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Service Recovery Strategies and Customer Loyalty Towards Mobile Payment Platforms in Calabar

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Abstract

This study examined the effects of service recovery strategies on customer loyalty towards mobile payment platforms in Calabar, Cross River State, Nigeria. Specifically, it assessed compensation, apologetic communication and procedural justice as dimensions of service recovery strategies. A cross-sectional survey design was adopted, and data were collected from users of mobile payment platforms through a structured questionnaire. The Topman formula was applied to determine a sample size of 303 respondents. Of the questionnaire copies administered, 292 copies were valid for analysis, representing a response rate of 96.4%. The data were analysed using descriptive statistics and multiple linear regression with the Statistical Package for the Social Sciences (SPSS). The regression model was statistically significant ($F = 38.605$, $p < .001$) and accounted for 28.7% of the variation in customer loyalty ($R^2 = .287$). The findings revealed that compensation ($\beta = .199$, $p = .006$), apologetic communication ($\beta = .304$, $p < .001$) and procedural justice ($\beta = .444$, $p < .001$) each had a positive and statistically significant effect on customer loyalty. Procedural justice was the strongest predictor, followed by apologetic communication and compensation. The study concludes that effective service recovery strategies are significant predictors of customer loyalty towards mobile payment platforms, with fair and efficient complaint-resolution procedures making the greatest relative contribution. It recommends that mobile payment providers improve compensation mechanisms, communicate transparently and empathetically with customers following service failures, and establish accessible, fair and timely complaint-resolution procedures to strengthen customer confidence, encourage continued usage and promote customer referrals.

Keywords: Service Recovery Strategies; Compensation; Apologetic Communication; Procedural Justice; Customer Loyalty; Mobile Payment Platforms.

Introduction

Service failures remain a persistent concern in Nigeria's banking sector, particularly in electronic transfers, ATM transactions, delayed reversals and complaint resolution. Recent evidence confirms that these problems continue to affect bank customers. According to the Central Bank of Nigeria's financial stability reporting, 10,704 customer complaints were recorded in the first half of 2025, compared with 4,398 in the corresponding period of 2024, representing a 143.38% increase. Of these complaints, 9,771 were resolved or closed, while electronic and card-related issues accounted for 51.50% of reported complaints (Adegbesan, 2026). Similarly, the Federal Competition and Consumer Protection Commission reported more than 3,000 complaints concerning the banking sector between March and August 2025, with recurring problems involving failed transactions, unauthorised deductions and delayed refunds (FCCPC, 2025). These persistent service failures have necessitated the adoption of service recovery strategies by financial service providers, including mobile payment platforms, to resolve customer complaints and preserve customer relationships. Service recovery strategies refer to corrective actions taken to address financial service failures, compensate affected customers, communicate apologies and ensure fair complaint resolution (Akwikwa & Fadare, 2023). Some scholars support the service recovery paradox, arguing that effective recovery can sometimes produce greater customer satisfaction than if the failure had never occurred, although evidence suggests that this outcome is not universal (Etuk et al., 2023; Bankole, 2024; Agu, 2023). Conversely, other scholars argue that service providers should prioritise preventing failures because customers may remain less satisfied after a failure and subsequent recovery than after consistently error-free service (Essien et al., 2024; Olatunde, 2024).

Nevertheless, service failures continue to occur in Nigeria's financial sector due to network instability, technical limitations, processing errors and human mistakes, making effective recovery necessary alongside prevention (Oranusi & Mojekeh, 2019; Essien et al., 2024; Victor et al., 2024). Accordingly, Nigerian financial service providers, including mobile payment platforms, have adopted recovery dimensions such as compensation, apologetic communication, responsiveness and fair procedures to address service failures and support customer satisfaction, retention and loyalty (Itai, 2018; Awa et al., 2021; Agu, 2023; Ani & Uhie, 2026; Aghadiuno, 2026a). However, the extent to which these strategies enhance customer loyalty towards mobile payment platforms remains unclear. Existing Nigerian studies have predominantly examined service recovery strategies in traditional banking, aviation, hospitality, telecommunications and other service industries, focusing on outcomes such as customer satisfaction, retention, patronage and repurchase intentions (Oranusi & Mojekeh, 2019; Itai, 2018; Agu, 2023; Etuk et al., 2023; Akwikwa & Fadare, 2023; Ani & Uhie, 2026). Although these studies provide useful insights into service recovery, they do not adequately establish the influence of compensation, apologetic communication and procedural justice on customer loyalty towards mobile payment platforms in Nigeria (Bankole, 2024; Nicholas et al., 2024; Olatunde, 2024; Victor et al., 2024). Consequently, the extent to which these three service recovery dimensions influence customer loyalty towards mobile payment platforms in Calabar remains

insufficiently established.

This lack of context-specific empirical evidence presents a problem for mobile payment providers because it limits their understanding of the recovery strategies that are most effective in sustaining customer loyalty following failed transactions, unauthorised deductions, delayed reversals and other service failures. Inadequate compensation, insincere communication and unfair complaint resolution may weaken customer confidence, encourage switching to competing platforms and generate negative perceptions of service providers. Such outcomes could reduce customer retention and transaction volumes, damage provider reputation and ultimately undermine profitability and competitiveness in Nigeria's digital payment market. The study is therefore necessary to establish how compensation, apologetic communication and procedural justice influence customer loyalty towards mobile payment platforms in Calabar. Its findings could provide useful evidence to guide providers in improving complaint resolution, addressing service failures more effectively, strengthening customer confidence and retaining loyal customers. The specific objectives of the study were therefore to:

i. examine the influence of compensation on customer loyalty towards mobile payment platforms in Calabar.
ii. assess the influence of apologetic communication on customer loyalty towards mobile payment platforms in Calabar.
iii. determine the influence of procedural justice on customer loyalty towards mobile payment platforms in Calabar.

LITERATURE REVIEW

Service Recovery in the Mobile Payment Context

Service recovery refers to the actions taken by service providers to address service failures, resolve customer complaints and restore customer confidence following an unsatisfactory service experience (Gao et al., 2022). In the mobile payment context, service recovery involves the measures providers take when customers experience failed transactions, duplicate debits, delayed payments, incorrect transfers or difficulties obtaining refunds. It encompasses identifying the cause of a failure, communicating with affected customers, providing appropriate redress and resolving complaints through fair and timely procedures (Etuk et al., 2023; Abdelkader, 2024). Service recovery is important because unresolved transaction problems can undermine customer trust, increase dissatisfaction and discourage customers from continuing to use mobile payment platforms (Oranusi & Mojekeh, 2019). Moreover, the difficulty of resolving transaction errors may intensify customers' frustration, particularly when complaints are ignored, explanations are inadequate or refunds are delayed (Aghadiuno, 2026b). Effective recovery, however, can help restore confidence by demonstrating responsiveness, accountability and a commitment to addressing customers' concerns (Awa et al., 2021). In addition, a fair and satisfactory recovery experience can reassure customers that the provider is capable of handling service failures and protecting their interests. Thus, service recovery represents an important aspect of mobile payment service delivery because the manner in which providers respond to transaction problems can shape customers' perceptions of service reliability, their confidence in the provider and their willingness to maintain the relationship (Ani & Uhie, 2026; Bello, 2024).

Customer Loyalty Towards Mobile Payment Platforms

Customer loyalty refers to a customer's commitment to continue using a service provider and maintain the relationship over time, reflected in repeated usage, future patronage intentions and recommendations to others (Joseph et al., 2026). In the context of mobile payment platforms, customer loyalty concerns

users' willingness to continue conducting financial transactions through a particular platform rather than discontinue its use or switch to competing alternatives (James & Inyang, 2025). It also encompasses customers' readiness to recommend the platform to friends, relatives and other potential users. Customer loyalty is important to mobile payment service providers because continued usage helps sustain customer relationships, while positive recommendations can encourage wider platform adoption (Joseph et al., 2026). Moreover, loyal customers may be more willing to maintain their relationship with a provider when service problems occur, particularly when their complaints are handled satisfactorily and confidence in the platform is restored (Agu, 2023; Abdelkader, 2024).

In this study, customer loyalty is conceptualized through three dimensions: regular customer usage, future patronage intention and customer referral (Joseph et al., 2026). Regular customer usage refers to the extent to which customers consistently use a mobile payment platform to conduct transactions and meet their payment needs (Madueke & Eyupoglu, 2024). Future patronage intention reflects customers' willingness to continue using the platform for subsequent transactions, thereby indicating their intention to maintain the relationship with the service provider (Njelita & Anyasor, 2020). Customer referral concerns customers' willingness to recommend the platform to other people based on their experiences with the service (James & Inyang, 2025; Joseph et al., 2026). These dimensions capture behavioural usage, intended continued patronage and positive recommendations, respectively. In the context of service recovery, they provide a basis for assessing whether customers remain active users, intend to continue using a mobile payment platform and are willing to recommend it after experiencing a service failure (Agu, 2023; Abdelkader, 2024).

Compensation and Customer Loyalty

Compensation is a service recovery strategy that involves providing customers with financial redress for losses, inconvenience or dissatisfaction resulting from service failures (Etuk et al., 2023; Akwikwa & Fadare, 2023). It aims to restore fairness by addressing the financial consequences of a failed service encounter and demonstrating the provider's willingness to take responsibility for the resulting inconvenience. Compensation is a key dimension of service recovery because customers who experience failed transactions or lose access to their funds may perceive the service provider as unreliable if their losses are not appropriately addressed (Awa et al., 2021). In mobile payment services, providers can implement compensation by refunding failed transactions, reimbursing customers for verified financial losses, reversing unsuccessful transactions and refunding duplicate debits. These measures help customers recover their funds and reduce the financial burden associated with service failures.

Moreover, prompt and adequate compensation can demonstrate accountability, restore customer confidence and reduce dissatisfaction with the provider's response (Bankole, 2024). When customers believe that their losses have been addressed fairly, they may be more willing to continue using the platform, patronize it in the future and recommend it to others. Thus, compensation can enhance customer loyalty by restoring perceived fairness, rebuilding trust and reducing customers' motivation to switch to competing platforms. Empirical evidence supports the relationship between compensation-related recovery practices and positive customer outcomes. Akwikwa and Fadare (2023) found that compensation significantly and positively influenced customer patronage of domestic airlines in South-South Nigeria. Similarly, Ani and Uhie (2026) reported significant relationships between compensation and customer retention and loyalty in hotels in Owerri. Furthermore, Awa et al. (2021) identified compensation as an important service recovery factor associated with organisational resilience and customer-related outcomes in Nigeria's aviation industry. These findings demonstrate the relevance of

compensation to customer patronage, retention and loyalty, thereby supporting the need to examine its influence on customer loyalty towards mobile payment platforms in Calabar. Therefore, it is hypothesized that:

H_1: Compensation has a significant effect on customer loyalty towards mobile payment platforms in Calabar.

Apologetic Communication and Customer Loyalty

Apologetic communication is a service recovery strategy that involves acknowledging service failures, expressing regret, explaining what went wrong and accepting responsibility for the inconvenience caused to customers (Etuk et al., 2023; Abdelkader, 2024). It focuses on how service providers communicate with customers after a failure and whether their responses demonstrate sincerity, accountability and respect. Apologetic communication is a key dimension of service recovery because customers may interpret silence, defensive responses or inadequate explanations as signs that a provider does not value their concerns (Agu, 2023). In mobile payment services, providers can implement apologetic communication by promptly acknowledging failed transactions, explaining the causes of transaction errors, expressing genuine regret, accepting responsibility where appropriate and keeping customers informed about corrective actions. These responses help customers understand the situation and demonstrate that the provider takes their complaints seriously (Victor et al., 2024). When apologies are sincere and accompanied by appropriate corrective action, they can reduce frustration, rebuild trust and reassure customers about the provider's commitment to reliable service. Consequently, customers may be more willing to continue using the platform, patronize it in the future and recommend it to others (Ani & Uhie, 2026; Bello, 2024).

These outcomes suggest that apologetic communication can strengthen customer loyalty by restoring confidence and improving customers' perceptions of their relationship with the service provider. Empirical evidence supports the relevance of apology-related recovery practices to positive customer outcomes. Agu (2023) found that service recovery strategies significantly influenced customer satisfaction and loyalty in a Nigerian micro-restaurant, with sincere apology emerging as the strongest recovery strategy examined. Similarly, Ani and Uhie (2026) reported significant relationships between apology and customer retention and loyalty in hotels in Owerri. Furthermore, Abdelkader (2024) found that apologies, explanations and empathy enhanced relationship quality, which positively influenced customers' repurchase intentions in the Egyptian banking sector. These findings suggest that apologetic communication can strengthen customer loyalty by restoring confidence, improving relationship quality and encouraging continued patronage following service failures. Therefore, it is hypothesized that:

H_2: Apologetic communication has a significant effect on customer loyalty towards mobile payment platforms in Calabar.

Procedural Justice and Customer Loyalty

Procedural justice is a service recovery strategy that refers to the perceived fairness, transparency, accessibility and timeliness of the procedures used by service providers to resolve customer complaints following service failures (Bagherzadeh et al., 2020). It focuses on how customers are treated during the recovery process and whether the procedures for obtaining redress are simple, consistent and fair. Procedural justice is a key dimension of service recovery because complicated complaint processes, inaccessible support channels and prolonged delays can intensify customer dissatisfaction, even when compensation is eventually provided (Alzoubi & Inairat, 2020). In mobile payment services, providers implement procedural justice by establishing simple complaint-submission processes, providing

accessible channels for reporting failed transactions, explaining recovery procedures clearly, and completing refunds or transaction reversals promptly (Olatunde, 2024). When these procedures are transparent and responsive, customers experience less uncertainty and inconvenience, while the provider demonstrates accountability and respect for their concerns. Consequently, customers may regain confidence in the platform, continue using its services, express intentions to patronize it in the future and recommend it to others (Akwikwa & Fadare, 2023; Bankole, 2024).

These outcomes suggest that procedural justice can strengthen customer loyalty by rebuilding trust and reducing the likelihood that customers will abandon a platform following a service failure. Empirical evidence supports the relevance of procedural justice to positive customer outcomes. Bankole (2024) found that procedural justice significantly and positively influenced customer satisfaction among commercial bank customers in Ekiti State. Similarly, Nicholas et al. (2024) reported a significant positive effect of procedural justice on customer satisfaction among bank customers in Ado-Ekiti. Furthermore, Aghadiuno (2026a) established that procedural fairness significantly and positively influenced the market performance of fast-food firms in Rivers State. Although these studies examined customer satisfaction and market performance rather than customer loyalty towards mobile payment platforms, their findings support the importance of fair recovery procedures and reinforce the need to investigate their relationship with customer loyalty in the context of mobile payment services in Calabar. Therefore, it is hypothesized that:

H_3: Procedural justice has a significant effect on customer loyalty towards mobile payment platforms in Calabar.

Theoretical Framework

The Service Recovery Paradox (SRP), introduced by McCollough and Bharadwaj (1992), provides the theoretical foundation for this study. The paradox proposes that customers who experience a service failure followed by highly effective recovery may become more satisfied than customers whose services were delivered successfully without any failure. This outcome may occur when the provider's response exceeds customers' expectations through appropriate compensation, sincere apologies, respectful communication and fair complaint-resolution procedures. The underlying assumption is that customers evaluate not only the original service encounter but also the provider's response when something goes wrong. However, the paradox is conditional rather than universal, as ineffective recovery may intensify dissatisfaction instead of restoring customer confidence. Recent empirical studies have produced mixed findings concerning its occurrence. Kim et al. (2022), using a field study and an experimental study in the restaurant industry, found no evidence of the paradox under the conditions examined. In contrast, Edström et al. (2022) demonstrated that the level of compensation can determine whether post-recovery satisfaction exceeds satisfaction with error-free service. Similarly, Lunardo et al. (2023) found that the paradox was more likely to emerge when customers observed follow-up actions demonstrating that the organisation had learnt from the service failure. These findings indicate that the effectiveness, fairness and follow-through of recovery efforts are important considerations when explaining customers' responses to service failures.

The SRP is relevant to the present study because compensation, apologetic communication and procedural justice represent key ways in which mobile payment providers can respond to service failures and influence customer loyalty. Compensation addresses customers' financial losses through refunds, reimbursements and transaction reversals, while apologetic communication demonstrates acknowledgement, regret and responsibility for the failure. Procedural justice concerns whether complaint channels and recovery processes are accessible, transparent and timely. When customers

consider these responses fair and satisfactory, they may be more willing to continue using the platform, patronize it in the future and recommend it to others. Supporting this application, Gao et al. (2022) found that recovery attributes, including response speed and compensation, positively influenced consumer loyalty in online food-service settings. Lim et al. (2025) also found that distributive and procedural justice contributed to satisfactory recovery experiences and brand loyalty through subsequent brand engagement. Nevertheless, the mixed evidence on the paradox means that effective recovery should not be assumed to guarantee greater loyalty in every situation. Furthermore, the SRP is difficult to establish using cross-sectional survey designs because such designs do not provide pre-failure satisfaction benchmarks against which post-recovery satisfaction can be compared to determine whether it exceeds satisfaction following error-free service. Accordingly, although the SRP provides a suitable theoretical basis for explaining customers' responses to service recovery, this study focuses on examining the influence of compensation, apologetic communication and procedural justice on customer loyalty towards mobile payment platforms in Calabar rather than directly testing the occurrence of the paradox.

Review of Empirical Studies and Conceptual Framework

Empirical studies on service recovery strategies have examined their implications for customer satisfaction, retention, patronage, loyalty and organisational performance across various service industries. Research in banking, hospitality and aviation has established relationships between service recovery and customer-related outcomes, including retention, satisfaction and loyalty (Oranusi & Mojekeh, 2019; Itai, 2018; Agu, 2023; Akwikwa & Fadare, 2023; Etuk et al., 2023; Ani & Uhie, 2026). Other studies have investigated specific recovery mechanisms, including compensation, apologies, communication, responsiveness and redress, demonstrating their relevance to customer patronage, relationship quality, repurchase intentions and marketing performance (Awa et al., 2021; Essien et al., 2024; Victor et al., 2024; Abdelkader, 2024). Furthermore, research on service justice has highlighted the importance of fair procedures and customer interactions in shaping satisfaction and organisational outcomes (Bankole, 2024; Nicholas et al., 2024; Olatunde, 2024; Aghadiuno, 2026a). Related evidence also links attentiveness, apology and credibility to post-purchase behaviour (Bello, 2024). Collectively, these studies establish the relevance of service recovery to customer and organisational outcomes, although they examine different recovery dimensions, industries and outcome variables.

Despite these contributions, the reviewed studies provide limited evidence on how compensation, apologetic communication and procedural justice influence customer loyalty towards mobile payment platforms in Nigeria. Although banking studies have examined service recovery and customer satisfaction, they have not jointly established the effects of these three selected dimensions on loyalty towards mobile payment platforms (Oranusi & Mojekeh, 2019; Itai, 2018; Bankole, 2024; Nicholas et al., 2024). Similarly, studies in aviation, hospitality, telecommunications and other service industries have focused on outcomes such as satisfaction, patronage, retention, repurchase intentions and marketing performance rather than loyalty towards mobile payment platforms specifically (Agu, 2023; Awa et al., 2021; Etuk et al., 2023; Akwikwa & Fadare, 2023; Olatunde, 2024; Bello, 2024; Essien et al., 2024; Victor et al., 2024; Abdelkader, 2024; Ani & Uhie, 2026; Aghadiuno, 2026b). Consequently, the extent to which compensation, apologetic communication and procedural justice independently influence customer loyalty in Nigeria's mobile payment sector remains insufficiently established. This study therefore examines these relationships among mobile payment users in Calabar to provide evidence specific to this service context.

TABLE 1: Empirical studies on service recovery strategies and customer loyalty

SN	Author(s)	Study Objectives	Methodology	Key Findings
1	Oranusi and Mojekeh (2019)	To examine the effect of service recovery on customer retention in selected commercial banks in Onitsha, Anambra State, Nigeria.	The study adopted a survey research design, using primary data collected through structured questionnaires administered to 300 customers of six selected commercial banks. Data were analysed using simple regression analysis with SPSS version 21. The study was anchored on equity theory.	The study found that service recovery had a significant positive effect on customer retention in the selected commercial banks, indicating that effective responses to service failures could enhance customers' continued patronage.
2	Bankole (2024)	To examine the impact of service recovery on customer satisfaction among commercial banks in Ekiti State, Nigeria, with specific emphasis on distributive justice, procedural justice and interactional justice.	The study adopted a descriptive survey research design, using primary data collected through structured questionnaires administered to 147 customers of four commercial banks: First Bank, Wema Bank, Polaris Bank and Heritage Bank. Data were analysed using multiple regression analysis.	The study found that distributive justice, procedural justice and interactional justice each had a significant effect on customer satisfaction. It concluded that service recovery was significantly and positively related to customer satisfaction among commercial banks in Ekiti State.
3	Nicholas et al. (2024)	To examine the impact of service recovery on customer satisfaction among money deposit banks in Ado-Ekiti metropolis, focusing on distributive justice, procedural justice and interactional justice.	The study adopted a descriptive survey research design. Data were collected through structured questionnaires administered to 161 customers of four money deposit banks: Access Bank, First Bank, United Bank for Africa and Wema Bank. Convenience sampling was employed, and the data were analysed using multiple regression.	The study found that distributive justice ($\beta = 0.931$, $p = 0.000$), procedural justice ($\beta = 0.995$, $p = 0.000$) and interactional justice ($\beta = 0.614$, $p = 0.000$) significantly influenced customer satisfaction. The study concluded that service recovery was significantly and positively related to customer satisfaction among money deposit banks in Ekiti State.
4	Agu (2023)	To identify common service failures and recovery strategies in micro-restaurants in Nigeria and examine their effects on customer satisfaction and loyalty, including the mediating role of service failure severity.	The study adopted an exploratory approach to identify common service failures and recovery strategies, followed by a survey of 140 customers purposively selected from a micro-restaurant. Data were analysed using hierarchical multiple regression with SPSS version 23.0. The study was anchored on justice theory.	The study found that service recovery strategies significantly influenced customer satisfaction and loyalty, with sincere apology having the strongest influence. Failure severity also mediated the relationships between service recovery strategies and customer satisfaction and loyalty.
5	Etuk et al. (2023)	To examine the effects of airline service recovery strategies, specifically compensation, communication, feedback, empowerment, explanation, apologies and tangibles, on passengers' satisfaction in Nigeria.	The study adopted a cross-sectional survey research design. From a population of 1,491 passengers, a sample size of 315 was determined using the Taro Yamane formula. Primary data were collected through structured questionnaires, descriptively analysed and tested using simple linear regression.	The study found that compensation, communication, feedback, empowerment, explanation and apologies had significant positive effects on passengers' satisfaction, whereas tangibles had a non-significant effect.

SN	Author(s)	Study Objectives	Methodology	Key Findings
6	Akwikwa and Fadare (2023)	To examine the relationship between service failure recovery strategies, specifically explanation, compensation and responsiveness, and customer patronage of domestic airline operators in South-South Nigeria.	The study adopted a survey research design, with a population of 1,858,020 airline passengers. A sample size of 400 was determined using the Taro Yamane formula, while 307 passengers were surveyed. The research instrument was validated using Cronbach's alpha, with all variables exceeding the 0.70 threshold. Regression analysis was used to test the hypotheses.	The study found that explanation, compensation and responsiveness each had a significant relationship with customer patronage. It concluded that effective service failure recovery strategies enhanced customer patronage of domestic airline operators in South-South Nigeria.
7	Ani and Uhie (2026)	To examine the relationship between customer complaint handling and hotel patronage in Owerri, Imo State, Nigeria, with particular emphasis on apology and compensation as complaint-handling strategies influencing customer retention and loyalty.	The study adopted a descriptive survey research design, using questionnaires for data collection. Data were analysed using mean statistics, while Pearson product-moment correlation was employed to test the hypotheses with SPSS version 21.0 and Microsoft Excel.	The study found significant relationships between apology and customer retention, apology and customer loyalty, compensation and customer retention, and compensation and customer loyalty. It concluded that effective complaint management contributes to achieving organisational goals in hotel firms.
8	Essien et al. (2024)	To examine the effects of post-failure analysis, communication management and technical innovation management on customer retention in the construction aggregates haulage business in Akamkpa, Cross River State, Nigeria.	The study adopted a cross-sectional survey research design. Primary data were collected through structured questionnaires administered to 182 personnel in the operations, logistics and marketing departments of haulage companies in Akamkpa. Data were analysed using descriptive statistics, while multiple linear regression was employed to test the hypotheses.	The study found that post-failure analysis, communication management and technical innovation management had significant positive effects on customer retention in the construction aggregates haulage business. It concluded that effective logistics service recovery enhances customer retention.
9	Olatunde (2024)	To examine the relationship between service recovery and post-recovery satisfaction among airline customers in South-West Nigeria, with particular emphasis on the mediating role of emotion.	The study was anchored on justice theory and focused on airline customers in South-West Nigeria. Structural equation modelling (SEM), with the aid of SPSS version 22.0, was employed for data analysis.	The study found that positive emotion significantly influenced post-recovery satisfaction, whereas negative emotion did not. It concluded that perceived justice in service recovery significantly influenced post-recovery satisfaction among airline customers in South-West Nigeria.
10	Bello (2024)	To examine the relationship between service recovery strategies and post-purchase behaviour in fast-food firms in Obio/Akpor Local Government Area of Rivers State, Nigeria.	The study adopted a survey research design, using a structured questionnaire to collect data from a sample of 323 respondents. Multiple regression analysis was employed to analyse the data and test the relationship between service recovery strategies and post-purchase behaviour.	The study found significant positive relationships between attentiveness, apology, consumer citizenship behaviour and credibility, and post-purchase behaviour among fast-food customers in Obio/Akpor Local Government Area of Rivers State. The findings suggest that these service recovery dimensions enhance customers' post-purchase responses.

SN	Author(s)	Study Objectives	Methodology	Key Findings
11	Itai (2018)	To determine the effects of process recovery strategy and customer relations strategy on customer retention among selected banks in Lagos State, Nigeria.	The study employed a survey research design, collecting primary data through structured questionnaires administered to 520 sampled customers from a population of 4,800,000, using the Yamane (1967) sampling technique. A total of 458 responses were obtained. Pearson product-moment correlation and simple linear regression were used to test the hypotheses.	The study found that process recovery strategy and customer relations strategy had significant positive effects on customer retention among selected banks in Lagos State. It concluded that both strategies significantly enhanced customer retention.
12	Awa et al. (2021)	To examine the effects of service failure handling strategies, specifically empathy, compensation, effort, facilitation, attentiveness and anticipatory ability, on organisational resilience and customer-related outcomes in the Nigerian aviation sector.	The study adopted a theory-driven conceptual framework and a field survey research design. Primary data were collected from 403 participants using structured questionnaires. Structural equation modelling (SEM) with AMOS version 5.0 was employed to test the hypotheses.	The study found that empathy had the strongest effect, particularly on organisational agility, followed by compensation and effort. Facilitation and attentiveness also had significant relationships with adaptability and agility.
13	Aghadiuno (2026a).	The study examined the effects of outcome fairness, procedural fairness and interactional fairness on the market performance of fast-food firms in Rivers State, Nigeria, including the moderating role of organisational culture.	A survey research design was adopted. Data were collected through structured questionnaires from 288 staff across 66 fast-food firms in Port Harcourt, using simple random sampling. The data were analysed using simple regression.	Outcome fairness, procedural fairness and interactional fairness significantly and positively affected market performance, while organisational culture moderated the relationship between service recovery strategies and market performance.
14	Victor et al. (2024).	The study examined the effects of apology, speedy response and redress on the marketing performance of major mobile telecommunication network providers in Karu, Nigeria.	The study adopted a survey research design, collecting primary data from subscribers through structured questionnaires. Multiple regression analysis was used to test the hypotheses at the 5% significance level.	Speedy response and redress had significant positive effects on marketing performance, whereas apology had no significant effect.
15	Abdelkader (2024).	The study examined the effects of apologies, explanations and empathy on customer relationship quality and repurchase intentions in the Egyptian banking sector.	Primary data were collected through an online survey of 517 bank customers who had experienced service failures. The data were analysed using SmartPLS 4.	Apologies, explanations and empathy significantly enhanced customer relationship quality, which positively influenced repurchase intentions.

Source: Authors' literature review

The study examined how service recovery strategies relate to customer loyalty towards mobile payment platforms in Calabar, with compensation, apologetic communication and procedural justice serving as the independent variables. Compensation refers to the financial remedies provided to customers following service failures and is measured through refunds for failed transactions, reimbursement for financial losses, reversal of unsuccessful transactions and refunds for duplicate transactions. Apologetic communication concerns how service providers acknowledge and communicate about service failures, assessed through acknowledgement of service failure, clear explanations, expressions of regret, acceptance of responsibility and respectful treatment of customers. Procedural justice reflects the

fairness and accessibility of the processes used to resolve complaints, measured through simple complaint-submission processes, accessible complaint channels, transparent recovery procedures and timely completion of recovery procedures. These dimensions capture the financial, communicative and procedural aspects of service recovery that may shape customers' evaluations of how mobile payment providers respond to service failures (Bankole, 2024; Nicholas et al., 2024; Etuk et al., 2023; Ani & Uhie, 2026; Aghadiuno, 2026b).

Customer loyalty is the dependent variable and is measured through regular customer usage, future patronage intention and customer referral (Joseph et al., 2026; James & Inyang, 2025). Regular customer usage reflects customers' continued use of a mobile payment platform, while future patronage intention captures their willingness to use the platform in subsequent transactions. Customer referral represents customers' willingness to recommend the platform to others. The conceptual model proposes that compensation may strengthen loyalty by addressing customers' financial losses, apologetic communication may reinforce confidence through acknowledgement and respectful engagement, and procedural justice may encourage loyalty through fair, accessible and timely complaint resolution. As illustrated in Figure 1, the model provides a basis for examining the individual relationships between compensation, apologetic communication, procedural justice and customer loyalty towards mobile payment platforms in Calabar.

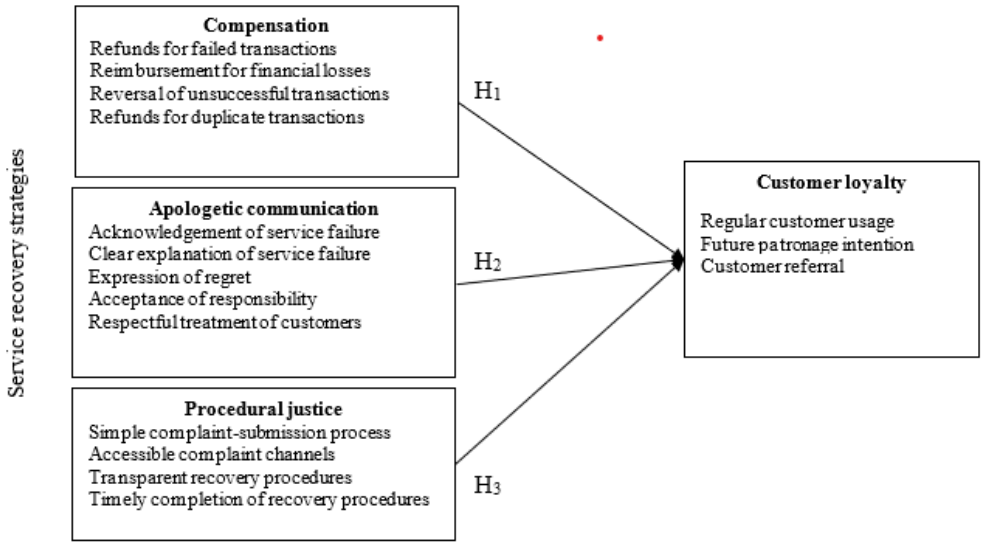


FIG. 1: Conceptual model of the study

Source: Independent variable parameters were adapted from Bankole (2024); Nicholas et al. (2024); Etuk et al. (2023); Ani and Uhie (2026); Aghadiuno (2026a). Dependent variable parameters were adapted from Joseph et al. (2026); James and Inyang (2025).

MATERIALS AND METHODS

Research Design

This research adopted a cross-sectional survey approach to assess how service recovery practices relate to customer loyalty among mobile payment users in Calabar, Cross River State. Data were obtained from eligible users during one period, focusing on their experiences with compensation, apologetic

communication, procedural justice and their loyalty to the platforms they use. The approach was appropriate because it enabled the researches to examine these variables as they naturally occurred, without introducing changes to service providers' recovery procedures or influencing participants' responses. Furthermore, the data gathered enabled statistical analysis of the extent to which each service recovery strategy was associated with customer loyalty towards mobile payment platforms.

Population, Sample and Sampling Technique

The study population consisted of all users of mobile payment platforms in Calabar, Cross River State, Nigeria. However, establishing the total number of these users was difficult because no reliable database provides a complete count of active mobile payment users in the study area. Given this limitation, the Topman formula was employed to estimate the required sample size. The values used in the computation were obtained from a preliminary survey of 30 individuals conducted on the University of Calabar campus. Specifically, respondents were asked whether they had used mobile payment platforms for more than one year. Of the 30 respondents, 73% indicated that they had used mobile payment platforms for more than one year, while 27% had not. Accordingly, P (0.73) represented the proportion of respondents with more than one year of mobile payment experience, while q (0.27) represented those without such experience. The Topman formula was preferred because the pilot survey provided an empirical estimate of the proportion possessing the specified user-experience characteristic, which was incorporated into the sample size determination. A 95% confidence level and a 5% allowable error were adopted. The formula is expressed as:

$$n = \frac{Z^2Pq}{e^2}$$

Where n: Sample size required

Z: Tabular statistical unit (1.96)

P: Probability of positive response (0.73)

q: Probability of negative response (0.27)

e: Margin of error (5 percent)

Substituting the values into the formula:

$$n = \frac{1.96^2\,(0.73 \times 0.27)}{0.05^2}$$

$$= \frac{3.8416\,(0.1971)}{0.0025}$$

$$= \frac{0.7573}{0.0025}$$

$$= 302.92$$

n = 303 mobile payment platform users approximately

Respondents were selected through a multistage sampling procedure combining purposive and convenience sampling. Initially, purposive sampling was used to identify individuals with direct experience of mobile payment services and service failures. To establish eligibility, prospective participants were asked whether they had ever experienced a service failure on their mobile payment platform. Only individuals who satisfied this screening condition were admitted to the study, while those without previous service failure experience were excluded because they could not provide relevant assessments of compensation, apologetic communication and procedural justice in service recovery. Following this screening process, convenience sampling was used to enroll qualified individuals who were accessible and willing to participate. Recruitment took place at suitable locations across Calabar,

including trading areas, markets, university surroundings and other public places where mobile payment transactions are commonly undertaken. This approach was considered practical because the absence of a comprehensive register of mobile payment users made it difficult to construct a sampling frame for random selection. The combination of purposive screening and convenience-based recruitment therefore helped ensure that the questionnaire was administered to individuals with relevant service failure experiences to evaluate the influence of service recovery strategies on customer loyalty.

Data Collection and Survey Administration

Primary data were gathered using a structured questionnaire designed to obtain data from users of mobile payment platforms in Calabar, Cross River State. The questionnaire statements addressed respondents' experiences with compensation, apologetic communication and procedural justice, as well as their loyalty to the platforms they used. Customer loyalty was assessed in terms of regular usage, intention to continue using the platform and willingness to recommend it to others. Items measuring the study variables were rated on a five-point Likert scale, with responses ranging from Strongly Disagree (1) to Strongly Agree (5).

Questionnaire copies were administered to individuals who met the study's eligibility requirements, having confirmed their recent use of mobile payment services. Before completing the instrument, participants were informed of the purpose of the research and assured that participation was voluntary. Of the 303 questionnaires administered, 292 were returned and found suitable for statistical analysis, representing a response rate of 96.4%. The completed questionnaire copies provided the empirical data for this investigation.

Instrument Development, Validity and Reliability

The study employed a structured questionnaire developed to obtain data on service recovery strategies and customer loyalty towards mobile payment platforms in Calabar, Cross River State. The measurement items for the independent variable, service recovery strategies, were adapted from Bankole (2024), Nicholas et al. (2024), Etuk et al. (2023), Ani and Uhie (2026), and Aghadiuno (2026a). The items measuring the dependent variable, customer loyalty, were adapted from Joseph et al. (2026) and James and Inyang (2025). The adapted items were reviewed and adjusted where necessary to suit the mobile payment context without altering their original meanings. Content validity was assessed through expert review to establish whether the questionnaire items were clear, relevant and appropriate for measuring the study variables. Suggestions arising from the review were considered and incorporated into the instrument before the main survey was conducted.

A pilot survey involving 30 final-year students of the University of Calabar who were confirmed users of mobile payment platforms was conducted to assess the clarity of the questionnaire and the reliability of its measurement scales. The internal consistency of the instrument was examined using Cronbach's alpha, with a coefficient of 0.70 adopted as the minimum acceptable threshold. The reliability assessment (see Table 2) showed that all measurement scales recorded Cronbach's alpha coefficients of not less than 0.70, indicating acceptable internal consistency. The 30 students who participated in the pilot survey were deliberately excluded from the main survey to prevent their participation in the preliminary exercise from influencing the main study responses. Based on the validity assessment and reliability results, the questionnaire was considered suitable for collecting data for the study.

TABLE 2: Summary of reliability test (Cronbach's alpha)

Construct	Number of Items	Cronbach's Alpha
Compensation	4	0.881
Apologetic communication	5	0.758
Procedural justice	4	0.852
Customer loyalty	3	0.754
	16	

Source: Researchers' analysis via SPSS (2026)

Data Analysis Techniques

The 292 valid questionnaire responses obtained for the study were coded and analysed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics, comprising frequencies, percentages, means and standard deviations, were employed to summarise respondents' views on compensation, apologetic communication, procedural justice and customer loyalty towards mobile payment platforms in Calabar. Multiple linear regression was used to test the research hypotheses and establish the individual and joint effects of the three service recovery strategies on customer loyalty. The regression model was specified as follows:

$$CL = a + \beta_1 COMP + \beta_2 AC + \beta_3 PJ + e$$

Where:

CL = Dependent variable (Customer loyalty)
a = The intercept
COMP = Compensation
AC = Apologetic communication
PJ = Procedural justice
$\beta_1, \beta_2, \beta_3$ = Regression coefficients of the independent variables
e = Error term (5 percent)

ANALYSIS AND FINDINGS

Out of the 303 questionnaire copies administered to users of mobile payment platforms in Calabar, Cross River State, 292 were retrieved and deemed valid for statistical analysis. This yielded a response rate of 96.4 per cent, while the remaining 11 questionnaire copies were not included in the final analysis. Consequently, the study's results were based on the 292 valid responses.

TABLE 3: Descriptive statistics of the study's variables

	No. of items	N	Mean	Std. Deviation
Compensation	4	292	3.8279	.86486
Apologetic communication	5	292	3.8390	.75545
Procedural justice	4	292	3.6147	.75677
Customer loyalty	3	292	3.4589	.46264
Valid N (listwise)		292		

Source: Researchers' analysis via SPSS (2026)

The descriptive statistics in Table 3 present the responses of 292 users of mobile payment platforms in Calabar, Cross River State, regarding the study variables. The mean scores indicate the general assessment of each variable on the five-point Likert scale, while the standard deviations reflect the extent to which respondents' views differ. All four variables recorded mean scores above the scale

midpoint of 3.0, suggesting that respondents generally expressed favourable views about the service recovery strategies examined and their loyalty towards mobile payment platforms.

Apologetic communication recorded the highest mean score (M = 3.8390, SD = 0.75545), followed closely by compensation (M = 3.8279, SD = 0.86486). These results suggest that respondents assessed apologetic communication and compensation relatively favourably as service recovery strategies. Procedural justice had a mean score of 3.6147 (SD = 0.75677), indicating a moderately favourable assessment of the fairness and appropriateness of procedures for resolving service failures. Customer loyalty recorded the lowest mean score of 3.4589 (SD = 0.46264). Although this value was above the scale midpoint, it suggests that respondents' assessments of their continued usage, future patronage intentions and willingness to recommend mobile payment platforms were less favourable than their assessments of the service recovery strategies.

The standard deviations provide further insight into the consistency of respondents' assessments. Customer loyalty had the lowest standard deviation (0.46264), indicating that responses concerning loyalty were relatively concentrated around the mean. Compensation recorded the highest standard deviation (0.86486), suggesting greater variation in respondents' experiences and perceptions of the financial redress provided following transaction failures. The standard deviations for apologetic communication (0.75545) and procedural justice (0.75677) were similar, indicating comparable levels of variation in respondents' assessments of these two strategies. Overall, the results show that apologetic communication received the highest mean rating, while customer loyalty recorded the lowest.

Hypothesis one:

Ho: Compensation has no significant effect on customer loyalty towards mobile payment platforms in Calabar.

Hypothesis two:

Ho: Apologetic communication has no significant effect on customer loyalty towards mobile payment platforms in Calabar.

Hypothesis three

Ho: Procedural justice has no significant effect on customer loyalty towards mobile payment platforms in Calabar.

Independent variables: Compensation, apologetic communication and procedural justice

Dependent variable: Customer loyalty

Test statistic: Multiple linear regression

Decision criteria: Accept the alternative hypothesis if (P < .05) and reject the null hypothesis, if otherwise.

TABLE 4: Model summary of the effect of service recovery strategies on customer loyalty towards mobile payment platforms in Calabar

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.536[a]	.287	.279	.59107

a. Predictors: (Constant), Compensation, apologetic communication and procedural justice

Source: Researchers' analysis via SPSS (2026)

TABLE 5: ANOVA[a] of the effect of service recovery strategies on customer loyalty towards mobile payment platforms in Calabar

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	40.461	3	13.487	38.605	.000[b]
	Residual	100.615	288	.349		
	Total	141.076	291			

a. Dependent Variable: Customer loyalty

b. Predictors: (Constant), Compensation, apologetic communication and procedural justice

Source: Researchers' analysis via SPSS (2026)

TABLE 6: Coefficients[a] of the effect of service recovery strategies on customer loyalty towards mobile payment platforms in Calabar

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.671	.190		8.805	.000
	Compensation	.160	.058	.199	2.783	.006
	Apologetic communication	.243	.045	.304	5.400	.000
	Procedural justice	.374	.064	.444	5.828	.000

a. Dependent Variable: Customer loyalty

Source: Researchers' analysis via SPSS (2026)

Interpretation

The multiple linear regression analysis examined the individual and combined effects of compensation, apologetic communication and procedural justice on customer loyalty towards mobile payment platforms in Calabar. The results in Table 4 show a multiple correlation coefficient (R) of 0.536, indicating a moderate positive relationship between the service recovery strategies and customer loyalty. The coefficient of determination (R^2) of 0.287 indicates that the three independent variables jointly explain 28.7% of the variation in customer loyalty, while the adjusted R^2 of 0.279 shows that the model accounts for approximately 27.9% of the variation after adjustment for the number of predictors. The ANOVA results in Table 5 confirm that the regression model is statistically significant ($F = 38.605$, $p < .001$), indicating that the three service recovery strategies jointly predict customer loyalty. The remaining 71.3% of the variation may be attributable to other factors not included in the model.

The standardised beta coefficients in Table 6 indicate that procedural justice has the strongest relative contribution to customer loyalty ($\beta = 0.444$, $p < .001$), followed by apologetic communication ($\beta = 0.304$, $p < .001$) and compensation ($\beta = 0.199$, $p = .006$). All three variables have positive and statistically significant coefficients, suggesting that fair and accessible complaint-resolution procedures, appropriate communication following service failures, and financial redress for unsuccessful transactions are associated with greater customer loyalty. Accordingly, the first null hypothesis is rejected because compensation significantly predicts customer loyalty; the second null hypothesis is rejected because apologetic communication has a significant relationship with customer loyalty; and the third null hypothesis is rejected because procedural justice significantly predicts customer loyalty. Overall, procedural justice emerges as the strongest predictor, while compensation has the smallest relative contribution.

DISCUSSION OF FINDINGS

Compensation and Customer Loyalty

The regression findings reveal that compensation has a positive and statistically significant effect on customer loyalty towards mobile payment platforms in Calabar ($\beta = 0.199$, $p = .006$). This result indicates that providing appropriate financial redress following transaction failures is associated with stronger customer loyalty. In the mobile payment environment, compensation may involve refunding failed transactions, reimbursing verified financial losses and reversing duplicate debits. When these issues are resolved adequately, customers may perceive the provider as accountable and responsive to their financial concerns. Prompt and appropriate compensation can also restore customer confidence and reduce dissatisfaction with the provider's handling of service failures (Bankole, 2024). Consequently, customers who consider the redress process fair may be more inclined to continue using the platform, patronize it in the future and recommend it to others.

The finding aligns with Akwikwa and Fadare (2023), who established that compensation significantly and positively influenced customer patronage of domestic airlines in South-South Nigeria. Similarly, Ani and Uhie (2026) reported significant relationships between compensation and customer retention and loyalty in hotels in Owerri. Awa et al. (2021) also identified compensation as an important service recovery factor associated with organisational resilience and customer-related outcomes in Nigeria's aviation industry. Although these studies were conducted in sectors different from mobile payments, their findings demonstrate the relevance of compensation to positive customer outcomes. The present study extends this evidence to mobile payment platforms in Calabar by establishing a significant positive relationship between compensation and customer loyalty. Nevertheless, its standardised coefficient ($\beta = 0.199$) is the smallest among the three service recovery strategies examined, suggesting that compensation makes a comparatively lower contribution to customer loyalty than apologetic communication and procedural justice within the estimated model.

Apologetic Communication and Customer Loyalty

The results further indicate that apologetic communication has a positive and statistically significant effect on customer loyalty towards mobile payment platforms in Calabar ($\beta = 0.304$, $p < .001$). This suggests that how providers communicate with customers after service failures is an important consideration in maintaining customer relationships. Acknowledging transaction problems, explaining their causes, expressing regret, accepting responsibility and treating affected customers respectfully can help reduce frustration and reassure users that their concerns are being taken seriously. In mobile payment services, where failed transactions and delayed reversals may create financial anxiety, clear and considerate communication can help restore confidence in the provider. Such communication may encourage customers to continue using the platform, maintain their future patronage intentions and recommend the service to others.

This result is consistent with Agu (2023), who found that service recovery strategies significantly influenced customer satisfaction and loyalty in a Nigerian micro-restaurant, with sincere apology emerging as the strongest recovery strategy examined. Ani and Uhie (2026) similarly reported significant relationships between apology and customer retention and loyalty in hotels in Owerri. In addition, Abdelkader (2024) found that apologies, explanations and empathy enhanced relationship quality, which positively influenced customers' repurchase intentions in the Egyptian banking sector. These studies provide empirical support for the importance of apology-related communication in managing service failures and sustaining customer relationships. By demonstrating a significant positive effect of apologetic communication on customer loyalty towards mobile payment platforms in

Calabar, the present study extends the relevance of these findings to digital financial services. Its standardised coefficient (β = 0.304) indicates that apologetic communication contributes more strongly to customer loyalty than compensation, although its contribution is lower than that of procedural justice.

Procedural Justice and Customer Loyalty

Among the three service recovery strategies, procedural justice recorded the highest standardised beta coefficient and a positive, statistically significant effect on customer loyalty towards mobile payment platforms in Calabar (β = 0.444, p < .001). This finding highlights the importance of the processes through which providers receive complaints, investigate transaction failures and implement corrective measures. Customers are more likely to regard a recovery process favourably when complaint channels are accessible, procedures are transparent, requirements are straightforward and resolutions are completed within a reasonable period. For mobile payment users, these features are particularly relevant when seeking refunds for failed transactions, correcting duplicate debits or resolving payment discrepancies. Fair and efficient procedures can reduce the inconvenience associated with service failures and reassure customers that their complaints will receive appropriate attention. This may strengthen their willingness to continue using the platform, patronize it in the future and recommend it to other users.

Empirical findings from related studies reinforce the importance of procedural fairness in service recovery. Bankole (2024) found that procedural justice significantly and positively influenced customer satisfaction among commercial bank customers in Ekiti State. Similarly, Nicholas et al. (2024) established a significant positive relationship between procedural justice and customer satisfaction among bank customers in Ado-Ekiti. Aghadiuno (2026a) also found that procedural fairness significantly and positively influenced the market performance of fast-food firms in Rivers State. Although these studies examined customer satisfaction and market performance rather than customer loyalty towards mobile payment platforms, they provide relevant evidence of the value of fair recovery procedures in service settings. The present study contributes further evidence by establishing procedural justice as the strongest predictor of customer loyalty among the three strategies investigated in Calabar. Its standardised coefficient (β = 0.444) exceeds those of apologetic communication (β = 0.304) and compensation (β = 0.199). This comparative result suggests that the fairness, accessibility and efficiency of complaint-resolution procedures have a particularly strong relationship with customer loyalty in the mobile payment context.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study investigated the effects of service recovery strategies, specifically compensation, apologetic communication and procedural justice, on customer loyalty towards mobile payment platforms in Calabar, Cross River State, Nigeria. The study was undertaken in view of the persistent occurrence of mobile payment failures and the need to understand how providers' responses to such incidents relate to customers' continued patronage. The regression results revealed that all three service recovery strategies had positive and statistically significant effects on customer loyalty. Procedural justice emerged as the strongest predictor, followed by apologetic communication and compensation. Collectively, the three variables explained 28.7% of the variation in customer loyalty, and the overall regression model was statistically significant. These findings demonstrate the importance of effective service recovery in sustaining customer loyalty, particularly the role of fair and efficient complaint-

resolution procedures, appropriate communication and adequate financial redress following transaction failures.

Despite these findings, the study was restricted to mobile payment users in Calabar and employed a cross-sectional survey with purposive and convenience sampling. Therefore, caution is necessary when generalizing the results to mobile payment users in other locations, and the findings do not establish definitive causal relationships. Further research could examine other Nigerian cities, incorporate additional service recovery dimensions and investigate other factors that may explain customer loyalty towards mobile payment platforms. Longitudinal studies could also provide insight into how customers' loyalty develops following service failures and subsequent recovery experiences. Nevertheless, this study contributes empirical evidence on the relationship between compensation, apologetic communication, procedural justice and customer loyalty in the mobile payment context. It also establishes the relative predictive importance of these strategies, providing a basis for understanding how mobile payment providers can improve their responses to service failures and sustain customer relationships in Calabar.

Recommendations

Taking the findings of the study into consideration, the following recommendations are presented:

i. There is need for mobile payment platforms to strengthen their compensation procedures by ensuring prompt refunds for failed transactions, immediate reversal of duplicate debits and appropriate reimbursement of verified financial losses. These measures will enhance customer loyalty by restoring confidence in the platform, demonstrating accountability and encouraging customers to continue using and recommending its services.

ii. Mobile payment platforms should improve apologetic communication by promptly acknowledging service failures, providing clear explanations, expressing sincere regret, accepting responsibility where appropriate and keeping affected customers informed throughout the resolution process. These actions will strengthen customer loyalty by rebuilding trust, reducing customer frustration and encouraging continued patronage and positive referrals.

iii. It is important for mobile payment platforms to improve procedural justice by simplifying complaint submission, providing accessible customer support channels, establishing transparent recovery procedures and ensuring that complaints are resolved within reasonable timeframes. These improvements will substantially strengthen customer loyalty by assuring users of fair treatment, reducing the inconvenience associated with service failures and increasing their willingness to continue using the platforms and recommend them to others.

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