below18yrs	14	2.3
18–24 yrs	186	30.9
25–35 yrs	264	43.9
36–57 yrs	122	20.3
Above 57 yrs	15	2.5
Education		
Basic/JHS	13	2.2
SHS/TVET	89	14.8
Professional	167	27.8
Diploma	159	26.5
Graduate	124	20.6
Post Graduate	49	8.2
Occupation		
Student	121	17.1
Public Sector Employee[Civil/Public Servant]	166	23.4
Private Sector Employee	201	28.3
Self-Employee	162	22.8
Unemployed	59	8.3
Sector of operation		
Public sector	199	33.1
Private SME	246	40.9
Private corporate	156	26
Average monthly income		
Below GH 1000	193	32.1
GH 1000 - 5000	336	55.9
GH 6000- 10,000	60	10
GH 10,000- 16,000	10	1.7
Above GH 16,000	2	0.3
How often do you use Uber		
Daily	36	6
Weekly	177	29.5
Monthly	131	21.8
Occasionally	257	42.8
How much do you spend per Uber ride		
Below GH 10.00	133	22.1
GH 11–40.00	367	61.1
GH 41–60.00	89	14.8
Above 60.00	12	2
Do you own a car		
Yes, I do	139	23.1
No, I don't	462	76.9
Total	601	100

3. Results

A high response rate of 86% was received; as a result, non-response bias analysis was not carried out (Ledden et al., 2011). The exploratory factor analysis with the extraction of a single factor achieved a variance of 44.03% (which is less than 50% variance) showing the lack of common method variance bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Analysis of the scale items using the Kolmogorov-Smirnov and Shapiro-Wilk tests of normality demonstrated that the data greatly varied from a regular distribution, which further affirms the suitability of PLS-SEM for the data analysis.

3.1. Confirmatory factor analysis

All five constructs were measured reflectively. To test the measurement model for reflective constructs, researchers need to test for convergent and discriminant validity (Hair, Hult, Ringle, & Sarstedt, 2016). Table 2 presents the item loadings and bootstrap t-values (5000 sub-samples) (Tortosa et al., 2009). Furthermore, all the five constructs had Cronbach's alpha, composite reliability and average variance extracted values higher than 0.7, 0.7 and 0.5, respectively, which is endorsed by Hair et al. (2016) for convergent validity, as shown in Table 2. The results imply that convergent validity has been satisfactorily attained.

Table 2
Item loadings.

Construct	Loading	t-values
Procedural Justice		
Uber gave me a chance to tell them the details of my problem	0.876	62.072
Uber adapted its complaint handling procedures to satisfy my needs	0.916	105.628
Overall, the procedures followed by Uber in handling the problem were fair	0.874	71.846
Distributive Justice		
I got what I deserved	0.905	45.919
The result I received from the complaint was fair	0.924	110.969
Interactional Justice		
The employees of Uber seemed to be very interested in my problem.	0.869	69.003
The employees of Uber understood exactly my problem	0.868	63.570
The employees of Uber were very keen on solving my problem	0.870	67.030
Overall, the employees' treatment during the complaint handling was fair	0.838	49.839
Trust		
Uber has the necessary skills and knowledge to fulfil its tasks	0.809	43.010
Uber keeps its promises	0.863	65.567
Uber keeps customers' interests in mind.	0.865	69.773
Customer Loyalty		
I will go on using the services of Uber	0.828	59.410
If I had to use a cab service, I would prefer Uber	0.827	48.150
I recommend Uber to people	0.878	74.024
I encourage friends to use Uber	0.868	72.659

Note: All bootstrap t-values are significant at 0.01 level of significance.

Discriminant validity has been attained because the square root of the average variance estimates gotten for all five constructs is higher than the inter-construct connections between them as indicated in Table 3 (Fornell & Larcker, 1981; Hair et al., 2016). Additionally, the heterotrait-monotrait ratio of relationships using the 0.85 approaches ($HTMT_{0.85}$) (Henseler, Ringle, & Sarstedt, 2015) showed that all relationships were below 0.85. This indicates that every individual construct is different and varies from the other measurement constructs in the model, and consequently, the five construct model validates discriminant validity.

3.2. Structural model analysis

A structural model was built by examining the interrelationships between the subjects of service recovery performance, trust and customer loyalty. An assessment of the predictive accuracy (R^2) of the structural model demonstrated a moderate explanatory power for trust (33%) while customer loyalty had a high explanatory power (50%) (Hair et al., 2016; Cohen, 1988). Moreover, Q^2 – values of 0.156 and 0.321 were attained for trust and customer loyalty, both of which are higher than 0 showing predictive relevance (Chin, 2010; Hair et al., 2016). Finally, the effect sizes (f^2) calculated for the exogenous variables demonstrated that procedural, distributive and interactive justices all had minor effect sizes on trust. Furthermore, the trust had a great effect size on customer loyalty (Cohen, 1988). The results of predictive accuracy (R^2), predictive relevance (Q^2) test and effect sizes (f^2) are given in Table 4.

3.3. Hypothesis testing

The outcomes of the structural model are given in Fig. 1. All paths are statistically significant except the relationship between procedural justice and customer loyalty, and distributive justice and customer loyalty. As a result, four of the first six hypotheses of this study are affirmed in this context. Precisely, a positive and significant link exists between

Table 3
Summary Convergence and Discriminant Validity (Square root of AVEs in diagonal-bold).

Construct	Convergence Validity			Fornell-Larcker Criterion					Heterotrait-Monotrait Ratio (HTMT) Criterion				
	α	C.R	AVE	1	2	3	4	5	1	2	3	4	5
1. Procedural Justice	0.867	0.919	0.790	**0.889**									
2. Distributive Justice	0.805	0.911	0.836	0.643	**0.914**				0.770				
3. Interactive Justice	0.884	0.920	0.742	0.728	0.565	**0.861**			0.829	0.668			
4. Trust	0.801	0.883	0.716	0.527	0.470	0.496	**0.846**		0.631	0.585	0.584		
5. Customer Loyalty	0.872	0.913	0.724	0.460	0.408	0.452	0.696	**0.851**	0.529	0.487	0.509	0.830	

Table 4
Predictive Accuracy (R^2), Predictive Relevance (Q^2) and Effect Sizes (f^2).

Constructs	R^2	Q^2	f^2(Trust)	f^2(Customer Loyalty)
1. Procedural Justice	_	_	0.04(Small)	0.00(None)
2. Distributive Justice			0.03(Small)	0.00(None)
3. Interactive Justice			0.03(Small)	0.01(None)
4. Trust	0.325	0.156	_	0.496(Large)
5. Customer Loyalty	0.502	0.321	_	_

procedural justice and trust, distributive justice and trust; interactional justice and trust; and interactional justice and customer loyalty. Table 5 gives a summary of the hypotheses and conclusions.

3.4. Mediation role of trust

In testing for mediation in PLS-SEM, Nitzl, Roldan, and Cepeda (2016) propose testing for the significance of the indirect impact of the exogenous variables (procedural, distributive and interactional justices) on the endogenous variable (customer loyalty) via the mediator (trust). If the indirect impact is significant, then mediation is present or else there is no mediation. From Table 6, trust fully mediates the connection between procedural justice and customer loyalty and distributive justice and customer loyalty. Furthermore, trust partially mediates the association between interactional justice and customer loyalty. The findings lend support to the seventh hypothesis (H7).

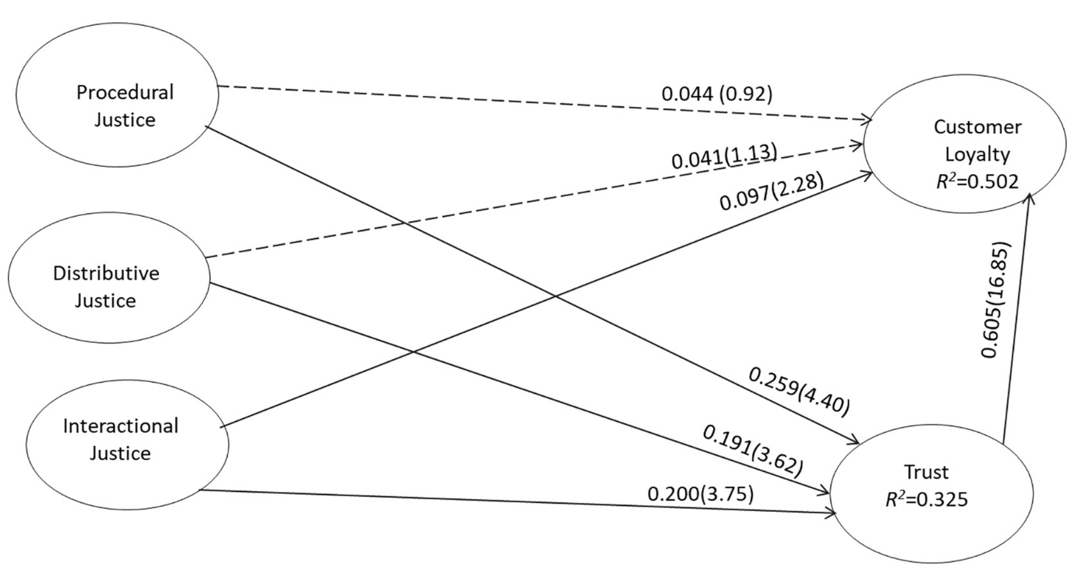
3.5. Discussion of findings

This research has revealed that a positive and significant relationship exists between procedural justice and trust; distributive justice and trust; interactional justice and trust; and interactional justice and customer loyalty. Trust mediates the relationship between service recovery performance and customer loyalty in the Uber sharing economy in Ghana. Procedural justice is considered to be essential for customer commitment. Therefore, the country managers of Uber and their drivers have to put in place transparent and unambiguous service recovery procedures (Aggarwal & Larrick, 2012). This corroborates the findings of Spreng, Harrell, and Mackoy (1995) and suggests that firms that have a well-designed service recovery plan in place are more likely to satisfy aggrieved customers better and have a higher chance of turning disgruntled clients into satisfied clients. Findings from this research

Table 5
Structural path results.

Hypothesis	Structural path	Path coefficient	t-value (Bootstrap)	Hypothesis results
H1	Procedural Justice → Trust	0.259**	4.397	Supported
H2	Distributive Justice → Trust	0.191**	3.621	Supported
H3	Interactional Justice → Trust	0.200**	3.745	Supported
H4	Procedural Justice → Customer Loyalty	0.044	0.918	Not Supported
H5	Distributive Justice → Customer Loyalty	0.041	1.127	Not Supported
H6	Interactional Justice → Customer Loyalty	0.097*	2.283	Supported

Note:**significant at $p < 0.01$; *significant at $p < 0.05$.



Note: t-values in parenthesis; Dotted line means path is not statistically significant

Fig. 1. Structural model showing relationship between service recovery performance, trust and customer loyalty.

Table 6
Mediation Test Results.

Mediation Paths	Path coefficient "a"	Path coefficient "b"	Path coefficient "c"	Indirect effect (a*b)	SD (ai*bi)	t	Mediation Type	Proportion of Mediation
PJ > T > CL	0.259**	0.605**	0.04	0.157**	0.037	4.231	Full	N/A
SJ > T > CL	0.191**	0.605**	0.041	0.116**	0.032	3.556	Full	N/A
IJ > T > CL	0.200**	0.605**	0.097*	0.121**	0.033	3.694	Partial	0.555

Note:**t-values are significant at $p < 0.01$; PJ (Procedural Justice), DJ (Distributive Justice), IJ (Interactional Justice), T(Trust), CL (Customer Loyalty).
"a" = path between exogenous variable and mediator.
"b" = path between mediator and endogenous variable.
"c" = direct path between exogenous variable and endogenous variable.

affirm the study of De Witt et al. (2008), who found that the mediating role of trust can enhance the delivery of effective service recovery strategies and in so doing increase customer loyalty. They go on to explain that justice theory indicates that a customer assesses a service recovery effort as either just or unjust. Hence, the perception of justice affects a customer's loyalty to the service provider.

It is demonstrated that there is a connection between service recovery performance and customer loyalty (Azemi et al., 2018; Chen, 2016). Therefore, Uber must put in place policies and practices that do not undermine the effectiveness of its critical service recovery performance. Other components of service recovery performance that Uber should give attention to including strategies such as fair compensations, and accessible complaint procedure practices that have customer loyalty at its core. Empirical evidence from this paper suggests that service recovery strengthens customer loyalty. Hence, procedural, interactional and distributive justice all affect customer loyalty with regard to Uber's activities in the Ghanaian context. This finding supports Hemsley-Brown and Alnawas' (2016) findings that service quality influences customer loyalty or repurchase intention when customers are satisfied, loyal and committed. It is essential to understand that trust mediates the dynamics of how service recovery affects customer loyalty.

3.6. Contribution to theory

This paper's findings contribute to the growing marketing literature on the mediating role of trust in service recovery performance. Hence, we propose a model that does not just depict trust as a major mediator in the connection between perceived justice and customer loyalty, but also looks at the contribution of each of the three aspects of justice to customer loyalty. This paper highlighted the role of trust in the service recovery process. The findings of trust playing a complete mediating role between justice and loyalty have been recorded within the Ghanaian Uber platform. This outcome is important. Without the presence of trust as a mediator, our comprehension of the connection between justice and loyalty may not be complete.

Furthermore, our findings indicate that customers' perceived levels of justice after service recoveries affect their trust in service providers. This shows that although customers are not in control of the recovery process, their feelings and trust have a direct effect on their conduct and behavior toward service providers. Findings from this study show that trust has a complete mediating role. This outcome means that a good recovery positively influences customer trust and improves loyalty to the service provider. The theoretical extension of the trust-commitment model offered by the current study is underpinned by Price and Arnould's (1999) research. They suggested that friendship makes firms achieve their primary goal of profit. Friendship is built on trust, and the more friendly firms are with their clients, the more profitable they can become.

3.7. Managerial implications

It is commonly acknowledged that the three aspects of justice are independent of each other. However, the combination of all three aspects determines most customers' general view of justice and, consequently, their ensuing attitude and conduct (Blodgett et al., 1997). Given that service trust strengthens the connection between service recovery performance and loyalty among customers, Uber must focus their attention and dedicate more resources to improve on the customers' perception of all the three dimensions of justice to build trust and enhance customers' experience of their services. Therefore, Uber ought to take action to ensure that customers' experiences regarding recovery match the service failure in size and type so as to create fair perception and increase trust responses, and ultimately, customer loyalty. Research findings also implies that, managers in the sharing economy space need to make sure that trust building measures are communicated and implemented for stakeholders to develop confidence in the service.

Although service recovery strategies such as compensations are very popular and work well for many service firms, managers at Uber and their drivers will need to use this strategy carefully since it is quite new in Ghana. Service innovation is an essential aspect of service quality that requires organizations to provide outside-the-box solutions to customer complaints to restore quality as they encourage repurchase decisions. The findings supports findings of the effects of perception of justice on trust and loyalty in other context in Europe,Asia and America(Choi & Choi, 2014; Liao, Tseng, Cheng, & Teng, 2020; Lopes & da Silva, 2015; Ozdemir, Zhang, Gupta, & Bebek, 2020). Policy makers and modern managers of traditional non sharing services can use these findings to respond to the emerging trend of collaborative consumption, which is changing consumer behavior significantly globally (Botsman and Rogers, 2010; Ozanne and Ballantine, 2010; Belk, 2014).

3.8. Limitations of research and future research direction

Future studies could use longitudinal data to examine both customers' and Uber drivers' experiences of the service recovery, trust and loyalty constructs because this paper relied solely on cross-sectional data to produce empirical evidence. Moreover, longitudinal data (especially on drivers) will indicate their loyalty over time in the light of competition from Bolt, Yango and LYFT. Our knowledge of the mediating role of trust might be improved utilizing a longitudinal study to measure changes in customers' trust over time. This will further assist us to understand the causal relationships within the SEM model. Secondly, given that this paper investigated only Uber customers in Ghana, a generalization of the conclusions is limited to an extent since other platforms like Bolt, Yango and LYFT are also present in the sharing economy in Ghana. Thirdly, it would, consequently, be expedient that future studies widen the sampling frame for a better analysis, which will naturally lend itself to better generalization for the sharing economy space. Finally, future researchers should consider investigating driver experience of trust to grow the online taxi service especially in developing economies.

4. Conclusion

This paper shows that the better the perception of justice in the service recovery process, the better customer loyalty. Also, it highlights the role of trust in the service recovery process. Hence, Uber needs to promote the quality of its service recovery to improve their customers' experience and loyalty. The study emphasis the need for Uber and other online taxi organizations to be fair in all their dealings to enhance customer, trust, loyalty, continuous patronage and above all project firm brand value. Finally, better perception of justice promotes brand interactions through financial investment (Hollebeek, Srivastava, & Chen, 2019; Kumar et al., 2019) for proactive stance.

Author statement

We the authors of the above research article wish to comply with all conditions necessary for high quality manuscript as required of your esteem journal. Please do not hesitate to get in touch if necessary.

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