HiLL PUBLISHING

Journal of Psychology and Behavioral Studies, 2025, 1(1), 38-44
https://www.hillpublisher.com/Journals/jpbs/
ISSN Online: 3067-4972

The Impact of Service Recovery Quality on Customer Behavioral Intentions in TikTok E-Mall: The Mediating Role of Perceived Justice

Chenxia Lu, Reynaldo Gacho Segumpan*

City Graduate School, City University of Malaysia, Petaling Jaya 46100, Selangor, Malaysia.

How to cite this paper: Chenxia Lu, Reynaldo Gacho Segumpan. (2025). The Impact of Service Recovery Quality on Customer Behavioral Intentions in TikTok E-Mall: The Mediating Role of Perceived Justice. *Journal of Psychology and Behavioral Studies*, 1(1), 38-44.
DOI: 10.26855/jpbs.2025.06.007

Received: February 1, 2025
Accepted: February 22, 2025
Published: July 8, 2025

***Corresponding author:** Reynaldo Gacho Segumpan, City Graduate School, City University of Malaysia, Petaling Jaya 46100, Selangor, Malaysia.

Abstract

The rapid advancement of Internet technology has significantly accelerated the shift of traditional industries towards e-commerce, thereby driving a profound transformation in consumer behavior and shopping patterns. In this context, this study aims to explore the behavioral intentions of consumers following service recovery efforts on TikTok e-Mall in the Hangzhou region. Using users of Hangzhou's TikTok e-Mall as the research sample and perceived justice as a mediating variable, this paper employs empirical methods to investigate how service recovery quality on TikTok e-Mall influences customer behavioral intentions and the mediating role of perceived justice. This study examines employing a bootstrapping approach in SmartPLS 4.0 to test hypotheses regarding the impact of service recovery quality on customer behavioral intentions and the mediating role of perceived justice. The findings offer actionable guidance for Chinese live-streaming platforms to enhance service recovery systems. Empirical results confirm that service recovery quality significantly and positively influences customer behavioral intentions; service recovery quality exerts a strong positive effect on perceived justice; perceived justice partially mediates the relationship between service recovery quality and behavioral intentions. It is hoped that these findings will contribute to enriching service recovery research and elevating TikTok e-Mall's service recovery standards.

Keywords

Customer Behavioral Intentions; Service Recovery Quality; Perceived Justice; TikTok E-Mall

1. Introduction

The rapid advancement of Internet technology has significantly accelerated the shift of traditional industries towards e-commerce, thereby driving a profound transformation in consumer behavior and shopping patterns (Liu et al., 2024). As e-commerce platforms become more ubiquitous, they have revolutionized the way people shop, offering unparalleled convenience that traditional retail models could not match. Online shopping has garnered immense popularity due to its ability to eliminate spatial and temporal constraints, allowing consumers to browse and purchase goods from the comfort of their homes at any time of day. This new shopping paradigm not only saves time but also offers a wider range of products, which traditional brick-and-mortar stores may struggle to match in terms of variety (Cheng et al., 2024; Hagen et al., 2024). The rise of e-commerce has been instrumental in reshaping consumerism, as it fosters more immediate and personalized shopping experiences that resonate with the increasingly digital-savvy population.

TikTok E-commerce's GMV exceeded ¥2 trillion in 2023, with Hangzhou—known as the 'Live-Streaming E-

Commerce Hub', contributing over 15% of total live-streaming sales. Local users averaged over 90 minutes daily on the platform (2023 TikTok E-commerce Regional Development Report). Among complaints from Hangzhou users, logistics delays (38%), product-description mismatches (29%), and slow post-sales response (22%) were the top three issues. Live-streaming sales exhibited a 27% higher error rate compared to traditional e-commerce (Hangzhou Consumer Council, 2023). According to Hangzhou's Xihu District 12315 platform data, 7,503 complaints and consultations were received in April 2023, with high-frequency issues like logistics delays and product discrepancies accounting for a significant portion. TikTok primarily relies on automated refunds (65% of cases) and coupon compensation (25%), yet only 42% of users believe these measures fully address their losses.

In order to maintain strong relationships with users and ensure continued positive word-of-mouth and repurchase intentions following the pandemic, TikTok e-mall must prioritize effective service recovery strategies. Addressing service failures promptly and offering suitable remedies is critical for preserving consumer trust and satisfaction. It is essential to understand the dynamics of customer perceived justice, why and how it influences their perception of the resolution process, along with its impact on shaping customer behavioral intentions (Ali et al., 2023). The effectiveness of these service recovery efforts directly affects customer retention, brand loyalty, and sales performance. Consequently, the quality of service recovery offered by TikTok e-mall has become a key determinant in consumers' decision-making processes. As the competitive e-commerce landscape intensifies, the importance and necessity of service recovery mechanisms are increasingly recognized as vital components of a successful business strategy, influencing both immediate customer satisfaction and long-term consumer engagement (Qalati et al., 2021).

In this context, this study aims to explore the behavioral intentions of consumers following service recovery efforts on TikTok e-Mall in the Hangzhou region. Using users of Hangzhou's TikTok e-Mall as the research sample and perceived justice as a mediating variable, this paper employs empirical methods to investigate how service recovery quality on TikTok e-Mall influences customer behavioral intentions and the mediating role of perceived justice therein. It is hoped that these findings will contribute to enriching service recovery research and elevating TikTok e-Mall's service recovery standards.

2. Literature Review and Hypothesis Development

2.1 Service Recovery Quality and Customer Behavioral Intentions

Fishbein and Ajzen (1977) first formalized the concept of behavioral intention, defining it as the subjective probability or likelihood that an individual would choose to engage in a specific action. Bakır et al. (2024) emphasized that customer behavioral intention can be effectively captured through these two dimensions: repurchase intention and the likelihood of spreading positive word-of-mouth. This conceptual framework has gained widespread acceptance in understanding the dynamics of post-service recovery consumer behavior. Oraedu (2021) argued that customers' willingness to engage in positive word-of-mouth is a critical component of their behavioral intention. Honora et al. (2024) assert that the quality of tangible recovery measures can have a profound effect on customers' willingness to re-engage with the service provider. Moreover, such compensatory efforts are frequently seen as the most immediate and effective way to enhance customer satisfaction, restore trust, and stimulate future patronage. In alignment with cognitive fairness theory, Sukhu and Bilgihan (2023) examined the impact of service recovery on WOM intentions within the hotel industry.

Based on the preceding analysis, this study proposes Hypothesis 1:

H1: Service recovery quality has a positive effect on customer behavioral intentions in TikTok e-mall.

2.2 Service Recovery Quality and Perceived Justice

The concept of perceived justice has its roots in psychology, with substantial research on the effects of fairness on human attitudes and behaviors emerging as early as the 1970s. Alarifi and Husain (2023) further contribute to the understanding of perceived justice by demonstrating that consumers often engage in comparisons between the outcomes they receive and those offered by other consumers in similar situations. When consumers perceive justice in these comparisons, they tend to experience higher levels of satisfaction. Wang et al. (2021) examined service recovery in the context of online retailing and identified specific associations between recovery strategies and perceived justice dimensions. Their study revealed that compensation efforts positively influence customers' perceptions of distributive fairness, as tangible remedies address the material losses incurred due to service failures.

Based on the preceding analysis, this study proposes Hypothesis 2:

H2: Service recovery quality has a positive effect on perceived justice among TikTok e-mall customers.

2.3 The Mediating Role of Perceived Justice Between Service Recovery Quality and Customer Behavioral Intentions

Extensive research has confirmed that the level of perceived justice significantly impacts customers' behavioral intentions (Chokpiriyawat & Siriyota,2024), particularly their likelihood to engage in repeat purchases and word-of-mouth dissemination. Perceived justice, which serves as a critical determinant in shaping customers' post-recovery attitudes. When customers perceive that service recovery efforts are justice and satisfactory, they are more inclined to repurchase services and share their positive experiences with others. In the context of Tiktok e-mall's online shopping environment, service recovery plays an essential role in addressing customer dissatisfaction caused by service failures. If customers perceive justice in the recovery process, it may lead to enhanced behavioral outcomes, including stronger word-of-mouth communication and increased repeat purchase intentions.

Based on the above analysis, we propose Hypothesis 3 for this study:

H3: Perceived justice mediates the relationship between service recovery quality and customer behavioral intentions on TikTok e-mall.

3. Research Design

3.1 Variable Measurement

This study examines three core variables: service recovery quality, perceived justice, and customer behavioral intentions. Measurement scales were adapted from well-established instruments with proven reliability and validity in prior research. Specifically, service recovery quality scales were adapted from Smith, Bolton, and Wagner (1999) and Forbes, Kelley, Hoffman, and Smith (2005); Perceived justice scales were derived from Collier and Bienstock (2006); Behavioral intentions scales referenced Zeithaml, Berry, and Parasuraman (1996) and Mathwick, Malhotra, and Rigdon (2001). All scales were modified to reflect characteristics of Douyin Mall consumers, resulting in 27 measurement items. All survey items used a 5-point Likert scale (1 = Strongly Disagree; 5 = Strongly Agree).

3.2 Questionnaire Design and Data Collection

Data were collected through both electronic and paper questionnaires. Participants were screened using the filter question: "Have you ever made purchases on TikTok e-Mall?" Following a pilot survey, items were refined through item analysis and exploratory factor analysis to optimize wording.

The final questionnaire comprised four sections: Demographic information (gender, age, education level); Service recovery quality measurement items, Perceived justice measurement items, Customer behavioral intentions measurement items.

Distribution was conducted in the city of Hangzhou, China, with 1,000 questionnaires issued. After excluding invalid responses, 697 valid questionnaires were retained from 713 returns, yielding a valid response rate of 69.7%—sufficient for statistical analysis. Sample demographic characteristics are presented in Table 1.

Table 1. Description statistics (N = 697)

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	221	31.71	31.71	31.71
	Female	476	68.29	68.29	100.000
Age	Under 19	149	21.38	21.38	21.38
	19-29 years old	206	29.56	29.56	50.94
	30-39 years old	132	18.94	18.94	69.88
	40-49 years old	105	15.07	15.07	84.95

Table 1 Continued

	50-59 years old	62	8.90	8.90	93.85
	Above 60	43	6.17	6.17	100.00
The highest of Education level	Foundation	145	20.80	20.80	20.80
	Diploma	249	35.72	35.72	56.52
	Undergraduate	285	40.89	40.89	97.41
	Master/PhD	18	2.58	2.58	100.00
Marital status	Single (never married)	261	37.45	37.45	37.45
	Married	410	58.82	58.82	96.27
	Divorced/Separated	15	2.15	2.15	98.42
	Others	7	1.00	1.00	100.00
Worked years	Less than 1 year	163	23.39	23.39	23.39
	1-2 years	232	33.29	33.29	56.68
	2-4 years	216	30.99	30.99	87.67
	More than 4 years	86	12.34	12.34	100
	Total	453	100	100	

4. Results

This study employed SmartPLS 4.0 software for data analysis.

4.1 Reliability and Validity Tests

Reliability was assessed using Cronbach's alpha coefficients and composite reliability (CR). Validity was evaluated through convergent and discriminant validity. As shown in Table 2 and Table 3, All three latent variables (service recovery quality, perceived justice, and customer behavioral intentions) demonstrated Cronbach's alpha values >0.8. Composite reliability (CR) for service recovery quality (with dimensions: Outcome Recovery Quality, Procedure Recovery Quality, Interaction Recovery Quality), perceived justice, and customer behavioral intentions (word-of-mouth communication and repurchase intentions) ranged between 0.889–0.939, exceeding the 0.7 threshold. Average variance extracted (AVE) values (0.648–0.773) surpassed the 0.5 benchmark. The measurement scales exhibit robust psychometric properties.

Table 2. Outer loading, Composite reliability (CR) and Average variance extracted (AVE)

Constructs	Codes	Outer loadings	Cronbach's alpha	CR	Average variance extracted (AVE)
IRQ	IRQ1	0.854	0.812	0.889	0.727
	IRQ2	0.836			
	IRQ3	0.867			
ORQ	ORQ1	0.853	0.861	0.905	0.705
	ORQ2	0.844			
	ORQ3	0.813			
	ORQ4	0.849			
PJ	PJ1	0.843	0.924	0.939	0.687

Table 2 Continued

	PJ2	0.815			
	PJ3	0.843			
	PJ4	0.814			
	PJ5	0.83			
	PJ6	0.826			
	PJ7	0.832			
	PRQ1	0.82			
	PRQ2	0.802			
PRQ	PRQ3	0.808	0.891	0.917	0.648
	PRQ4	0.813			
	PRQ5	0.787			
	PRQ6	0.797			
	RI1	0.879			
	RI2	0.881			
RI	RI3	0.877	0.853	0.911	0.773
	TR2	0.869			
	TR3	0.894			
	WCI1	0.868			
	WCI2	0.869			
WCI	WCI3	0.864	0.889	0.923	0.750
	WCI4	0.863			

Table 3. Results of Discriminant validity (Fornell & Larker)

	IRQ	ORQ	PJ	PRQ	RI	TR
IRQ	0.852					
ORQ	0.536	0.840				
PJ	0.337	0.342	0.829			
PRQ	0.525	0.539	0.352	0.805		
RI	0.606	0.649	0.439	0.552	0.879	
WCI	0.606	0.620	0.415	0.610	0.580	0.266

4.2 Hypothesis Testing Results

According to the SmartPLS 4.0 output in Figure 1, Service recovery quality significantly and positively affects customer behavioral intentions ($p < 0.001$), supporting Hypothesis H1. A significant relationship exists between service recovery quality and perceived justice ($p < 0.001$), validating Hypothesis H2. Perceived justice demonstrates a partial mediating role between service recovery quality and behavioral intentions ($t = 4.623$, $p < 0.001$), Indirect effect = 0.077, 95% bias-corrected confidence interval [0.048, 0.113] (excludes zero).

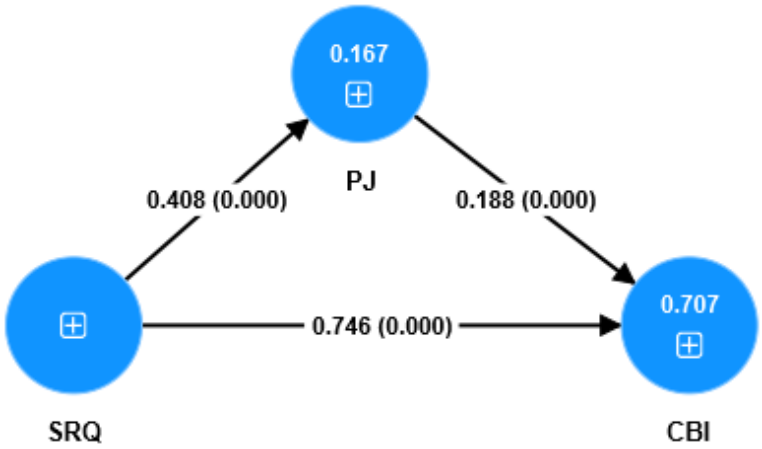

Figure 1. Hypothesis Testing Results.

5. Discussion

The above analysis demonstrates a statistically significant effect of service recovery quality on customer behavioral intentions, what is consistent with the previous research of Honora et al. (2024). As long as Tiktok e-mall adopts a positive attitude and provides substantial remedies when there is a service failure, it will be able to gain a positive response from customers and turn the crisis into word-of-mouth, thereby establishing a good image for Tiktok e-mall. Tiktok e-mall should actively respond to service failures and take substantive remedial measures to win back customers' trust and turn crises into repurchase behaviour, thereby boosting sales.

The relationship between service recovery quality and perceived justice is statistically significant, the result of the study is consistent with the previous school system (Yun & Park, 2022). Tiktok e-mall is able to recognize its own shortcomings when service errors occur during the service process, and actively respond to the errors. By giving the customer reasonable recovery, the customer feels the sincerity of Tiktok e-mall, thereby reversing the consequences of its mistakes.

Perceived justice serves as a partial mediator between service recovery quality and customer behavioral intentions, what is consistent with the previous research of Chokpiriyawat and Siriyota (2024). We can utilize recovery satisfaction as a proxy to measure consumers' perceived justice regarding remedial measures. This indicates that after service failures, higher perceived justice toward TikTok e-Mall's recovery efforts strengthens consumers' repurchase intentions and word-of-mouth advocacy. Consequently, TikTok e-Mall should implement effective remedies to retain customers, considering that retaining existing customers incurs significantly lower costs than acquiring new ones. Enhancing perceived justice not only boosts repurchase rates but also triggers organic customer acquisition through positive word-of-mouth. Furthermore, TikTok e-Mall may adopt recovery satisfaction as a key metric for service improvement. Systematically evaluating current recovery mechanisms against this benchmark enables continuous optimization of service remedies, thereby enhancing consumer retention in its high-velocity live-commerce ecosystem.

References

Alarifi, A. A., & Husain, K. S. (2023). The influence of Internet banking services quality on e-customers' satisfaction of Saudi banks: Comparison study before and during COVID-19. *International Journal of Quality & Reliability Management, 40*(2), 496-516. https://doi.org/10.1108/ijqrm-06-2021-0168

Ali, M. A., Ting, D. H., Isha, A. S. N., Ahmad-Ur-Rehman, M., & Ali, S. (2023). Does service recovery matter? Relationships among perceived recovery justice, recovery satisfaction and customer affection and repurchase intentions: The moderating role of gender. *Journal of Asia Business Studies, 17*(2), 308-326. https://doi.org/10.1108/jabs-02-2021-0060

Bakır, M., Atalık, Ö., & Itani, N. (2024). Service quality and repurchase intentions in the airline industry: A multiple mediation analysis through customer citizenship behaviour. *Current Issues in Tourism*. Advance online publication.

https://doi.org/10.1080/13683500.2024.2410935

Cheng, Z., Fan, W., Shao, B., Jia, W., & Zhang, Y. (2024). The impact of intelligent customer service agents' initial response on consumers' continuous interaction intention. *Journal of Retailing and Consumer Services*, *76*, 103585. https://doi.org/10.1016/j.jretconser.2023.103585

Chokpiriyawat, T., & Siriyota, K. (2024). The impact of service recovery actions and perceived justice on customer satisfaction: Insights from Thailand's private hospitals. *International Journal of Analysis and Applications*, *22*, 81. https://doi.org/10.28924/2291-8639-22-2024-81

Hagen, D., Spierings, B., Weltevreden, J., Risselada, A., & Atzema, O. (2023). What drives consumers to use local online retail platforms? The influence of non-place-specific and place-specific motives. *Journal of Retailing and Consumer Services*, *77*, 103649. https://doi.org/10.1016/j.jretconser.2023.103649

Honora, A., Wang, K., & Chih, W. (2024). The role of customer forgiveness and perceived justice in restoring relationships with customers. *Service Business*, *18*(3-4), 363-393. https://doi.org/10.1007/s11628-024-00563-1

Liu, Y., Qi, X., & Guo, Y. (2024). Spatiotemporal coupling analysis between green total factor productivity and urban e-commerce development in China's eight urban clusters. *Scientific Reports*, *14*(1). https://doi.org/10.1038/s41598-024-74279-7

Oraedu, C. (2021). How relationship value and quality motivate positive word-of-mouth behaviour. *International Journal of Quality & Reliability Management*, *38*(1), 249-272. https://doi.org/10.1108/ijqrm-07-2018-0188

Qalati, S. A., Vela, E. G., Li, W., Dakhan, S. A., Thuy, T. T. H., & Merani, S. H. (2021). Effects of perceived service quality, website quality, and reputation on purchase intention: The mediating and moderating roles of trust and perceived risk in online shopping. *Cogent Business & Management*, *8*(1). https://doi.org/10.1080/23311975.2020.1869363

Sukhu, A., & Bilgihan, A. (2023). Service recovery strategies: Mitigating negative word-of-mouth in the hotel industry through enhanced customer engagement. *International Hospitality Review*. Advance online publication. https://doi.org/10.1108/ihr-05-2023-0025

Wang, X., Yuen, K. F., Teo, C., & Wong, Y. D. (2021). Online consumers' satisfaction in self-collection: Value co-creation from the service fairness perspective. *International Journal of Electronic Commerce*, *25*(2), 230-260. https://doi.org/10.1080/10864415.2021.1887699