

THE IMPACT OF VIOLATION TYPE AND PRESENCE OF APOLOGY ON
PURCHASE INTENTION THROUGH PERCEIVED JUSTICE, TRUST AND
ANGER

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ANGER**

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ABSTRACT

In today's competitive and reputation-sensitive marketplace, businesses are evaluated not only on their product and service quality but also on how they respond to crises. This study investigates the impact of marketing violations and crisis response strategies on consumer perceptions, emotions, and behavioral intentions. Specifically, it explores how the type of violation (internal vs. external) and the presence of an apology affect perceived justice and consumer trust. These, in turn, influence consumer anger and purchase intention.

Grounded in attribution and justice theory, a conceptual model with seven hypotheses was developed. Internal violations are proposed to negatively affect perceived justice and trust, while an apology is expected to positively influence both. Reduced anger is predicted when justice and trust are perceived, ultimately leading to higher purchase intention.

An experimental design was implemented through an A/B test using an online questionnaire. Participants were randomly assigned to crisis scenarios varying by violation type and apology presence. Measures included perceived justice, trust, anger, and purchase intention. Correlation and regression analyses were conducted to test the hypotheses.

The findings aim to contribute to the crisis communication and consumer behavior literature by offering insights into how consumers process brand crises. Practically, the results provide guidance for brand managers on the strategic use of apology and message framing to mitigate reputational damage and maintain consumer loyalty.

Keywords: Marketing Violations; Perceived Justice; Consumer Trust; Consumer Anger; Purchase Intention

ÖZ

Günümüzün rekabetçi ve itibar odaklı pazar ortamında işletmeler yalnızca sundukları ürün ve hizmetlerin kalitesiyle değil, kriz anlarındaki tepkileriyle de değerlendirilmektedir. Bu çalışma, pazarlama kaynaklı ihlallerin ve kriz yanıt stratejilerinin tüketici algıları, duyguları ve davranışsal niyetleri üzerindeki etkilerini incelemektedir. Özellikle ihlal türü (içsel vs. dışsal) ve özrün varlığı, algılanan adalet ve tüketici güveni üzerindeki etkileriyle ele alınmaktadır. Bu faktörlerin, tüketici öfkesini ve dolayısıyla satın alma niyetini etkilediği öngörülmektedir.

Atıf teorisi ve adalet teorisi temelinde oluşturulan kavramsal model kapsamında yedi hipotez geliştirilmiştir. İçsel ihlallerin algılanan adalet ve güven üzerinde olumsuz etkileri olacağı, özrün ise bu iki yapıyı olumlu yönde etkileyeceği öne sürülmektedir. Adalet ve güven algısının artması, tüketici öfkesini azaltarak satın alma niyetini olumlu yönde etkileyebilir.

Modeli test etmek amacıyla çevrim içi bir anket aracılığıyla A/B testine dayalı deneysel bir araştırma yürütülmüştür. Katılımcılar, ihlal türü ve özür varlığına göre farklılaştırılmış senaryolardan birine rastgele atanmıştır. Katılımcılar, algılanan adalet, güven, öfke ve satın alma niyeti gibi değişkenleri ölçen ölçeklere yanıt vermiştir. Hipotezlerin test edilmesi için korelasyon ve regresyon analizleri uygulanmıştır.

Araştırma bulguları, tüketicilerin marka krizlerini nasıl algıladıklarına dair çok katmanlı bir perspektif sunarak kriz iletişimi ve tüketici davranışı literatürüne katkı sağlamayı hedeflemektedir. Uygulamada ise, marka yöneticilerine kriz sonrası stratejik özür ve mesaj çerçevesi oluşturma konusunda yol gösterici olmayı amaçlamaktadır.

Anahtar Kelimeler: Pazarlama İhlalleri; Algılanan Adalet; Tüketici Güveni; Tüketici Öfkesi; Satın Alma Niyeti

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LIST OF ABBREVIATIONS

AGFI:	Adjusted Goodness-Of-Fit Index
CFI:	Comparative Fit Index
EFA:	Exploratory Factor Analyses
GFI:	Goodness-Of-Fit Index
IFI:	Incremental Fit Index
KMO:	Kaiser-Meyer-Olkin
ML:	Maximum Likelihood
NFI:	Normed Fit Index
RMSEA:	Root Mean Square Error Of Approximation
RMSEA:	Root Mean Square Error Of Approximation
SEM:	Structural Equation Modeling
TLI:	Tucker-Lewis Index
WOM:	Word-Of-Mouth

INTRODUCTION

First As Coombs (2007) also emphasizes in his Situational Crisis Communication Theory (SCCT), the effectiveness of a brand's crisis response plan largely depends on how consumers blame the crisis. Consumers easily pass judgments on the integrity of a company, especially in cases of marketing misconduct such as deceptive advertising, unethical communication, or data abuse. These transgressions not only damage a brand's image but also have a strong influence on consumers' affective and cognitive judgments, including their sense of justice, trust in the brand, and buying behavior. The speed and extent of online communication mean that even a trivial marketing slip can ignite an out-of-proportion public response, and therefore, the study of consumer responses to these breaches becomes increasingly pertinent and urgent.

With rapid digitalization and increasing consumer consciousness in this age, brand-crisis incidents are the reality that cannot be avoided in the marketing of today. Not only are consumers in today's times more conscious, but they are also more capable of pressuring firms to react to their wrongdoing. The social media and review websites have lowered the threshold of public response significantly, enabling bad consumer experiences to snowball into a mass crisis for brands. In this setting, marketing missteps—such as deceptive marketing, inappropriate campaigns, service blunders, or data breaches—have been under particular scrutiny. How a brand reacts to such missteps is crucial in deciding consumer reactions, particularly when it relates to trust, emotional responses, and future purchase behavior.

At the heart of crisis communication is one crucial question: How do customers perceive the cause of the crisis, and how does that shape their behavior? Attribution theory assists us in examining the process. During a crisis, customers naturally seek to attribute blame. When they perceive the wrongdoing as being a product of inner causes—such as carelessness by the company—they are more likely to feel betrayed and react negatively. On the other hand, if the issue is framed as a consequence of forces outside the control of company, consumers may respond with more leniency. In addition, whether or not an

apology is made can influence perceptions as well. An apology can convey responsibility and empathy as well as negate perceived injustice in the form of anger and reclaim a sense of fairness.

While the literature has established many dimensions of crisis response strategy, there are not many comprehensive models that combine such essential psychological variables as perceived justice, consumer trust, and consumer anger in an integrated and falsifiable framework. The literature generally does not connect the dots of the nature of the violation, how the firm responded, and the resulting consumer actions. This study attempts to fill the gap by examining the influence of violation type (internal and external) and apology (visible and invisible) on perceived justice and consumer trust, and how these influence consumer anger and purchase behavior.

The general goal of this thesis is to develop and validate a conceptual model of how consumers react to marketing misbehaviors, with a particular focus on the ways they evaluate the fairness of the brand and how such an evaluation impacts trust, emotional reactions, and future behavior. The study uses an experimental A/B testing framework via SurveyMonkey, with participants being shown different brand crises. By measuring consumer attitudes and behavioral intentions for these scenarios, the research aims to contribute both to theoretical and practical recommendations for marketing professionals faced with reputation-damaging events.

The research has important implications both for academe and practice. Theoretically, it contributes to the integration of attribution theory and justice theory within consumer behavior research in brand crises. It also emphasizes the affective dimension—i.e., consumer outrage—as an important mediator of the outcomes. Practically, the findings can guide companies to develop more effective crisis communication strategies that leverage openness, responsibility, and empathy to rekindle consumer trust and loyalty. In the current volatile consumer culture, this is more crucial than ever.

The following is an outline of five significant chapters that make up this thesis. The first chapter defines the research theme, its applicability, and the study aims. The second chapter gives a detailed review of the literature with a focus on the existing theoretical

models and empirical research. The third chapter explains the methodology applied, including experimental design, scenario construction, and data analysis methods. The fourth chapter summarizes the findings of the study and provides an interpretation of the major findings. Finally, the fifth chapter concludes the thesis by synthesizing the contributions, theoretical and practical implications, and possible future research directions.

LITERATURE REVIEW

With the highly interconnected and reputation-based marketplace of today, what brands do amid crises is as important as the worth of their services and products. Not only is crisis response determinative of public perception, but it also determines consumers' emotional and behavioral reactions directly (Coombs, 2007). Scholars have, for a long time, identified that the success of a crisis management by a brand is a function of how blame is apportioned and whether corrective action, such as apologies, is communicated (Weiner, 1985; Coombs and Holladay, 2005). This study seeks to extend such a basis by integrating attribution theory and justice theory in an attempt to investigate the impact of different kinds of violations and apologies on consumer trust, perceived justice, anger, and purchase intention.

There are numerous studies suggesting that in the event crisis management strategies are used effectively, organizations can rescue their reputations and enhance customer loyalty. According to Benoit (1995), the strategies used in crisis communication have the power to create an impression regarding the brand name of the company. The effect of crisis reactions is not limited to media communications; consumer cognitive and affective processes also play a significant role in crisis management. In particular, frank and open communication by companies has the potential to rebuild trust that consumers might have lost during a crisis.

Consumer fairness perception is also an important determinant in evaluating the effectiveness of organizational responses to a crisis. Gwin et al. (2015) argued that responding to a crisis in a fair manner would enable organizations to attain consumer satisfaction and brand loyalty in the long term. From their research, fairness perception can be defined based on three general dimensions: distributive justice, procedural justice, and interactional justice. All of these aspects reflect the need for diverse measures in crisis management. Fair assistance can suppress emotional reactions from affected customers and impact their subsequent activity more favorably.

The emotional reactions that the customers experience in the immediate wake of the crisis directly determine the success of crisis management. Klein et al.(2004) posited that emotional responses play a key role in determining the success of crisis reactions. Sympathetic responses by companies in the recovery phase of the crisis can rebuild consumer confidence and loyalty towards the brand. The management of emotional reactions is interrelated with the solutions and explanations given by the company during the crisis period.

Impacts of crisis reactions on consumer conduct are not only confined to perception but also spill over into behavioural outcomes. Evidence from studies carried out by Oliver (1999) has indicated that effective crisis reaction is capable of strengthening customer loyalty and winning back trust in a brand, with positive impacts on future purchasing activities. Crisis reactions can reinforce feelings of attachment towards the brand and have a first-order impact on future purchasing conduct.

The character of the crisis plays a significant role in the strategy applied in handling a crisis within an organization. According to Fink (1986), varying strategies must be applied depending on whether the crisis is internal or external. Internal crises, which are characterized by the high responsibility of the organization, call for apologetic behavior and compensatory actions. Externally triggered crises in which the organization has low responsibility generally involve behaviors of being sensitive and offering assistance. In either case, consumer attitudes can be handled with the right approach to win back trust and maintain the image of the brand within and outside the crisis.

2.1 Violation Type

Within the expansive realm of marketing, violations signify instances where a brand or product falls short of meeting consumer expectations, resulting in adverse experiences that have the potential to detrimentally impact the delicate bonds within the customer-brand relationship (Tax et al., 1998). The taxonomy of violation types spans diverse transgressions, encompassing service failures, product defects, deceptive advertising, and ethical misconduct, each category wielding unique implications for consumer experiences

and brand interactions (Smith et al., 1999; Maxham and Netemeyer, 2002). The severity of these violations emerges as a pivotal factor, influencing the depth of their impact on consumer perceptions; different violation types exhibit varying degrees of perceived severity, necessitating a nuanced exploration to comprehend their multifaceted consequences on trust, satisfaction, and brand evaluation (Hennig-Thurau et al., 2004). As consumers respond to violations, a rich interplay of emotion and cognition unfolds; violations can evoke emotions ranging from anger and frustration to sadness and disappointment, prompting concurrent cognitive reassessments of brand, product, or service perceptions (Maxham and Netemeyer, 2002; Andreassen, 2000). The aftermath of marketing violations witnesses shifts in consumer trust and loyalty, with violations having the potential to erode established levels of trust, thereby necessitating tailored approaches for rebuilding trust and restoring brand loyalty, strategies contingent upon the specific nature of the violation (Folkes, 1984; Vlachos, Panagopoulos, and Rapp, 2014). In this complex landscape, understanding how different violation types intricately influence perceived value, customer engagement, purchase intention, and word-of-mouth intention becomes integral for marketers seeking effective recovery strategies and navigating the intricate terrain of consumer responses to marketing violations

2.2 Attribution Theory and Internal vs. External Violations

Attribution theory, as proposed by Heider (1958) and further developed by Kelley (1967), is concerned with how individuals attribute causes to events or behaviors. Attribution theory is particularly relevant in explaining consumer reactions to crises because it explains how consumers attribute blame for a crisis. Internal attributions are faulting the company for doing something (e.g., negligence, internal errors), and external attributions are faulting some external source for the crisis (e.g., market forces, outside interference). Weiner (1985) hypothesized that when undesired consequences are ascribed to some internal source, people will behave with more anger and frustration responses. Instead, external attributions will produce milder negative affect since the consumer may think the company was not entirely responsible for the accident.

Greenberg (1993) has also pointed out in studies that when customers perceive a crisis due to internal attributions, they experience more injustice. This sense of injustice then negatively impacts the company's image along with the customer's trust in the brand. When the action of a company is viewed as being deliberate or careless (internal violations), customers are angrier and more betrayed, and lose their trust and loyalty. But when a crisis originates outside the company, customers are expected to react with more sympathy, since they believe that the company is a victim of circumstances and therefore reduce the emotional response. Thus, understanding attribution theory is crucial in demonstrating how internal and external violations impact consumer justice perceptions, trust, and their resultant emotional reactions.

2.3 Internal and External Violations and Consumer Trust

Trust is a cornerstone in building and developing long-term consumer-brand relationships. Trust implies that consumers have faith a firm will act in a competent, responsible, and dependable manner. Kim et al. (2004) imply that trust is easily broken when consumers perceive the actions of a firm to be irresponsible or unethical. Internal transgressions, such as deceptive advertising, fraudulence, or poor product quality, are particularly damaging to consumer trust. It is known that if an organization is blamed for a crisis based on its internal actions, customers' trust in the company decreases significantly (Holtgraves, 2008). The reason is that internal transgressions point toward the lack of control or intentional fault on the part of the company.

On the other hand, external violations, which are perceived to be the result of factors beyond the control of the company, have fewer adverse effects on consumer trust. When a crisis is externally attributed, consumers will perceive the brand as having behaved in good faith and will be less angry or distrusting (Brown and Dacin, 1997). Thus, internal violations have a more powerful and longer-lasting impact on consumer trust, while external violations may be considered with greater sympathy or leniency.

2.4 The Role of Apology in Perceived Justice

An apology is one of the pillars of crisis communication, because it can indicate a company's acknowledgment of its fault and rectification. According to Spence et al. (2013), an apology is a means by which companies can convey responsibility and sympathetic concern on the part of the firm, and this can significantly affect consumers' judgments of justice. When a company issues a public apology at the point of crisis, it is asserting that it recognizes the harm caused and is taking action to correct the wrong. This can help to some extent in restoring consumers' sense of fairness and lowering perceptions of injustice (Coombs, 2007).

Research by Kim et al. (2016) also confirms that an apology leads to improved outcomes for the company, e.g., the consumer's trust is regained. Apologies not only reduce anger and frustration but also have a positive impact on the perceptions of consumers towards justice. If consumers perceive that the company is genuinely sorry for what it has done and is accepting responsibility, then they are likely to see the crisis as fairly handled, leading to higher consumer satisfaction and brand loyalty. An apology is thus a key determinant of how a crisis response can be seen as more fairly handled.

2.5 Apology and Consumer Trust

The apologetic work in restoring consumer trust has been well-studied within crisis communication. An effective apology can help recover lost trust immensely by showcasing the company's intention to do something corrective about the failure, as well as owning up to its faults, according to Holtgraves (2008). Customers, in times of crisis, are likely to trust a brand that owns up to failures and makes admissions. When a company fails to offer an apology or some form of acknowledgment, it could potentially be perceived as arrogance or disrespect, draining even more trust (Kelley et al., 2001).

Moreover, research by Rempel et al. (1985) shows that trust is a key factor in how consumers react to the crisis. Consumers who trust a brand will react positively to an apology, leading to increased trust and potentially the rebuilding of the relationship.

Apologies also reflect the transparency and accountability of a company, which are key in regaining consumer trust. Therefore, the absence of an apology, or even a poor one, can significantly erode trust and lead to negative consequences for the brand, like customer loss.

2.6 Perceived Justice and Consumer Anger

Perceived justice refers to the perception of fairness by consumers of the way they are treated by a company, especially during times of crisis. Lind and Tyler (1988) posit that consumers experience stronger negative emotions if they feel that they have been treated unjustly, of which anger is one such emotion. In the time of brand crises, when a company is not transparent or does not take responsibility for their actions, customers may feel their concerns were violated or not taken seriously, and this angers them (Folger, 1984).

Research by Bies and Moag (1986) also indicates that perceived injustice leads to outrage and betrayal, which can damage the consumer's relationship with the brand. When consumers feel that a company's response to a crisis is unjust or inadequate, their anger can escalate, leading to a steep fall in their emotional and cognitive evaluations of the brand. Therefore, subjective justice is a significant driver in reducing consumer outrage and minimizing the potential negative consequences of a crisis. As long as the reaction will be seen as fair and open, it can help de-escalate adverse emotions and restore the reputation of the brand.

Perceived value, a cornerstone in consumer decision-making processes, represents the customer's evaluation of the benefits received in relation to the sacrifices made (Zeithaml, 1988). It plays a pivotal part in shaping customer attitudes, behaviors, and overall satisfaction with a brand or product (Dodds, Monroe, and Grewal, 1991). In the context of marketing violations, comprehension the role of perceived value is essential in unraveling the intricacies of customer responses.

2.7 Consumer Trust and Anger

Consumer trust acts as a shock absorber to emotional response such as anger, particularly in times of crisis. Morgan and Hunt (1994) posit that trust acts to buffer consumers from negative emotional reactions, such as anger, by providing them with assurance that the brand will act responsibly. Consumers who have trust in a brand are less likely to respond emotionally when a crisis arises. However, once trust has been violated, the consumer is going to feel cheated, and this enhances anger and frustration (Zeelenberg and Pieters, 2004).

In times of crisis, consumer trust comes in between brand action and emotional outcome. The high-trust brand is in greater likelihood to abate anger even if the crisis is enormous. Rempel et al. (1985) proved by doing research that a brand's trust has an immediate influence on emotional reaction with high trust showing lower anger. Conversely, low trust levels are associated with greater emotional responses and more anger, which can damage consumer loyalty and brand reputation.

2.8 Anger and Purchase Intention

Consumer anger is a powerful emotional reaction that can have a strong effect on buying intentions. Zeelenberg and Pieters (2004) argue that angry consumers are less willing to make future purchases from a brand. Anger elicits negative attitudes, which in turn decreases the likelihood of future purchase. According to Aaker et al. (2004), emotional responses like anger influence consumer behavior by shaping their attitude and intention towards the brand. Anger dissuades consumers from forgiving the brand even after subsequent company apology or while attempting to correct the situation.

Along with this, it has been mentioned that anger might affect consumers not to spread the negative word-of-mouth, making the crisis worse and causing long-term deterioration of the reputation of the company. Based on research done by Fournier and Alvarez (2012), an angry consumer might be easily coerced into negative consumption behavior, which can encompass boycotts or spreading the bad news to others. This can lead to a negative

cycle of brand dissatisfaction and consumer disloyalty, ultimately impacting purchase intentions.

In the expansive realm of marketing dynamics, violation instances denote occasions where a brand or product falls short of meeting consumer expectations, giving rise to negative experiences that hold the potential to disrupt the delicate bonds within the customer-brand relationship (Tax et al., 1998). This taxonomy of violation types encompasses diverse transgressions, including service failures, product defects, deceptive advertising, and ethical misconduct, each wielding unique implications for consumer experiences and brand interactions (Smith et al., 2009; Maxham and Netemeyer, 2002). The severity of these violations emerges as a main factor, influencing the depth of their impact on consumer perceptions; different violation types exhibit varying degrees of perceived severity, necessitating a nuanced exploration to comprehend their multifaceted consequences on trust, satisfaction, and brand evaluation (Hennig-Thurau et al., 2004). As consumers navigate responses to violations, a rich interplay of emotion and cognition unfolds; violations can elicit emotions spanning from anger and frustration to sadness and disappointment, prompting simultaneous cognitive reassessments of brand, product, or service perceptions (Maxham and Netemeyer, 2002; Andreassen, 2000). The aftermath of marketing violations witnesses shifts in consumer trust and loyalty, as these transgressions possess the potential to erode established levels of trust, requiring tailored strategies for rebuilding trust and restoring brand loyalty contingent upon the specific nature of the violation (Folkes, 1984; Vlachos, Panagopoulos, and Rapp, 2014). In this intricate landscape, understanding how different violation types intricately influence perceived value, customer engagement, purchase intention, and word-of-mouth intention becomes integral for marketers seeking effective recovery strategies and navigating the nuanced terrain of consumer responses to marketing violations. Within this framework, purchase intention, as a key behavioral outcome, emerges as a critical focus. Violation types can significantly impact consumers' willingness to make future purchases, with the severity and nature of the violation influencing the reassessment of brand trust and perceived value. Investigating how violation types shape purchase intention provides essential insights into the intricacies of consumer decision-making processes in the aftermath of marketing transgressions.

2.9 Customer Engagement:

Customer engagement is a multifaceted and dynamic concept that goes beyond mere transactions, capturing the intricate interplay of emotional, cognitive, and behavioral connections between customers and a brand (Brodie et al., 2013). Scholars have extensively explored the various dimensions that constitute customer engagement, shedding light on its nuanced nature and significant implications for brand-customer relationships.

Among the key dimensions identified by Brodie et al. (2013) are affective commitment, interaction frequency, and brand attachment. Affective commitment reflects the emotional bond that customers develop with a brand, showcasing the depth of their loyalty and dedication. Interaction frequency measures the regularity and depth of customer interactions with the brand across various touchpoints, emphasizing the ongoing nature of engagement. Brand attachment, on the other hand, delves into the cognitive aspect of engagement, examining the strength of customers' psychological connections and identification with the brand.

Extensive research supports the notion that engaged customers are more likely to exhibit heightened levels of brand loyalty (Vivek et al., 2012). This loyalty is rooted in the emotional resonance and trust cultivated through meaningful engagement experiences. Engaged customers not only make repeat purchases but also become active advocates for the brand. Their positive experiences and emotional connections motivate them to participate in word-of-mouth activities, acting as voluntary brand ambassadors who contribute to positive brand perceptions within their social circles (Vivek et al., 2012).

Furthermore, the dynamic nature of customer engagement allows brands to foster deeper connections with their audience over time. Engaged customers are not merely one-time buyers; they represent an ongoing relationship that evolves and strengthens with each positive interaction. As a result, customer engagement becomes a strategic asset for brands, driving not only immediate sales but also long-term customer satisfaction and loyalty.

In essence, customer engagement is a powerful force that extends beyond transactional exchanges. It encapsulates the holistic customer experience, from emotional attachments and cognitive associations to the tangible behaviors that demonstrate commitment and loyalty. Understanding and cultivating customer engagement is, therefore, essential for brands seeking sustained success in a competitive market landscape.

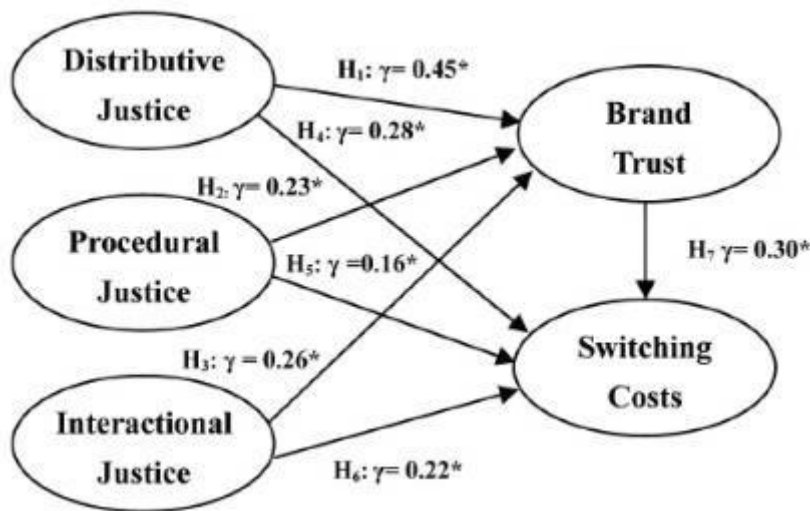
This comprehensive view of customer engagement sets the stage for exploring its intricate relationship with other elements such as perceived value, marketing violations, and subsequent customer behaviors – a critical aspect that this thesis aims to investigate.

2.10 Earlier Theoretical Models:

In the previous theoretical models considered, different structural and justice variables were tested to explain consumer behavior in crisis and service recovery situations. The first model applied path analysis in testing exogenous-endogenous relationships under maximum likelihood estimation. Global fit of the model was assessed using various fit indices, including chi-square, goodness-of-fit index (GFI), and root mean square error of approximation (RMSEA), all of which were good, confirming hypothesized relationships among the variables. The second model examined the impact of distributive, procedural, and interactional justice on brand trust and switching costs. Using structural equation modeling (SEM), the results revealed that all three dimensions of justice positively affected brand trust, strongest being distributive justice. The second finding also revealed that brand trust was an antecedent to switching costs. In the third study, it considered how consumers' perceptions of justice affected their behavioral intentions, the mediator being psychological contract violation. The findings showed that distributive and procedural justice fairness led to positive behavioral intentions, while interactional justice was unrelated to negative word-of-mouth behavior. Finally, the fourth model examined how perceived justice influences customer satisfaction in the food and beverage industry and found that distributive justice had the most significant impact on customer satisfaction, followed by procedural and interactional justice. All theories highlighted that it is fairness that is most important when it comes to shaping consumer attitude and behavior, and that

perceptions of justice—distributive, procedural, or interactional—impact consumers' responses towards service recovery and crisis differently. The products of these models are rich additions to the psychological process insights of consumer behavior, giving theories and useful propositions for customers' loyalty construction and crisis communications management.

Figure 2.1 The Proposed Models in The Study of Konuk (2013)



(Source: Konuk (2013). *The role of perceived justice in building brand trust*)

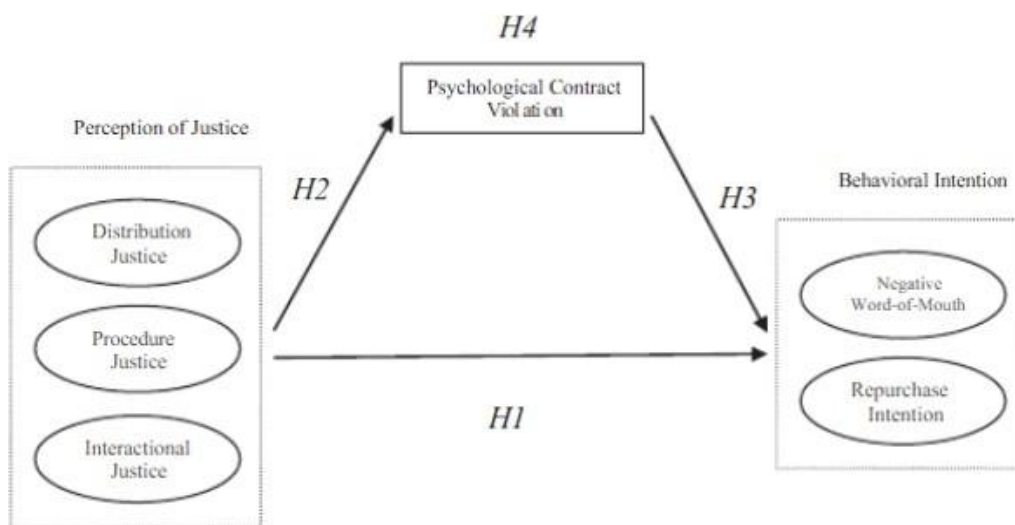
The findings, as shown in the model in Figure 2.10.2, demonstrated that distributive justice had a significant positive effect on both brand trust and switching costs, confirming the hypotheses related to these relationships. Interactional justice also had a positive impact on both brand trust and switching costs, while procedural justice showed similar positive effects on both variables. Additionally, brand trust was found to act as a precursor to switching costs, supporting the hypothesis that brand trust influences consumers' perceived switching costs.

The proposed structural model was evaluated and tested using structural equation modeling (SEM) with maximum likelihood estimation. The results showed a good fit, as indicated by several fit indices, including chi-square/df ratio, goodness-of-fit index (GFI), adjusted goodness-of-fit index (AGFI), comparative fit index (CFI), Tucker-Lewis index

(TLI), incremental fit index (IFI), and root mean square error of approximation (RMSEA). These indices suggested that the model adequately represented the data. The model explained a substantial amount of variance in the two main constructs: 76% of the variance in brand trust and 77% of the variance in switching costs.

Overall, the results supported the seven hypotheses, emphasizing that positive perceptions of distributive, procedural, and interactional justice significantly enhance brand trust, which, in turn, increases switching costs. Among the different dimensions of justice, distributive justice had the most pronounced effect on both brand trust and switching costs.

Figure 2.2 The Proposed Models in The Study By Chih Et Al. (2017)



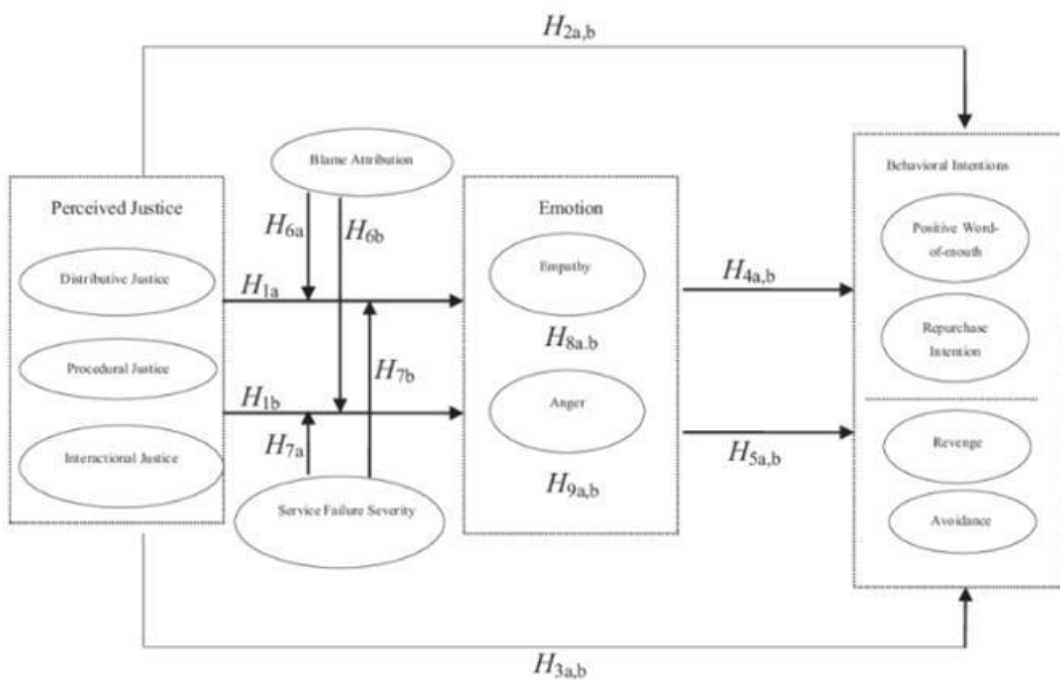
(Source: Chih et al. (2017). Structural Equation Modeling)

This study examined the effects of consumers' justice perceptions on their behavioral intentions and examined violation of psychological contract as a mediator in these interactions. Based on survey data drawn from restaurant consumers, the findings showed that if consumers perceive higher levels of procedural and distributive justice, then they are likely to demonstrate favorable behavioral intentions. Additionally, psychological

contract violation was found to mediate the effects partially—consumers viewing greater fairness within the procedures and distribution dimensions lower levels of psychological contract violation that, in turn, have minor impacts on repurchase intention.

Interestingly, interactional justice was found to be unrelated with negative word-of-mouth behavior. This may be because there may exist other determinants of these effects, e.g., the seriousness of the service failure. However, for repurchase intentions, all three facets of justice—distributive, procedural, and interactional—had significant and positive influences. These findings suggest that customers' perceptions of fairness, more so distribution and process, play an important role in influencing customers' behavior in service settings.

Figure 2.3 The Proposed Models in The Study By Ortiz Et Al. (2017)



(Source: Ortiz et al. (2017). *Perceived justice, emotions, and behavioral intentions in the Taiwanese food and beverage industry*)

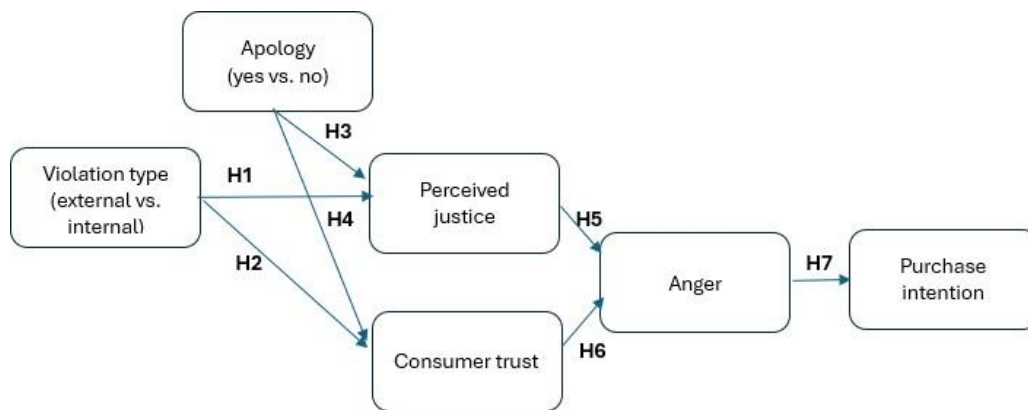
The structural model employed in the research analyzes the ways in which different dimensions of perceived justice—distributive, procedural, and interactional—affect consumer attitude and behavior in the food and beverage industry in Taiwan. The findings show that customer satisfaction following service recovery is greatly influenced by fairness perceptions. Among the dimensions of justice, distributive justice (outcome fairness) had the most effect on satisfaction, followed by interactional and procedural justice. Furthermore, the research shows that higher perceived justice is associated with less anger and stronger positive behavioral intentions, including word-of-mouth and revisit intention. Overall, the model hypothesizes that if customers feel they have been treated justly in both outcome and process, then their affective responses will be stronger and they will be more likely to enjoy a positive relationship with the service provider.

The literature on crisis communication, consumer behavior, and emotional reactions provides significant insights into how consumers respond to brand crises. The studies reviewed support the hypotheses of this thesis, demonstrating that attribution of blame, apology, perceived justice, and trust are crucial factors in shaping consumer reactions during crises. By understanding these relationships, companies can better manage their crisis communication strategies, mitigate emotional responses such as anger, and protect consumer loyalty. The findings of this research are expected to contribute to both theoretical advancements in crisis communication and practical recommendations for brand managers facing reputation-damaging events.

PROPOSED MODEL AND HYPOTHESES

3.1 Proposed Model

Figure 3.1 Proposed Model



The conceptual model developed in this study aims to examine how different marketing violations and the presence of apologies affect consumers' perceptions, emotions, and behavioral intentions. Based on attribution theory and justice theory, the model proposes a pathway through which the type of violation (internal or external) and the presence of apologies (present or absent) affect perceived fairness and consumer trust, which in turn influences consumer anger and ultimately shapes purchase intention. The relationships among the variables are formalized through seven hypotheses and visualized in the conceptual framework presented above.

The model starts with two main independent variables: violation type and apology. Violation type is operationalized as a binary variable (internal or external attribution) referring to whether the responsibility for the violation is perceived to be within or outside the control of the company. The model hypothesizes that internal violations will

negatively affect both perceived fairness (H1) and consumer trust (H2) as consumers view the organization as more culpable.

Apology, another binary variable (yes and no), serves as a central crisis response mechanism in the model. Apologies are theorized to mitigate the negative consequences of marketing violations by restoring justice and demonstrating accountability. Therefore, the model proposes that the presence of an apology will positively affect perceived justice (H3) and consumer trust (H4). These four hypotheses represent the first stage of the model, where external stimuli (violation type and apology) influence consumers' cognitive evaluations.

The second stage of the model treats emotional response, specifically anger, as the mediating variable. Drawing from the justice and trust literature, it is hypothesized that consumers' anger levels decrease when they feel they have been treated fairly (high perceived justice) and when they trust the brand. Therefore, H5 and H6 suggest that perceived justice and consumer trust negatively affect consumer anger.

Finally, the model concludes with purchase intention as the dependent variable. Consumer anger is expected to have a negative effect on purchase intention (H7), consistent with previous studies showing that negative emotional responses suppress future involvement and loyalty toward the brand.

This model allows for the examination of both direct effects (e.g., the effect of violation type on trust) and indirect effects (e.g., how perceived fairness mediates the relationship between apology and anger). It also allows for the testing of a sequential mediation path in which upstream variables, such as apology or violation type, exert their effects on purchase intention through a chain of cognitive and emotional responses.

In summary, the conceptual model developed in this study provides a comprehensive framework for understanding how consumers respond to marketing violations. It captures the multidimensional nature of consumer judgment in crisis situations by integrating cognitive (perceived fairness and trust), emotional (anger), and behavioral (purchase intention) constructs. The hypotheses derived from this model are empirically tested using

a scenario-based experimental design, the details of which are presented in the following sections.

H1: Internal (vs. external) violation type has a negative impact on perceived justice.

The hypothesis that internal (as opposed to external) violations have a detrimental impact on perceived justice examines an important consumer behavior and corporate reputation management construct. It draws upon well-established attribution and psychological contract theory for describing how consumers perceive the fairness of a company's actions, specifically in the issue of where a violation is derived from.

Consumers, as attribution theory would have them, will be likely to see internal violations as an indication of the company's incompetence, lack of professionalism, or insensitivity to consumer expectations. These attributions will likely generate negative affective reactions, such as anger or frustration, which are consequences of a perceived violation of fairness. Internal violations are thus generally considered worse for justice because they directly affect the credibility and reliability of the company in the consumers' perception (Johnson and Grayson, 2020). This sense of injustice can be heightened when consumers believe that the company could have prevented the violation if it had been more responsible or professional.

Conversely, external transgressions tend to be perceived as less severe since they are outside the control of the company. Consumers will be more likely to blame the cause on external circumstances, e.g., an accident or a mistake by another entity. These attributions mitigate the negative emotional response because the company is perceived as a victim of external forces rather than being an active co-author of the violation (Choi and Lee, 2021). Accordingly, even external violations will be able to cause dissatisfaction or frustration but fail to evoke the same deep-seated feelings of injustice and betrayal associated with internal violations.

Psychological contract theory (Rousseau, 1989) is an important theory for describing the impact of internal and external violations on justice perceptions. Psychological contracts are the implicit, unofficial assumptions consumers have regarding the conduct and performance of the companies with which they transact business. Consumers form

expectations when they deal with a brand based on their past experience, marketing communications, and general consumer lore. Competence, fairness, and reliability are common assumptions.

Internal violations expressly breach these unspoken contracts. When, for instance, a company fails to meet a delivery promise due to mismanagement within the firm, it is a failure to act as per the expectations of the consumer. It is a violation that generates a feeling of injustice on the basis that it is indicative of a lapse in the company-consumer relationship because the company has command over its internal activities. The client can view the business failure as neglect or insufficient commitment to providing the expected service, which enhances the sentiment of betrayal and violation of trust (Huang, 2022). This results in a more intense negative emotional response, i.e., anger or disappointment, which further supports the perception of injustice.

In contrast, external violations are less likely to breach the psychological contract in the same way because they are attributed to circumstances beyond the company's control. When a delivery is delayed due to a natural disaster or breakdown of a third-party logistics, customers may recognize that the company is not directly responsible for the issue. Although the customer may still be frustrated or inconvenienced, the trust violation is less severe because of the inability to fulfill implicit expectations of the company's ability. Therefore, the affective reaction is less extreme, and perceived justice is less affected negatively (Choi and Lee, 2021).

On the other hand, external violations trigger less emotional upheaval because they are perceived as less preventable and more understandable. When external forces cause a failure, consumers are more likely to attribute the outcome to an uncontrollable event rather than to the company's lack of care or responsibility. This reduces the perceived severity of the violation, leading to less emotional distress and a weaker sense of injustice (Huang, 2022).

The impact of internal as opposed to external violations on perceived justice has devastating implications for business. Companies should realize that what they decide and do has the potential to influence consumer judgments about fairness and thereby their

emotional reaction. Internal violations, potentially the result of operational errors, managerial issues, or inadequate customer service, can be ruinous to a company's reputation and consumer relationships. Since these transgressions are viewed as being more obviously avoidable, the consumers can be disillusioned concerning the company being capable of delivering to their expectations, resulting in long-term costs to consumer loyalty and confidence.

On the other hand, external violations, while still injurious, will be less harmful to the image of the business because consumers are more likely to attribute the failure to external conditions. Businesses facing external problems have to stress the importance of open communication with customers about the kind of problem and that they are taking action to correct it. Open and empathetic communication will reduce negative affective responses and decrease perceived injury to justice.

In summary, the type of violation—whether internal or external—has a significant impact on how consumers perceive justice. Internal violations are perceived as more detrimental to fairness because they reflect the company's own failures, leading to stronger emotional reactions such as anger and frustration. In contrast, external violations are attributed to factors outside the company's control, which results in a less intense sense of injustice and weaker negative emotional responses. These insights have crucial implications for how companies manage customer relationships and respond to service failures, emphasizing the importance of transparency and fairness in maintaining consumer trust and satisfaction.

H2: Internal (vs. external) violation type has a negative impact on consumer trust.

Consumer trust is a fundamental component of the relationship between a brand and its customers. Investigating the impact of internal and external violations on consumer trust helps highlight the importance of crisis management strategies for businesses. Internal violations stem from factors under the company's control, while external violations arise from circumstances beyond the company's control. This hypothesis posits that internal violations have a more negative effect on consumer trust compared to external violations.

Internal violations are associated with failures or disruptions within a company's internal processes. These typically arise from managerial errors, inadequate planning, or mismanagement. External violations, on the other hand, occur due to factors beyond the company's control, such as natural disasters or third-party supply chain failures. This distinction influences how consumers respond to these violations.

Internal violations have a direct impact on the reliability, professionalism, and credibility of the company, which are vital elements of consumer trust. Internal failure, for instance, a delay in delivery due to poor management, shows a violation of the consumer's expectation, causing a loss of trust. Research has proven that internal violations have the ability to trigger strong affective reactions among consumers, such as anger or disappointment, that result in a perceived violation of fairness (Zaheer et al., 1998).

As businesses are expected to control their internal processes, neglecting to do so enhances the sense of negligence or lack of. Such a sense of betrayal also increases the emotional response, leading to a higher loss of consumer confidence (Kim et al., 2004). Such internal failures are typically perceived as more critical because they erode the capability of the business to provide the expected service, which significantly damages the consumer-business relationship.

Conversely, external violations typically induce less intense emotional reactions, as customers are more likely to see these occurrences as outside the company's control. For example, if a shipment is delayed due to a natural disaster or third-party logistical breakdown, customers will likely accept that the company is not necessarily to blame for the issue. Therefore, the breaches of trust are regarded as less severe, and the emotional effect is less sensational (Smith et al., 1999).

In external violations, the manner in which the company responds and communicates will ascertain whether the harm to the consumer's perception can be mitigated. Timely and effective handling of external issues can prevent massive harm to the consumer's perception of the company.

Several studies validate the notion that internal violations pose a more negative impact on consumer trust compared to external violations. Zaheer et al. (1998) found that internal

violations, specifically those induced by organizational breakdown or poor management, directly affect consumer trust by hurting perceptions of reliability and competence. Internal violations result in a stronger sense of betrayal and lead to more extreme affective responses, such as anger or disappointment.

Kim et al. (2004) also suggest that customers find internal failures more harmful because such violations are within the control of the firm, and this enhances the feeling of carelessness. Nevertheless, external violations are typically perceived as less harmful because they are attributed to the factors beyond the control of the firm, and this results in less severe emotional responses and less impact on trust (Smith et al., 1999).

The findings from the literature support the hypothesis that internal violations have a more negative impact on consumer trust than external violations. Internal failures, due to their direct link to the company's control over its processes, are perceived as more damaging to the consumer-brand relationship. These violations evoke stronger emotional responses and a more significant loss of trust. External violations, by contrast, are viewed with greater understanding, as they stem from uncontrollable external factors, leading to less harm to consumer trust.

H3: Apology (vs. no apology) has a positive impact on perceived justice.

This hypothesis examines the effect of a post-crisis apology on the level of justice perceived by consumers. The basic assumption is that an apology has the power to alleviate consumer dissatisfaction or disappointment. In a crisis, a company's sincere apology by accepting its responsibility for the incident is not only an ethical behavior, but also plays an important restorative role in the consumer's relationship with the company.

An apology serves three basic functions for the consumer: (1) Acknowledging the seriousness of the incident, (2) Assuming responsibility, and (3) Providing confidence that similar problems will not occur in the future. In this context, an apology acts as a kind of psychological compensation. If the company has damaged its social contract with the consumer, an apology ensures that this contract is reestablished, at least symbolically. This creates the impression in the consumer that the incident was handled fairly.

Studies on consumer behavior show that the concepts of interactional justice and informational justice in particular are critical in understanding the impact of post-crisis apologies. Interactional justice refers to how respectfully and politely individuals are treated, while informational justice focuses on the transparency and clarity of the process. Apologies directly affect these two types of justice because they use emotionally soothing language and reduce uncertainty by providing information about the incident. All of these strengthen the consumer's sense of "being valued as they deserve."

On the other hand, remaining silent without explaining anything or avoiding an apology can trigger feelings of being ignored, worthless, or excluded in consumers. These feelings lead to a negative perception of justice. Because in times of crisis, consumers expect to be satisfied not only financially but also emotionally. When this expectation is not met, trust in the brand is damaged and the long-term relationship is at risk.

In addition, factors such as the sincerity of the apology, its timing, and the degree of responsibility are also critical in increasing the perception of justice. Insincere or automated expressions are easily noticed by consumers and have an adverse effect. For example, apologies that directly explain the details of the incident and specify the concrete steps the company will take, rather than just general statements such as "we are sorry for what happened," reinforce the perception of justice.

Apologies play a critical role in shaping consumers' perceptions of justice during the crisis response process. Apologies are a form of social communication that includes not only the acceptance of the mistake but also respect, regret, and the intention to make amends (Lewicki et. al., 2016). In this context, apologies play an important role, especially in the dimension of interactive justice, because individuals take into account elements such as empathy, respect, and openness when evaluating how they were treated (Bies and Shapiro, 1987).

Experimental studies examining the impact of apologies on consumers have shown that apologies increase perceptions of justice. For example, De Cremer, Pillutla, and Folmer (2011) stated that a sincere apology offered by an organization after a mistake helps consumers make a fairer assessment of the incident. Apologies also affect perceptions of

the intent of the violation, paving the way for more positive outcomes (Fehr and Gelfand, 2010).

In addition, a study conducted by Kim, Cooper, and Ferrin (2015) emphasized that consumers expect not only financial compensation but also a psychologically satisfying explanation and apology in crisis situations. The lack of apology behavior can cause a decrease in the perception of justice, which in turn can damage trust and loyalty levels (Goodstein and Butterfield, 2010).

In the literature on perceived justice, the place of apology is not limited to the individual's cognitive evaluations; it also has an effect on emotional reactions. Apologies can reduce negative emotions such as anger, disappointment, and loss of trust in the consumer; this allows the event to be perceived more fairly (Wirtz and Mattila, 2004). Therefore, the post-crisis apology mechanism is a strategic tool not only in terms of image management but also in terms of the reconstruction of justice.

As a result, the findings in the literature clearly show that the presence of an apology positively affects the level of perceived justice in the eyes of the consumer. In this context, it can be argued that the “apology” strategy is an effective element in strengthening the perception of justice in the crisis response process.

H4: Apology (vs. no apology) has a positive impact on consumer trust.

Consumer trust is one of the most critical elements for the sustainability of a brand. Trust refers to a consumer's belief that a business will keep its word, act honestly, and look out for the consumer's interests. This trust can be seriously shaken in times of crisis. Consumers attach great importance not only to the performance of brands in providing products and services, but also to the responsibility and communication skills they demonstrate in times of crisis. At this point, businesses taking responsibility by apologizing for a mistake or crisis becomes an effective strategy in rebuilding consumers' trust in the brand.

An apology is not just an expression of regret; it is also an indication of corporate empathy, transparency, and the intention to repair the relationship. While the image of a brand that does not apologize is shaped in the eyes of the consumer as cold, uncaring, and

distant; a sincere and timely apology highlights the human aspect of the brand. This contributes to rebuilding trust by ensuring that the consumer develops positive feelings towards the brand again.

Regaining consumer trust is possible especially when the perceived intention evolves into a positive one. If a consumer sees that the brand has acknowledged its mistake, taken responsibility, and taken precautions to avoid repeating the same mistake in the future, it is likely to re-establish trust in the brand. At this point, an apology is not only a reputation management tool; it is also a relationship-based healing mechanism.

Consumer trust is particularly sensitively affected in service failures and crisis situations (Mayer et al., 1995). The way brands respond in such situations can directly affect the consumer's level of trust in the brand. In this context, an apology is one of the most widely used strategies for re-establishing trust (Tomlinson and Mayer, 2009).

Studies on the effect of apologies on trust have clearly demonstrated the trust-enhancing effect of a sincere and timely apology. Kim et al.(2004) stated in their study that an apology offered after a violation changes the individuals' perception of intentions to a positive one, thus contributing to the re-establishment of trust. Apologies reflect the other party's moral integrity and the value they place on the relationship, which helps rebuild trust.

Gillespie and Dietz (2009) have similarly argued that apologies are a critical element in rebuilding corporate trust. Research shows that a sincere apology, not just financial compensation or explanation, restores trust faster (Bottom et al., 2002). Especially in social relationships, rebuilding trust in consumer-brand relationships is possible through emotionally connected communication.

Apologies also positively affect the perceptions of competence, honesty, and benevolence, which are the three basic components of trust (Mayer et al., 1995). The brand's acceptance of responsibility by accepting a mistake strengthens the perception of honesty; offering a solution strengthens the perception of competence; and showing empathy through apologies strengthens the perception of benevolence (Lewicki et al., 2016).

In conclusion, extensive findings in the literature suggest that a brand's apology in times of crisis is an effective tool in restoring consumer trust.

H5: Perceived justice has a negative impact on anger.

In the literature on consumer behavior, the role of emotions is of great importance, especially in crisis situations and service failures. In this context, anger is a strong emotional reaction that a consumer may experience in the face of injustice, unfairness or deficient service. The occurrence of anger does not only reflect a state of dissatisfaction, but is also linked to the consumer's perception of the situation as unfair. When making a cognitive assessment of the negative experience experienced by the consumer, if this experience is not handled fairly, this may increase anger.

Perceived justice stands out as a critical factor in preventing or alleviating anger. Perceived justice is based on the evaluation of how the brand or provider approaches the consumer in a crisis or service failure. In this process, three basic dimensions such as distributive justice (whether the compensation offered to the consumer is fair), procedural justice (how transparent and impartial the crisis resolution is) and interactional justice (whether communication with the consumer is respectful, empathetic and open) directly affect whether the consumer's anger will occur.

If consumers experience high levels of perceived injustice in service disruptions or crisis situations, feelings of anger may be triggered. In cases where justice is provided, it has been observed that these feelings calm down and more constructive responses are given. Especially in a crisis or error situation, an effectively resolved sense of justice allows the consumer to more easily accept the negative experience and reduce their anger. In this context, an increase in perceived justice is considered a factor that directly reduces consumer anger.

Today's research has detailed the relationship between perceived justice and anger in various contexts and has shown that this relationship is very strong.

Davidow (2003) found that justice plays an important role in complaint management processes and that the perception of justice directly affects consumer emotions. In his study, he observed that both the distributive and interactional dimensions of justice

provide a significant reduction in anger. He states that especially in times of complaint, when brands offer a fair solution by communicating sincerely with consumers, anger decreases and customer satisfaction increases.

Zourrig et al. (2009) have shown in their cross-cultural studies that the perception of justice in consumers from different cultures has similar effects on anger. This study shows that the perception of justice is not limited to the cultural context, but is a universal emotion regulator and that a fair solution offers an effective way to calm consumer anger on a global scale. The findings of the study reveal that justice provides a universal effect that increases consumer satisfaction.

As a result, the studies show that perceived justice is an effective mechanism in reducing consumer anger, especially in crisis and complaint management processes. This is true across all dimensions of justice (distributive, procedural, interactional) and suggests that brands should consider these factors in times of crisis. Consumers' perception of injustice can directly influence the anger response, triggering negative behaviors toward the brand, but these negative effects can be mitigated if a fair solution is provided.

H6: Consumer trust has a negative impact on anger.

Consumer trust has long been considered a central concept in the marketing and consumer behavior literature. Trust is defined as a consumer's belief in the honesty, reliability, and promise-keeping of a business or brand (Morgan and Hunt, 1994). This concept serves not only as a relationship dynamic but also as an emotional regulator. In times of crisis or in the event of a perceived ethical violation or error, the level of trust greatly shapes the individual's emotional and behavioral responses to the situation. In this context, anger stands out as an emotion experienced more intensely when consumer trust is low.

Anger is a negative emotion that is often triggered by strong perceptions of injustice, betrayal, and unfairness, and produces an intense emotional response (Bougie et al., 2003). The perception that a brand has failed to meet expectations or harmed the consumer can increase consumer anger. However, this response may vary depending not only on the context of the event but also on the consumer's history of the brand, their level of trust, and the perceived intentions of the company. At this point, trust can act as

a kind of “emotional cushion” and reduce the intensity of anger experienced by the consumer.

Xie and Peng (2009) suggest that consumer trust is a buffer mechanism that reduces negative emotional reactions such as anger that occur after service failures. In their research, it was revealed that consumers with high levels of trust react less to the same failure, find the company’s mistake more forgivable, and experience less anger. These findings clearly support the emotional regulation function of trust.

Similarly, in their studies conducted in the context of product crises, Laufer and Coombs (2006) stated that consumer trust reduces anger and blaming tendencies that occur after a crisis. The researchers stated that trust allows the consumer to interpret events in a more positive and tolerant way. For example, a crisis experienced by a trusted brand may be evaluated by the consumer as an “unintentional mistake”, while a brand with a low level of trust may be perceived as “irresponsible” or “uncaring” in the same situation. These different perceptions directly affect the intensity of emotions such as anger.

In their comprehensive model to explain consumer reactions after service failures, Grégoire, Laufer, and Tripp (2010) demonstrated that trust suppresses anger in both direct and indirect ways. Their research indicated that consumers with high levels of trust experience less anger and are more likely to forgive negative events. This suggests that trust not only reduces anger but also encourages more conciliatory consumer behavior. The calming effect of trust on emotional reactions, especially in the context of long-term customer relationships, can be considered as an element that increases the resilience of brands in crisis situations.

Erevelles and Leavitt (1992) proposed in their studies on consumer dissatisfaction models that trust acts as a “psychological safety net” that reduces consumer anger and disappointment. The researchers stated that trust prevents consumers from evaluating events as personal attacks, thus causing them to respond less aggressively and more rationally. This perspective reveals that consumer trust is not only a satisfaction factor but also an emotional protection mechanism.

All these literature findings strongly support the effect of trust in reducing consumer anger. In the face of situations such as crisis, error or violation, consumers with high levels of trust experience less anger, show more empathy and forgiveness, and express less negative reactions towards the brand. Therefore, the H6 hypothesis proposed in this study - "Consumer trust has a negative effect on anger" - is an assumption that is supported both theoretically and empirically.

H7: Anger has a negative impact on purchase intention.

In the consumer behavior literature, the effect of emotions on decision-making processes has been studied in depth. In particular, the transformative effect of negative emotions on consumer evaluations, brand attitudes, and purchase intentions has become a central topic in marketing research. In this context, anger stands out as one of the most powerful and destructive negative emotions. A problem experienced with a service or product, a violation of expectations, or a perceived injustice can lead to intense anger in the consumer. This can negatively affect not only the consumer's current relationship but also their future purchasing behavior.

Anger is often defined in social psychology as a "strong, highly arousing, and often expressed" emotion (Lazarus, 1991). In the consumer context, anger usually occurs in the face of a service failure, unethical behavior, a feeling of being deceived, or a brand that does not keep its promise. This anger does not remain only as momentary dissatisfaction; it also leaves permanent marks in the consumer's mind, damaging the relationship with the brand. Therefore, the effect of anger on purchase intention is not temporary, but a deep effect that should be addressed strategically.

Many studies in the literature have shown that anger has a direct negative effect on purchase intention. Grégoire et al. (2009) stated that the anger experienced by consumers is closely related to behaviors such as revenge, avoidance, and termination of the relationship. In their study, they emphasized that anger is felt more intensely, especially in customers with high loyalty levels, and that these customers can make decisions that go as far as ending the relationship completely. These findings show that anger has not only emotional but also behavioral consequences.

Similarly, in their study analyzing consumer complaint behaviors, Bougie et al. (2003) stated that anger has an inversely proportional relationship with purchase intention. In their research, it was shown that consumers who experience anger create both negative WOM (word of mouth) against the brand and consciously avoid shopping from that brand in the future. This shows that anger shapes purchasing behaviors as an emotional factor beyond rational decision-making processes.

Johnson et al. (2011), in their study examining the effects of anger on consumer loyalty, revealed that anger directly weakens loyalty and reduces repeat purchase intentions. Especially in cases where responses to crises and negative events are inadequate, the anger experienced by the consumer can turn into long-term distrust. This puts not only current purchase decisions but also all future relationships of the consumer with the brand at risk.

Another remarkable study was conducted by Huefner and Hunt (2000). In this study, the relationship between consumer complaint behaviors and emotions was examined and it was revealed that anger triggers especially active complaint behaviors, which negatively affects purchase intentions. It was observed that angry consumers not only cut off their relationship with the brand, but also contribute to the spread of a negative brand image in their social circles.

In addition, in their study examining the social dimension of anger, Wetzler et al. (2007) stated that angry consumers act not only for themselves but also with the desire to provide justice at the community level. This situation shows that brands may face not only individual losses but also greater reputational damage when they have difficulty dealing with anger. As a result, anger not only reduces purchase intentions, but also paves the way for widespread negative perceptions towards the brand.

In light of all this research, the effect of anger on consumer decisions is undeniably strong. Anger experienced at an emotional level can be more effective than a rational evaluation process and can cause the consumer to permanently distance himself from the brand. This negative emotion experienced by the consumer shapes not only his future purchase

intentions, but also his general attitude towards the brand, his level of loyalty, and the brand image he conveys to his social circle.

In this context, the H7 hypothesis put forward in the study - "Anger has a negative effect on purchase intentions" - is strongly supported by both the theoretical framework and empirical findings. It is seen that anger affects purchasing behaviors both directly and indirectly; therefore, preventing consumer anger or reducing its effects should be considered a basic priority in marketing strategies.

RESEARCH DESIGN AND METHODOLOGY

This study adopts a quantitative research design to empirically test the proposed conceptual model and hypotheses derived from attribution theory and justice theory. The research aims to explore how the type of violation (internal vs. external) and the presence or absence of an apology affect consumer perceived justice, trust, anger, and purchase intention in the context of a brand-related crisis.

The data was collected through an online questionnaire distributed via SurveyMonkey. Participants were randomly assigned to one of the two versions of the scenario and asked to read the situation carefully. Afterward, they were presented with a series of statements to measure their level of agreement regarding their sense of justice, trust in the company, emotional response (especially anger), and their intention to purchase from the company in the future.

To simulate realistic brand crisis scenarios, a between-subjects experimental design (A/B testing) was employed using an online questionnaire administered via SurveyMonkey. Two fictional but plausible crisis scenarios were created to manipulate the independent variables: violation type (internal vs. external) and apology (apology vs. no apology). These scenarios were carefully constructed to reflect common crisis events experienced by companies and were pre-tested with a small pilot group to ensure clarity and realism.

Participants were randomly assigned to one of the two conditions and asked to read the corresponding crisis scenario. All items were measured on a 5-point Likert scale ranging from “strongly disagree” to “strongly agree.”

Once the data collection was completed, responses were cleaned and analyzed using statistical software. Descriptive statistics were first used to understand the general trends in the data. Following this, regression analyses were conducted to test the relationships between the variables and to determine whether the type of violation and presence of an apology influenced consumer outcomes.

This methodological structure allowed for a controlled comparison of consumer reactions to different crisis situations, helping to reveal the potential impact of brand behavior during times of disruption.

Data collection aimed to reach a diverse sample of consumers aged 18 and above, recruited through social media platforms and email invitations. After cleaning the data for incomplete or inconsistent responses, statistical analyses were conducted using SPSS. Descriptive statistics were first computed, followed by correlation analyses to examine associations among the variables.

To test the hypotheses, multiple regression analyses and moderation analyses were performed. In particular, the moderating effects of violation type and apology on the relationships between perceived justice/trust and anger were tested using interaction terms.

This methodological approach allows for rigorous testing of the proposed model and hypotheses and enables clear identification of how strategic crisis responses influence consumer emotions and behaviors. Through the structured scenario-based design, the study ensures internal validity while maintaining ecological relevance to real-world brand crises.

4.1 Research Objective

This study aims to investigate how consumers perceive and respond to brand crises by focusing on the interaction between the type of violation (internal or external) and the presence or absence of an apology. In today's highly connected and competitive business environment, consumer trust and perceptions of fairness play a central role in shaping the emotional and behavioral outcomes following corporate missteps. The study seeks to understand how these two key factors (violation attribution and response strategy) influence consumers' sense of fairness, trust in the brand, emotional reactions such as anger, and ultimately their intention to continue or discontinue purchasing from the brand.

The central aim is to examine whether internal violations attributed to the company produce more negative outcomes than external violations perceived to be beyond the company's control. Furthermore, the study investigates whether an apology from the company, regardless of the type of attribution, can act as a mitigating factor that restores perceived fairness and trust. Additionally, the research aims to analyze how these perceptions and reactions affect emotional responses (especially anger) and how this emotion mediates the impact on purchase intention.

Through this research, the study aims to provide a deeper understanding of the psychological mechanisms behind consumers' reactions to crisis scenarios and provide practical insights for businesses in developing effective crisis communication strategies. By combining theoretical frameworks with empirical tests, the research aims to contribute to both academic literature and real-world brand management practices.

4.2 Research Design

This study is a 2X2 experimental design aiming to investigate how consumers evaluate brand crises based on the type of violation (internal vs. external) and the presence or absence of an apology. The study further examines how the characteristics influence perceived justice, trust, anger, and ultimately, purchase intention.

To collect data, a quantitative approach is adopted using an online survey with a cross-sectional design. This method is considered appropriate as it allows the researcher to reach a large and diverse sample efficiently across different demographic groups. The data collection tool was a structured questionnaire designed and distributed through SurveyMonkey, incorporating two experimental crisis scenarios for A/B testing. Each scenario manipulated the violation type and apology condition to observe participants' responses under varying circumstances.

Participants were randomly assigned to one of the two scenarios and then asked to respond to a series of statements based on established scales measuring perceived justice, trust, anger, and purchase intention. The questionnaire was made available online and

distributed through various digital channels, including professional networks, email lists, and social media platforms.

The target group consisted of individuals from various demographic backgrounds, including different age groups, education levels, and professional sectors, in order to ensure that the data reflects a comprehensive and diverse consumer perspective. The data was collected over a period of four weeks between March 10th and April 7th, 2025. A convenience sampling method was employed, enabling the researcher to gather data from participants who were readily accessible and willing to take part in the study.

This research design enables a controlled comparison of consumer perceptions across different crisis scenarios while ensuring relevance to real-world brand communication strategies.

4.3 Operationalization of Variables

In this study, multi-item scales were used to ensure the accurate and reliable measurement of conceptual variables. As emphasized by Churchill (1979), single-item measures may carry a high risk of measurement error, which can compromise the validity of research findings. Therefore, using multiple items for each construct allows for higher internal consistency and enables a more comprehensive representation of each variable (Cook and Campbell, 1981). This approach supports construct validity, which is a standard requirement in behavioral and social sciences research.

All items were measured using a 5-point Likert scale, ranging from “Strongly Disagree” (1) to “Strongly Agree” (5). Participants were asked to read the crisis scenarios and then indicate their level of agreement with statements related to each construct. Detailed explanations of each independent and dependent variable, along with their theoretical background, measurement approach, and sample items, are provided below.

4.3.1 Violation Type (Internal vs. External Attribution)

Violation type refers to the attributions consumers make about the cause of the crisis. According to Attribution Theory (Weiner, 1985), individuals tend to evaluate who or what is responsible for negative outcomes. These attributions are often categorized as internal causes (caused by the company's own decisions or actions) or external causes (caused by circumstances beyond the company's control, such as natural disasters or supply chain disruptions). Such attributions shape how much blame is placed on the company and influence emotional and behavioral responses.

Measurement:

- Respondents will read scenarios and rate the perceived attribution of the violation (internal vs. external) with the following items:

Statement:

- "This violation was caused by the internal decisions of the company."
- "This violation was caused by external factors beyond the company's control."

4.3.2 Apology (Presence vs. Absence)

The presence or absence of an apology is one of the critical elements in evaluating the effectiveness of crisis response strategies. An apology shows that the company accepts responsibility and expresses empathy. According to Kim et al. (2004), a sincere apology during a crisis can reduce consumer anger and help rebuild trust. Furthermore, apologies can positively affect perceptions of justice and fairness.

Measurement:

- Respondents are asked to rate their agreement with statements regarding whether the brand offered an apology or not.

Statement:

- "The company has offered a sincere apology for the crisis."
- "The company has not apologized for the incident."

4.3.3 Perceived Justice

Perceived justice refers to consumers' perceptions of the fairness of how the company handled the crisis. Based on the frameworks proposed by Greenberg (1990) and Colquitt (2001), justice is considered in three dimensions: distributive justice (perceived fairness of the outcome), procedural justice (fairness of the decision-making process), and interactional justice (fairness in interpersonal treatment and communication). In crisis communication, perceived justice significantly influences consumer evaluations and behavioral intentions.

Measurement:

- Respondents rate their agreement with statements about the fairness of the response.

Statement:

- "The company's response to the crisis was fair."
- "The company treated customers equitably during the crisis."

4.3.4 Trust

Trust is a key determinant of consumer behavior, especially in post-crisis contexts. As defined by Delgado-Ballester (2004), trust involves the belief that the company is trustworthy, honest, and acts in the customer's best interest. The level of trust that is maintained or lost after a crisis is critical in determining future consumer-company relationships.

Measurement:

- Respondents rate the reliability and integrity of the company.

Statement:

- "I trust the company to handle future crises effectively."
- "I believe the company is honest in its business practices."

4.3.5 Anger

Anger is one of the most common emotional responses that consumers may experience during or after a crisis. According to Beaudry and Pinsonneault (2005), anger occurs when individuals perceive that norms are violated or their personal goals are thwarted by external actors. In the consumer context, anger can lead to complaints, negative word-of-mouth, or boycott behavior.

Measurement:

- Respondents rate how angry or frustrated they feel about the crisis event.

Statement:

- "I feel angry about how the company handled the crisis."
- "I feel frustrated with the company's response to the situation."

4.3.6 Purchase Intention

Purchase intention reflects the likelihood that consumers will continue to transact with the brand in the future after the crisis. As suggested by Zeithaml (1988), purchase intention is a strong predictor of customer loyalty and long-term business success. In the context of crisis management, it is used to measure how the company's response affects consumer behavior.

Measurement:

- Respondents rate the likelihood of continuing to do business with the company.

Statement:

- "I would continue to buy from this company after this incident."
- "I am likely to avoid this company due to the crisis."

4.4 Questionnaire Development And Design

The main data collection tool of this study was a scenario-based and structured survey form. The survey was developed to measure consumers' perceptions, emotional reactions and behavioral intentions towards crisis situations. In order to ensure the reliability and validity of the measurement tools, scales that have been frequently used in the literature and have been proven to be valid were preferred.

The development process of the survey began with the determination of appropriate items related to the variables included in the conceptual model of the study (perceived justice, consumer trust, anger and purchase intention). Multi-item Likert-type scales were used to measure each variable. All statements were measured on a five-point Likert scale ranging from 1 = "Strongly Disagree" to 5 = "Strongly Agree". In this way, the participants' attitudes and perceptions could be expressed in degrees.

In the first part of the survey, participants were randomly assigned one of the scenarios designed in line with the type of violation (internal vs. external) and the presence of apology (present vs. absent), which are the manipulation variables of the study. These scenarios were structured based on brand crises that consumers may encounter in real life. Each scenario was differentiated from each other in terms of the nature of the brand's mistake and the way it responded to this mistake. In this way, participants' consumer responses under different conditions could be measured.

In the second section following the scenario reading, participants were presented with scale items measuring their perceptions, emotions, and intentions. Perceived justice was assessed by considering three sub-dimensions (distributive, procedural, and interactional); trust was measured to reflect general belief in the brand and positive expectations. The anger variable was represented by items assessing participants' emotional reactions to the event. Finally, purchase intention was measured with

statements revealing participants' attitudes towards whether they would purchase a product or service from the relevant brand in the future.

In the last section of the survey, demographic information (gender, age, education level, income level) was collected from the participants. This information was used to understand the structure of the sample and, if necessary, to make comparisons between groups in the analysis of differences between variables.

After its preparation, the survey form was tested with a small pilot application; It was reviewed in terms of clarity of expression, scenario comprehensibility and time management. In line with the feedback received, some expressions were simplified and clarified.

As a result, thanks to this meticulous survey development process, the concepts within the scope of the research model were made measurable; reliable and valid data were collected. The design of the survey was structured in a way that would allow both measuring the effect of the experimental manipulation and testing the causal relationships between the variables.

4.5 Questionnaire Administration And Data Collection

Data for this study was collected via an online survey developed and administered through SurveyMonkey, a trusted and widely used platform for conducting web-based surveys. The survey was designed to be completed in approximately five minutes, ensuring brevity while maintaining the depth necessary to assess relevant constructs.

To examine how consumers responded to different crisis response strategies, the survey employed an A/B testing feature of the system. Participants were randomly assigned to one of the experimental conditions, each of which presented a different version of a hypothetical brand crisis scenario (e.g., internal vs. external breach; apology vs. no apology). This random assignment helped reduce bias and supported the internal validity of the experiment.

Before the main data collection, the survey was pretested with a small group of individuals to ensure clarity of language, logical flow of questions, and appropriateness of scenario descriptions. Based on their feedback, minor revisions were made to improve clarity.

At the beginning of the survey, participants were presented with a brief explanation of the research purpose, assurance of confidentiality, and a statement indicating that participation was voluntary. Informed consent was obtained digitally before proceeding with the survey content.

Each participant was shown only one version of the crisis scenario and then asked a series of Likert-scale questions designed to measure six key constructs: attribution of violation, presence of apology, perceived fairness, trust, anger, and purchase intention. Demographic questions regarding age, gender, and level of education were included at the end of the survey for descriptive analysis.

The use of SurveyMonkey allowed for efficient data management and randomization, while the A/B testing feature allowed for meaningful comparisons between different crisis communication strategies. The collected data was carefully reviewed to exclude missing or inconsistent responses, resulting in a final sample of [insert number] valid participants.

4.6 Sampling

Since the study adopted an experimental design, it was aimed to reach sufficient sample size to ensure the validity of numerical analyses. Data was collected through an online survey and participants were randomly assigned to one of the four scenarios within the scope of a scenario-based A/B test on the SurveyMonkey platform.

The study used a convenience sampling method, which is not probability-based. This method allowed for the creation of a sample consisting of the most accessible and volunteer individuals due to time and resource constraints. The survey link was disseminated through social media platforms, e-mail groups and various digital

communication channels. Participants were consumers aged 18 and over, residing in Türkiye.

A total of 238 people completed the survey and their data were found suitable for use in the analysis. The demographic distribution of the participants ensured that the research included the opinions of individuals from different age, education and income groups. The participants in the sample were 67.2% female, 32.4% male; and the age range ranged from 18 to 66+. While the majority of participants were undergraduates in terms of education level, the highest participation rate came from the income group of 80,000 TL and above with 36.1%. This demographic diversity made it possible to interpret the findings in terms of different socio-economic groups.

In addition, each of the scenario-based manipulations applied within the scope of the sampling strategy was delivered to approximately equal numbers of participants, thus ensuring that comparative analyses could be statistically balanced. Thanks to this structure, the effects of the violation type (internal/external) and the presence of an apology (present/absent) variables were measured reliably.

In conclusion, although the sample used in this study was not based on probability sampling principles, it provided a diverse and representative structure that would serve the purposes of the study and provided a sufficient data set to support the validity of the statistical analyses

DATA ANALYSES AND RESULTS

5.1 Descriptive Statistics For Demographic Variables

In this study, participants were asked to provide demographic information such as age, gender, education level, employment status, and income level. The distribution of these demographic variables is presented in Table 5.1 below, with frequencies listed for each category.

Table 5.1 Demographic Results

		Frequency	Percent
Gender	Female	160	67,2%
	Male	77	34,2%
	Prefer not to disclose	1	0,4%
Education Level	High School	30	20,2%
	Bachelor's Degree	160	67,2%
	Master's Degree /PhD	48	12,6%
Age	18-25	77	32,4%
	26-35	20	8,4%
	36-50	56	23,5%
	51-65	82	34,5%
	66+	3	1,3%
Income Level	Less than 22.104,67 TL	56	23,5%
	22.104,67-30.000 TL	23	9,7%
	35.001 -50.000 TL	25	10,5%
	50.001 -80.000 TL	48	20,2%
	More than 80.000 TL	86	36,1%

In terms of gender, the majority of respondents identified as female (67.2%), followed by male participants (34.2%), while only 0.4% preferred not to disclose their gender. Regarding education level, most participants held a bachelor's degree (67.2%), while 20.2% had completed high school, and 12.6% had a master's degree or PhD. In terms of age distribution, the largest group was between 51 and 65 years old (34.5%), followed by those aged 18–25 (32.4%), 36–50 (23.5%), 26–35 (8.4%), and a small portion over the age of 66 (1.3%). As for monthly income, participants reported a wide range, including less than 22,104.67 TRY, 22,104.67–35,000 TRY, 35,000–50,000 TRY, 50,000–80,000 TRY, and more than 80,000 TRY.

5.2 Factor Analyses

In order to assess the construct validity and reliability of the measurement scales used in this research, exploratory factor analyses (EFA) and reliability tests were conducted for each construct individually. Principal Component Analysis with Varimax rotation was applied, and the internal consistency was tested using Cronbach's Alpha.

5.2.1 Factor and Reliability Test for Perceived Justice

The Kaiser-Meyer-Olkin (KMO) measure was 0.630 and Bartlett's Test of Sphericity was significant ($p < .001$), indicating data suitability. One factor with an eigenvalue above 1 was extracted, explaining 69.35% of the total variance. Factor loadings ranged from 0.773 to 0.902. Cronbach's Alpha was 0.777, showing acceptable reliability.

Table 5.2 Factor Analysis Results for Perceived Justice

Factor Name	Factor Item	Factor Loading
Perceived Justice	PERJUS2	0.902
	PERJUS3	0.818
	PERJUS1	0.773
<i>% of Variance Explained: 69.35%; Cronbach's Alpha: 0.777</i>		

5.2.2 Factor and Reliability Test for Anger

KMO was 0.721 and Bartlett's test was significant ($p < .001$). A single factor emerged, explaining 80.09% of the variance. Factor loadings ranged from 0.860 to 0.921. Cronbach's Alpha was 0.875, indicating high internal consistency.

Table 5.3 Factor Analysis Results for Anger

Factor Name	Factor Item	Factor Loading
Anger	ANG3	0.921
	ANG1	0.903
	ANG2	0.86

% of Variance Explained: 80.09%; Cronbach's Alpha: 0.875

5.2.3 Factor and Reliability Test for Attribution

The KMO measure was 0.564 and Bartlett's test was significant ($p < .001$). One factor was extracted, accounting for 55.13% of the variance. Loadings ranged from 0.617 to 0.839. Cronbach's Alpha was 0.587, indicating moderate reliability.

Table 5.4 Factor Analysis Results for Attribution

Factor Name	Factor Item	Factor Loading
Attribution	AT2	0.839
	AT1	0.755
	AT3	0.617

% of Variance Explained: 55.13%; Cronbach's Alpha: 0.587

5.2.4 Factor and Reliability Test for Engagement

The KMO value was 0.626 and Bartlett's test was significant ($p < .001$). Two factors were extracted, cumulatively explaining 59.38% of the variance. Rotated loadings

showed item distribution across two dimensions. Cronbach's Alpha for the overall construct was 0.549, indicating low internal consistency.

Table 5.5 Factor Analysis Results for Engagement

Factor Name	Factor Item	Factor Loading
Engagement	ENG4	0.709
	ENG5	0.695
	ENG1	0.665
	ENG2	0.851
	ENG3	0.616

% of Variance Explained: 59.38% (cumulative); Cronbach's Alpha: 0.549

5.2.5 Factor and Reliability Test for Purchase Intention

KMO was 0.871 and Bartlett's test was significant ($p < .001$). One factor was extracted, explaining 86.08% of the variance. All loadings exceeded 0.91. Cronbach's Alpha was 0.946, indicating excellent internal consistency.

Table 5.6 Factor Analysis Results for Purchase Intention

Factor Name	Factor Item	Factor Loading
Purchase Intention	PUR2	0.935
	PUR1	0.932
	PUR3	0.929
	PUR4	0.915

% of Variance Explained: 86.08%; Cronbach's Alpha: 0.946

5.2.6 Factor and Reliability Test for Repurchase Intention

The KMO measure was 0.748 and Bartlett's test was significant ($p < .001$). One factor accounted for 85.20% of the variance. Factor loadings ranged from 0.903 to 0.937. Cronbach's Alpha was 0.912, indicating excellent reliability.

Table 5.7 Factor Analysis Results for Repurchase Intention

Factor Name	Factor Item	Factor Loading
Repurchase Intention	REP3	0.937
	REP2	0.928
	REP1	0.903

% of Variance Explained: 85.20%; Cronbach's Alpha: 0.912

5.2.7 Factor and Reliability Test for Trust

KMO was 0.706 and Bartlett's test was significant ($p < .001$). One factor was extracted, explaining 73.94% of the total variance. Loadings ranged from 0.828 to 0.887. Cronbach's Alpha was 0.823, confirming good internal consistency.

Table 5.8 Factor Analysis Results for Trust

Factor Name	Factor Item	Factor Loading
Trust	TRUST3	0.887
	TRUST2	0.864
	TRUST1	0.828

% of Variance Explained: 73.94%; Cronbach's Alpha: 0.823

5.3 Independent Sample T-Test

Before proceeding to the main analysis, independent samples t-tests were conducted to evaluate the effectiveness of the experimental manipulations. Manipulation checks are

commonly used to verify whether participants accurately perceive the manipulations designed by the researcher (Perdue and Summers, 1986; Hafer and Gosse, 2010). In this study, two manipulation checks were tested: violation type (external vs. internal) and apology (apology vs. no apology).

5.3.1 Violation Type Manipulation Check

To examine whether participants correctly distinguished between external and internal violation types, an independent samples t-test was performed. The results indicated that participants in the external violation group ($M = 3.68$, $SD = 1.19$) rated the scenario significantly higher than those in the internal violation group ($M = 3.15$, $SD = 1.17$), suggesting that the manipulation was effective.

Table 5.9 Independent Samples T-Test for Violation Type Manipulation

Group	N	Mean	Std. Deviation
External Violation (.00)	112	3.68	1.19
Internal Violation (1.00)	126	3.15	1.17

$t(236) = 3.455, p = .001$

The independent samples t-test revealed a significant difference between external and internal violation scenarios, indicating successful manipulation.

5.3.2 Apology Manipulation Check

A second independent samples t-test was conducted to assess whether the apology condition was clearly perceived by participants. The mean score for the apology condition ($M = 3.52$, $SD = 1.08$) was significantly higher than for the no apology condition ($M = 1.91$, $SD = 0.96$), indicating that the manipulation was also perceived as intended.

The independent samples t-test indicated a highly significant difference between the apology and no apology groups, confirming that the manipulation was effective.

Table 5.10 Independent Samples T-Test for Apology Manipulation

Group	N	Mean	Std. Deviation
No Apology (.00)	116	1.91	0.96
Apology (1.00)	122	3.52	1.08

$t(236) = -12.128, p < .001$

5.4 Regression Analyses

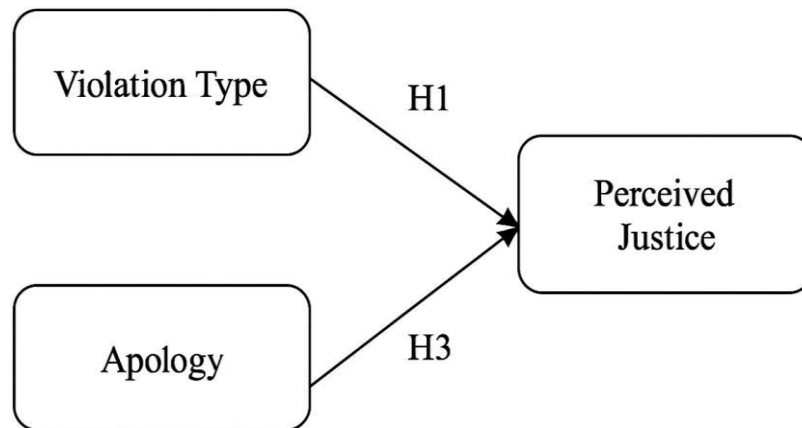
In this section, multiple linear regression analyses were conducted to test the proposed hypotheses. Specifically, the analyses investigated how violation type and the presence of an apology influence perceived justice and consumer trust, and how these mediating variables subsequently affect anger and purchase intention. This approach allows for a clearer understanding of the directional influence among the variables in the proposed conceptual model.

According to prior research, linear regression analysis is commonly used to determine the predictive relationships between independent and dependent variables within experimental frameworks (Field, 2013). Therefore, regression analysis was selected as the appropriate statistical method for hypothesis testing in this study. The results are presented below in tabular format, showing standardized coefficients (Beta), t-values, adjusted R square, and p-values for each model.

5.4.1 Multiple Linear Regression Analysis of H1 and H3

Multiple linear regression analysis was conducted to explore the relationship between violation type, apology, and perceived justice.

Figure 5.1 Multiple Linear Regression Model for Apology, Violation and Perceived Justice



As seen in Table 5.9, both violation type and apology had a statistically significant effect on perceived justice ($p < .05$). Apology had a strong and positive influence ($\beta = .555$, $t = 5.063$, $p < .001$), while violation type also significantly contributed to the model ($\beta = .225$, $t = 2.051$, $p = .041$). The model explains 11.4% of the variance in perceived justice (Adjusted $R^2 = .114$), with a total explanatory strength of $R = .348$, $R^2 = .121$, and $F = 16.228$.

There is no multicollinearity issue, as the VIF values for both predictors are approximately 1 (Apology = 1.012, Violation = 1.012), which is far below the critical threshold of 10.

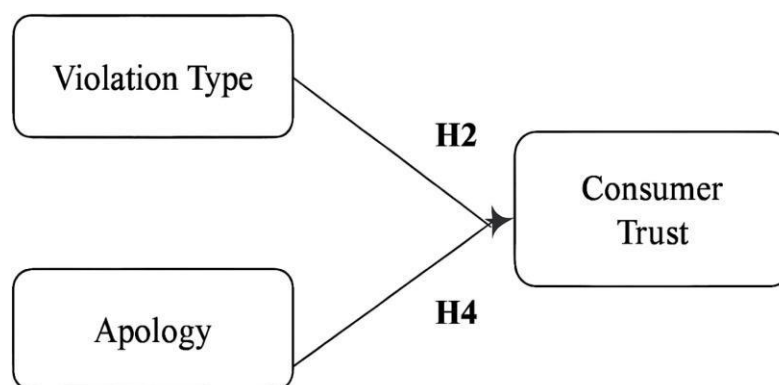
Table 5.11 Multiple Linear Regression of Apology, Violation and Perceived Justice (Dependent Variable: Perceived Justice)

Independent Variables	Beta	t-value	Adjusted R Square	p-value
Apology	0.555	5.063		<.001
Violation	0.225	2.051	0.114	.041

5.4.3 Multiple Linear Regression Analysis of H2 and H4

Multiple linear regression analysis was conducted to explore the relationship between violation type, apology, and consumer trust.

Figure 5.2 Multiple Linear Regression Model for Apology, Violation Type, and Consumer Trust



As presented in Table 5.10, the analysis indicates that both violation type and apology have a statistically significant and positive effect on consumer trust. The presence of an apology notably increases consumer trust levels ($\beta = .565$, $t = 5.138$, $p < .001$), highlighting that when companies

acknowledge their faults through an apology, it strengthens consumer confidence. Similarly, external violations are associated with greater trust compared to internal ones, as indicated by the positive and significant effect of violation type ($\beta = .229$, $t = 2.075$, $p = .039$).

The overall regression model accounts for 11.7% of the variance in consumer trust (Adjusted $R^2 = .117$), with a total model strength of $R = .353$, $R^2 = .124$, and $F = 16.696$. Additionally, the multicollinearity diagnostics reveal no concern, with VIF values for both predictors being near 1 ($VIF = 1.012$), confirming the reliability and stability of the regression model.

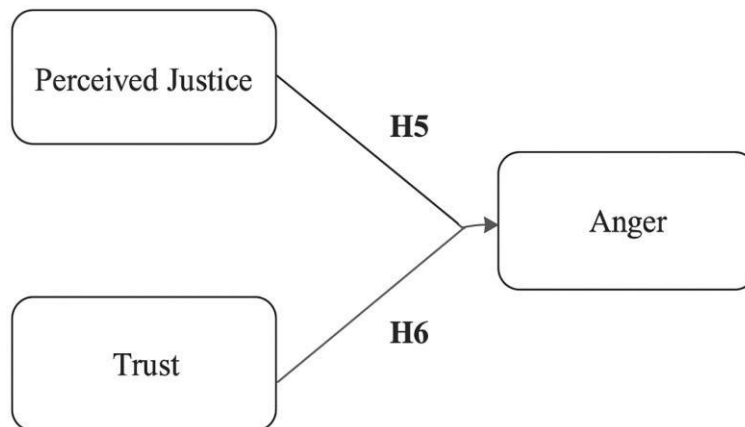
**Table 5.12 Multiple Linear Regression of Apology, Violation and Customer Trust
(Dependent Variable: Consumer Trust)**

Independent Variables	Beta	t-value	Adjusted R Square	p-value
Apology	0.565	5.138		<.001
Violation	0.229	2.075	0.117	.039

5.4.4 Multiple Linear Regression Analysis of H5 and H6

Multiple linear regression analysis was conducted to examine the effects of perceived justice and consumer trust on anger.

Figure 5.3 Multiple Linear Regression Model for Perceived Justice, Trust, and Anger



As seen in Table 5.11, both perceived justice and consumer trust had a statistically significant and negative effect on anger ($p < .05$). Perceived justice significantly reduced anger ($\beta = -0.271$, $t = -3.016$, $p = .003$), indicating that when consumers perceive a situation as fair, their level of anger decreases. Similarly, trust also had a significant negative effect on anger ($\beta = -0.309$, $t = -3.444$, $p < .001$), suggesting that greater trust in the company is associated with lower levels of consumer anger.

The model explained 29.6% of the variance in anger (Adjusted $R^2 = .296$), with overall model statistics showing $R = .549$, $R^2 = .302$, and $F(2, 235) = 50.823$, $p < .001$. Multicollinearity was not an issue, as both predictors had acceptable VIF values (VIF = 2.713), indicating a reliable model fit.

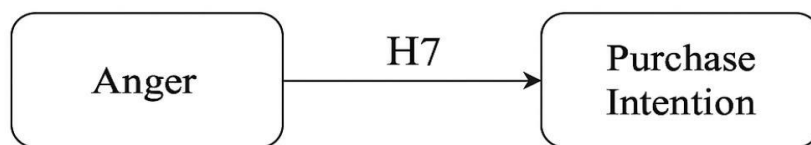
**Table 5.13 Multiple Linear Regression of Perceived Justice, Trust and Anger
(Dependent Variable: Anger)**

Independent Variables	Beta	t-value	Adjusted R Square	p-value
Perceived Justice	-0.271	-3.016	0.296	.003
Trust	-0.309	-3.444		<.001

5.4.5 Simple Linear Regression Analysis of H7

Simple linear regression analysis was conducted to examine the effect of anger on purchase intention.

Figure 5.4 Simple Linear Regression Model for Anger and Purchase Intention



As presented in Table 5.12, anger had a statistically significant and negative effect on purchase intention ($\beta = -0.567$, $t = -10.562$, $p < .001$). This indicates that higher levels of consumer anger are associated with lower purchase intention. In other words, as consumers feel more anger toward the brand or company, their likelihood of future purchase decreases significantly.

The model explained 31.8% of the variance in purchase intention (Adjusted $R^2 = .318$), with a strong overall model fit ($R = .567$, $R^2 = .321$, $F(1, 236) = 111.549$, $p < .001$). Since

the model included only one predictor variable, multicollinearity was not an issue (VIF = 1.000).

Table 5.14 Simple Linear Regression of Anger and Purchase Intention (Dependent Variable: Purchase Intention)

Independent Variables	Beta	t-value	Adjusted R Square	p-value
Anger	-0.567	-10.562	0.318	<.001

5.5 ANOVA (Analyses of Variance Results)

In this study, one-way analysis of variance (One-Way ANOVA) was applied in order to examine the effects of the responses given by the company during the crisis process on consumer perceptions in more depth. This analysis method was preferred to determine whether a certain dependent variable showed a significant difference between different groups. In particular, it was aimed to examine the effects of demographic characteristics of the participants such as gender and age on psychological evaluations such as perceived justice, trust, anger and purchase intention. In the first analyses, it was seen that the means between the groups were quite close to each other, which indicated that the variables examined were distributed homogeneously among the participants. Such findings reveal that demographic factors do not have a significant effect on the psychological variables in question and play an important role in the evaluation of the relevant hypotheses.

5.5.1 One-way ANOVA for Age Groups Regarding Purchase Intention

In order to determine whether there is a significant difference in the purchase intentions of the participants according to their age groups, one-way ANOVA test was applied. As a result of the analysis, it is seen that the average purchase intention scores of the age groups are quite close to each other (e.g.; 18-25 years old = 2.2078, 26-35 = 2.2625, 36-50 = 2.0357, 51-65 = 2.0427). The F value of the ANOVA test is 0.768 and the significance level ($p = .547$) is well above 0.05. This result shows that there is no

statistically significant difference in purchase intention between the age groups. In addition, post hoc analyses did not reveal a significant difference between any of the binary groups (all $p > .05$). According to the findings, it can be said that there is a homogeneous distribution in the purchase intentions of the participants according to their ages, in other words, the age variable does not have a determining effect on purchase intention.

Table 5.15 One-way ANOVA for Age and PUR (Purchase Intention)

Age	N	Mean	F	Sig
18-25	77	2.2078	.768	.547
26-35	20	2.2625		
36-50	56	2.0357		
51-65	82	2.0427		
66 and above	3	2.5833		

5.5.2 One-way ANOVA for Education Groups Regarding Purchase Intention

In order to determine whether there is a significant difference in the purchase intentions of the participants according to their education levels, one-way ANOVA test was applied. The average purchase intention scores according to the education level were quite close to each other (high school = 2.1083, undergraduate = 2.1359, master's/doctorate = 2.0729). According to the ANOVA results, the F value was 0.910 and the significance value (p) was .913. Since this value is well above 0.05, there is no statistically significant difference between the groups. In addition, no significant difference was found between any group pairs in the post hoc analyses (all $p > .90$). This shows that the purchase intention levels of individuals with different education levels are quite close to each other and homogeneous.

Table 5.16 One-way ANOVA Post Hoc Analysis for Age and PUR (Purchase Intention)

Post Hoc		Mean Difference	Std. Error	Sig
18-25	26-35	-.05471	.22786	.999
	36-50	.17208	.15945	.817
	51-65	.16511	.14407	.782
	66 and above	-.37554	.53429	.956
25-35	18-25	.05471	.22786	.999
	36-50	.22679	.23650	.873
	51-65	.21982	.22642	.868
	66 and above	-.32083	.56211	.979
36-50	18-25	-.17208	.15945	.817
	26-35	-.22679	.23650	.873
	51-65	-.00697	.15739	1.000
	66 and above	-.54762	.53803	.847
51-65	18-25	-.16511	.14407	.782
	26-35	-.21982	.22642	.868
	36-50	.00697	.15739	1.000
	66 and above	-.54065	.53368	.849
66 and above	18-25	.37554	.53429	.956
	26-35	.32083	.56211	.979
	36-50	.54762	.53803	.847
	51-65	.54065	.53368	.849

Table 5.17 One-way ANOVA Analysis for Education Level and PUR (Purchase Intention)

Education Level	N	Mean	F	Sig
High School	30	2.1083	0.91	.913
Bachelor degree	160	2.1359		
MSc/Phd	48	2.0729		

Table 5.18 One-way ANOVA Post Hoc Analysis for Education Level and Purchase Intention

Post Hoc		Mean Difference	Std. Error	Sig
High School	Bachelor degree	-.02760	.18097	.987
	MSc/Phd	-.03542	.21170	.985
Bachelor degree	High School	.02760	.18097	.987
	MSc/Phd	-.06302	.14969	.907
MSc/Phd	High School	-.03542	.21170	.985
	Bachelor degree	-.06302	.14969	.907

5.5.3 One-way ANOVA for Income Level and Purchase Intention

One-way analysis of variance (One-way ANOVA) was conducted to determine whether there was a significant difference between the purchase intention scores of the participants according to different income levels. The income level was divided into five groups: “22,104.67 TL and below”, “22,104.67–35,000 TL”, “35,001–50,000 TL”, “50,001–80,000 TL” and “80,001 TL and above”. According to the results obtained, no statistically significant difference was found with $F(4, 233) = 0.916$, $p = 0.455$. This finding shows

that there was no significant difference in the purchase intentions of the participants despite their different income levels.

When the mean values between the groups are examined, it is seen that the purchase intention scores of each group are quite close to each other. The lowest average is in the “50,001–80,000 TL” income group with 2.00, and the highest average is in the “22,104.67–35,000 TL” income group with 2.3478.

Table 5.19 One-way ANOVA Analysis for Income Level and PUR (Purchase Intention)

Income Level	N	Mean	F	Sig
22.104,67 tl and below	56	2.1696	.916	.455
22.104,67-35.000 tl	23	2.3478		
35.001- 50.000 tl	25	2.2700		
50.001-80.000 tl	48	2.0000		
80.001 and above	86	2.1197		

5.5.4 One-way ANOVA for Gender and Perceived Justice Level

A one-way ANOVA analysis was conducted to determine whether there was a significant difference in the perceived justice levels of the participants according to their gender. The gender variable was divided into three groups: female (N=77), male (N=160) and do not want to specify (N=1). However, since the option “do not want to specify” was selected by only one participant, this group was excluded and the analysis was evaluated since it could not provide statistical reliability.

According to the findings, it was seen that the difference between the groups was not statistically significant ($F=1.104$, $p=0.333 > 0.05$). This result shows that the perceived justice levels of female and male participants in a crisis situation are quite close to each other and that gender is not a determining variable in this context. The similarity of the mean values between the groups also supports this situation.

Table 5.20 One-way ANOVA Post Hoc Analysis for Income Level and Purchase Intention

Post Hoc		Mean Difference	Std. Error	Sig
22.104,67 tl and below	22.104,67-35.000 tl	-.17818	.22457	.932
	35.001- 50.000 tl	-10036	.21811	.991
	50.001-80.000 tl	.16964	.17836	.876
	80.001 and above	.12022	.15570	.938
22.104,67-35.000 tl	22.104,67 tl and below	.17818	.22457	.932
	35.001- 50.000 tl	.07783	.26198	.998
	50.001-80.000 tl	.34783	.22995	.555
	80.001 and above	.29841	.21286	.627
35.001-50.000 tl	22.104,67 tl and below	.10036	.21811	.991
	22.104,67-35.000 tl	-07783	.26198	.998
	50.001-80.000 tl	.27000	.22365	.747
	80.001 and above	.22058	.20603	.821
50.001-80.000 tl	22.104,67 tl and below	-.16964	.17836	.876
	22.104,67-35.000 tl	-.34783	.22995	.555
	35.001- 50.000 tl	-.27000	.22365	.747
	80.001 and above	-.04942	.16337	.998
80.001 and above	22.104,67 tl and below	-.12022	.15570	.938
	22.104,67-35.000 tl	-.29841	.21286	.627
	35.001- 50.000 tl	-.22058	.20603	.821
	50.001-80.000 tl	.04942	.16337	.998

Table 5.21 One-way ANOVA Analyse for Gender and PERJUS (perceived justice level)

Gender	N	Mean	F	Sig
Female	77	2.0823	1.104	0.333
Male	160	2.1521		
I don't want to specify	1	3.000		

5.5.5 One-way ANOVA for Age and Perceived Justice Level

One-way ANOVA analysis was applied to examine whether there was a significant difference in the perceived justice levels of the participants according to their age groups. Age groups were divided into five categories: 18-25, 26-35, 36-50, 51-65 and 66 years and above. According to the analysis results, no statistically significant difference was found between the groups ($F=1.704$, $p=0.150 > 0.05$). This result shows that the age variable did not have a significant effect on the perceived justice level during the crisis.

When the means between the groups were examined, it was seen that the mean of the 26-35 age group (2.3333) was slightly higher than the other age groups, but it can be said that the means were generally close to each other and this situation was effective in the lack of a significant difference between the groups. In addition, since there were only 3 participants in the 66 and above age group, the effect of this group on the analysis results should be considered limited.

Table 5.22 One-way ANOVA Analysis for Age and PERJUS (perceived justice level)

Age	N	Mean	F	Sig
18-25	56	2.1696	1.704	.150
26-35	23	2.3478		
36-50	25	2.2700		
51-65	48	2.0000		
66 and above	86	2.1197		

5.5.6 One-way ANOVA for Gender and TRUST

A one-way ANOVA test was applied to determine whether there was a significant difference in the level of trust according to the gender variable. Three gender groups were included in the analysis: "female", "male" and "do not want to specify". However, since the number of participants who selected the "do not want to specify" option was only one, this group was not taken into account in the analysis.

According to the ANOVA results, there was no statistically significant difference in terms of trust levels between gender groups ($F = 0.881$, $p = .416 > 0.05$). This finding shows that gender did not significantly affect the level of trust during the crisis. When the average level of trust is considered, the average of male participants (2.1750) is slightly higher than that of female participants (2.0606).

Table 5.23 One-way ANOVA Analysis for Gender and TRUST

Gender	N	Mean	F	Sig
Female	77	2.0606	.881	.416
Male	160	2.1750		
I don't want to specify	1	3.000		

5.5.7 One-way ANOVA for Education Level and ANGER

A one-way ANOVA test was conducted to determine whether there was a significant difference in the level of anger felt by the participants during the crisis according to their level of education. The level of education was divided into three categories as "high school", "undergraduate" and "master's/doctorate". As a result of the analysis, it was seen that there was no statistically significant difference in terms of anger level between the education levels ($F = 0.90$, $p = .914 > 0.05$). This result shows that although the participants' levels of education were different, the anger felt during the crisis was at similar levels. When the mean values were examined, very close results were obtained between the groups: 3.6000 for high school graduates, 3.5958 for undergraduate

graduates and 3.6597 for master's/doctorate graduates. This supports the fact that anger levels show a homogeneous distribution regardless of the level of education.

Table 5.24 One-way ANOVA Analysis for Education Level and ANGER

Education Level	N	Mean	F	Sig
High School	30	3.6000	0.90	.914
Bachelor degree	160	3.5958		
MSc/Phd	48	3.6597		

5.6 Summary of Hypotheses Results

The following table summarizes the hypotheses tested in this study along with their results based on the statistical analyses conducted. Each hypothesis was tested using regression analysis and significance levels were evaluated at $p < 0.05$.

Table 5.25 Summary of Hypothesis Testing Results

Hypothesis	Statement	Result
H1	Internal (vs. external) violation type has a negative impact on perceived justice	Supported
H2	Internal (vs. external) violation type has a negative impact on consumer trust	Supported
H3	Apology (vs. no apology) has a positive impact on perceived justice	Supported
H4	Apology (vs. no apology) has a positive impact on consumer trust	Supported
H5	Perceived justice has a negative impact on anger	Supported
H6	Consumer trust has a negative impact on anger	Supported
H7	Anger has a negative impact on purchase intention	Supported

As seen in the table above, all proposed hypotheses were statistically supported. These findings suggest that both violation type and the presence of an apology significantly

influence consumers' cognitive (justice and trust) and emotional (anger) responses, which in turn affect their behavioral intentions such as purchase.

CONCLUSION

6.1 Discussion

This study examined the effects of variables such as the type of violation (internal vs. external) and the presence of an apology (present vs. absent) on perceived justice, consumer trust, anger, and purchase intention in order to understand how consumer perceptions and behaviors are shaped in the face of marketing violations. The findings showed that consumer behavior is highly sensitive to the type of crisis and the company's post-crisis attitude.

First, the hypothesis that internal violations have a negative effect on perceived justice and trust was supported. When consumers think that a negative experience with a brand is their own fault (e.g., carelessness, negligence, mismanagement), they experience a decrease in their sense of justice and a breakdown in their trust. This finding is consistent with Weiner's (1985) attribution theory and Greenberg's (1993) studies on perception of justice. Internal attributions cause emotional reactions toward the brand to be more intense and negative.

However, it was observed that the presence of an apology increases both perceived justice and trust. It has been understood that a sincere and timely apology, especially in crisis situations, is evaluated by consumers as a fair and responsible behavior. This supports the fact that apologies function as a "reputation repair tool" within the scope of Coombs' (2007) crisis communication theory. Apologies allow the psychological contract between the consumer and the brand to be partially re-established.

Another important finding is the confirmation of the hypotheses that perceived justice and trust reduce anger. When consumers encounter a fair and trustworthy attitude, they develop less anger towards the negativities they experience. This situation is also parallel to the studies of Grégoire et al. (2010). In particular, positive impressions obtained from the three dimensions of justice (distributive, procedural and interactional) are effective in suppressing intense emotions such as anger.

Finally, the negative effect of anger on purchase intention has been clearly demonstrated. It has been observed that angry consumers develop negative attitudes towards the brand, become more likely to terminate their relationship with the brand and their future purchase intentions are weakened. This shows how emotions are effective in consumer behavior and brings a critique to traditional rational consumer models.

The findings of the study offer important contributions both theoretically and practically. Theoretically, the integration of attribution and justice theories into the consumer behavior literature has been ensured, and the mediating relationships of variables such as apology and trust have been examined in detail. In practice, guiding data has been presented on what kind of communication strategy brands should follow in times of crisis. It should be emphasized that a rapid, sincere and transparent apology strategy plays a critical role in rebuilding consumer trust, especially in cases where internal violations occur.

ctive in consumer behavior and brings a critique to traditional rational consumer models.

As a result, this study has shown how the two main factors affecting consumer reactions, “type of violation” and “existence of apology”, are interpreted in the consumer mind and how this extends to behavioral intention. Consumers attach great importance to elements such as the brand’s ownership of responsibility and its use of transparent and empathetic language. Therefore, brands should carry out not only a material but also an emotional compensation process in times of crisis.

These findings not only provide theoretical contributions; they also provide valuable insights that can guide crisis management and brand communication strategies in practice.

This research aimed to understand the main factors affecting consumers’ evaluations of brands in times of crisis. The survey was conducted using the scenario-based A/B test method on SurveyMonkey; The obtained data were analyzed in SPSS program. The demographic distribution of the participants was quite diverse: 67.2% of the participants were female, 32.4% were male; the highest participation in terms of age group was from the 51–65 age group with 34.5%, followed by the 18–25 age group with 32.4%. The majority of the participants (67.2%) had a bachelor's degree; in terms of income

distribution, 36.1% stated that they had an income over 80,000 TL. This diversity provided a rich basis for comparing the effects of the research on different socio-demographic groups.

All seven hypotheses in the study model were found to be statistically significant and supported. According to the research results, internally attributed violations significantly reduced consumers' perception of justice and trust in the brand. Participants gave lower levels of justice and trust scores when they held the company directly responsible for the crisis. In contrast, an apology offered after the crisis was found to have a reducing effect on this negative perception. In scenarios where an apology is offered, perceived justice and trust levels increased significantly.

The findings also show that perceived justice and consumer trust reduce the level of anger, and this emotional response has a direct negative effect on purchase intention. In the regression analyses conducted with SPSS, it was observed that as the level of anger increases, the probability of consumers choosing the brand decreases significantly. In particular, the “Anger → Purchase Intention” relationship showed a negative and strong correlation. This situation reveals that consumer anger is not just a temporary emotion, but a strong element that creates permanent effects on purchasing decisions.

The general picture obtained as a result of the research shows that consumers attach great importance not only to the problem experienced but also to the brand's response in times of crisis. Empathetic and responsible communication styles such as apologies alleviate negative emotions, while approaches without apologies increase loss of trust and consumer anger. Therefore, it is critical for brands to adopt a communication language that is both transparent and human-oriented in times of crisis in order to maintain loyalty.

In conclusion, this study makes significant contributions to understanding the psychological processes that shape consumer behavior; and provides concrete data for brands to develop effective strategies in crisis management. It is clearly seen that internal violations create more destructive effects and that apologies play a mitigating role in these effects.

6.2 Theoretical Implications

This study provides important theoretical contributions to the literature by bringing together basic psychological and marketing theories to explain how consumers respond to brand crises. The research model aims to advance both crisis communication and consumer behavior literature by integrating attribution theory and justice theory with their cognitive, emotional and behavioral dimensions.

First, this study reveals how decisive attribution theory is in the context of marketing violations. Whether consumers attribute the incident as internal (the brand's own fault) or external (a reason outside the brand) in crisis situations radically changes their responses. The study empirically demonstrates how these attributions affect not only how they evaluate responsibility but also variables such as perceived justice, trust, anger and purchase intention. In this respect, attribution type is repositioned as one of the main determinants of both emotional and rational reactions in consumer decision-making processes.

Second, the study successfully adapts justice theory to the context of marketing crises. The concept of perceived justice, which is usually addressed within the framework of service recovery or organizational justice, plays a central mediating role here in the context of the brand-consumer relationship and crisis situations. The findings show that perceived justice is not a one-dimensional concept; it is shaped according to the nature of the event and the brand's crisis response. This approach expands the scope of justice theory and relates it to crisis communication and reputation management.

Another important theoretical contribution of the study is its focus on emotional reactions, especially anger. The research reveals that anger feeds on the decrease in perceived justice and trust levels, and that this has a direct negative effect on purchase intention. Thus, it is emphasized that emotions are not only secondary, but also an important mediator of behavioral intention. This finding expands traditional models that consider consumer behavior only within a rational framework and draws attention to the importance of emotional processes.

The study also reframes the concept of trust not only as an antecedent of loyalty, but also as an emotional balancing mechanism in times of crisis. Trust's role in both reducing anger and moderating consumer reactions gives this concept a multidimensional meaning and theoretically enriches existing trust models.

Another theoretical contribution is related to the scenario-based experimental design applied in the study. Compared to cross-sectional and correlational studies frequently encountered in the existing consumer behavior literature, this study allowed for stronger causal inferences by manipulating variables such as both the type of violation and the presence of an apology. This methodological approach was designed in a structure that can serve as an example for future theoretical studies.

Finally, this study contributes to the crisis communication literature with the conceptual model it proposes. The model reveals a structure that progresses through a chain such as attribution → justice/trust → anger → purchase intention, thus both confirming existing theories and providing a theoretical basis for future studies by reconstructing the relationships between them.

In summary, this study integrates attribution and justice theories into marketing crises, enriches cognitive models with emotional processes, redefines the function of trust, and strengthens theory testing with its experimental approach. The presented model provides a solid theoretical basis for future academic studies aimed at understanding the dynamics of consumer-brand relationships in crisis situations.

6.3 Managerial Implications

This research presents important strategic implications for brand managers and marketing professionals by revealing the basic factors that affect consumer behavior during crisis periods. In particular, the findings support how the type of violation and the apology strategy shape consumer perceptions and behavioral intentions; thus, practical suggestions are presented on what kind of communication language and attitude brands should adopt during crisis moments.

According to the research results, when consumers think that the incident experienced in crisis situations is due to the brand's own fault (internal violation), their perception of justice and trust towards the brand decreases significantly. This situation poses a serious threat to brand image and consumer loyalty. Therefore, it is of great importance for managers to correctly analyze the nature of the incident in crisis moments and to proactively manage the perception in the eyes of the consumer. In cases where the violation is perceived as internal, an explanatory, transparent and responsible communication style should be preferred.

In particular, the data in the research showed that the existence of an apology is effective in re-establishing consumer trust and increasing perceived justice. In this context, managers should develop an open and sincere apology mechanism without delay in crisis moments. Especially in internal violations, avoiding apologizing increases anger and disappointment in consumers, which directly results in a decrease in purchase intention. Apologies are not only a tool for reputation repair, but also a form of relational reconnection.

Another important conclusion revealed by the research is the effect of perceived justice and trust in reducing consumer anger. Brand managers should reinforce the consumer's sense of fair treatment not only by offering financial compensation, but also by showing transparency, respect and empathy in process management. At this point, managing not only the outcome but also the process fairly is a critical factor. Training the customer service team with this understanding and adopting more sensitive communication strategies in times of crisis will help maintain brand loyalty by reducing emotional reactions.

In addition, trust building is related not only to moments of crisis, but also to all brand behaviors maintained before. In this context, managers creating a long-term trust strategy will reduce the intensity of emotional reactions that may occur in times of crisis. Brands with high levels of trust suffer less damage and recover more easily, even in the same violation.

Finally, the study's data reminds managers not to underestimate the role that customer emotions play in purchasing decisions. Crisis communication should include not only rational messages, but also elements of empathy and responsibility that will provide emotional balance. In crises, consumers are interested not only in the outcome but also in the brand's stance against the event, and this attitude directly affects future shopping decisions.

In summary, this study shows managers that in crisis management, not only what is said but also how it is said is important; brands that take responsibility, are fair, provide trust and can apologize gain a stronger position in the eyes of consumers. Brands that are prepared for crises, act with emotional intelligence-based strategies and use communication not only as a defense but also as a relationship management tool will provide a competitive advantage.

6.4 Limitations and Suggestions for Future Research

This study has made a significant effort to understand the effects of the type of violation (internal vs. external) and the apology strategy (present vs. absent) on consumer perception, emotional reactions, and behavioral intentions in brand crises. However, in order to further develop and expand the findings, some limitations should be taken into account and areas that need to be addressed in future studies should be determined.

First, a scenario-based A/B testing method was preferred in the study. Although the controlled nature of this method increases experimental validity, it may be limited in fully reflecting the complex, multi-layered, and emotional aspects of real-life brand crises. Real consumer reactions can be shaped over time and can be affected by the social environment. Therefore, in future studies, it is possible to increase ecological validity by using analyses based on real crisis cases (e.g. social media comments, customer complaints, company statements, etc.).

Secondly, the study was conducted using a convenience sampling method, and the representativeness of the sample may be limited. When the demographic distributions of the participants are examined; It is seen that 67.2% are female and 34.2% are male, and

the vast majority (67.2%) are high school graduates. When looking at age groups, 32.4% of the participants are between the ages of 18-25, 23.5% are between the ages of 36-50, and 34.5% are between the ages of 51-65. In terms of income level, 36.1% of the participants have an income of over 80,000 TL, while 23.5% have an income level of under 22,104.67 TL. This data shows that the study covers mostly women, middle-aged and low-middle income individuals. It is recommended that future studies should work with more balanced and representative samples in terms of age, gender, education, and income level.

Thirdly, the theoretical model of the study is based on a limited number of variables such as perceived justice, trust, anger, and purchase intention. However, there are other important psychological and behavioral factors that affect consumer behavior in times of crisis. In future studies, variables such as tendency to forgive, loyalty, word of mouth (WOM), social media reactions, brand reputation, and emotional commitment can be included in the model to obtain more holistic results.

In addition, only “apology” and “violation type” crisis strategies were tested in this study. However, brands use many more strategies in crisis management: the effects of strategies such as offering compensation, assuming responsibility, transparency in communication, and social contribution campaigns should be tested comparatively. More targeted crisis management suggestions can be developed by analyzing which strategies are more effective on which consumer profiles.

In addition, individual differences were not controlled in this study. Factors such as consumers' personality traits, previous brand experiences, emotional intelligence, or crisis tolerance can greatly shape crisis perception and reactions. Integrating these variables into the model as mediators or moderators will contribute to the understanding of interpersonal differences.

In future studies, longitudinal research designs can be used to analyze the changes in consumer perceptions and reactions over time. For example, by comparing consumer attitudes at the time of the crisis with those 3 or 6 months after the crisis, the process of regaining loyalty and trust can be better understood.

As a result, the findings of this study are an important starting point. However, future studies supported by different samples, wider variables and real crisis examples will provide more in-depth and generalizable information on brand reputation management and consumer behavior. Advances in this area will contribute to brands developing more effective, targeted and sustainable strategies in times of crisis.

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APPENDICES

Appendix A. Evaluation By The Ethics Committee

Etik kurulu onayı, bu tezin basılı halinde mevcuttur.

Appendix B. Abbreviations And Results

Constructs	Item Codes	Statements	Results
Violation Type (Manipulation)	VT1	The events at this hotel occurred intentionally by the hotel management.	Retained
Apology (Manipulation)	AP1	The hotel authorities have apologized for the incident.	Retained
Perceived Justice	PJ1	I find the hotel's pricing policy to be fair.	Retained
Perceived Justice	PJ2	The General Manager's approach is fair.	Retained
Perceived Justice	PJ3	I believe customer satisfaction was valued in this situation.	Retained
Trust	TRU1	I believe this hotel is generally trustworthy.	Retained
Trust	TRU2	I believe the decisions made by this hotel consider the customer.	Retained
Trust	TRU3	The General Manager's statements made me feel confident.	Retained
Anger	ANG1	This situation made me angry.	Retained
Anger	ANG2	This situation disappointed me.	Retained
Anger	ANG3	The hotel's behavior made me feel furious.	Retained
Attribution	ATB1	I think the hotel is responsible for this situation.	Retained
Attribution	ATB2	The General Manager is directly responsible for this incident.	Retained
Attribution	ATB3	The reason for the incident is clearly evident.	Retained
Engagement	ENG1	I write positive reviews about this hotel online.	Retained
Engagement	ENG2	If I have any problems with this hotel during or after purchase, I will provide verbal feedback.	Retained

Engagement	ENG3	I participate in surveys regarding my needs and expectations regarding this hotel.	Retained
Engagement	ENG4	I participate in online consumer communities related to this hotel.	Retained
Engagement	ENG5	I upload photos or videos related to this hotel to the internet.	Retained
Purchase Intention	PUR1	I would visit this hotel again.	Retained
Purchase Intention	PUR2	I would recommend this hotel to my family and friends.	Retained
Purchase Intention	PUR3	I would book this hotel again.	Retained
Purchase Intention	PUR4	I can see myself going to this hotel again.	Retained
Repurchase Intention	REP1	I consider staying at this hotel again in the future.	Retained
Repurchase Intention	REP2	I would recommend this hotel to others.	Retained
Repurchase Intention	REP3	I might consider doing business with this hotel again.	Retained

Appendix C. Questionnaire In Turkish

Sayın Katılımcı,

Takip eden sayfalarda tüketicilerin ürünlerle ilgili değerlendirmeleri konusunda görüşleriniz sorulacaktır. Bazı sorular birbirine benzer ya da aynı görünebilir ancak her sorunun bir amacı bulunmaktadır. Soruların doğru veya yanlış cevapları yoktur. Bu çalışmaya katılımınız tamamen isteğe bağlıdır; katılmayabilirsiniz veya herhangi bir noktada bırakabilirsiniz. Bu anket kapsamında kişisel bilgileriniz talep edilmeyecektir. Cevaplarınız tamamen bilimsel amaçlarla kullanılacaktır. Anketin doldurulması yaklaşık 5 dakikanızı alacaktır.

Katılımınız için şimdiden teşekkür ederiz.

Lütfen aşağıdaki seçeneklerden size uygun olanı seçiniz.

- 1) Evet, 18 yaşından büyüğüm ve bu çalışmaya katılmayı onaylıyorum
- 2) Hayır, bu çalışmaya katılmak istemiyorum

Lütfen birazdan karşınıza gelecek senaryoyu dikkatlice okuyunuz. Buradan sonraki sorulara okuyacağınız senaryoyu dikkate alarak cevap veriniz.

S1. Geçen hafta yaşanan kasırga sonrasında sıkça gittiğiniz tatil bölgesindeki otellerde talep artmış ve birçok otel dolmuştur. Bu süreçte, sizin tatil dönemlerinde sıkça ziyaret ettiğiniz otelin Genel Müdürü'nün, oda fiyatlarını %60 oranında bilinçli olarak artırdığı iddia edilmiştir. Genel Müdür, fiyat artışının kendi kararı olmadığını, bu iddianın asılsız olduğunu belirtmiş ve herhangi bir sorumluluk kabul etmemiştir. Müşterilerden özür dilememiştir ve konuyla ilgili daha fazla yorum yapmayı reddetmiştir.

S2. Geçen hafta yaşanan kasırga sonrasında sıkça gittiğiniz tatil bölgesindeki otellerde talep artmış ve birçok otel dolmuştur. Bu süreçte, sizin tatil dönemlerinde sıkça ziyaret ettiğiniz otelin Genel Müdürü'nün, bu durumu fırsata çevirerek oda fiyatlarını %60 oranında kasıtlı olarak artırdığı iddia edilmiştir. Genel Müdür, bu kararın kendi inisiyatifiyle alındığını kabul etmiş, müşterilerden samimi bir şekilde özür dilemiş ve bu

kararın yanlış olduğunu itiraf etmiştir.

S3. Geçen hafta yaşanan kasırga sonrasında sıkça gittiğiniz tatil bölgesindeki otellerde talep artmış ve birçok otel dolmuştur. Kasırga sonrasındaki süreçte, sizin tatil dönemlerinde sıkça ziyaret ettiğiniz otelin gelir yönetim sistemi, artan talebi algılayarak fiyatları %60 oranında otomatik olarak artırmıştır. Bu artış, sistem tarafından gerçekleştirilmiş, herhangi bir insan müdahalesi olmamıştır. Genel Müdür, bu artışın bir hata olduğunu reddetmiş, sistemin düzgün çalıştığını savunmuştur. Müşterilere yönelik herhangi bir özür sunulmamıştır.

S4. Geçen hafta yaşanan kasırga sonrasında sıkça gittiğini tatil bölgesindeki otellerde talep artmış ve birçok otel dolmuştur. Kasırga sonrasındaki süreçte, sizin tatil dönemlerinde sıkça ziyaret ettiğiniz otelin gelir yönetim programı talep artışı nedeniyle otomatik olarak oda fiyatlarını %60 artırmıştır. Bu artış, sistem tarafından gerçekleştirilmiş, herhangi bir insan müdahalesi olmamıştır. Genel Müdür, bu artışın teknik bir arıza nedeniyle gerçekleştiğini, bunun otelin kontrolü dışında olduğunu belirtmiştir. Yaşanan durumdan dolayı özür dilemiştir.

Lütfen aşağıdaki soruları dikkatlice okuyarak ifadelere katılım düzeyinizi belirtiniz.

	Kesinlikle katılmıyorum	Katılmıyorum	Ne katılıyorum ne de katılmıyorum	Katılıyorum	Kesinlikle katılıyorum
Bu otelde yaşananlar tamamen otelin yöneticileri tarafından kasıtlı olarak gerçekleşmiştir.					
Otelin yetkilileri yaşanan durumla ilgili özür dilemişlerdir.					
Otelin fiyat politikasını adil buluyorum.					
Genel Müdür'ün yaklaşımı adildir.					
Bu durumda müşteri memnuniyetine önem verildiğini düşünüyorum.					

Bu otelin genel olarak güvenilir olduğunu düşünüyorum.					
Bu otelin verdiği kararların müşteriye gözettiğine inanıyorum.					
Genel Müdür'ün açıklamaları bana güven verdi.					
Bu olay beni kızdırdı.					
Bu olay beni hayal kırıklığına uğrattı.					
Bu otelin davranışı beni öfkелendirdi.					
Gelecekte bu otelde tekrar kalmayı düşünürüm.					
Bu oteli başkalarına tavsiye ederim.					
Bu otel ile tekrar iş yapmayı düşünebilirim.					
Otelin bu durumda sorumlu olduğunu düşünüyorum.					
Genel Müdür bu olaydan doğrudan sorumludur.					
Olayın sebebi açıkça bellidir.					
Bu otelle ilgili online olarak olumlu yorumlar yazarım.					
Bu otelle ilgili satın alma sırasında veya sonrasında bir sorun yaşarsam sözlü geri bildirimde bulunurum.					
Bu otelle ilgili ihtiyaç ve beklentilerimi içeren anketlere katılırım.					
Bu otelle ilgili çevrim içi tüketici topluluklarına katılırım.					
Bu otelle ilgili fotoğraf veya videoları internete yüklerim.					
Bu oteli yeniden ziyaret ederim.					
Bu oteli aileme ve arkadaşlarıma tavsiye ederim.					
Bu otelden yeniden rezervasyon yaptırırım.					
Kendimi bu otele yeniden giderken hayal edebiliyorum.					

Lütfen cinsiyetinizi belirtiniz.

- 1) Erkek
 - 2) Kadın
 - 3) Belirtmek istemiyorum
-

Lütfen eğitim seviyenizi belirtiniz.

- 1) Lise
 - 2) Üniversite (Lisans)
 - 3) Yüksek Lisans / Doktora
-

Lütfen yaşınızı belirtiniz.

- 1) 18-25
 - 2) 26-35
 - 3) 36-50
 - 4) 51-65
 - 5) 66 ve üstü
-

Lütfen gelir seviyenizi belirtiniz..

- 1) 22.104,67 ve altı
- 2) 22.104,67 - 35.000 t1
- 3) 35.001 - 50.000 t1
- 4) 50.001 - 80.000 t1
- 5) 80.001 t1 ve üstü

Appendix D. Questionnaire In English

Dear Participant,

On the following pages, you will be asked to evaluate a number of statements related to consumer assessments of a service experience. Some questions may seem similar or repetitive, but each is designed to serve a specific purpose. There are no right or wrong answers. Your participation in this study is completely voluntary; you may choose not to participate or withdraw at any time. No personal information will be collected in this questionnaire. Your responses will be used solely for academic research purposes. The questionnaire will take approximately 5 minutes to complete.

Thank you for your participation in advance.

Please select the option that best applies to you:

- 1) Yes, I am over 18 years old and voluntarily agree to participate in this study.
- 2) No, I do not wish to participate in this study.

Please read the scenario carefully. The following questions will be based on this scenario.

S1. After a hurricane that occurred last week, demand for hotels in your frequently visited holiday region has increased, and most hotels are now fully booked. During this period, the General Manager of a hotel you regularly visit during vacation periods has allegedly increased room prices by 60% deliberately. The General Manager denied that the price increase was his decision, claimed the accusation was baseless, and took no responsibility. He did not apologize to customers and refused to make further comments.

S2. After a hurricane that occurred last week, demand for hotels in your frequently visited holiday region has increased, and most hotels are now fully booked. During this period, the General Manager of a hotel you regularly visit during vacation periods has allegedly increased room prices by 60% deliberately to exploit the situation. The General Manager accepted that the decision was his own, apologized sincerely to the customers, and admitted that it was a wrong decision.

S3. After a hurricane that occurred last week, demand for hotels in your frequently visited

holiday region has increased, and most hotels are now fully booked. During this period, the revenue management system of the hotel you regularly visit during vacation periods automatically increased room prices by 60% based on rising demand. This increase occurred without any human intervention. The General Manager claimed that there was no error in the system and did not offer any apology to the customers.

S4. After a hurricane that occurred last week, demand for hotels in your frequently visited holiday region has increased, and most hotels are now fully booked. During this period, the revenue management system of the hotel you regularly visit during vacation periods automatically increased room prices by 60% based on rising demand. This increase occurred without any human intervention. The General Manager stated that the increase was due to a technical malfunction beyond the hotel's control and apologized to the customers for the situation.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The events at this hotel occurred intentionally by the hotel management.					
The hotel authorities have apologized for the incident.					
I find the hotel's pricing policy to be fair.					
The General Manager's approach is fair.					
I believe customer satisfaction was valued in this situation.					
I believe this hotel is generally trustworthy.					
I believe the decisions made by this hotel consider the customer.					
The General Manager's statements made me feel confident.					
This situation made me angry.					
This situation disappointed me.					

The hotel's behavior made me feel furious.					
I would consider staying at this hotel again in the future.					
I would recommend this hotel to others.					
I might consider doing business with this hotel again.					
I believe the hotel is responsible for the situation.					
The General Manager is directly responsible for the incident.					
The cause of the incident is clearly evident.					
I write positive online reviews about this hotel.					
If I experience a problem during or after purchase, I provide verbal feedback.					
I participate in surveys related to my needs and expectations about this hotel.					
I join online consumer communities related to this hotel.					
I upload photos or videos related to this hotel on the internet.					
I would visit this hotel again.					
I would recommend this hotel to my family and friends.					
I would make a reservation at this hotel again.					
I can imagine myself visiting this hotel again.					

Please indicate your gender:

- 1) Male
- 2) Female
- 3) Prefer not to disclose

Please indicate your education level:

- 1) High School
 - 2) Bachelor's Degree
 - 3) Master's / Doctorate
-

Please indicate your age range:

- 1) 18-25
 - 2) 26-35
 - 3) 36-50
 - 4) 51-65
 - 5) 66 and above
-

Please indicate your monthly income level:

- 1) 22,104.67 TRY or below
 - 2) 22,104.67 – 35,000 TRY
 - 3) 35,001 – 50,000 TRY
 - 4) 50,001 – 80,000 TRY
 - 5) 80,001 TRY or above
-

Appendix E. The Survey

Sayın Katılımcı,

Takip eden sayfalarda tüketicilerin ürünlerle ilgili değerlendirmeleri konusunda görüşleriniz sorulacaktır. Bazı sorular birbirine benzer ya da aynı görünebilir ancak her sorunun bir amacı bulunmaktadır. Soruların doğru veya yanlış cevapları yoktur. Bu çalışmaya katılımınız tamamen isteğe bağlıdır; katılmayabilirsiniz veya herhangi bir noktada bırakabilirsiniz. Bu anket kapsamında kişisel bilgileriniz talep edilmeyecektir. Cevaplarınız tamamen bilimsel amaçlarla kullanılacaktır. Anketin doldurulması yaklaşık 5 dakikanızı alacaktır. Sorularınız olursa emre.yucesal@bilgi.edu.tr adresinden bizimle temasa geçebilirsiniz.

Katılımınız için şimdiden teşekkür ederiz.

* 1. Lütfen aşağıdaki seçeneklerden size uygun olanı seçiniz.

- Evet, 18 yaşından büyüğüm ve bu çalışmaya katılmayı onaylıyorum
- Hayır, bu çalışmaya katılmak istemiyorum

A 25.0% Geçen hafta yaşanan kasırga sonrasında sıkça gittiğiniz tatil bölgesindeki otellerde talep artmış ve birçok otel dolmuştur. Bu süreçte, sizin tatil dönemlerinde sıkça ziyaret ettiğiniz otelin Genel Müdürü'nün, oda fiyatlarını %60 oranında bilinçli olarak artırdığı iddia edilmiştir. Genel Müdür, fiyat artışının kendi kararı olmadığını, bu iddianın asılsız olduğunu belirtmiş ve herhangi bir sorumluluk kabul etmemiştir. Müşterilerden özür dilememiştir ve konuyla ilgili daha fazla yorum yapmayı reddetmiştir.

B 25.0% Geçen hafta yaşanan kasırga sonrasında sıkça gittiğiniz tatil bölgesindeki otellerde talep artmış ve birçok otel dolmuştur. Bu süreçte, sizin tatil dönemlerinde sıkça ziyaret ettiğiniz otelin Genel Müdürü'nün, bu durumu fırsata çevirerek oda fiyatlarını %60 oranında kasıtlı olarak artırdığı iddia edilmiştir. Genel Müdür, bu kararın kendi inisiyatifiyle alındığını kabul etmiş, müşterilerden samimi bir şekilde özür dilemiş ve bu kararın yanlış olduğunu itiraf etmiştir.

C 25.0% Geçen hafta yaşanan kasırga sonrasında sıkça gittiğiniz tatil bölgesindeki otellerde talep artmış ve birçok otel dolmuştur. Kasırga sonrasındaki süreçte, sizin tatil dönemlerinde sıkça ziyaret ettiğiniz otelin gelir yönetim sistemi, artan talebi algılayarak fiyatları %60 oranında otomatik olarak artırmıştır. Bu artış, sistem tarafından gerçekleştirilmiş, herhangi bir insan müdahalesi olmamıştır. Genel Müdür, bu artışın bir hata olduğunu reddetmiş, sistemin düzgün çalıştığını savunmuştur. Müşterilere yönelik herhangi bir özür sunulmamıştır.

D 25.0% Geçen hafta yaşanan kasırga sonrasında sıkça gittiğiniz tatil bölgesindeki otellerde talep artmış ve birçok otel dolmuştur. Kasırga sonrasındaki süreçte, sizin tatil dönemlerinde sıkça ziyaret ettiğiniz otelin gelir yönetim programı talep artışı nedeniyle otomatik olarak oda fiyatlarını %60 artırmıştır. Bu artış, sistem tarafından gerçekleştirilmiş, herhangi bir insan müdahalesi olmamıştır. Genel Müdür, bu artışın teknik bir arıza nedeniyle gerçekleştiğini, bunun otelin kontrolü dışında olduğunu belirtmiştir. Yaşanan durumdan dolayı özür dilemiştir.

* 2. Lütfen aşağıdaki soruları dikkatlice okuyarak ifadelere katılım düzeyinizi belirtiniz.

	Kesinlikle Katılmıyorum	Katılmıyorum	Ne katılıyor Ne de katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
Bu otelde yaşananlar tamamen otelin yöneticileri tarafından kasıtlı olarak gerçekleştirilmiştir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Otelin yetkilileri yaşanan durumla ilgili özür dilemişlerdir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Otelin fiyat politikasını adil buluyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Genel Müdür'ün yaklaşımı adildir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu durumda müşteri memnuniyetine önem verildiğini düşünüyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu otelin genel olarak güvenilir olduğunu düşünüyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu otelin verdiği kararların müşteriye gözetildiğine inanıyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Genel Müdür'ün açıklamaları bana güven verdi.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu olay beni kızdırdı.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu olay beni hayal kırıklığına uğrattı.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu otelin davranışı beni öfkeliendirdi.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Gelecekte bu otelde tekrar kalmayı düşünürüm.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu oteli başkalarına tavsiye ederim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu otel ile tekrar iş yapmayı düşünebilirim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Otelin bu durumda sorumlu olduğunu düşünüyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Genel Müdür bu olaydan doğrudan sorumludur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Olayın sebebi açıkça bellidir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu otelle ilgili online olarak olumlu yorumlar yazarım.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu otelle ilgili satın alma sırasında veya sonrasında bir sorun yaşarsam sözlü geri bildirimde bulunurum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu otelle ilgili ihtiyaç ve beklentilerimi içeren anketlere katılırım.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu otelle ilgili çevrim içi tüketici topluluklarına katılırım.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu otelle ilgili fotoğraf veya videoları internete yüklerim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu oteli yeniden ziyaret ederim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu oteli aileme ve arkadaşlarıma tavsiye ederim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu otelden yeniden rezervasyon yaptırırım.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kendimi bu otele yeniden giderken hayal edebiliyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Bu otelle ilgili çevrim içi tüketici topluluklarına katılıyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu otelle ilgili fotoğraf veya videoları internete yüklerim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu oteli yeniden ziyaret ederim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu oteli aileme ve arkadaşlarıma tavsiye ederim.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu otelden yeniden rezervasyon yaptırıyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kendimi bu oteli yeniden giderken hayal edebiliyorum.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 3. Lütfen cinsiyetinizi belirtiniz.

- Erkek
- Kadın
- belirtmek istemiyorum

* 4. Lütfen eğitim seviyenizi belirtiniz.

- Lise
- Üniversite (Lisans)
- Yüksek Lisans / Doktora

* 5. Lütfen yaşınızı belirtiniz.

- 18-25
- 26-35
- 36-50
- 51-65
- 66 ve üstü

* 6. Lütfen gelir seviyenizi belirtiniz.

- 22.104,67 ve altı
- 22.104,67 - 35.000 tl
- 35.001 - 50.000 tl
- 50.001 - 80.000 tl
- 80.001 tl ve üstü