Multichannel Trust Transfer and Repair

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Abstract

This study aims to investigate how positive emotion acts as a mediator between trust repair and trust within multichannel trust transfers. The study sample focuses on smartphone users. The results show that brand users’ initial level of trust transfers to telecom retailers and their services; moreover, positive emotion has a mediating effect between trust repair and trust.

Key words: trust repair, trust transfer, positive emotion, multichannel
1. INTRODUCTION

In the past, consumer purchases were predominantly made using traditional paths. Over the past decade, Internet and media growth have resulted in more and more consumers purchasing through multiple channels; the amount of consumption has also increased dramatically (Kwon and Lennon, 2009). As a result, many enterprises are currently emphasizing multichannel sales (Bock et al., 2012; Kwon and Lennon, 2009). The existing literature has outlined the advantages of multichannel sales as compared to the use of a single path, as well as the relationship between consumers and multichannel sales (Slovenia, 2004; Rhee, 2010, Pookulangara et al., 2010; Yan, 2011). Additional researchers have attempted to discover how companies can profit through multichannel sales (Schoenbachler and Gordon, 2002), and the motivation for consumers to transfer between various channels (Birgelen et al., 2006; Cho and Workman, 2011). However, studies on the relationships among the different channels, such as how customers transfer brand trust among various telecom system retailers and services, are relatively rare.

Multichannel sales provide customers with better purchase experiences. However, firm multichannel trading procedures are all different; as such, effective management of the interaction between companies and customers is vital. Moreover, customer feedback assists companies to provide better service and benefits to customers through different channels (Teo and Liu, 2007). These consumers usually hold general trust in products, and will exhibit varying degrees of trust based on the importance of the channel they are associated with. However, the degree of trust is affected when inconsistent information is passed on to customers through these diversified channels (Bart et al., 2005) Thus, trust transfer plays an important role across channels and multichannel.

When dealing with multichannel systems, consumers who wish to complain about poor products often find it difficult to know who to complain to, because the channel for them to complain is not only brands, but also telecom services, or maybe telecom agents. As such, they may find it difficult to ascertain who is responsible for a particular product/service deficiency. These types of problems can lead to a loss of brand trust on the part of users or potential customers, which in turn may affect their motivation to buy these products. Furthermore, there is likely to be a negative effect on customer emotions, which play a key role in the trust repair process due to the fact that emotions are closely connected with individual behaviors and beliefs (Tomlinson and Mayer, 2009) and thereby affect product/service consumption. As such, after repair effecting to trust repair is a topic worth of discussion.

This study aims to investigate trust transfer and trust repair in multichannel systems, how to initiate trust repair when there are problems associated with the multichannel system, and how trust transfer takes place.

2. THEORETICAL BACKGROUND

2.1 Norm of Reciprocity

The norm of reciprocity is one of the central concepts in Social exchange theory (Blau, 1964; Emerson, 1981). Homans (1958) stated that human interactions represent a rational information exchange process: people tend to react to something with rewards. Based on social exchange theory, Bateman and Organ (1983) theorized that good exchange relationships and positive feedback between people or organizations would result in better feedback that further improved the relationship and service based on the concept of reciprocity.

While trust is a crucial factor to a successful trade, (Wu et al., 2008), reciprocity is the key to establishing trust (Alavi et al., 2010). Gouldner (1960) argued that reciprocity is a behavior model based on the people involved in the trade; this includes their emotional interactions, which can range from friendly to hostile. Reciprocity can become a basis for social behavior and increased stability in social systems (Gouldner, 1960). Reciprocity occurs when sellers serve their customers well in terms of both the product sale and after sales service; it enhances consumers’ consumption motivation and intent to repurchase (Morales, 2005) As such, reciprocity is one of the key factors to establish trust and customer loyalty (Morais et al.,
2. Positive Emotions

In general, emotion is interpreted as a type of self-awareness, a state of subjective feelings, and an expression of what an individual feels in daily life, including their interactions with others (Jones and George, 1998). It is an expression of strong affection associated with a specific environment or case (Simon, 1982; Ben Ze’ve, 2000). Most researchers agree that the adjectives used to describe positive emotions include: exciting, passionate, enthusiastic, cheerful and steady. (Kimberley and Hartel, 2008; Watson et al., 1988).

Past researchers have also shown that trust is associated with emotions (William, 2001). Emotion can influence trust in at least three ways. First, all emotions, whether strong or subtle, accumulate to create different degrees of trust. Emotion is the most distinctive means to convey one’s level of trust. Emotions also influence people peripherally. Second, the degree to which people trust others is closely related to their general outlook on life: those who are generally positive tend to exhibit greater faith in others (Gouaux, 1971; Veitch and Griffith, 1976). Third, trust is built on expectations and is connected to our emotions. Unrealistic expectations can intensify emotions to the point that they generate distrust. In these types of cases, people can make decisions based on emotions that are far from their regular values and attitudes (Frijda, 1988).

3. RESEARCH MODEL AND HYPOTHESES

3.1 Research Structure

The current study is based on initial research conducted by Xie and Peng (2009); it explores significant influences of emotions on initial trust and trust repair in terms of telecom services, brands, and retailers. The focus is smartphone users. This study attempts to understand if any trust transfer exists under this research structure, and through the reciprocity theory to represent trust is generated in result from the reciprocity between mobile phone companies and consumers. Members, therefore, purchase products because of their initial trust. This study further explores whether consumer trust in mobile phone companies can be transferred to telecom service providers as well as cooperative retailers. The conceptual structure is shown in figure 1 below.

<Insert Fig. 1 here>

3.2 Research Hypotheses

3.2.1 Trust Transfer

According to Lu et al. (2011), “the trust transfer process is a cognitive one in which the trust in one domain has an influence on attitudes and perceptions in another domain.” Trust can also be transferred from fields of different categories. Uzzi (1996) focused on the transfer of trust from a known environment to an unknown one. Consumer trust in a product or an agent is based on their understanding and recognition of that brand. As a result, consumers’ impressions of a brand affect their collaboration, extension of that trust, and purchases of similarly branded products. There are two types of recognized trust transfers (Lee et al., 2007): intrachannel transfers refer to trust in a particular channel being influenced by products or comments on the service offered through that channel, while interchannel transfer refers to the trust between different channels. The perceived risk associated with Internet transactions is higher than that associated with purchasing through substantial channels. To reduce the risk, most customers choose to utilize the same channel or purchase (cross-channel) products from both virtual and substantial channels of the same company (Lee et al., 2011).

Stewart (2003) pointed out that consumers sometimes choose a brand that they lack experience with due to their intuitive associations among brands, which is one reason that the current study focuses on the generation of trust transfer, as well as initial trust with associated brands. Initial trust originates due to
buyer awareness of other buyers’ positive transaction experiences through various channels, which makes them more willing to trust the sellers (Doney and Cannon, 1997). Further, based on trust transfer (Dotoney and Cannon, 1997), when there are cooperative relations among multiple channels, consumers who have positive experiences in one of the channels become more likely to purchase brands they have never dealt with. Based on the above arguments, we hypothesize the following:

H1: Trust transfer takes place in multichannel.

H1a: Consumers initial trust in mobile phone companies will transfer to telecom services.

H1b: Consumers initial trust in mobile phone companies will transfer to retailers.

3.2.2 Multichannel

Well-known brands are beneficial in terms of building up the initial trust of customers and inducing them to purchase brand-specific products across multiple channels (Chen and Dhillon, 2003). Trust repair, on the other hand, refers to the expectation to recover a personal loss (Kramer and Lewicki, 2010). When consumers purchase a product via one of many existing multiple channels where the transaction process or the product itself are flawed, they rarely immediately distrust the company; rather, consumers usually expect the company to attempt to repair the situation based on the initial trust established at the point of purchase. This fact positively impacts the degree of post-trust associated with a brand (Haselhuhn et al., 2010). Based on the above, we hypothesize as follows:

H2: The initial trust among multichannel has a positive impact on trust repair.

H2a: Consumers’ initial trust of telecom services among multichannel has a positive impact on trust repair.

H2b: Consumers’ initial trust of mobile phone companies among multichannel has a positive impact on trust repair.

H2c: Consumers’ initial trust of retailers among multichannel has a positive impact on trust repair.

3.2.3 Trust Repair

The building of trust is related to personal expectations, and also partially involves emotions. When there is a significant difference between expectations and reality, one’s emotions will reflect the amount of trust damage inflicted as well as demands for a follow-up recovery (Wang and Huff, 2007). When negative emotions are expressed, a company is likely to employ trust repair measures to compensate affected users. These measures may include apologies via various media, written letters, or in person. They allow consumers to feel regrets, self blame, and the willingness to take responsibility of the agent. It could be compensation by way of a cash refund, free maintenance or a purchase exchange, improvements in the transaction process and communication channels, or by offering the latest information to mitigate complaints in consumers’ minds. The above trust repair measures can assist to eliminate consumers’ negative emotions (Xie and Peng, 2009). Consequently, trust repair could negate consumers’ negative emotions or even help to generate positive emotions as part of the repair process. In response, this study posits the following hypotheses:

H3: Trust repair among multiple channels has a positive impact on positive emotions.

H3a: Affective repair has a positive impact on positive emotions.

H3b: Functional repair has a positive impact on positive emotions.

H3c: Information repair has a positive impact on positive emotions.
3.2.4 Positive Emotion and Post-trust for Mobile phones

Positive emotions enhance positive impressions of others and create a more positive faith in humanity. In addition, positive people tend to be more generous and more willing to help others (Lount, 2007, 2010). Dunn and Schweitzer (2005) pointed out that positive emotions enable a person to trust others with a will, and while during this trust build-up process, emotion, especially the positive emotion, is one of the essential factors (Wicks, Berman and Jones, 1999). The reason is because initial trust often is correlated with one’s feelings towards others. Meeting strangers, for example, usually brings negative feelings (such as uneasiness, nervousness, or fear), making it difficult to build trust. On the other hand, positive feelings like excitement or enthusiasm help to generate trust. If a person feels used or betrayed, distrust can be expressed by means of emotion. These positive and negative sentiments can also influence others. On the same basis, emotion plays an important role when consumers deal with unfamiliar agents (McKnight et al., 2002; Stewart, 2003).

Positive emotion enables one to be more willing to trust others, and makes it easier for consumers to accept apologies, physical compensation, or the appeal of pardon from service or product providers. Therefore, positive emotion will endow a person with a better prospect to everything and enhance the trust to other. On this basis, the following is proposed:

H4: Positive emotion has a positive impact on the level of post-trust associated with mobile phone companies

3.2.5 The Mediating Effect of Positive Emotions

During the trust-building process, peoples’ impressions of others are enhanced by positive emotions, as well as an active attitude toward people, things, and objects (Dunn and Schweitzer, 2005; Lount, 2007, 2010). Moreover, during the trust-repair process, positive emotions can obscure mistakes in the minds of consumers, who in turn become more willing to accept apologies or compensation from product or service providers. This also leads to greater consumer satisfaction (Worth and Mackie, 1987; Schoefer and Diamantopoulos, 2009). As such, positive emotion is crucial in both the trust buildup and repair processes.

Based on the above, trust repair has appears to have a positive impact on positive emotions. Consumers’ emotions become more positive when an intention to repair (apology, physical compensation or improvement to a communication channel) becomes apparent, which also influences consumer perceptions of the company in question; in turn, it becomes more likely that consumers will do business with the firm again. As such, the following is posited:

H5: Positive emotions across multiple channels are a mediating variable for repairing post-trust associated with a mobile phone company.

4. RESEARCH METHODOLOGY

4.1. Sample Information

According to an investigation by the Institute for Information Industry (http://news.ixresearch.com/), the top two smartphone companies with the highest market share in Taiwan are Android and IOS. According to statistics from the National Communications Commission (NCC), the total number of users for Chunghwa Telecom Co., Ltd, Taiwan Mobile Co., Ltd, and Far Eastone Telecom Co., Ltd reached 7.51 million in August of 2011. The respectively percentages were 54%, 22.7%, and 22.7%. These statistics generally correspond to the investigation results of this research. The samples in this study are therefore representative.
This study adopted non-probability and convenience sampling and chose to focus on the largest mobile phone brands within Taiwan in terms of members. The questionnaire was linked via public messages to allow willing participants to complete the questionnaire. Names, email addresses and IP addresses were screened to avoid repeat participants. In addition, a lottery was conducted to increase the participant valid response rate.

The investigation period was from February 20, 2012 to April 30, 2012. In total, 523 questionnaires were completed; 52 were excluded due to not proper objects for this research. As such, the valid response rate was 92%. Table 1 below outlines basic information about the sample.

<Insert Table 1 here>

4.2. Sample Validity

In order to assure the validity of the returned questionnaires in terms of their ability to represent all samples, we conducted a split validity test to assess the fit of the data in the responses. The results suggest that there are no differences in terms of the characteristics of the sample. AMOS 6.0 was used to test the reliability and validity of the research model. A confirmative factor analysis conducted to examine the effects of the research model showed that all factor loadings and squared multiple coefficients were greater than 0.5. Moreover, the composite reliability and value of AVE exceeded 0.5, indicating high reliability for the research construct. Table 2 summarizes the statistical outcomes of the measurement constructs and factor analysis.

4.3. Analysis of Measurement Model

Using Confirmatory Factor Analysis (CFA), structural equation modelling was employed to examine the hypotheses and the model fitness. Figure 4 includes RMSEA, GFI, and AGFI as the absolute fitness indices. The form shows that RMSEA=0.038, GFI=0.926, and AGFI=0.911. According to the fitness standard, the above three indices exceeded the standard value. Further, the other fit indices are superior to the standard value overall. As a result, the entire structure fitness of this study was deemed to be acceptable (Marsh et al., 1996).

<Insert Fig. 1. here>

<Insert Table 2, 3 here>

Under the multichannel purchasing environment, consumers’ trust transfers from one company to another in terms of those with cooperative relations between channels; this is due to their existing trust and experiences and thus, they are willing to have transactions with. This study focuses on the purchase channel of mobile phones. The initial trust of consumers would be transferred to a telecom service agent when there is a coupling discount between mobile phone companies and the telecom service provider. Mobile phone company products are sold within the purchase channel of a telecom service agent or an Internet agent. Consumers are willing to transfer their trust from a mobile phone company to a retailer. H1a and H1b in this study are thus established, which is consistent with the Doney and Cannon (1997).

Brands normally win customers’ initial trust effortlessly. Brands facilitate the establishment of customer trust across multiple channels, which in turn facilitates product purchases across multiple channels (Chen and Dhillon, 2003). Trust repair implies customers’ expectation to restore the personal loss (Kramer and Lewicki, 2010). Consequently, when a consumer purchases products via one of many channels and has a poor service experience or receives a flawed product, based on the initial trust built before the purchase, they tend to expect the company to employ trust repair measures prior to rejecting the products outright. This implies it is likely consumers would accept the trust repair measure from the company. This result corresponds to hypotheses H2a and H2b. H2c is partially valid. These findings partially match Haselhuhn’s (2010) results.
When a service or product provider cannot realize their promises to consumers in terms of faulty products or services and thereby negatively affects consumer trust, the negative emotions generated can sometimes be eliminated or reduced if the company sincerely apologizes (affective repair), offers substantial compensation (functional repair), or improves the transaction and communication process (information repair). These types of actions suggest to consumers that the company values its customers and is willing to act responsibly towards them; customers tend to view these types of actions as trust repair measures, which help to make emotions more positive. The results of the current study show that trust repair measures (affective repair, functional repair and information repair) have a positive impact on positive emotions. As a result, H3b and H3c in this study are valid, which matches the results of Xie and Peng (2009). However, H3a is not supported.

Whether one can be trusted or trusted again generally depends on the level of the positive emotion of others. Positive emotions can raise one’s preference as well as consumers’ trust in a company. H4 is therefore valid, and the results match those of Lowry et al. (2011).

4.4. Mediating Effect Test

To explore if trust repair (affective repair, functional repair and information repair) influences consumers’ trust in the multichannel environment (of telecom services, mobile phone companies, and retailers) due to positive emotions, this study, based on Tippins and Sohi (2003) and Luca and Gima (2007), applied the Competing Model as the mediating effect to verify the positive emotions.

Table 3 displays the regression model results as well as the mediating effect of impulse buying and trust. The direct model, full mediate model and partial mediate model were all employed. The direct model shows the influence trust repair (affective, functional and information repair) has on the trust in a multichannel environment. The full mediate model includes the above and adds positive emotions as a mediating variable to represent the influence of trust repair on positive emotions and that of positive emotions on trust in a multichannel environment. The partial mediate model shows that apart from positive emotions, trust repair has a direct impact on trust within a multichannel environment. According to results in Table 3, the full mediate model is with fine fitness ($\chi^2/df=2.786, P-value=0.007$). The result is superior to that of the direct model ($\chi^2/df=4.754, P-value=0.003$) and the partial mediate model ($\chi^2/df=4.186, P-value=0.001$). The RMR, RMSEA and GFI values fall within the accepted ranges, while the AGFI, NFI, RFI, IFI, TLI and CFI values are better than those associated with the direct model or the partial mediate model. This demonstrates that the full mediate model has a better overall fitness and corresponds to the theoretical research model; it also verifies that positive emotions within a multichannel environment have a mediating effect on the trust repair model. Further, trust repair measures (affective, functional, and information repair) influence consumers’ trust via positive emotions. Therefore, H4 is supported; the results match those of Schoefer and Diamantopoulos (2009) and Lowry et al. (2011).

5. CONCLUSIONS AND DISCUSSION

This study focuses on the mobile phone purchase channel. The study result show that when mobile phones of a certain brand coupled with a number from a telecom service are sold, consumers are more willing to accept attempts at trust repair (apologies, physical compensation, or information updates) by the telecom service due to flawed products or faulty service. In turn, negative emotions can become positive. There is no significant effect on retailers due to the different research environment likely. This study mainly explores the initial trust between companies with different upper and lower streams. Haselhuhn et al. (2010), instead, studied one brand across various purchase channels. A company that employs different channels is less complicated than many companies that employ multiple channels, as the feedback procedure associated with problematic products is more intricate. Consumers’ acceptance and attitudes towards trust repair vary based on different degrees of initial trust associated with each company. There are an overwhelming numbers of retailers. Purchases could be done via the Internet or telecom agents. Since the latter may have uneven quality of services, the study result concerning retailers is not notable.
Affective, functional and information repair have a mediating influence on trust via positive emotions. Moreover, positive emotions play a mediating role between trust repair and trust. H5 in this study is verified. This finding corresponds to the results of Lount (2010) in that positive emotions enable one to be more willing to trust others.

Within multichannel environments, consumers have more purchase channel options than in the past. This fact also brings about the problem of which companies the after-sales service goes under. Hence, consumers’ trust to products is damaged. To restore trust, company operators must employ proper compensation measures. Based on the results of the current study, affective repair is most important, followed by functional and information repair, respectively. Therefore, when a problem occurs, a company must convey sincere apologies to consumers and offer proper compensation, product discounts, and a sound communication environment to enhance the trust repair and revive consumers’ confidence.

There are several limitations associated with this study. First, the sample consisted of consumers who had purchased “smartphones”. Since smartphone brands and operations vary greatly, the trust repair process could be influenced by other antecedents including brands, purchase channels, and prices, among others. Future research should take these into consideration. Secondly, due to the restriction of samples delivering, we could not directly deliver questionnaires to users’ group of the branded mobile phones that are with the most numbers of holders in Taiwan. As such, this study relied on network connections for smaller brands or related network discussion areas. In addition, all data was collected through Internet questionnaires, such that the response environments were unlikely to be identical. Further, the convenience sampling method employed in this study may also have resulted in deviations.

Future researchers may wish to continue work in several areas. First, they may explore factors of trust transfer between channels and analyze which incentives should be taken to create consumers’ trust transfer. These factors include recommendations, product discounts, and promotions. Second, create different perspectives of emotions. Explore their influences on trust as well as the necessity to improve the trust repair process. Regarding emotions, apart from the positive emotion, there are other possibilities. Examine how a company could offer the proper trust repair measure to different emotions.
**Fig. 1 Research Model**

**Fig. 2 Model Testing Result**
<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>262</td>
<td>55.6</td>
<td>&lt; 20</td>
<td>161</td>
<td>34.2</td>
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<tr>
<td>Female</td>
<td>209</td>
<td>44.4</td>
<td>21-25</td>
<td>226</td>
<td>48.0</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>26-30</td>
<td>52</td>
<td>11.0</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>&gt; 30</td>
<td>32</td>
<td>6.8</td>
</tr>
<tr>
<td>Frequency of use</td>
<td>Frequency</td>
<td>Percentage</td>
<td>Purchase of Channel</td>
<td>Frequency</td>
<td>Percentage</td>
</tr>
<tr>
<td>&lt; 1 hour</td>
<td>131</td>
<td>27.8</td>
<td>Regular Chain</td>
<td>302</td>
<td>64.1</td>
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<tr>
<td>1-4 hours</td>
<td>175</td>
<td>37.2</td>
<td>Telecom</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5-8 hours</td>
<td>95</td>
<td>20.2</td>
<td>Franchisee</td>
<td>78</td>
<td>16.6</td>
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<tr>
<td>9-12 hours</td>
<td>59</td>
<td>12.5</td>
<td>Telecom</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; 12 hours</td>
<td>11</td>
<td>2.3</td>
<td>Agent Telecom</td>
<td>81</td>
<td>17.2</td>
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<td></td>
<td></td>
<td></td>
<td>Other</td>
<td>10</td>
<td>2.1</td>
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<tr>
<td>Brand</td>
<td></td>
<td></td>
<td>Telecom Service</td>
<td></td>
<td></td>
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<tr>
<td>Iphone</td>
<td>194</td>
<td>41.2</td>
<td>Chunghwa</td>
<td>282</td>
<td>59.9</td>
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<tr>
<td>HTC</td>
<td>164</td>
<td>34.8</td>
<td>Telecom</td>
<td></td>
<td></td>
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<tr>
<td>Sony</td>
<td>68</td>
<td>14.4</td>
<td>Far EasTone</td>
<td>85</td>
<td>18.0</td>
</tr>
<tr>
<td>Samsung</td>
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<td>7.2</td>
<td>Telecom</td>
<td></td>
<td></td>
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<tr>
<td>Motorola</td>
<td>11</td>
<td>2.3</td>
<td>Taiwan Mobile</td>
<td>66</td>
<td>14.0</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Telecom</td>
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Table 1 Valid sample statistics

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<th>Variables</th>
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<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
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<tbody>
<tr>
<td>Telecom Service</td>
<td>(0.862)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brand</td>
<td>.601**</td>
<td>(0.930)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retailer</td>
<td>.506**</td>
<td>.427**</td>
<td>(0.929)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Affective Repair</td>
<td>.405**</td>
<td>.516**</td>
<td>.370**</td>
<td>(0.898)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Functional Repair</td>
<td>.407**</td>
<td>.497**</td>
<td>.298**</td>
<td>.710**</td>
<td>(0.927)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Repair</td>
<td>.421**</td>
<td>.540**</td>
<td>.451**</td>
<td>.751**</td>
<td>.722**</td>
<td>(0.918)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Positive Emotion</td>
<td>.254**</td>
<td>.403**</td>
<td>.338**</td>
<td>.604**</td>
<td>.678**</td>
<td>.642**</td>
<td>(0.940)</td>
<td></td>
</tr>
<tr>
<td>Post-Trust</td>
<td>.156*</td>
<td>.425**</td>
<td>.183*</td>
<td>.331**</td>
<td>.271**</td>
<td>.330**</td>
<td>.330**</td>
<td>(0.953)</td>
</tr>
</tbody>
</table>

*p<0.05, **p<0.01 ()=alpha

Table 2 Correlation matrix of measures
<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Path Coefficient</th>
<th>C. R Value</th>
<th>P Value</th>
<th>Test Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1a: Trust in Brand → Trust in Telecom Service</td>
<td>0.355</td>
<td>9.071</td>
<td>&lt;0.001***</td>
<td>Y</td>
</tr>
<tr>
<td>H1b: Trust in Brand → Trust in Retailer</td>
<td>0.261</td>
<td>6.222</td>
<td>&lt;0.001***</td>
<td>Y</td>
</tr>
<tr>
<td>H2a: Telecom Service → Trust Repair</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Telecom Service → Affective Repair</td>
<td>0.388</td>
<td>5.972</td>
<td>&lt;0.001***</td>
<td>Y</td>
</tr>
<tr>
<td>Telecom Service → Functional Repair</td>
<td>0.252</td>
<td>3.836</td>
<td>&lt;0.001***</td>
<td>Y</td>
</tr>
<tr>
<td>Telecom Service → Information Repair</td>
<td>0.300</td>
<td>4.976</td>
<td>&lt;0.001***</td>
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<tr>
<td>H2b: Brand → Trust Repair</td>
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<td></td>
</tr>
<tr>
<td>Brand → Affective Repair</td>
<td>0.240</td>
<td>5.103</td>
<td>&lt;0.001***</td>
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</tr>
<tr>
<td>Brand → Functional Repair</td>
<td>0.252</td>
<td>3.836</td>
<td>&lt;0.001***</td>
<td>Y</td>
</tr>
<tr>
<td>Brand → Information Repair</td>
<td>0.525</td>
<td>5.669</td>
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<tr>
<td>H2c: Retailer → Trust Repair</td>
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<td></td>
</tr>
<tr>
<td>Retailer → Affective Repair</td>
<td>0.081</td>
<td>1.636</td>
<td>0.102</td>
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</tr>
<tr>
<td>Retailer → Functional Repair</td>
<td>0.085</td>
<td>1.646</td>
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<td>Retailer → Information Repair</td>
<td>0.183</td>
<td>3.872</td>
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</tr>
<tr>
<td>H4a: Affective Repair → Positive Emotion</td>
<td>0.125</td>
<td>2.468</td>
<td>0.014*</td>
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<tr>
<td>H4b: Functional Repair → Positive Emotion</td>
<td>0.269</td>
<td>6.237</td>
<td>&lt;0.001***</td>
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<tr>
<td>H4c: Information Repair → Positive Emotion</td>
<td>0.350</td>
<td>5.934</td>
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<td>Y</td>
</tr>
<tr>
<td>H5: Positive Emotion → Post-Trust</td>
<td>0.158</td>
<td>3.446</td>
<td>&lt;0.001***</td>
<td>Y</td>
</tr>
</tbody>
</table>

* : P<0.05  ** : P<0.01  *** : P<0.001

*Table 3 Hypotheses testing*
References


