

From Recall to Commitment: The Influence of Distributive Justice and Severity Recall on Affective Trust and Corporate Reputation in the Automotive Sector

Ameylia Ayu Astira^{id}, Edy Yulianto^{id}, *Anni Rahimah^{id}

Department of Business Administration, Faculty of Administrative Sciences, Universitas Brawijaya, Malang, Indonesia

Correspondence*:

Address: Jl. MT. Haryono No.163, Ketawanggede, Kec. Lowokwaru, Malang, Indonesia 65145 | e-mail: anni@ub.ac.id

Abstract:

Objective: Widespread product recalls present a significant challenge in the global automotive industry, often leading to reputational damage and a decline in customer loyalty. Understanding how customers respond after a recall is essential, particularly in determining whether their commitment diminishes or remains intact. This study examines the influence of distributive justice, recall severity, affective trust, and corporate reputation on the affective commitment of customers who have experienced an automotive product recall for repair. The theoretical framework for this study is based on Rawls' theory, social exchange theory, resource advantage theory, and attribution theory.

Design/Methods/Approach: Data for this study were collected through an online questionnaire, with a total of 220 eligible respondents participating. The study utilizes partial least squares equation modeling (PLS-SEM) to analyze the impact of distributive justice and recall severity on consumers' affective trust, company reputation, and affective commitment.

Findings: This study found that distributive justice and recall transparency enhance affective trust and corporate reputation, ultimately strengthening customer commitment. A fair and transparent recall strategy can transform a crisis into an opportunity to foster loyalty.

Originality/Value: The originality of this research lies in its exploration of previously unexamined interrelationships among variables in the context of automotive product recalls. Additionally, the inclusion of these specific variables offers a more accurate and comprehensive understanding from the consumer's perspective.

Practical/Policy implication: Our research provides automotive companies with a strategic framework to turn product recalls into opportunities by leveraging personalized communication, enhancing service quality, implementing systematic problem-solving, and fostering trust-building initiatives. These strategies help sustain customer relationships during recalls by emphasizing emotional engagement, rigorous vehicle inspections, transparent communication, and community-driven programs.

Keywords: Business administration; Transportation academic; Product recall

JEL Classification: M10, R40



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1. Introduction

In recent years, product recalls have become a significant concern in the global automotive industry, impacting numerous automakers (CNBC Indonesia, 2023). These recalls impose substantial costs on companies, both directly—through repair and replacement expenses—and indirectly, by damaging brand reputation and consumer trust (Gelbrich & Roschk, 2011; Hora et al., 2011).

This global trend suggests that fully eliminating service failures and consumer complaints is virtually impossible (Urueña & Hidalgo, 2016). Nonetheless, the adverse impact of such product recalls differs among consumers, depending on their level of commitment. Ahluwalia (2001, as cited in Huang & Radighieri, 2022) observed that highly committed customers are generally more resilient to negative publicity. Consequently, understanding and fostering customer commitment, particularly affective commitment, is crucial for effectively managing product recall scenarios.

Previous studies have explored various factors influencing customer commitment in the context of product recalls. Liu et al. (2021) investigated the role of distributive justice in building customer trust and commitment. Meanwhile, Muralidharan et al. (2019) focused on the effect of recall severity on customer perceptions and attitudes. Another study by Wai Lai, (2019) emphasized the role of corporate reputation in fostering customer commitment. However, some research gaps remain. First, there are limited studies examining the impact of fairness in service recovery, particularly in developing countries like Indonesia.; there are only a few studies on this topic including research by Mattila and Patterson (2004), Liu et al. (2021), and Wang et al. (2023). Secondly, certain relationships between key variables remain unexplored, such as the impact of distributive justice on corporate reputation, the effect of recall severity on affective trust and corporate reputation, and the interplay among affective trust, corporate reputation, and affective commitment. Thirdly, previous research has yielded inconsistent findings regarding the relationship between distributive justice, affective trust, and affective commitment. For the distributive justice-affective trust relationship, Liu et al. (2021) reported insignificant results, while DeConinck (2010) demonstrated significant findings. Similarly, in examining distributive justice and affective commitment, studies by Malla and Malla (2023, Gim and Desa (2014), Khalid et al. (2018),) Abror and Hudayati (2020), and Febriandika (2020) all showed significant results, whereas research by Ohanaand Meyer, (2016) and Lee and Wei, (2017) yielded insignificant outcomes.

This research does not rely on a single theoretical foundation but instead integrates three main theories as its conceptual framework. Justice theory (Rawls, 1971) explains how consumers perceive fairness in service recovery evaluations, social exchange theory (Blau, 1964) highlights the role of fulfilling consumer expectations in building trust and attribution theory explores how consumers interpret corporate responsibility in product recalls and its impact on trust and commitment. These theories collectively support the study's framework, providing a comprehensive perspective on the dynamics of product recalls. Justice Theory, in particular, underscores the significance of fairness in consumers' assessments of service recovery efforts (Harun & Rokonzuzaman, 2021). Consumers evaluate distributive justice based on the compensation they receive, such as the replacement of defective components or other forms of restitution. As Liu et al. (2021) explain, distributive justice emphasizes the fair distribution of benefits, which, in the context of product recalls, includes providing replacements or compensation for future purchases. Social exchange theory (Blau, 1964) further supports this by stating that consumers develop trust when companies fulfill their expectations and deliver value in line with their needs (Chih et al., 2015). Consumers' affective trust in brand will be influenced by interactive experiences during the recall process (Ha et al., 2016). Meanwhile, attribution theory is crucial in explaining how consumers interpret the reasons behind the recall (Munyon et al., 2019). If consumers conclude that the company knew about the problem beforehand but did not act, this will be seen as negligence, which negatively impacts trust (Ketchen et al., 2014). Implementing these three theories provides valuable insight into effective recall management, emphasizing three key aspects: fairness in compensation (distributive justice), transparent crisis response (corporate reputation), and empathetic communication (affective trust). Furthermore, research by Hersel et al. (2019) shows that involving consumers in the recall process can strengthen the effectiveness of corrective actions. Companies can optimize recall management by ensuring fair compensation, maintaining transparency throughout the process, and communicating openly and honestly. These efforts help minimize negative perceptions, ultimately preserving consumer trust and long-term loyalty to the Honda brand.

This research provides an in-depth analysis of how distributive justice—consumers' perception of the fairness in recall solutions—affects emotional trust and corporate reputation. Effective management of distributive justice can enhance post-recall satisfaction and sustain consumer loyalty. Additionally, recall severity, which reflects the extent of the recall issue, is examined for its impact on consumers' affective trust, firm reputation, and affective commitment, emphasizing the need for proactive risk mitigation by companies. This study contributes to the literature by addressing gaps in previous research regarding the influence of consumer perceptions on these variables, particularly in the context of developing countries. Beyond examining direct relationships between variables, this study also explores mediating effects to provide a deeper understanding of how distributive justice and recall severity influence consumers' affective commitment. Furthermore, it demonstrates the applicability of Rawls' justice theory, social exchange theory, resource advantage theory, and attribution theory in analyzing product recalls within the automotive sector. The findings offer

practical insights for companies managing product recalls, enabling them to strengthen consumer emotional connections, mitigate recall crisis impacts, and create a competitive advantage through fairness-based strategies. Thus, this study not only enriches crisis management literature but also provides strategic recommendations for the automotive industry in navigating recall challenges effectively.

This article is structured into several key sections. The literature review discusses relevant theories, previous research findings, and the hypotheses that form the foundation of this study. The methodology section details the quantitative approach employed, including the use of structural equation modeling with partial least squares (SEM-PLS), and presents the data analysis process. The subsequent section outlines the study's findings, followed by an in-depth discussion of their theoretical and practical implications. Finally, the article concludes by addressing research limitations and offering recommendations for future studies.

2. Literature Review and Hypotheses Development

2.1 Theoretical Background

Justice theory (Rawls, 1971) suggests that customers assess service recovery efforts based on their perceptions of fairness, encompassing distributive, procedural, and interactional justice. In this study, distributive justice specifically refers to how customers evaluate the tangible benefits they receive, such as compensation or product repairs, following a service failure. This theory is particularly relevant in explaining how fairness perceptions influence affective trust and firm reputation, ultimately shaping affective commitment. Previous research, such as by Van Vaerenbergh et al. (2019) and Harun and Rokonzaman (2021), demonstrates that perceived fairness has a significant impact on customer satisfaction and loyalty. In addition, research by Ozkan-Tektas and Basgoze (2017), Migacz et al. (2018), and Wei et al. (2019) underlines that perceived fairness can reduce negative emotions post-service failure and build positive relationships with consumers. On the other hand, a company's irresponsible brand behavior, such as engaging in unfair practices or causing harm to society and the environment, fosters negative consumer emotions (Rahimah et al., 2023).

Social exchange theory (Blau, 1964) posits that relationships between individuals and organizations are based on a balance of sacrifices and rewards. In the context of this research, the theory explains how companies can foster customer trust and emotional commitment by delivering value that aligns with consumer expectations. This concept underscores the idea that affection—encompassing positive emotions and experiences toward a brand—plays a crucial role in strengthening commitment. Previous research by Bove and Johnson, (2000), . Ha et al. (2011), Ranganathan et al. (2013), and Leung et al. (2020) show that affective trust, which stems from emotional experiences, has a significant role in building sustainable relationships. In addition, Abosag et al. (2017) emphasized that brand liking increases customer affective commitment.

Attribution theory (Weiner, 2006) examines how individuals interpret the cause of an event, particularly in the context of responsibility and blame. In this study, this theory explains how corporate responsibility for product recalls affects consumer perceptions, including trust and loyalty. Ketchen et al. (2014) and Munyon et al. (2019) noted that company-recognized responsibility can mitigate the negative impact of a product crisis on brand reputation. Research by Hersel et al. (2019) shows that consumers tend to positively assess companies that act quickly and responsibly in crisis situations. Other studies, such as by Brauer et al. (2014) and Pasaribu and Wijaya (2017), highlight that transparency and remediation efforts can mitigate damage to a company's reputation due to negligence.

2.2 Effect of Distributive Justice on Affective Trust

Distributive justice refers to the extent of perceived fairness that customers feel toward the company's efforts to eliminate observed threats (Liu et al., 2021), whereas affective trust stems from the personal feelings and emotional bonds developed by one party toward another (Leung et al., 2020). Within the context of product recalls, customers who perceive fair treatment are more likely to develop trust in the company (Mohd-Any et al., 2019). Distributive justice thus plays a pivotal role in fostering customers' affective trust; when customers feel they are treated equitably in resolving issues or product recalls, their trust in the company is strengthened (Narasimhan et al., 2013).

Affective trust, as described by Johnson and Grayson, (2005), is a type of trust that is based on one's emotional feelings toward the level of care and concern provided by the other party in a relationship. This trust grows through direct experience and personal interaction, resulting in a sense of security and a strong emotional bond between the individual and the trusted party (Ha et al., 2011). In the context of professional services, affective trust is considered more relevant due to the intense interactions that tend to build personal attachments and increase economic loyalty (Abosag et al., 2017). Affective trust is also seen as a higher form of trust other types of trust such as cognitive trust or calculative trust (Leung et al., 2020). This is because this trust comes from instinct, intuition, and deep feelings about the trustworthiness of a person or organization (Plavina Punyatoya, 2015). In addition, affective trust reflects confidence in the competence, goodwill, and motives of the other party to act under expectations (Curado & Vieira, 2019). In the

context of this research, affective trust is important because the relationship built through interactive experience between consumers and companies allows consumers to provide more emotional trust than other types of trust.

The positive relationship between distributive justice and affective trust can be explained through several important aspects based on previous research. Fairness is an important situational factor that affects customer trust in the field of service recovery (Babin et al., 2021). When customers perceive distributive justice, that is, when the benefits resulting from recovery such as refunds, discounts, and apologies outweigh the sacrifices customers make such as time and effort to make a complaint, their affective trust will increase (Crisafulli & Singh, 2016). This is reinforced by the finding that fair treatment of consumers is essential for fostering trusting relationships, where high levels of trust formed by the fairness of an organization are fundamental in reducing conflict (Lee et al., 2015; Tangngisalu & Jumady, 2020). In the context of product recalls, if consumers perceive the product recall process to be unfair, e.g., a repair process that cannot meet their expectations, then they will show less trust and will provide more conflict, which in turn can amplify the negative impact of product recalls (Narasimhan et al., 2013).

H1: Distributive justice has a positive effect on affective trust

2.3 Effect of Distributive Justice on Firm Reputation

Firm reputation refers to the public perception of a company's image, which is shaped by consumers' perceptions of fairness in its distribution practices (Ozkan-Tektas & Basgoze, 2017). Corporate reputation, more broadly, reflects the public's impression and evaluation of how a company conducts its business (Nguyen et al., 2021). To build and maintain a strong reputation, an organization must engage all stakeholders, particularly consumers who directly experience the impact of product recalls (Someh et al., 2019). In industries such as banking services, a strong corporate reputation can lead to higher tolerance among dissatisfied customers, as they tend to have greater expectations for service recovery from reputable companies compared to those with weaker reputations (Ozkan-Tektas & Basgoze, 2017).

When a company fairly distributes benefits to customers following a product recall, it can enhance its reputation. According to Ozkan-Tektas and Basgoze (2017), companies with a strong reputation are better equipped to maintain customer trust and loyalty, even in times of crisis. Firm reputation is shaped by how a company responds to crisis situations, including the fairness of its actions in addressing consumer concerns (Ghalandari, 2013). Therefore, the more effectively a company implements distributive justice, the stronger its reputation becomes in the eyes of both customers and the public (Nguyen et al., 2021). Based on this, the proposed hypothesis is that distributive justice has a positive influence on firm reputation.

H2: Distributive justice has a positive effect on firm reputation

2.4 Effect of Distributive Justice on Affective Commitment

Affective commitment is defined as an emotional desire to bond, identify, care, and engage with a company's services (Abosag et al., 2017). When customers feel psychologically connected to the company, they will provide commitment (Kim et al., 2023b). In the context of buyer-seller relationships, the actions of one party depend on the behaviour of the other, as such dependence will reduce the effects of risk and increase commitment (Casidy et al., 2021). Affectively committed customers are also more likely to engage in a company's CSR activities because they have a close relationship with the company and are willing to help it (Bartikowski & Wals, 2011 in Kim et al., 2023). Companies need to build affective commitment because this affects consumer's willingness to maintain long-term relationships with companies (Kim et al., 2023b).

Distributive justice also affects affective commitment, the emotional attachment consumers have to a company. When consumers perceive a company as fair, they are more likely to develop a stronger emotional bond, reducing their likelihood of switching to competitors. Malla and Malla, (2023) in their research in the field of human resources stated that distributive justice affects affective commitment. In addition, research conducted by Ohana and Meyer, (2016) revealed that only the type of distributive justice is related to affective commitment. In line with research conducted by Khalid et al, (2018), it shows that distributive justice enhances affective commitment, thereby supporting the notion that it plays a crucial role in both developing and reinforcing customer affective commitment. (Lee & Wei, 2017). Therefore, the hypothesis is that distributive justice has a positive effect on affective commitment.

H3: Distributive justice has a positive effect on affective commitment

2.5 Effect of Recall Severity on Affective Trust

Recall severity refers to the perceived level of harm caused by the recalled product (Muralidharan et al, 2019). A severe recall can create a disparity between perceived quality and customer expectations, potentially leading to dissatisfaction and a loss of consumer trust. (Kim et al., 2023b). In cases of multiple recalls, consumers may experience greater inconvenience, leading them to reassess the severity of the product issues. This can result in reduced purchase intentions and diminished trust in the brand (Huang & Radighieri, 2022). During the acute crisis stage, consumers begin

to question the company's reputation, leading to negative emotions and the spread of unfavorable rumors about the company (Gilles-Pie & Dietz, 2009 in Zhang et al., 2022)

The severity of product recalls can diminish affective trust, as more severe product issues lead to greater consumer distrust in the company. When consumers experience disappointment, their trust in the company may weaken or even be lost entirely (Anshori et al., 2022). Huang and Radighieri (2022) explain that severe product recalls can damage consumer trust in the company. If customers perceive a recalled product as a significant safety risk, it can erode the affective trust they have in the company. Conversely, companies that manage recalls effectively and transparently can restore or even enhance customer trust. In the context of a severe recall, the company's response determines whether affective trust can be maintained or not (Cleeren et al., 2013). Thus, the hypothesis is that recall severity harms affective trust.

H4: Recall severity negatively affects affective trust

2.6 Effect of Recall Severity on Firm Reputation

The severity of a recall negatively impacts a company's reputation. Research indicates that severe product recalls can damage a firm's reputation, especially when they lead to substantial financial losses or pose risks to consumer safety (Huang & Radighieri, 2022). For example, a study by Zhang et al. (2022) found a major recall on automotive products can incur direct costs and indirect costs such as damage to the company's reputation. When product recalls are highly severe, companies must manage the situation with transparency and accountability to mitigate adverse effects on their reputation. Accordingly, the hypothesis posits that recall severity negatively impacts firm reputation.

H5: Recall severity negatively affects firm reputation

2.7 Effect of Recall Severity on Affective Commitment

Customers who experience high recall severity are more likely to lose affective commitment due to feelings of disappointment and insecurity regarding product quality. Severe product recalls can further diminish consumer affective commitment. Research by Laufer et al. (2018) revealed that when product recalls result in considerable inconvenience or pose safety risks, customers are more likely to diminish their attachment to the company. In instances of severe recalls, customers' affective commitment to the company tends to decline, as they feel neither protected nor valued by the organization (Huang & Radighieri, 2022). This suggests that recall severity can significantly influence the level of consumer affective commitment. Therefore, the proposed hypothesis is that recall severity negatively impacts affective commitment.

H6: Recall severity negatively affects affective commitment.

2.8 The effect of Affective Trust on Firm Reputation

Affective trust in a company enhances its positive reputation among consumers. Strong affective trust can lead consumers to recommend the company. Chameroy et al. (2024) state that consumers' decision to trust is based on the company's reputation. When customers have strong trust in a company's integrity and goodwill, they are more likely to view the company positively, thereby strengthening its reputation (Mal et al., 2018). Trust in a product encourages consumers to use and recommend it to others. Therefore, companies must prioritize building and maintaining trust in their products (Mardhiyah et al., 2023). Affective trust plays a crucial role in sustaining customer loyalty and attracting new clientele, ultimately enhancing a firm's reputation. Therefore, the hypothesis suggests that affective trust positively influences firm reputation.

H7: Affective trust has a positive effect on firm reputation

2.9 The effect of Affective Trust on Affective Commitment

Affective trust fosters an emotional connection that strengthens consumers' commitment to the company. According to social exchange theory (Blau, 1964), trust enhances emotional attachment and increases customers' willingness to maintain long-term relationships with the company. According to Metin Camgöz and Bayhan Karapinar (2016), affective trust is one of the factors that can predict positive attitudes, including affective commitment. When customers perceive that they can emotionally trust a company, they are more inclined to demonstrate a higher level of commitment. Another study by Chih et al. (2015) supports this perspective, emphasizing that affective trust strengthens affective commitment, thereby reinforcing long-term relationships between customers and companies. Based on this, the hypothesis suggests that affective trust positively influences affective commitment.

H8: Affective trust has a positive effect on affective commitment

2.9 The effect of Firm Reputation on Affective Commitment

A strong reputation can cultivate an emotional attachment to the company, as consumers develop a sense of pride and confidence in their decision to engage with the brand. Research by Kim et al. (2023) shows that a good company reputation can increase customer affective commitment. A strong corporate reputation enhances customer attachment and loyalty. It plays a crucial role in fostering affective commitment by reflecting the company's integrity and

reliability, thereby strengthening customers' emotional connection (DeGhetto et al., 2024). Therefore, the proposed hypothesis suggests that a firm's reputation has a positive impact on customer affective commitment.

H9: Firm reputation has a positive effect on affective commitment.

2.10 The effect of Distributive Justice on Affective Commitment through Affective Trust and Corporate Reputation

Distributive justice increases customers' affective trust in the context of product recalls (Mohd-Any et al., 2019). High affective trust then strengthens the company's reputation, especially for customers who have no prior experience (Chameroy et al., 2024). A strong corporate reputation ultimately drives affective commitment and long-term relationships with customers (Brown, 1998; Tartaglione et al., 2019). When distributive justice injustice occurs, affective trust decreases (Narasimhan et al., 2013), which can weaken the company's reputation (Veh et al., 2019) and reduce customer commitment (McDonald, 1981). Based on these statements, the following hypothesis is proposed.

H10: Distributive justice positively influences affective commitment by enhancing affective trust and strengthening corporate reputation.

2.11 The effect of Recall Severity on Affective Commitment through Affective Trust and Corporate Reputation

Recall severity has a significant cascading impact on a firm's relationship with customers, beginning with a decline in affective trust, which subsequently damages the firm's reputation and ultimately erodes customers' affective commitment. When recall severity is high, the gap between expected and perceived quality weakens trust in the company's ability to deliver reliable, high-quality products (Cleeren et al., 2013; Huang & Radighieri, 2022). The situation is exacerbated if the company refuses to take responsibility, thereby including distrust (Hewett, 2000). A company's reputation, built through practices such as a transaction security and service quality (Ter Huurne et al., 2018), becomes a determinant of trust, especially for customers with no prior experience (Chameroy et al., 2024). A good reputation can protect a company in times of crisis (Harrison, 2020) and encourage customers to stay engaged (Kim et al., 2023b), so proper management of product recalls is critical to minimize negative impacts on customer trust, reputation, and commitment (Zhang et al., 2022). Therefore, the hypothesis below is proposed.

H11: Recall severity negatively affects affective commitment by undermining affective trust and corporate reputation.

2.12. The effect of Brand Love on Affective Commitment

Brand love significantly influences affective commitment by fostering an emotional attachment that encourages consumers to maintain their relationship with a brand out of personal desire rather than obligation or cost considerations. This commitment is driven by passion, trust, and identification with the brand, reflecting shared values and loyalty. The literature suggests that consumers who love a brand are more likely to continue their association willingly, highlighting a strong psychological bond between the consumer and the brand (Albert & Merunka, 2013; Batra et al., 2012). Consequently, brand love serves as a key factor in fostering affective commitment, ultimately strengthening long-term consumer relationships and brand loyalty. (Garg et al., 2015).

H12: Brand love has a positive effect on affective commitment

2.13. The effect of Attitudinal Loyalty on Affective Commitment

Attitudinal loyalty plays a crucial role in strengthening affective commitment, as high attitudinal loyalty fosters greater emotional involvement. Research on employees suggests that those who hold a positive view of their organization—such as believing in its values and goals—are more likely to develop a deep emotional attachment and a strong desire to remain part of the organization (Azzam & Harsono, 2021). Additionally, attitudinal loyalty and affective commitment share a reciprocal relationship. Strong affective commitment can drive attitudinal loyalty, while sustained attitudinal loyalty can further strengthen consumers' emotional attachment to brands. This dynamic creates a reinforcing cycle that fosters strong, long-term consumer-brand relationships (de Lanauze & Aurier, 2012). Further research indicates that affective commitment is often mediated by attitudinal loyalty, which strengthens the connection between consumers and brands. This emotional involvement support the sustainability of long-term relationships and strengthens consumer loyalty, both in attitudinal and behavioural forms (Latif & Ullah, 2024).

H13: Attitudinal Loyalty has a positive effect on Affective Commitment

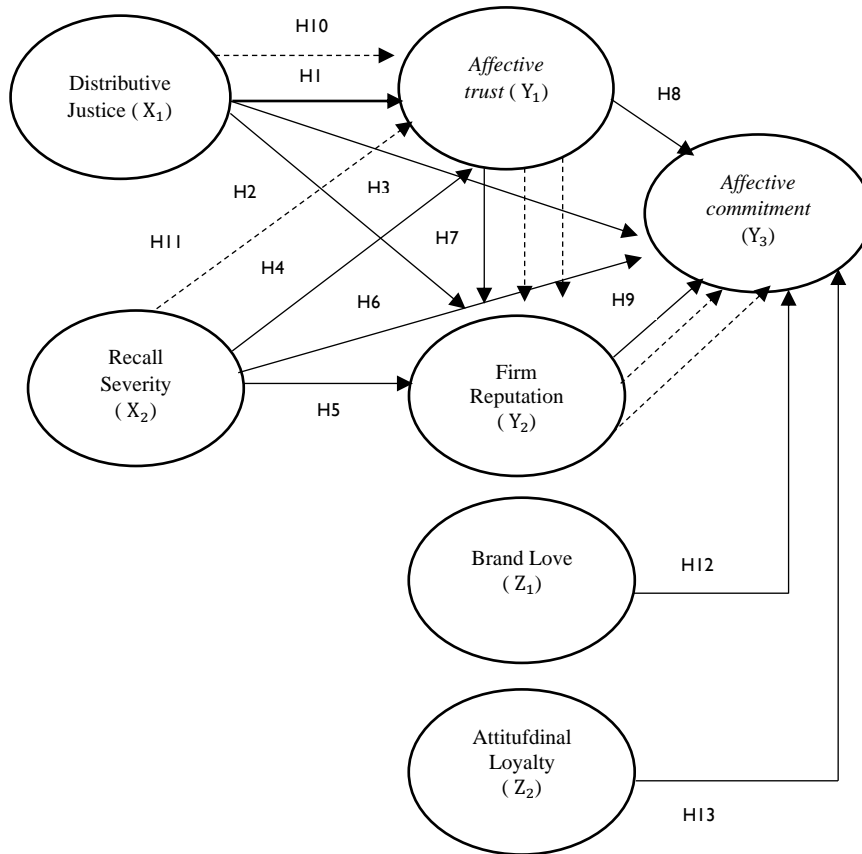


Figure 1. Research Framework

3. Method

3.1 Research Context

This study explores the impact of distributive justice and recall severity on affective trust and company reputation, as well as their subsequent influence on affective commitment. Distributive justice refers to consumers' perception of fairness regarding the outcomes they receive—such as refunds, discounts, or compensation—particularly in the context of a product recall (Crisafulli & Singh, 2016). This research is highly significant, as distributive justice can directly impact consumer trust in a company, especially in the context of product recalls. Effectively managing both distributive justice and recall severity is expected to strengthen the company's reputation and foster long-term consumer affective commitment.

Recall severity refers to the extent of a product recall and its impact on consumers. Severe recalls can lead to heightened dissatisfaction and a decline in consumer confidence, which may, in turn, negatively affect the company's reputation (Huang & Radighieri, 2022). This study chose recall severity as a variable because product recalls that involve consumer safety have a greater impact on consumer perceptions than minor recalls.

This study was conducted among Honda car consumers in Indonesia who were affected by a product recall in 2023. Since Honda issued multiple product recalls in the country that year, this presented a unique opportunity to examine the impact on consumer trust, brand reputation, and commitment. Focusing on the Honda brand is particularly relevant, as the company is known for its frequent product recalls. Analyzing how Honda manages these issues provides valuable insights into the broader implications for the firm-consumer relationship (Liu et al., 2021).

Honda's product recall in Indonesia, conducted by PT Honda Prospect Motor (HPM) in November 2023, included several vehicle models with potential safety issues affecting various components. One significant recall involved approximately 10,000 Honda CR-V, Accord, and City models due to a potentially faulty fuel pump (Honda-Indonesia, 2024). PT HPM responded swiftly by directly notifying affected vehicle owners and offering free part replacements at authorized dealers (Honda-Bintaro, 2024). As a leading car manufacturer in Indonesia with a significant market share (Honda-Arta, 2024), this recall attracted considerable attention from both the media and consumers, with coverage from well-known outlets such as Kompas.com, Tempo.com, CNN Indonesia, and BigAlpha's Instagram account. Although product recalls can negatively impact brand perception, Honda's transparency and responsiveness in handling the issue demonstrated its commitment to customer safety. The company made public announcements through its

official website and multiple media channels, provided an online vehicle frame number checking service to help consumers determine whether their vehicle was included in the recall program (Honda-Indonesia, 2024), and leveraged its experience in managing previous recalls in various countries to develop effective protocols for addressing similar situations in Indonesia (Tempo, 2023). for affective trust variables (Abosag et al., 2017; Chen et al., 2023; Chih et al., 2015; Leung et al., 2020;; (Wang et al., 2023); ()), company reputation variables ((Farooq et al., 2021; Majid & Rhee, 2018; Ozkan-Tektas & Basgoze, 2017) and affective commitment variables (Casidy et al., 2021; Chih et al., 2015; Engizek & Yasin, 2017; He & Sun, 2020; Ng, 2023; Sharma et al., 2020); Singh et al., 2022; Soren & Chakraborty, 2024), Wang et al., 2022), (, to measure consumers' emotional trust, perceived reputation, and emotional attachment to the company.

This quantitative research, employing an explanatory approach and involved 220 Honda consumers in Indonesia who experienced a product recall in 2023. Participants were selected using a purposive sampling technique. Data were collected through an online questionnaire and analyzed using partial least squares structural equation modeling (PLS-SEM). PLS-SEM was chosen for its ability to handle complex models with latent variables and its suitability for non-normally distributed data or small sample sizes. The analysis included evaluating the outer model for validity and reliability and the inner model for assessing relationships between variables.

Table. 2 Operational Definition and Item Scale

Construct	Definition	Scale Item
<i>Distributive justice (X₁) adapted from Liu et al. (2021)</i>	The degree to which consumers perceive fairness in PT HPM's efforts to mitigate identified threats.	X _{1.1} : Honda took effective measures as I expected X _{1.2} : Honda gave a sincere apology for the problems that occurred X _{1.3} : Honda was fair enough when resolving the problem X _{1.4} : Honda provided me with adequate Solutions in resolving the problem
<i>Recall severity (X₂) adapted from Huang and Radighieri (2022)</i>	The extent of loss or injury experienced by PT HPM consumers due to the recall of vehicles with defective components in November 2023.	X _{2.1} : Honda presented a realistic announcement scenario X _{2.2} : The problem with the type of Honda car being recalled is significant X _{2.3} : Honda is conducting a recall that affects a large number of vehicles X _{2.4} : The problem with the type of Honda cars being recalled may threaten the safety of vehicle owners and passengers X _{2.5} : Honda delivers a believable recall announcement scenario
<i>Affective trust (Y₁) adapted from Liu et al. (2021)</i>	The trust that PT HPM's customers place in its products is driven by emotional confidence in the company's level of care. This trust is deeply rooted in the heart and reflects a strong commitment.	Y _{1.1} : Honda is a trustworthy company based on my intuition Y _{1.2} : Honda has a trustworthy company reputation Y _{1.3} : Honda is a company that can be trustworthy based on my instincts Y _{1.4} : I believe Honda will respond with care, if I share a problem with the company
<i>Firm reputation (Y₂) adapted from Bag et al. (2023)</i>	An evaluation of PT HPM from the consumer's perspective, based on its past performance in fulfilling stakeholder interests. Additionally, it reflects PT HPM consumers' emotional desire to connect, care for, and engage with the company's products.	Y _{2.1} : Honda has a well-managed reputation Y _{2.2} : Honda has a customer focus Y _{2.3} : Honda always keeps customers informed about events happening in the company. Y _{2.4} : Honda is a good company Y _{2.5} : Honda has a high reputation in the market Y _{2.6} : Honda has a very good reputation
<i>Affective commitment (Y₃) adapted from Byun and Dass (2015)</i>	PT HPM consumers' emotional desire to connect, care for, and engage with the company's products.	Y _{3.1} : I am happy to be a Honda customer Y _{3.2} : Honda provides the best service to their customers Y _{3.3} : I feel that Honda considers me as important as I consider them to be

4. Result and Discussion

This study employs the PLS-SEM method to analyze constructs and latent relationship patterns, particularly in scenarios where there is limited or no prior understanding of how these variables interact. The use of PLS-SEM supports theory development, making it well-suited for exploratory research contexts.

4.1 Testing Convergent Validity, Average Variance Extracted (AVE), and Composite Reliability and, Measurement Model Analysis

The test results indicate that a loading factor value above 0.70 is considered ideal and valid, while values above 0.50 are still acceptable. However, if the loading factor falls below 0.50, the corresponding item should be removed from the model. In addition to the loading factor, convergent validity is further assessed using the average variance extracted (AVE) value. The AVE test results reflect each latent factor within the reflective model. An instrument achieves convergent validity if its AVE value exceeds 0.50 and is greater than the cross-loading correlation value. An AVE value below 0.50 indicates a high level of error. Furthermore, a construct is considered reliable if the composite reliability value exceeds 0.70 and Cronbach's alpha is greater than 0.60 (Hair et al., 2019).

Table 3. Validity and Reliability Test, Evaluation Results of Measurement Model

Validity and Reliability Test					Evaluation results of measurement model				
Variable	Scale Item	Loading Factor	Composite Reliability	AVE	Loading	CR	CA	R ²	Q ²
<i>Distributive justice (X₁)</i>	X _{1.1}	0.88			0.86				
	X _{1.2}	0.89	0.86	0.68	0.86	0.86	0.84		
	X _{1.3}	0.88			0.88				
	X _{1.4}	0.68			0.68				
	X _{2.1}	0.84			0.84				
<i>Recall severity (X₂)</i>	X _{2.2}	0.85			0.85				
	X _{2.3}	0.82			0.82				
	X _{2.4}	0.64	0.88	0.64	0.64	0.88	0.86		
	X _{2.5}	0.83			0.83				
	X _{2.6}	0.83			0.83				
<i>Affective trust (Y₁)</i>	Y _{1.1}	0.87			0.87				
	Y _{1.2}	0.91	0.90	0.78	0.91	0.90	0.90	0.66	0.65
	Y _{1.3}	0.88			0.88				
	Y _{1.4}	0.85			0.85				
	Y _{2.1}	0.89			0.89				
<i>Firm reputation (Y₂)</i>	Y _{2.2}	0.89			0.89				
	Y _{2.3}	0.77			0.77				
	Y _{2.4}	0.87	0.93	0.75	0.87	0.93	0.93	0.78	0.67
	Y _{2.5}	0.86			0.86				
	Y _{2.6}	0.89			0.89				
	Y _{3.1}	0.89			0.89				
	Y _{3.2}	0.92	0.89	0.82	0.92	0.89	0.89	0.70	0.55
<i>Affective commitment (Y₃)</i>	Y _{3.3}	0.90			0.90				
	Y _{3.4}	0.89			0.89				

Hair et al. (2019) explained that partial least squares (PLS) uses SEM to analyze latent constructs and relationship patterns in data, especially when knowledge of the relationship between variables is limited. PLS-SEM analysis includes outer model evaluation with criteria: convergent validity (loading factor 0.60-0.70 or 0.50 if the theory is unclear), discriminant validity (AVE value > 0.50 and greater than the correlation between variables), and composite reliability (composite reliability and Cronbach's alpha > 0.70).

The evaluation of the inner model is measured using R-square (R^2) with the following criteria: 0.75 (strong model), 0.50 (moderate model), and 0.25 (weak model). Additionally, Q-square (Q^2) is used for assessment, with interpretations as follows: 0 (low influence), 0.25 (moderate influence), and 0.50 (high influence), as suggested by Hair et al. (2019). A Q^2 value above 0 indicates that the model has predictive relevance.

4.2 Hypothesis Relation Test

The test criteria specify that the path coefficient value should range between -1 and 1. A negative path coefficient indicates a negative relationship between variables, while a positive value signifies a positive influence. If the p-value is less than or equal to the significance level ($\alpha = 5\%$), it confirms a significant effect of exogenous variables on endogenous variables.

Table 4. Hypothesis Relation

Hypotheses		Original Sample	p-Value	Conclusion
H1	Distributive justice \longrightarrow Affective trust	0.546	0.00	Accepted
H2	Distributive justice \longrightarrow Firm reputation	0.199	0.04	Accepted
H3	Distributive justice \longrightarrow Affective commitment	0.147	0.08	Accepted
H4	Recall Severity \longrightarrow Affective trust	0.337	0.00	Not Accepted
H5	Recall Severity \longrightarrow Firm reputation	0.226	0.04	Not Accepted
H6	Recall Severity \longrightarrow Affective Commitment	0.026	0.70	Not Accepted
H7	Affective trust \longrightarrow Firm reputation	0.539	0.00	Accepted
H8	Affective trust \longrightarrow Affective Commitment	0.172	0.13	Accepted
H9	Firm reputation \longrightarrow Affective Commitment	0.543	0.00	Accepted
H10	Distributive justice \longrightarrow Affective trust \longrightarrow Firm reputation \longrightarrow Affective commitment	0.160	0.00	Accepted
H11	Recall severity \longrightarrow Affective trust \longrightarrow Firm reputation \longrightarrow Affective commitment	0.099	0.01	Accepted
H12	Brand love \longrightarrow Affective commitment	0.060	0.212	Accepted
H13	Attitudinal loyalty \longrightarrow Affective commitment	0.515	0.000	Accepted

Source: Author Own Work

4.3 Discussion

The results indicate that distributive justice has a significant positive impact on affective trust and corporate reputation but does not directly influence affective commitment. Similarly, recall severity significantly affects affective trust and corporate reputation, yet its direct impact on affective commitment is not significant. Furthermore, while affective trust significantly enhances corporate reputation, it does not have a direct effect on affective commitment. Likewise, brand love has a positive but insignificant effect on affective commitment, whereas attitudinal loyalty exerts a positive and significant influence. Additionally, corporate reputation was found to have a significant positive impact on affective commitment. Neither distributive justice nor recall severity directly influences consumers' affective commitment. However, when these factors are examined through three segments of intermediate variables, their effect on affective commitment becomes positive and significant. The success of recall management depends not only on the severity of the issue or the compensation provided but also on the company's ability to integrate various aspects of crisis handling. A comprehensive approach that prioritizes trust, reputation, and consumer engagement ultimately strengthens affective commitment.

The findings of this study on the influence of distributive justice, recall severity, affective trust, firm reputation, brand love, attitudinal loyalty, and affective commitment show both consistencies and divergences from previous research. First, this study shows that distributive justice has a positive influence on affective trust and firm reputation. This supports the research of Lee et al. (2015) and Abror and Hidayati (2020) which states that fair measures in handling problems such as product recalls can increase consumer trust. This finding also aligns with Rawls' (1971) theory of justice, which highlights the role of fairness in fostering positive emotional relationships. However, the effect of distributive justice on affective commitment was found to be insignificant, which differs from Fullerton (2003), who highlighted that distributive justice affects emotional attachment.

Second, the results show that recall severity positively influences affective trust and firm reputation. This finding aligns with Blau's (1964) social exchange theory, which suggests that proactive company actions—such as transparency in product recalls—enhance consumer trust. However, this finding contradicts Muralidharan et al. (2019), who suggested that the severity of product recalls tends to decrease consumer trust if not handled properly. Third, the effect of affective trust on firm reputation was found to be significant, which is consistent with Rhee and Haunschild, (2006), who mentioned that good reputation is strengthened by consumer trust. However, the relationship between affective

trust and affective commitment was found to be insignificant, in contrast to Metin Camgöz and Bayhan Karapinar, (2016), who stated that emotional trust is directly correlated with emotional commitment. Fourth, the results show that firm reputation significantly affects affective commitment. This supports the opinion of Tartaglione et al. (2019), which states that corporate reputation creates a “buffer effect,” protecting the company from the negative impact of the crisis. A strong reputation increases consumer tolerance for company mistakes. Furthermore, this study reinforces previous research on the influence of brand love and attitudinal loyalty on affective commitment. de Lanauze and Aurier (2012) and Albert and Merunka (2013) and found that brand love and attitudinal loyalty drive long-term emotional attachment.

Additionally, differences were observed in the influence of recall severity; this study demonstrated a positive impact on trust and reputation, whereas other research, such as that by Muralidharan et al. (2019), presented contrasting findings and found a negative impact on customer perceptions in the case of serious product recalls. One potential explanation for this discrepancy is the proactive approach taken by companies in recalling problematic or potentially hazardous products. By demonstrating a strong sense of responsibility and transparency, companies can enhance consumer trust and strengthen their reputation. When customers perceive that a firm upholds high-quality standards and takes swift corrective action, their confidence in the company grows. Over time, this responsible stance can foster a deeper emotional connection and increase consumers' affective commitment. While many findings of this study align with existing literature, variations in the relationships between certain variables highlight the need for further research. Future studies should explore the influence of contextual and cultural factors, as well as the dynamics shaping these relationships, particularly within the automotive industry's product recall landscape.

5. Conclusion

This study employs a quantitative descriptive approach with an explanatory research design. A quantitative approach is used to analyze and interpret data on current conditions, while the explanatory research design helps explain the relationships and influences among key variables. These variables include distributive justice, recall severity, affective trust, firm reputation, brand love, attitudinal loyalty, and affective commitment. The research was conducted on Honda car owners across Indonesia who experienced a recall for repairs in November 2023 with a total sample of 220 respondents obtained using the Hair et al. (2019) formula.

The findings of this study indicate that distributive justice and recall severity significantly influence affective trust and corporate reputation. However, not all variables have a direct impact on affective commitment. These results suggest that companies can enhance consumer trust and reputation through effective actions such as maintaining transparency and demonstrating honesty, particularly in the context of product recalls. However, affective trust alone may not always be sufficient to establish strong emotional bonds with consumers. Notably, when distributive justice and recall severity are examined through three segments of intermediate variables, their effects on affective commitment become positive and significant, mediated by affective trust and corporate reputation. The success of product recall management depends not only on the severity of the issue or the compensation offered but also on an integrated approach that prioritizes trust-building and reputation management. Professional handling, consistency in delivering quality service, and a commitment to consumer well-being are essential to maintaining long-term consumer commitment.

5.1 Theoretical Implications

This study makes a theoretical contribution by deepening the understanding of how distributive justice and product recall severity influence affective trust and corporate reputation during product recall situations. The findings reinforce Rawls's theory of justice in the context of crisis management, demonstrating that perceptions of fairness in handling product recalls significantly impact consumer trust and corporate reputation.

Additionally, this study advances customer relationship management literature by identifying the mediating role of affective trust and corporate reputation in fostering consumer affective commitment. The results indicate that while distributive justice and product recall severity do not directly affect affective commitment, they exert an indirect influence through these mediating factors.

This research addresses a gap in the literature by examining the influence of consumer perceptions on key variables, particularly in the context of developing countries. Additionally, it makes a theoretical contribution by integrating three major frameworks—justice theory, attribution theory, and commitment-trust theory—to provide a more comprehensive understanding of consumer-firm dynamics during product recall crises in the automotive sector.

Beyond analyzing direct relationships within the research model, this study also explores mediation effects, offering deeper insights into the mechanisms through which distributive justice and product recall severity shape affective commitment. By uncovering these complex pathways, the study advances theoretical understanding of crisis management in product recall situations.

In the automotive sector, this research specifically contributes by demonstrating how distributive justice can effectively mitigate the negative impact of severe product recalls. This underscores the importance of a proactive approach to crisis management, particularly for high-risk products such as motor vehicles. Furthermore, this study enriches the literature by providing empirical evidence on the role of affective trust and corporate reputation in fostering affective commitment following a product recall. The findings highlight the significance of emotional factors in consumer-firm relationships, an aspect often overlooked in favor of cognitive or calculative dimensions of consumer loyalty. By examining this phenomenon within an emerging market context, the study also offers fresh insights into how cultural factors and the distinct characteristics of these markets shape consumers' perceptions of fairness and trustworthiness in product recall situations. This contribution complements existing literature, which is predominantly based on developed market contexts.

5.2 Practical Implications

Our findings suggest that better distributive justice leads to stronger affective trust. Based on this, we recommend that companies enhance their distributive justice practices to build customer trust. Effective strategies include maintaining honest and transparent communication about product issues, providing fast and efficient problem resolution that meets customer expectations, and offering fair compensation proportional to customer losses. Honest communication, swift problem resolution, and fair compensation are crucial for fostering distributive justice, as they build trust, respect customers' rights and time, and ensure appropriate restitution. This approach creates a perception of fairness in the customer-company relationship, ultimately enhancing long-term loyalty. Companies must also ensure that these measures are effectively implemented by openly conveying information through various communication channels. Furthermore, our findings indicate that better distributive justice contributes to an improved corporate reputation. Therefore, we recommend that companies strengthen their distributive justice practices to enhance their reputation. Key strategies include proactively issuing product recalls before consumer safety issues arise, providing responsive and customer-oriented support, and demonstrating a firm commitment to consumer safety and satisfaction through concrete actions. Additionally, companies should take proactive steps, such as announcing recalls promptly and offering open and honest solutions, to show genuine concern for their customers.

Furthermore, our findings, based on the third hypothesis, indicate that while distributive justice has a positive impact on affective commitment, its influence is insignificant. Given this, we recommend that companies prioritize factors with a greater impact on customer affective commitment. Effective strategies include enhancing product quality and vehicle performance to meet or exceed consumer expectations, improving the service experience with responsive after-sales support, and developing technological innovations and additional features that appeal to consumers. These strategies are particularly relevant, as they help build consumers' affective trust and commitment. As research suggests, 'Severe recalls can create a gap between perceived quality and expectations, potentially leading to customer dissatisfaction and eroding consumer trust.' (Kim et al., 2023a). When companies provide distributive justice through quality service, "Affective trust will increase" (Crisafulli & Singh, 2016). Building trust and fostering innovation also support affective commitment, which influences customers' desire to maintain a long-term relationship with the company. (Kim et al., 2023a) Companies must also build long-term trust with consumers by providing consistent, high-quality service and creating a satisfying purchase experience that strengthens emotional bonds with customers. Building long-term trusting relationships and creating a satisfying purchase experience are essential for strengthening emotional bonds with customers. Research shows that "affective trust serves to enhance affective commitment, thereby fortifying the long-term relationships between customers and companies (Chih et al., 2015). This trust develops through direct experience and personal interaction, fostering a sense of security and a deep emotional bond. Ha et al., 2011). Moreover, Ahluwalia (2001, in Huang & Radighieri, 2022) states that "highly committed customers are generally more resilient to negative publicity," while Kim et al. (2023) emphasize that "companies need to build affective commitment because this influences consumers' willingness to maintain long-term relationships."

Although the research findings state that the severity of product recalls has a positive and significant effect on affective trust and contradicts the hypothesis which states that recall severity negatively affects affective trust" and is supported by several studies such as Kim et al., (2023a) which states "Severe recalls can create a gap between perceived quality and expectations, potentially leading to customer dissatisfaction and destroying consumer trust," the product recall management strategies mentioned remain relevant as found in the study (Cleeren et al., 2013) that, conversely, companies that can handle recalls well and transparently can restore or even increase customer trust. This highlights the importance of effective product recall management. Good management, characterized by transparency and effective communication, can help mitigate the negative impact of severe product recalls. Based on these findings, we recommend that companies manage product recall announcements in a way that strengthens their reputation. Strategies to maintain a positive reputation during product recalls include demonstrating full transparency throughout the recall process,

avoiding the concealment of crucial information—even if it may negatively affect short-term image—and treating consumers as partners in the business relationship. Companies should prioritize consumer safety over short-term profits, demonstrate a commitment to values that promote consumer welfare, and focus on building long-term loyalty. Additionally, companies should use the experience of product recalls as a catalyst for innovation and quality improvement by enhancing production processes and quality control, and committing to continuous improvement..

Based on the research findings, recall severity showed a positive but insignificant influence on affective commitment. These results suggest that companies should enhance consumer emotional engagement during product recalls by prioritizing consumer safety through prompt recall actions. Companies can demonstrate a strong commitment to quality standards that focus not only on profits but also on long-term safety. Additionally, ensuring that consumers feel valued by treating all issues seriously and conducting campaigns that emphasize emotional values—such as concern for society, the environment, and consumer health—can help create a sense of pride that encourages consumer loyalty to the brand Huang & Radighieri, 2022; (Muralidharan et al., 2019)

Furthermore, the research findings suggest that higher levels of affective trust can enhance corporate reputation. Companies can foster affective trust by establishing transparent and honest communication about their products and services, particularly when product issues or recalls arise (Chameroy et al., 2024; Huang & Radighieri, 2022). Companies can strengthen emotional bonds with consumers through loyalty programs that offer personalized benefits, rather than just general discounts or offers. Additionally, it is important for companies to demonstrate actions that align with their values, such as taking full responsibility when product issues arise and showing genuine concern for consumer safety ((Mal et al., 2018; Mardhiyah et al., 2023).

This study indicates that affective trust has a positive but insignificant effect on affective commitment. Based on these findings, companies should not only rely on affective trust but also consider other factors when building customer affective commitment. To enhance affective commitment, companies can improve the quality of interactions with consumers through more personalized services, ensuring that consumers feel truly heard and valued. Additionally, companies should demonstrate high responsiveness to consumer problems or complaints by providing quick and satisfying solutions. Furthermore, building long-term relationships with consumers by involving them in product or service development can foster a stronger sense of belonging (Chih et al., 2015; ; Mardhiyah et al., 2023; Metin Camgöz & Bayhan Karapinar, 2016) .

5.3 Limitations and Recommendations for Further Research

This study has several limitations that should be considered. First, its focus on Honda car consumers in Indonesia limits the generalizability of the findings to other brands and contexts. Cultural differences, regulations, and consumer expectations in different countries may influence how consumers respond to recall handling strategies (Tong et al., 2018; Zhong et al., 2017). The second limitation pertains to the research methodology, which employs a cross-sectional survey approach. While this study successfully identifies relationships between variables, this design cannot fully capture the temporal dynamics of these relationships or ensure strong causality among the variables examined. Future research could adopt a longitudinal or experimental design to gain a better understanding of the causal relationships between these variables. This design can reveal changes over time, making it suitable for testing whether an intervention or treatment successfully affects a variable over an extended period. Longitudinal research designs are often employed in experimental or correlational research, where the objective is to test hypotheses or explore relationships between specific variables (Widodo et al., 2023). Through this approach, researchers can track the dynamic evolution of consumer trust, control for distributive justice variables, and test specific causal relationships between perceptions of fairness, recall severity, and corporate reputation (Brown & Dacin, 1997). Given the limitations of existing research, several recommendations for future studies can be proposed. First, future researchers should expand the scope of the study by including multiple car brands that have conducted recalls, rather than focusing on a single brand. This approach would yield more representative and generalizable results. Additionally, employing a mixed-methods research design—combining quantitative analysis with qualitative approaches such as in-depth interviews—could provide a more comprehensive understanding of the impact of recalls on consumer trust and commitment (Wang & Hazen, 2016). Future research could also explore additional variables that may influence affective commitment, such as brand trust, customer satisfaction, and prior experience (Lee et al., 2020), and consider using a longitudinal research design to observe changes in consumer attitudes after a product recall in the long term.

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Author Contribution

Author 1: Conceptualization, formal analysis, investigation, methodology, validation, visualization initial draft writing, data curation.

Author 2: Review and editing, writing review and editing, supervision.

Author 3: Conceptualization, methodology, review, writing and editing, supervision, validation, visualization.

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Conflict of Interest

The authors declare that this research was conducted in the absence of any commercial or financial relationships that could be perceived as potential conflicts of interest.

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