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Analysis of Service Recovery Strategy in Addressing Price Inconsistency Incidents on Customer Satisfaction and Trust at Hypermart Pakuwon Mall Yogyakarta

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Abstrak. Intense competition in the retail industry requires companies not only to offer competitive prices and products, but also to ensure consistent service quality, particularly in price information management. Price inconsistency represents a form of service failure that can reduce customer satisfaction and trust if it is not handled properly. This study aims to analyze service recovery strategies in addressing price inconsistency incidents and their impact on customer satisfaction and trust at Hypermart Pakuwon Mall Jogja. This research adopts a qualitative approach using a case study method. Data were collected through in depth interviews and observations involving internal employees and customers who had experienced price inconsistency, and were analyzed using a thematic analysis approach. The findings indicate that effective service recovery strategies include prompt and professional initial responses, empathy and responsibility, price adjustments, and compensation. These strategies play a crucial role in restoring customer satisfaction and trust. This study highlights the strategic importance of service recovery in maintaining long term customer relationships in the retail context.
Keywords: service recovery, price inconsistency, customer satisfaction, customer trust, retail..

INTRODUCTION

In the retail industry, one of the important elements to attract consumer attention to encourage purchases is that there is price clarity on the product (Delima et al., 2019; Kacen et al., 2012; Konuk, 2018). Attributing price information holds important in influencing consumer purchasing behavior as well as consumer satisfaction (Popp & Woratschek, 2017; Roth & Bösener, 2015; Zhao et al., 2021). According to Riswanto et al. (2025), visual attention related to price information, such as price clarity on the display and price suitability on the product, greatly influences consumers to make purchase intentions.

The increasingly strong competition in the retail world no longer relies on complete products at low prices (Contractor & Lorange, 2023; Har et al., 2022; Tong et al., 2022). One of the company's approaches to maintaining sales is to maintain relationships with consumers for the long term (Nadyani et al., 2025). By applying the concept of Customer Relationship Management (CRM), companies have the potential to strengthen relationships with consumers. Customer Relationship Management (CRM) is a service to provide a consistent experience and provide satisfaction to consumers in the long term. The use of CRM provides detailed information between consumers and companies to reach a "touch point" in shopping, namely related to the suitability of prices at checkout.

The retail industry in Indonesia is experiencing dynamic development in line with changes in consumer behavior and increasing competition between retailers. Bank Indonesia data shows retail sales in Indonesia will grow by 4.3% in October 2025, up from 3.7% in the previous month. This shows that people's consumption activities are relatively maintained

(Bank Indonesia., 2025). Consumers are increasingly critical of the services received, especially in terms of information transparency and price fairness, making consumers more careful in choosing where to shop. This reflects that consumers value price clarity and consistency as an important part of their shopping experience.

A real phenomenon in the Indonesian retail industry is related to consumer expectations for price consistency and retail information. When consumers experience price inconsistencies, it will cause disappointment in the company. In addition, it makes companies increase negative risks to consumer satisfaction and trust if they are not immediately addressed through service recovery.

Even though Hypermart Pakuwon Mall Jogja has implemented Customer Relationship Management (CRM) services by providing the best service, consumers are not necessarily satisfied with the service received. Satisfaction is a consumer's reaction from expectations to the service experience. However, it is not uncommon for service failures in retail to occur, one of which is related to price inconsistencies.

This phenomenon is crucial because price is a sensitive element in the shopping experience. This has the potential to cause a perception of injustice if not handled appropriately. According to Gannon et al. (2022), service failure can reduce consumer satisfaction and trust in the company so that it can create a loss of consumer loyalty, discredit the company's image from word of mouth, and can cause consumers to move to other services.

Price inconsistencies can occur due to several things such as incorrect placement of price cards on the shelf, price tags that have expired but have not been revoked, delays in updating price data, products not being given price cards, and incorrect placement of Point of Purchase (POP). In addition, the lack of clear discount information on products also affects consumer satisfaction. This condition reflects a weakness in the management of price information from companies that has the potential to cause a perception of price inaccuracy.

Price inconsistencies usually arise and occur due to errors from operational management such as unsynchronized price update cycles, human error in installing labels, and lack of human resources so that prices on display are missed. In addition, failures in information management systems, technology, can also be an influence on the emergence of price inconsistencies. There are several shortcomings in the system, for example when the receiving department accidentally double-inputs the product code (SKU) which causes the database to be untidy.

In addition, the insynchronization between price data from the head office (HO) and in the store affects the price mismatch during transactions. Less effective coordination between several staff and the department that prints or regulates PCN (Price Change Net) is one of the factors that can cause price inconsistency. In addition, daily price changes that are not always controlled, both daily and weekly promotional prices, are one of the causes.

When consumers experience price inconsistencies during the payment process at the cashier, it will certainly have an impact on injustice for consumers and cause consumer disappointment (Laboro & Elfikri, 2022). According to Zulkarnaen et al. (2018), companies must be able to provide consumers with satisfaction both in terms of service and price to meet expectations. A trust will arise if the information conveyed is clear, appropriate, and valid. Trust is one of the keys that can provide consumers with a decision in a purchase. If there are incidents such as price inconsistencies, it can cause negative consumer perception of the company. Therefore, companies need to carry out a service recovery strategy to restore

consumer satisfaction and trust.

Consumer satisfaction and trust can be obtained from various things such as quality, service, and price. However, price is a factor that determines consumers' purchasing decisions regarding shopping transactions. The clarity of price information in retail greatly affects the level of consumer satisfaction. According to Jocovic et al. (2014), companies that are able to create superior satisfaction will encourage customers to come and shop again.

Looking at the position of Hypermart Pakuwon Mall Jogja as one of the retailers that serves thousands of transactions with large volumes. Price inconsistencies are very likely to occur in everyday life. In this context, it is important to ensure that there is no decrease in consumer satisfaction and trust. Therefore, it is necessary to implement a relevant and effective service recovery strategy.

Based on this phenomenon, the researcher conducted a study to analyze the strategies implemented by Hypermart Pakuwon Mall Jogja in handling price inconsistency incidents. Conducting an analysis of the implementation of the service recovery strategy carried out by Hypermart's internal parties. In addition, it examines the responses and impact of service recovery received by consumers from internal parties. This research is expected to be able to make an empirical contribution and enrich the study of service recovery in the retail industry. In addition, it is expected to be able to provide practical recommendations for the retail industry in managing effective service failures.

This research focuses on the service recovery strategies implemented by the staff of Hypermart Pakuwon Mall Jogja in handling consumer complaints due to price inconsistencies, consumer responses and perceptions of the service recovery received, as well as the overall impact of the experience on the level of consumer trust and satisfaction in the future. The purpose of this study is to describe the form of service recovery strategy applied, analyze in depth consumer responses and perceptions, and explore how service recovery experience affects consumer trust and satisfaction with Hypermart Pakuwon Mall Jogja. Practically, this research is expected to make a real contribution to Hypermart Pakuwon Mall Jogja in improving service quality, especially in handling complaints related to prices, information management, strengthening long-term relationships, and efforts to maintain consumer satisfaction and trust. In addition, theoretically, this research is expected to be able to enrich understanding of the influence of price inconsistency incidents in the retail sector on consumer perception and the process of re-establishing trust and satisfaction, so that it can be the basis for the preparation of a responsive and effective service recovery strategy in minimizing negative impacts on companies.

MATERIALS AND METHODS
Research Approach

This study uses qualitative research methods that include research to understand the 'how' and 'why' of something (Cooper et al., 2014). Qualitative research in general can be used to research people's behaviors, behaviors, phenomena, and others. The purpose of using a qualitative approach is to understand in depth the phenomenon of the service recovery strategy process to price inconsistencies that occur at Hypermart Pakuwon Mall Jogja.

In addition, with qualitative research methods, researchers are expected to obtain information about the response from consumers to the recovery service they receive. According

to Creswell, (2018) in qualitative research is open where the researcher asks general questions that allow the informant to be free to express his views.

This type of research is a case study by involving a detailed entity to gain an in-depth understanding (Neuman., 2014). Case studies provide information about human behavior in the condition as it is that is able to provide data to help solve a problem. In this study, the case study has the advantage, namely being able to reveal specific and detailed things in natural conditions as they are. However, case studies have drawbacks with the more complex a case is, the more difficult it is to make the analysis.

Unit of Analysis

The analysis unit of this research was set at Hypermart Pakuwon Mall Jogja with a focus on Hypermart's internal parties consisting of Staff, Team Leader, Deptman, Division Manager, Human Capital or HRD, and Store General Manager who are responsible for handling consumer complaints. The internal ones are chosen for each position have different roles and responsibilities but are interrelated. In the position of staff and Team Leader are at the forefront where there is often direct interaction with consumers and being the first party to respond to complaints.

The Deptman and Division Manager have a role in decision-making, solution control, and the provision of advanced solutions. Meanwhile, Human Capital plays a role in aspects of human resource policy, fostering service attitudes towards consumers, and forming a performance culture. Store General Managers have a strategic responsibility in ensuring the consistency of the implementation of service recovery policies and maintaining overall consumer trust and satisfaction.

In addition to the internal parties, the analysis unit also includes consumers of Hypermart Pakuwon Mall Jogja. Consumers are chosen because consumer perception, experience, and response are important indicators in evaluating the success of handling complaints. The research in question is related to the aspects of satisfaction and trust after the occurrence of price inconsistencies. Consumer engagement allows researchers to get a subjective dimension of the service experience that is not fully available from the company's internal perspective. The combined approach of analysis units from internal and consumer parties allows researchers to obtain a more complete and balanced perspective on service recovery at Hypermart Pakuwon Mall Jogja.

Data Sources and Data Collection Techniques

Data collection techniques are one of the steps to obtain the information needed in research. The data sources in the study consist of primary data and secondary data. This study uses primary data as the main data source. Primary data in qualitative according to Creswell, (2018) can be in the form of interviews, observations, recordings, and documentation.

The primary data used in this study was using in-depth interviews with consumers of Hypermart Pakuwon Mall Jogja and internal parties at Hypermart Pakuwon Mall Jogja. Interviews are conducted face-to-face or via telephone. According to Creswell, (2018) qualitative interviews aim to get views and opinions from informants. By conducting interviews, researchers get in-depth information from the sources. In addition, the researcher also conducted observations at Hypermart Pakuwon Mall Jogja, by looking at the interaction between cashier and consumers in the service area.

During the research process, the researcher conducts observations or qualitative

observations. According to Creswell, (2018) qualitative observation is when researchers observe individual behaviors and activities at the research site. Observations were made to understand the researcher directly related to the process of handling consumer complaints. During the observation process, the researcher acted as an observer and also an open participant. Through this technique, the researcher was able to gain direct understanding and experience from informants at Hypemart Pakuwon Mall Jogja. However, the observations in this study have limitations, one of which is that not all of the information that occurs can be reported comprehensively.

The next stage is the researcher conducts interviews both face-to-face and via telephone. The interview was a semi-structured interview involving several open-ended questions. This aims to dig deeper into the opinions and views of informants (Creswell, 2018). The interview was used to explore the perceptions and experiences of informants, both internal and consumer, regarding service recovery strategies. However, this interview method has limitations, namely not all informants are able to express their opinions clearly.

The last category of qualitative data is audiovisual material. Audiovisual material is data in the form of images, videos, or sounds to support the research process (Creswell, 2018). The audiovisual form used in this study is in the form of sound recordings, which help researchers in the process of accurately transcribing and deciphering data. However, the use of sound recording audiovisual material has limitations in recording quality. Recording quality dependence If there is audio ambiguity, some information has the potential to not be optimally documented.

Validity and Reliability Tests

The validity of qualitative research is an effort to assess the accuracy of research findings, which is based on the process of conformity between data, researcher interpretation, and acceptable understanding from the reader's perspective (Creswell, 2018). This study uses a trigulation method by analyzing various data to build a coherent and consistent justification for the identified themes. In addition, this study uses detailed descriptions in conveying the findings. This procedure is able to improve valid findings.

Reliability is the extent to which qualitative research findings show the consistency of findings with different times, but with the same method (Afiyanti, 2008). Reliability refers to the consistency, accuracy, and accuracy of research (Maulana, 2022). In qualitative research, reliability is achieved through systematic data collection procedures.

Data Analysis Techniques

Data analysis is carried out when it is in a process or has been carried out and data is obtained intensively (Creswell., 2009). The researcher conducted a thematic analysis, to explore the themes that emerged from the interview data. This method helps researchers to be able to group the results of interviews from informants into relevant themes that are the focus of the researcher.

In addition, through narrative analysis, researchers can obtain data from consumer experiences and perceptions related to the impact of service recovery strategies on price inconsistencies received. This analysis allows researchers to get a clear picture of how the experience affects consumer satisfaction and trust in Hypermart Pakuwon Mall Jogja.

The data analysis process in this study requires sequential steps and involves various levels of analysis (Creswell, 2018). The first step in preparing the data for analysis includes

transcribing interviews and grouping the data into different types based on the source of the information. The second step is to check all the data obtained to find out the general information conveyed by the informant. The third step is coding is the process of organizing data into certain parts or labeling certain categories (Craswell, 2018). The purpose of coding is to get descriptions and theme categories to analyze.

Furthermore, in the fourth stage, make a more detailed description and theme to describe the events and meanings that emerge from the data. The results of the theme are then logically connected so as to form a complete and complete narrative. The last step is to display the description and theme that has been generated using the narrative paragraph approach.
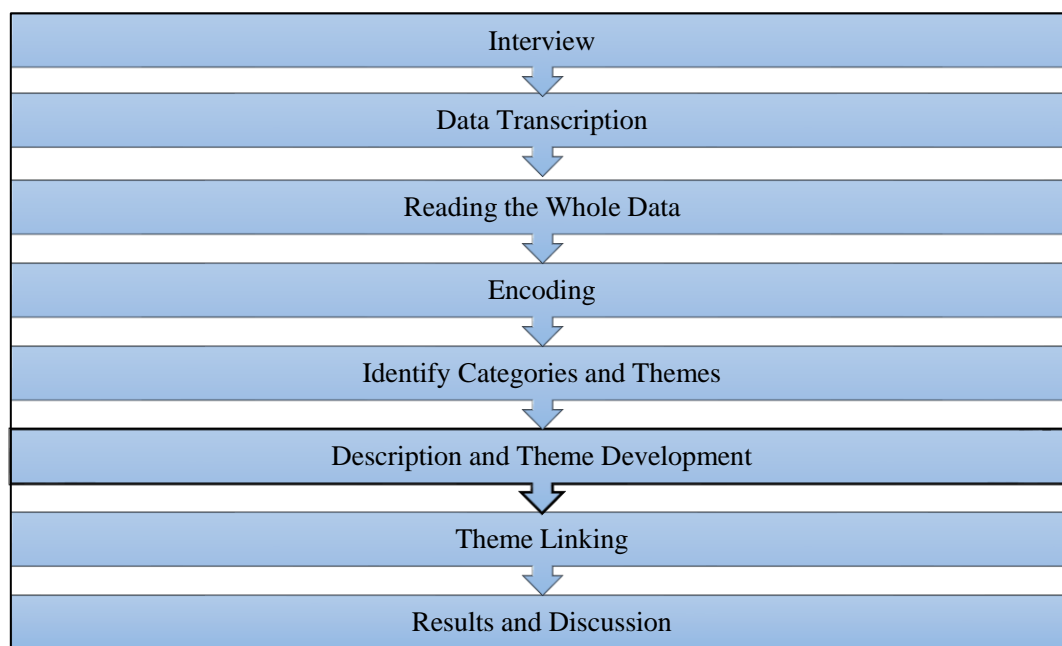

Figure 1. Data Analysis Steps

RESULTS AND DISCUSSION
Data Description

This study involved a total of twelve respondents who were divided into two, namely the internal part of Hypermart Pakuwon Mall Jogja and consumers of Hypermart Pakuwon Mall Jogja. The internal part of Hypermart Pakuwon Mall Jogja consists of Staff, Team Leader, Deptman, Division Manager, Human Capital or HRD, and Store General Manager of Hypermart Pakuwon Mall Jogja. The first resource person was Mba Amel, a 33-year-old female cashier who had worked for seven years. The second resource person was Mr. Arya, a 33-year-old male from the Team Leader of Groceries who has been working for ten years. The third resource person was Mr. Agus, a 53-year-old man from the Department of Groceries who has been working for twenty years.

The fourth resource person was Mr. Sindu, a 43-year-old man from the Division Manager or Assistant Store Manager who has been working for twenty-two years. The fifth resource person is Mrs. Ria, with a female gender who occupies the position of Human Capital Business Partner (HCBP) who has worked for twenty-one years. And the last resource person was Mr. Sigit, a man who occupies the position of Store General Manager who has worked for one year

at Hypermart Pakuwon Mall Jogja. These internal respondents represent direct involvement related to the role of service recovery strategies that they carry out in dealing with consumer complaints.

Meanwhile, the consumer respondents consisted of Talia, a student of the University of Muhammadiyah Yogyakarta. Sinta, a student from Atma Jaya University. Kizka, a student from Yogyakarta State University. Lita, a student from the Islamic University of Indonesia. Hikmah, a student from the Islamic University of Indonesia. And Dara, a student from the Islamic University of Indonesia. In general, the average age of respondents ranges from 19 to 22 years old, some of whom have experienced price inconsistencies at Hypermart Pakuwon Mall Jogja. The respondents from the consumers provided both the perspective of the response and the impact they felt on the recovery service they received from Hypermart Pakuwon Mall Jogja.

The data collection process was carried out through observation and interviews. Observation was carried out directly at Hypermart Pakuwon Mall Jogja to observe the complaint handling strategy by internal parties as well as consumer responses to the services provided. Interviews with respondents from the internal parties of Hypermart Pakuwon Mall Jogja were conducted face-to-face or via telephone with a relatively conducive and calm atmosphere. The duration of interviews with internal respondents ranged from 25 to 45 minutes per respondent. Interviews are also conducted informally, so that the interviewees can easily explain according to their language style.

Likewise with the interview process with Hypermart Pakuwon Mall Jogja consumer respondents. The interview was conducted face-to-face at Hypermart Pakuwon Mall Jogja with a duration of between 8 to 10 minutes, so as not to disrupt the respondents' shopping time. Even though it was short, the atmosphere during the interview was conducive and organized. The informal interview approach is used to allow consumers to convey their experiences and views more openly.

Based on the results of interviews with two informants, it was found that there were a number of themes that emerged related to service recovery strategies in handling price inconsistency incidents at Hypermart Pakuwon Mall Jogja. These themes reflect the process of handling complaints and responses by the inernal Hypermart Pakuwon Mall Jogja and the assessment of the services received by Hypermart Pakuwon Mall Jogja consumers. The following are the themes found that can help answer the statement in the formulation of the problem, including the response and attitude of the internal party in dealing with complaints of price inconsistency, empathy and responsibility of the internal party with apologies and explanations, price adjustment and compensation for consumer justice, and the impact of service recovery on consumer satisfaction and trust.

On the theme of initial response and professional attitude, it was explained that the resource persons handled complaints of price inconsistencies with a quick response, a polite and calm attitude, did not blame consumers, and re-checked prices and provided initial explanations to ease consumer dissatisfaction. Then, on the theme of empathy and responsibility, the resource persons played an important part in the service recovery process as a form of justice and responsibility as well as to restore the relationship between customers and internal parties, namely conveying apologies and false confessions.

Furthermore, on the theme of price adjustment and compensation, service recovery is carried out through policies such as recognizing the price listed on the shelf or providing

refunds if necessary as a form of restoring customer satisfaction. Then on the last theme related to the impact of service recovery, handling complaints positively can have an impact on satisfaction and trust and encourage customer shopping intent again.

Data Analysis

The data analysis stage begins with the process of transcribing all the results of the interview verbatim. In this study, data analysis aims to explore an in-depth understanding of the patterns, meanings, and dynamics that emerge from the experiences of informants. The data obtained came from in-depth interviews and observations from both internal parties of Hypermart Pakuwon Mall Jogja and consumers of Hypermart Pakuwon Mall Jogja. This study adopts a thematic approach, where this approach emphasizes the process of tracing patterns and meanings in qualitative data through a grouping of informant statements into themes relevant to the research.

Then, the results of the transcript are read repeatedly to identify important keywords as well as narratives that frequently appear and are relevant to the focus of the research. After that, coding is carried out periodically by cross-checking data between informant sources. So that the coding process is the result of tringulation to increase the validity of the data. Based on the results of data coding, four main themes were found, namely those related to initial response and professional attitude, empathy and responsibility, price adjustment and compensation, and the impact of service recovery.

1. Initial Response and Professionalism of Staff in Handling Complaints

This theme is the main component in the service recovery strategy in dealing with consumers against price inconsistencies at Hypermart Pakuwon Mall Jogja. Based on the results of the interview, the initial response was carried out at the initial service point with a quick and non-defensive response such as at the cashier and customer service. Mr. Sigit, as Store General Manager of Hypermart Pakuwon Mall Jogja, said that mistakes in handling complaints from the beginning could have an impact on consumer confidence. This is in line with the importance of a proper initial response to the basis for restoring relationships with consumers.

"If people don't trust us, people are disappointed with our service, complaining about the wrong customer handling can lower people's trust." (Mr. Sigit, Store General Manager)

From the cashier and customer service side, Mba Amel also explained that price inconsistencies occurred due to the delay in updating the price tag in the display area even though it had been updated in the system. However, staff are still required to respond and provide clear explanations to consumers. This is to provide transparency in communication to consumers.

"That's usually if there is a PCN but it's too late, it's not replaced... The system has changed, the area has not been changed." (Sorry Amel, Cashier)

Furthermore, quick decision-making in the area and the cashier is also an important part of the initial response. This aims to ensure efficiency in service and not hinder the flow of service. Mr. Arya, as the Team Leader of groceries, emphasized the importance of quick decisions.

"If there are complaints, we immediately make a decision according to the price that the customer sees." (Mr. Arya, Team Leader of groceries)

Then, from the perspective of controlling the situation, it is focused on preventing the

escalation of complaints from consumers even though the intender has to bear the price difference. As explained by Mr. Agus as the Department of Groceries.

"The first important thing is that the customer does not complain... Even if we are a little bit shy, it's okay." (Mr. Agus, Groceries Department)

And the last one is about emotional control and procedural certainty, according to a statement from Mr. Sindu as Assistant Store Manager of Hypermart Pakuwon Mall Jogja. That it is important to be professional through the certainty of concrete procedures and solutions.

"For example, if there is a difference, we will give a refund. So we still handle these complaints with responsibility, the reason is that, why is there such a price difference." (Mr. Sindu, Assistant Store Manager)

So overall the findings of this theme show that there are several initial responses from the internal parties of Hypermart Pakuwon Mall Jogja. With a quick response, providing clear explanations, efficiency in service, being able to control situations and emotions, and providing concrete certainty in dealing with complaints is the main foundation in the success of the service recovery strategy at Hypermart Pakuwon Mall Jogja.

2. Empathy and Responsibility in the Service Recovery Process

In this theme, it is explained that empathy and responsibility are one of the important components in the service recovery strategy at Hypermart Pakuwon Mall Jogja after the initial response to complaints. Based on the results of data encoding, this theme is formed from several codes such as apology, clarity, confession of errors, consumer respect, and the company's efforts to restore consumers' emotional states.

The internal party explained that empathy is one of the first steps that must be taken before technical completion. This was explained by Mrs. Ria, as a Human Capital Business Partner (HCPB) who emphasized that the main priority in dealing with complaints is how staff respond by handling complaints interpersonally. Such as listening to complaints well, responding politely and showing empathy.

"The important thing is to handle customer complaints first, after that we will fix everything." (Bu Ria, human capital business partner)

This was also strengthened by a statement from Mba Amel, as the cashier who said that the staff remained responsible and admitted mistakes. "If it's our fault, we have to change it." (Mba Amel, cashier staff). Meanwhile, according to Mr. Sigit as Store General Manger, empathy and responsibility are part of maintaining consumer trust in Hypermart Pakuwon Mall Jogja. "The customer should get the price he or she sees." (Mr. Sigit, Store General Manger)

Then, from the consumer side, it is also explained that the empathetic attitude of the staff is perceived as a form of care and responsibility. As explained by Kizka as a consumer of Hypermart Pakuwon Mall Jogja, the explanation from the staff can make you more accepting of the situation that occurs. "It was satisfying, I was immediately told why and asked if I bought it or not." (Kizka, a consumer of Hypermart Pakuwon Mall Jogja).

In addition, Talia as a consumer of Hypermart Pakuwon Mall Jogja also revealed that the apologetic attitude of the staff when facing her complaints greatly affected her feelings. "It seems like there used to be an apology, I'm sorry... If I were you. So it's like, oh okay, they've apologized too." (Talia, a consumer of Hypermart Pakuwon Mall Jogja). The quote explains that empathy carried out by internal parties has a direct impact on consumer acceptance.

3. Price Adjustment and Compensation as a Form of Complaint Resolution

Based on the results of data coding, this theme was formed from sharing codes such as price adjustments on the label, refunds, perception of service fairness and the company's efforts to provide real solutions to consumer complaints. This theme shows the form of concrete solution in the service recovery strategy of Hypermart Pakuwon Mall Jogja. A form of price adjustment is a preventive solution when the price difference is known before the transaction is completed. This was also conveyed by Mr. Arya as the Team Leader of the groceris.

"If there are complaints, we take the price that customers see on the shelves, so that it is quick and not protracted." (Mr. Arya, Team Leader of Groceris)

In addition to price adjustments, Hypermart also provides compensation such as refunds as a solution when consumers have made transactions at inappropriate prices. Mr. Sigit as Store General Manger explained that refund is part of the solution when consumers have made payments at inappropriate prices. The statement explained that refunds are made in a structured manner and are shown as a form of Hypermart's responsibility.

"If there is a price difference, we will handle it immediately, we will change the difference, there is a news report, it is immediately finished." (Mr. Sigit, Store General Manger)

This is also strengthened by other internal parties such as Mr. Agus as the Department of Groceries. Mr. Agus emphasized that the provision of compensation such as refunds is carried out to maintain consumer satisfaction. Although the internal party has to bear a certain amount of price difference.

"If the difference is small, yes, it's better for us to bear it, the important thing is that customers feel that they are not harmed." (Mr. Agus, Groceries Department)

From a consumer perspective, the practice of compensation was directly confirmed by Lita as a consumer of Hypermart Pakuwon Mall Jogja. Lita explained that the problems that occurred had been resolved responsibly and fairly. "The price difference was immediately returned to me at the cashier." (Lita, Consumer of Hypermart Pakuwon Mall Jogja)

4. The Impact of Service Recovery on Consumer Satisfaction and Trust

This theme is formed from various codes such as satisfaction after complaints are handled, trust maintained, intention to return to shopping, and giving recommendations to others. The impact of handling complaints from internal parties presents the outcome of all service recovery process strategies provided. Satisfaction and trust arise when complaints from consumers are handled clearly and responsibly. This is strengthened by Lita's submission as a consumer, that the experience of the handling provided forms a sense of satisfaction regardless of the price errors that occur.

"It's very, very satisfying. I think yes.. Because they also immediately give the reason why, and they have a solution..." (Lita, Consumer of Hypermart Pakuwon Mall Jogja)

In addition to satisfaction, consumer trust in the company also has an impact on the service recovery experience received. The provision of effective recovery services is able to restore consumer confidence and minimize the decrease in negative consumer perception of Hypermart. This is reflected in Dara's statement as a consumer, who stated that his trust in Hypermart is maintained because he receives good complaint handling despite experiencing price inconsistencies.

"Believe me, if you can say yes because I am very satisfied with their service." (Dara, Consumer of Hypermart Pakuwon Mall Jogja)

The impact of service recovery affects consumer behavior attitudes in the future. The

satisfaction and trust formed from the service recovery experience has an effect on the long-term relationship of consumers with Hypermart Pakuwon Mall Jogja. The desire to return to shopping and recommend to others is one of the manifestations explicitly. Sinta and Kizka as consumers said that the service recovery experience they received encouraged them to stay on top of their game and recommend Hypermart to others. "I would recommend it, but I think you need to make sure you ask the staff to confirm it." (Sinta, Consumer of Hypermart Pakuwon Mall Jogja). "Yes, I definitely recommend shopping at this Hypermart." (Kizka, Consumer of Hypermart Pakuwon Mall Jogja)

The four themes produced, as a whole, show that the service recovery strategy implemented by Hypermart Pakuwon Mall Jogja is interrelated. A series of systematic and interrelated strategies by the internal parties of Hypermart Pakuwon Mall Jogja have resulted in a positive impact on consumers. The initial response and professionalism of the staff are the initial stages that determine the success of the service recovery process.

Themathematically, this theme does not start from technical completion, but from the readiness and professionalism of the staff such as providing explanations at the beginning and making the right quick decisions. This serves as the final result of conflicts related to complaints from consumers. Thus, this theme can directly answer from the formulation of the researcher's first problem implemented by the internal party of Hypermart Pakuwon Mall Jogja.

Empathy and responsibility from internal parties are important elements in building communication with consumers. Consumers feel appreciated and heard for the complaints submitted. Negative emotional feelings that arise from consumers due to price inconsistencies can decrease. This shows that the success of service recovery is greatly influenced by the attitude of internal parties. So that this theme can answer the formulation of the second problem by showing how consumers assess the attitude of staff during the process of handling complaints.

The internal parties of Hypermart Pakuwon Mall Jogja also resolved complaints concretely. Price adjustments and refunds are a form of Hypermart's responsibility to recover consumer losses. Without a concrete solution, the initial response and empathy can potentially be only a symbolic action by consumers. Therefore, this theme answers the formulation of the first and second problems, especially related to the implementation of service recovery strategies and responses from consumers to the solutions provided.

The service recovery strategy carried out by internal parties has an impact on consumer trust and satisfaction. Satisfaction and trust do not arise instantly, but rather come from the cumulative results of the series of service recovery processes provided. Service recovery experience has a strategic role in shaping consumer evaluations to Hypermart. Although consumers experience service failures in the form of price inconsistencies, if the internal parties are able to provide the right handling, it will minimize the negative impact and provide a longer relationship between consumers and Hypermart. This theme can provide answers to the formulation of the third problem related to the impact of service recovery experiences on customer satisfaction and trust in the future.

The results of the study show that the strategy carried out by internal parties in service recovery to handle price inconsistency incidents at Hypermart Pakuwon Mall Jogja is a series of structured and related processes. The mechanism of the service recovery strategy is integrated and oriented towards the long-term relationship of consumers with Hypermart. The

strategies applied in the service recovery process include operational, interpersonal, and service aspects that have collectively shaped the consumer experience after experiencing price inconsistencies.

The findings of the study indicate that in the context of price inconsistency, the success of service recovery is determined by the strategy of the internal party service. The quality of the initial response that is professional, fast, and non-defensive is the main foundation for the quality of service and the determination of the direction of handling complaints in the future. It also functions as a situation control mechanism that is able to reduce an emotional escalation from consumers.

The clarity of information from internal parties is also an important indicator for consumers in assessing Hypermart, especially when there is a failure that is directly related to the price aspect. The ability to explain clearly and consistently is able to make consumers understand the situation that occurs. So that it can reduce consumer perception of the injustice received due to price inconsistencies.

This meeting is in line with the concept of service recovery which emphasizes the importance of a quick and professional initial attitude in dealing with service failures. Gannon et al. (2022) stated that an appropriate initial response can prevent the escalation of consumer dissatisfaction and form an initial perception of service quality after service failure. The professionalism of the staff in interacting with consumers has a significant influence on consumer perception of the services provided, this statement is affirmed by Babin et al. (2021). Then in Customer Relationship Management (CRM), in accordance with the views of Wardani et al. (2022) emphasizing the importance of the human dimension and processes to maintain long-term relationships with consumers.

The practical implications for Hypermart Pakuwon Mall Jogja need to ensure the readiness of all internal parties at the starting point of service. Through clarity of procedures in handling complaints and authority in decision-making. In addition, it is necessary to further strengthen coordination between internal organizations so that the service recovery process runs quickly and effectively.

Empathy, apology and submission of mistakes are perceived as a form of concern and accountability by consumers for the complaints experienced. This attitude shown by internal parties is able to reduce negative emotions of consumers and create a conducive communication atmosphere. Thus, this attitude serves as an emotional bridge that connects service failures with consumer acceptance of the service recovery process.

Babin et al. (2022) stated that empathy and staff responsibility have a significant effect on customer satisfaction after service recovery. In addition, Zhu et al. (2021) also emphasized that interactional justice is one of the important factors to reduce consumer dissatisfaction after service failure. Thus, these findings are in line with the service recovery literature that emphasizes the importance of interactionism in shaping consumers' perceptions of service fairness.

Handling complaints that prioritize empathy can contribute to the formation of a more positive and memorable service experience for consumers and can maintain the relationship between Hypermart and consumers. In Customer Relationship Management (CRM), empathy and responsibility reflect the dimension between humans and processes that are oriented towards maintaining long-term relationships with consumers (Guriti et al., 2024). Therefore, it

is necessary to instill an attitude of empathy and responsibility as core values in the company's service culture. Companies also need to ensure that all internal parties have a clear understanding of the importance of this attitude in order to rebuild consumer trust.

Then, form a service recovery strategy in resolving the most concrete complaints by adjusting prices and providing compensation. Technical settlements such as refunds when transactions have taken place are perceived by consumers as proof of corporate responsibility. In terms of price adjustments and refunds, it strengthens the service recovery process that forms the perception of fairness and clarity of consumer service.

Ali et al. (2021) explained that price adjustments and compensation play a role in significantly shaping satisfaction after the recovery of services that are directly related to the price aspect. Babin et al. (2021) also emphasized that consumers tend to assess the effectiveness of service recovery based on the extent to which consumers get fair and transparent solutions. This view reinforces that price adjustments and refunds are important indicators in restoring consumer perception after price inconsistencies.

The form of service recovery strategy carried out internally by Hypermart Pakuwon Mall Jogja has an impact on consumer satisfaction and trust. Consumers' satisfaction and trust in Hypermart Pakuwon Mall Jogja is influenced by the handling process and the final result of completion. So that a positive attitude of consumers is formed to encourage shopping again and recommend Hypermart to other parties. This shows that service recovery has a function as a mechanism to restore consumer relationships with Hypermart after experiencing price inconsistencies.

Dewi et al. (2021) and Buchory et al. (2023) provide statements that consumer satisfaction is formed from the service experience received and according to consumer expectations. The formation of consumer satisfaction is influenced by the way internal parties respond to and resolve complaints experienced by consumers. In addition, the literature of Ali et al. (2021) shows that fair service recovery has an effect on significant post-service recovery satisfaction, such as consumer satisfaction and repurchase intention.

Then, from the perspective of trust, Leninkumar (2017) and Orlando et al. (2022) said that consumer trust is formed when they receive consistent, integrity, and service-oriented to consumer care and interests. In addition, Zhu et al. (2021) added that fairness, interaction, and outcomes play an important role in restoring consumer trust. This view reinforces that responsible complaint handling is able to maintain consumer confidence after price inconsistencies.

Furthermore, in Customer Relationship Management (CRM), trust is a strategic outcome that determines the sustainability of the long-term relationship between consumers and the company (Guriti et., al 2024). In addition to impacting an individual's experience, effective complaint handling has the potential to influence public perception through word-of-mouth recommendations. Therefore, consistency in the implementation of service recovery strategies is one of the most important aspects of consumer satisfaction and trust.

The findings of this study show that these findings are closely related to Service Recovery Theory in the context of retail marketing. The theory emphasizes that the success of service restoration is determined by the speed of response, non-defensive attitude, and the ability of internal parties to provide concrete and fair solutions to consumers. In retail, service recovery functions as a marketing instrument to minimize the negative impact of service

failure, especially related to pricing. Therefore, the findings of this study reinforce that the view of service recovery is part of the retail marketing strategy in promoting the perception of service quality.

In addition, the findings of the study are also related to Perceived Justice Theory, which is widely used in the study of retail marketing to explain consumer evaluations of the handling of complaints received. In the retail context, the perception of interactive fairness is also reflected in the courtesy and apology of internal parties, a clear handling process, and the fairness of concrete solutions such as compensation received by consumers. These findings show that the perception of fairness is the main mechanism that links service recovery actions with consumer satisfaction and trust.

In addition, price inconsistencies that occur on shelf labels and cashier prices are a form of price unfairness from a consumer perspective. The results of the study show that price adjustments according to the display and the provision of refunds are perceived as one of the efforts to restore price fairness. The final impact of the results of this study shows a strong connection with Relationship Marketing Theory. This theory emphasizes building long-term relationships between companies and consumers through trust, satisfaction, and commitment. The findings of this study are also in line with the Relationship Marketing Theory because the service recovery strategy applied is able to maintain trust and satisfaction and encourage consumer sustainability with Hypermart Pakuwon Mall Jogja.

However, there are several marketing theories in the context of retail that are considered less relevant to this study, one of which is the Marketing Mix (4P) theory. This theory emphasizes product management, pricing, promotion, and distribution as the main marketing strategy that addresses the design of the marketing mix. In addition, Consumer Decision Making Process Theory, because this theory focuses on the cognitive stages of consumers such as information search and alternative evaluation. Meanwhile, this study focuses on consumers' experience of the service recovery process when a service failure occurs.

CONCLUSIONS

Based on the results of research on internal parties and consumers of Hypermart Pakuwon Mall Jogja regarding service recovery strategies in handling price inconsistency incidents. Several conclusions can be drawn comprehensively, namely the following: The application of the sevice recovery strategy in handling price inconsistency incidents applied by Hypermart Pakuwon Mall Jogja is structured and mutually sustainable. The process begins with a quick response and professionalism at the starting point of service. Non-defensive attitudes, clear interactions, and efficient decisions play a crucial role in controlling and preventing the escalation of consumer underarm situations. Then, an empathetic attitude, confession of mistakes, and providing technical solutions show that sevice recovery is able to restore relationships with consumers. Consumers' assessment of the company's willingness to take responsibility for pricing errors makes it treated fairly and appreciated. Handling complaints that are carried out politely and communicatively is able to reduce negative emotions from consumers over the experience of price inconsistency. So that consumer responses to the service recovery received show a perception that tends to be positive. The service recovery experience received has a significant impact on consumer satisfaction and trust. Consumers who receive clear and complete complaint handling will still maintain a

positive view of the company. This is reflected in the emergence of consumers' intentions to shop and recommend other parties to shop at Hypermart.

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