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**A TYPOLOGY OF CONSUMER DISSATISFACTION RESPONSES: EXIT, VOICE,  
LOYALTY, AND “MORE”**

A Thesis in  
Hotel, Restaurant, and Institutional Management

By  
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## A Typology of Consumer Dissatisfaction Responses: Exit, Voice, Loyalty, and “More”

### **ABSTRACT**

This study focuses on consumer dissatisfaction responses (CDR) composed of behavioral and nonbehavioral responses that consumers exhibit following dissatisfying service experiences. The primary purpose of this study is to identify undiscovered consumer dissatisfaction responses and examine the nature and structure of those responses. Specifically, my goal is to identify unique dissatisfaction responses that remain unidentified in existent CDR frameworks. Then, I examine the nature and structure of these dissatisfaction responses by plotting them into a two-dimensional space (constructive/destructive and active/passive). Extending previous research, I conceptualize eight dissatisfaction response categories - redress seeking complaint, switch, negative word-of-mouth, third-party action, friendly complaint, opportunism, loyalty, and neglect. The empirical results across three service contexts (restaurant, auto repair, and medical care) provide support for proposed classification of CDRs and their characteristics by constructive/destructive and active/passive dimensions.

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# CHAPTER I

## INTRODUCTION

Highly competitive markets are increasingly common in many industries (e. g. restaurant, auto-repair, and medical care), and hence, defensive marketing strategies are gaining popularity (Fornell and Wernerfelt, 1987). Recognizing that no service is perfect all of the time, more often than not consumers encounter dissatisfying service experiences.

Conventionally, more complaints mean more service problems and customer complaints do not appear to be desirable for service industry organizers. However, it can be argued that service organizations need complaints in order to resolve service problems and to retain customers through service recovery. In other words, service recovery rests on the manager's understanding of when consumers complain, given that recovery cannot occur without a "complaint" (Singh and Wilkes, 1996). Therefore, it has been paradoxically argued that dissatisfied customers should be encouraged to complain (Rust, Zahorik, and Kenningham, 1996; Plymire, 1991).

Unfortunately, research on consumer dissatisfaction suggests that up to two thirds of typical consumers do not report their dissatisfaction (Andreason, 1985; Richins, 1983). The majority of dissatisfied customers simply fail to communicate with the service provider about receiving poor service. Day, Grabicke, Schaeztle, and Staubach (1981) call it the "hidden agenda" of customer responses to dissatisfaction. A dissatisfied customer who does not complain to the firm is of special concern to management for several reasons: (1) The firm loses

the opportunity to remedy the problem and retain the customer (Hirschman, 1970); (2) the firm's reputation can be damaged from negative word-of-mouth (Richins, 1983 a); and (3) the firm is deprived of valuable feedback about the quality of its service (Fornell and Wernerfelt, 1987). Thus, understanding various consumer dissatisfaction responses following a dissatisfying service experience is an important task for service organizers who want to stay competitive in today's highly competitive business environment.

### **Background**

Hirschman's (1970) framework, based on institutional or commercial exchange relationships, suggests that people have three basic response options to deteriorating relationships: People may leave the relationship (*exit*), talk about the problem (*voice*), or remain quiet and stay in the relationship (*loyalty*). Hirschman's conceptualization has inspired voluminous research in areas such as psychology, organizational behavior, as well as consumer complaining behavior. Especially, Rusbult and her colleagues (1982) extended the framework by identifying an additional dissatisfaction response- *neglect* that is described as passively allowing a relationship to atrophy. The so called EVLN (exit, voice, loyalty, and neglect) framework describes four dissatisfaction responses based on constructive-destructive and active-passive dimensions. It has been widely applied in deteriorating relationship studies such as personal, organizational, buyer-seller channel relationships. However, consumer researchers tend to focus only on the first two categories (voice and exit) by observing only the easily visible behavioral dissatisfaction responses such as complaint and switch.

In consumer complaint behavior (CCB) literature, Day and Landon (1977) introduced the generally well received public-private distinction of complaint response. Under their taxonomy, dissatisfied consumers would either “*take some action*” or “*take no-action*.” If action was taken, it was labeled as either public (e.g. redress seeking complaint, legal action, third-party complaint) or private action (e.g. personal boycott of the brand, negative word-of-mouth). Conversely, the “take no-action” response is described as “forget about the incident and do nothing at all.”

Acknowledging most CCB categorization frameworks had been mainly conceptual; the theory building of CCB research evolved to further development of CCB concepts with empirical evidence. For example, Singh (1988) empirically specified three CCB categories of consumer complaining behavior: (1) *voice*, reflecting actions directed toward the seller, (2) *private*, involving negative word-of-mouth and exit, (3) *third party*, relating to actions directed toward external agencies such as the Better Business Bureau and legal actions. In the consumer behavior research, negative word-of-mouth (WOM) is often considered as a distinct construct (Singh, 1990; Richins, 1983 a), and four behavioral responses (voice, exit, negative WOM, and third party action) are commonly known and used in consumer complaining studies (e.g. Blodgett and Granbois, 1992; Boote, 1998).

Although research on consumer reactions to dissatisfaction has advanced in the last three decades, most previous consumer complaining behavior (CCB) literature has focused on behavioral responses that consumers undertake when feeling dissatisfied with a product/service. It seems that when dissatisfied consumers exhibit behavioristic responses (e.g. complain, exit,

and negative word-of-mouth), these responses are identified. However, when consumers take non-behavioral responses (e.g. no-action), their dissatisfaction remains unidentified.

A part of the reason for this lack of understanding of non-behavioral responses in CCB literature can be explained by the terminology of the field of this research - consumer complaining “behavior.” In order to incorporate all reactions from dissatisfied consumers, including behavioral and non-behavioral, this study uses the term *consumer dissatisfaction responses (CDR)* instead of consumer complaining behavior (CCB).

While substantial research has focused on behavioral responses that consumers take (e.g. Singh, 1988; Richins, 1983; Singh and Wikes, 1996), some researchers (Day et al., 1981; Oliver, 1980) contend that non-behavioral responses should be considered as legitimate CCB responses. To the extent that some consumers undertake behavioral responses, whereas others elect non-behavioral responses in relatively similar dissatisfying service experiences, the inclusion of non-behavioral responses is not only justified but also necessary to understand the underlying CCB response (Singh, 1988).

In general, non-behavioral responses, often referred as “no-action”, have been described as a passive reaction, where consumers do nothing and try to forget about a dissatisfying experience (Day and Landon, 1977). However, no-action may be taken by consumers for different reasons. For example, some people will do nothing about the problem and be quiet because they like the company, and therefore, are patient with the incident, while others do nothing about the problem because they do not care about the company and feel that complaining

may not be worthwhile. Although these two responses appear the same as “no-action,” they are conceptually different responses. These seemingly similar but conceptually different consumer responses are not limited to non-behavioral response but can be found in behavioral response as well.

Complaining about the problem directly to the service provider is conceptualized as voice or redress seeking complaint behavior in CCB literature (Singh, 1988). However, different forms may exist for customers to communicate directly with service organizers. First, consumers generally complain about the service problem because they desire remedy or compensation. Second, sometimes consumers voice concern for the service problem to provide service providers with constructive feedback for improvement of their services. Third, on some occasions, consumers may try to take advantage of the seller’s mistake by aggressively complaining. For example, a consumer may exaggerate the facts or abuse a company’s service guarantee effort by actively engaging in direct complaining to acquire some additional compensation. Among these three direct complaining behaviors, only the first one is identified in CCB literature and referred to as a voice or redress seeking complaint. Although these three responses involve directly complaining to the service provider about the problem, they are conceptually different. Thus they require keen insight to distinguish one from the other.

Apparently, some gaps exist in the research on consumers’ reaction to dissatisfying experiences. The following sections address these research gaps by providing problem statements and research questions.

## **Problem Statement**

Previous research regarding consumer responses to a dissatisfying consumption experience has focused only on “several behavioral responses” (e.g. complain, switch), overlooking some unique consumer dissatisfaction responses. In other words, the existing CCB taxonomies (e.g. Singh, 1988) are oversimplified and do not reflect various other consumer dissatisfaction responses. They ignore some existent concepts and fail to distinguish conceptually different responses. In addition, it should be noted that there is a lack of understanding of the nature and structure of dissatisfaction responses (Singh, 1988).

These voids leave practitioners and researchers with limited information in understanding consumer responses to dissatisfying service experiences. The conceptual and structural issues of dissatisfaction responses are critical for enriching understanding of consumer reactions to dissatisfying service experiences.

## **Research Questions and Propositions**

R1: What are the unique consumer dissatisfaction responses that have not been identified in the literature? Are the currently available categorizations (e.g. voice, third-party, and private) enough to capture the entire spectrum of consumer dissatisfaction responses? What other responses exist but remain unidentified?

Related to this research question issue, the following states specific research questions with a short discussions of predictions.



R1-a: Does a “no-action” response simply mean “do nothing at all”? Do other types of no-action responses occur but have different characteristics?

This research suggests that “no-action” may be understood by two types of responses: *loyalty* and *neglect*. Loyalty means taking no action and maintaining a relationship with the company by believing that the situation will improve (Hirschman, 1970). In contrast, neglect means becoming apathetic to the relationship by allowing it to deteriorate (Rulsbult et al., 1986). Although both responses are passive in nature (no overt action responses), the former is constructive; whereas the latter is destructive for service organizers.

R1-b: Does a “voice” response simply mean “direct complaining for redress seeking”? Do other types of voice responses, involving direct complaints to the service provider, exist but have unique characteristics?

“Voice” is as a complaining behavior in which consumers speak directly to the service provider about the service problem and ask for a remedy or compensation. Thus, “voice” is often referred to as a redress seeking complaint in CCB research. In addition to a redress seeking complaint, I posit that there are two more voice responses possible: *friendly complaint*, and *opportunism*. Friendly complaint means offering constructive feedback about the service problem so the company can improve their service. Opportunism means complaining to the service provider by exaggerating some facts to obtain some additional compensation advantage. Although all three responses take the form of directly complaining to the service provider about

the service problem, they differ from one another. Redress seeking complaint and friendly complaint are considered constructive; whereas opportunism is quite destructive for companies.

R2: What is the nature and structure of consumer dissatisfaction responses? Do constructive-destructive and active-passive dimensions adequately describe consumer dissatisfaction responses?

Understanding the nature of seemingly similar but conceptually distinct dissatisfaction responses can be further examined based on their characteristics. In line with previous research in other fields (e.g. job dissatisfaction by Farrell, 1983; Hagedoorn et al., 1997), this research suggests that all consumer dissatisfaction responses should be different according to two dimensions, namely active/passive and constructive/destructive.

### **Purpose of the Research**

This research has two objectives:

First, it exposes unique dissatisfaction responses that remain unidentified in CCB literature. Specifically, the goal is to identify four unidentified responses (loyalty, neglect, friendly complaint, and opportunism) in addition to the identified responses (redress-seeking complaint, exit/switch, negative WOM, and third-party actions). Exposing unidentified dissatisfaction responses includes distinguishing the two distinct types of no-action (loyalty and neglect) and suggesting the two more types of voice responses (friendly complaint, and opportunism), in addition to redress seeking complaint response.

Second, this study examines the nature and structure of various consumer dissatisfaction responses based on two characteristic dimensions, activity/passivity and constructiveness/destructiveness. By configuring dissatisfaction responses in a two-dimensional space and examining their characteristics, this research will provide more insight into understanding the nature of consumer dissatisfaction responses.

### **Significance of the Study**

This dissertation makes a three-fold contribution to the consumer complaining behavior literature:

First, the current research broadens the scope of consumer dissatisfaction responses literature by including non-behavioral responses, as well as behavioral responses. Previous research has focused on relatively easily identifiable behavioral responses (e.g. redress seeking complaint, third-party actions), but almost no attention has accrued to less visible but important *non-behavioral* responses (often described as no-action).

Second, the current research enriches our understanding of the concepts of consumer dissatisfaction responses by resolving issues of conceptualization and operationalization. Theoretically grounded new constructs are identified and distinguished from the existent constructs. In addition to identifying previously unidentified dissatisfaction constructs, this research develops sound measurement scales to capture such responses. This effort provides a foundation for future studies in this important area.

Third, the current research enhances our understanding of the nature of consumer complaining responses. Examination considers the nature of the known and newly discovered dissatisfaction response constructs by using a two-dimensional framework. Arranging dissatisfaction responses in a constructive-destructive and passive-active space allows gaining valuable insight into the nature of these responses. For example, neglect and loyalty are passive responses, while complaining (either to the service provider or to a third-party) is more action-oriented. Similarly, some responses are constructive in nature (e.g. loyalty, friendly complaint) while others are quite destructive (e.g. negative word-of-mouth, third-party).

### **Organization of the Dissertation**

The dissertation contains five chapters. Chapter I provides a brief background discussion of consumer dissatisfaction responses and presents the problem statement. Additionally, the study's purpose, research questions, and significance of the study appear. Chapter II provides a review of the relevant literature. Based on this literature review, research gaps are addressed and discussed. Specifically, "no-action" dissatisfaction responses and the possibility of different types of "voice" responses are discussed. Following this, a classification of consumer dissatisfaction responses is proposed and a predicted configuration of these responses based on two dimensions (active-passive and constructive-destructive) is followed. Chapter III describes the research methodology and the brief discussion of the pilot test results. The results and findings of the study appear in Chapter IV. Finally, Chapter V presents discussions and the conclusions along with theoretical implications, managerial implications, and limitations and suggestions for future research in the subject area.

## **Summary**

Identifying unique dissatisfaction responses and conceptually distinguishing one from the other are important issues for researchers and practitioners alike. Inadequately conceptualized or ignored dissatisfaction responses limit researchers in investigating or predicting consumers' reactions appropriately. Also, seemingly similar reactions from consumers hinder service organizers' apt responses and customer retaining efforts. This study focuses on identifying previously unidentified consumer dissatisfaction responses and examining the nature and structure of those responses.

## **CHAPTER II**

### **LITERATURE RREVIEW**

#### **Introduction**

This chapter contains a review of the literature about consumer complaining behavior (CCB). It begins with a consumer dissatisfaction response definition. Next, a brief introduction of the CCB literature is provided. The discussion outlines the theoretical starting points and evolution of the relevant consumer complaining behavior literature. Based on the literature review, research gaps are addressed and discussed. Specifically, “no-action” dissatisfaction responses and the possibility of different types of “voice” responses are discussed. Following the discussions, a classification of consumer dissatisfaction responses is proposed and the predicted configuration of these responses based on two dimensions (active-passive and constructive-destructive) is followed.

#### **Defining Consumer Dissatisfaction Response (CDR)**

It has been suggested that a better understanding and evaluation of theories can be achieved when the phenomenon of interest is properly defined and its taxonomy (or classification scheme) is satisfactorily developed (Hunt, 1983). Therefore, the issue of a definition of consumer dissatisfaction response (CDR) is addressed before proposing a comprehensive classification scheme for CDR.

There are several definitions of CCB or CDR available in the literature. For example, Jacoby and Jaccard (1981) define CCB as “an action begun by the individual who entails

communication of something negative to a product / service, either towards the company or a third party.” Similarly, Fornell and Wernerfelt (1987) consider that the complaint is “an attempt of the customer to change an unsatisfactory situation.” Day et al. (1981) suggest that CCB is the “consequence of a given act of consumption, following which the consumer is confronted with an experience generating a high dissatisfaction, of sufficient impact so that it is neither likened psychologically, nor quickly forgotten.”

Singh (1985) suggests that “consumer complaint behavior or responses is the set of all non-behavioral and behavioral responses which are triggered by dissatisfaction and involve communicating something negative regarding a purchase episode including the product or service (p.21).” The current study will use Singh’s (1985) definition because it is the most comprehensive including both behavioral and non-behavioral consumer reactions to dissatisfying experiences in a product or service.

As noted earlier, I would like to address the distinction between consumer complaint behavior and consumer dissatisfaction response. Most previous research has emphasized an *act* of complaining, and the literature in this area is called consumer complaint “behavior” (CCB) research because it focuses on behavioral responses. However, I use the term consumer dissatisfaction responses (CDR) instead of consumer complaining behavior (CCB) in order to incorporate all reactions from dissatisfied consumers, including behavioral and non-behavioral. The term CCB will be used to refer to existing concepts because previous research used the term. Having “consumer dissatisfaction response” defined, the discussion will turn to a theoretical conceptualization of consumer dissatisfaction response phenomenon.

## **A Brief Background of Consumer Complaint Behavior Literature**

Consumer complaint behavior (CCB) literature began to appear in the 1970's in the form of conceptual framework that described consumers' response to dissatisfying consumption experience. Two influencing conceptual frameworks that are often discussed as theoretical foundations are Hirschman's (1970) exit, voice, and loyalty framework and Day and Landon's (1977) complaining behavior taxonomy. Consumer complaining behavior literature expanded greatly in the 1980's and 1990's and many researchers have made an effort to refine and extend CCB concepts through empirical testing (e.g. Singh, 1988). The following sections will discuss important recent advances in previous CCB research and other areas of dissatisfaction response research.

### **Hirschman's "Exit, Voice, and Loyalty"**

As much other CCB literature, the theoretical starting point for this paper is provided by Albert Hirschman's work , *Exit, Voice, and Loyalty: Responses to Decline in Firms, Organizations and States* (1970). Hirschman's rich conceptualization of the three alternative responses explains how individuals may react to dissatisfying situations.

*Exit* is a voluntarily termination of an exchange relationship and results in switching patronage to another product/service. It is described as "painful decision to withdraw or switch" (Hirschman, 1970, p. 81) and requires considerable effort by the individual. It usually means that the individual believes the situation is unlikely to improve (Farrell, 1983). Exit decisions involve some effort, such as switching cost associated searching for the alternatives. The exit option is



regarded as uniquely powerful and expected to need a concentration of the mind (Hirschman, 1980) for the abandoned relationship.

The *voice* option is viewed from a proactive perspective as “any attempt at all to change rather than escape from an objectionable state of affairs (p. 30).” In a theory of organizational behavior emphasizing the repair of deteriorating conditions and the return to previous levels of performance, voice is a key concept (Farrell, 1983). According to Hirschman, voice is a legitimate recuperative mechanism, very likely to be active when individuals are highly involved or invested in the relationship. Similar to the exit option, the voice response entails effort and motivation on the part of the consumer.

The third category suggested by Hirschman (1970) is *loyalty*. When confronted with deteriorating conditions, some people choose neither exit nor voice; rather, they stick with the firm for a period of time before reacting to the problem, if at all. According to Hirschman, they “suffer in silence, confident that things will soon get better (1970, p. 38).” He describes loyalty as the product of (mostly economic) factors that tie the individual to the organization, making exit costly and undermining voice (Withey and Cooper, 1989). Sometimes loyalty is portrayed in his work as an attitude that moderates or conditions the use of exit and voice. At other times, he describes loyalty as behavior in which the individual does things that support the organization. These multiple meanings of loyalty led some researchers (e.g. Barry, 1974) to argue that Hirschman’s loyalty is a filler concept that is poorly developed.

Hirschman describes exit and voice as the main economic political alternatives when firms, organizations, and states are in decline. Similarly, in consumption contexts, sellers/service providers can receive signals that there is a problem in two ways: dissatisfied customers either exit by switching to a different sellers/service provider or voice their complaints.

Treatments of loyalty by other researchers, following Hirschman, have been similarly varied. For example, Rusbult et al. (1982) operationalize loyalty as a passive constructive behavior using items such as being quietly supportive and being patient with the organization or until a good alternative option comes along. In addition to passive loyalty, Withey and Cooper (1992) discuss more active aspects of behavioral loyalty, which is similar to organizational citizenship behavior (Organ, 1988), including ‘actively promote the organizations business in public’ or ‘do things above and beyond the call without being asked’. These understandings of loyalty reflect the ambiguity of the construct. “Loyalty” in ordinary language include attitude-like and behavior-like components, and within the behavior-like components there are both active elements (e.g., doing things that are supportive) and passive elements (e.g, being quiet). For example, Leck and Saunders (1992) argue that it would be better to rename loyalty as patience because the term loyalty is also used to describe an attitude, while patience is more appropriate to describe a behavior; patience describes the act of waiting optimistically better than loyalty.

### **Day and Landon’s Consumer Complaint Behavior (CCB) Classification**

Developing CCB concepts, Day and Landon (1977) introduced the generally well received two level hierarchical classification of CCB. The first level distinguishes between

action and no-action, while the second distinguishes public actions from private actions. For example, under their taxonomy, dissatisfied consumers would either “take some action” or “take no action.” If action was taken, it was labeled as either public (e.g. redress seeking complaint, legal action, third-party complaint) or private action (e.g. personal boycott of the brand, negative word-of-mouth). Conversely, the “take no action” response is described as ‘forget about the incident and do nothing at all.’

Day (1980) suggested another classification schema at the second level of Day and Landon’s (1977) taxonomy. He noted that consumers complain (or do not complain) to achieve specific objectives. Day proposed that the “purpose” of complaining can be used to classify behavioral CCB into three categories. First, with respect to redress seeking, the motive is to seek specific remedy(ies) either directly or indirectly from the seller (e.g. complain to manufacturer, take legal actions, etc.). Second, with respect to complaining, the motive to communicate dissatisfaction for reasons other than seeking remedy (e.g., to persuade others by word-of-mouth communication, to affect future behavior). Third, the motive for personal boycott is to discontinue purchase of the offending service (including product, brand, store, and/or manufacturer). Day (1980) suggested his taxonomy could be combined with that of Day and Landon (1977).

### **Integrating Two Conceptual Frameworks**

While Hirschman’s (1970) conceptualization is broadly applied in a wide range of dissatisfying contexts, such as job dissatisfaction, and relationship dissatisfaction, Day and Landon’s classification is specifically focused on the consumer dissatisfaction context. Although

two conceptual frameworks, Hirschman (1970) and Day and Landon (1977), are developed independently, they seem to share a conceptual ground of people’s reaction to dissatisfying situations (see Figure 1). For example, expressing their dissatisfaction is conceptualized as voice and public action, leaving the dissatisfying relationship/situation is conceptualized as exit and private, and remaining silent is conceptualized as loyalty and no-action in Hirschman’s and Day and Landon’s respectively.

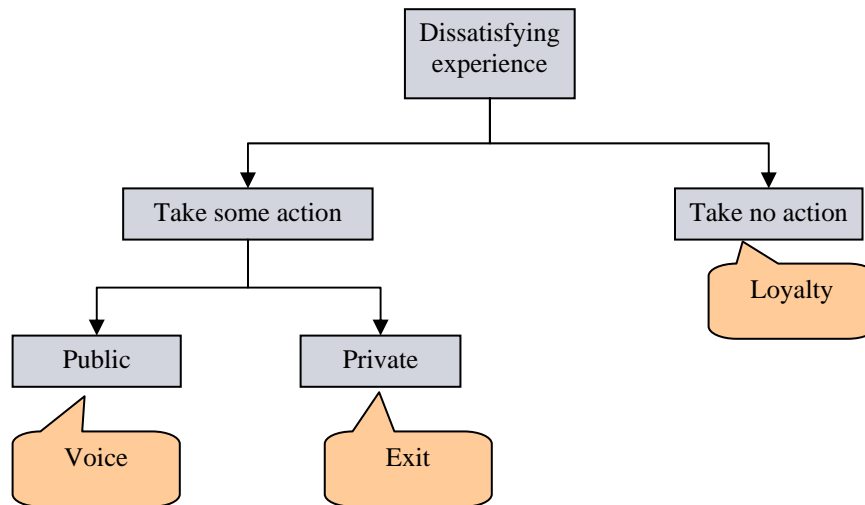


Figure 1. Conceptual Frameworks of Hirschman (1970) and Day and Landon (1977)

While the two conceptual frameworks share a great deal of similarity in conceptualization, researchers have formed two streams of research in advancing two theories. Hirschman’s theory has influenced more diverse areas of dissatisfying relationship research including psychology, (Rusbult et al., 1982), organizational behavior (Farrell, 1983; Rusbult, Farrell, Rogers, and Mainous, 1988; Withey and Cooper, 1989; Dyck and Starke, 1999; Turnley and Feldman, 1999, and dyadic channel relationship (Ping, 1993; Ping 1999). In contrast, Day and Landon’s (1977)

theory has been mainly advanced by consumer researchers (Singh, 1988; Boote, 1998). The next discussion will introduce EVLN framework- the extension of Hirschman's theory.

### **Exit, Voice, Loyalty, and Neglect (EVLN) Framework**

Hirschman's rich conceptualization of the three alternative responses explains how individuals may react to declining relationship situations. However, researchers suggest that dissatisfying situation may also result in lax and disregardful behavior (Kolaska and Aldrich, 1980; Rusbult, Zembrodt, and Gunn, 1982; Farrell, 1983). Unfortunately, Hirschman (1970) does not explicitly address this possibility, but two subsequent expositions (Kolaska and Aldrich, 1980; Rusbult, Zembrodt, and Gunn, 1982) have identified this option. In a consumer application of this theory stressing dissatisfaction with products, the fourth response is customer silence and inaction (Kolaska and Aldrich, 1980). In a study of romantic relationships, generally inattentive behavior, such as lack of caring and staying away, is termed "neglect" (Rusbult, Zembrodt, and Gunn, 1982).

Neglect is defined as a dissatisfaction response that passively allows a relationship to atrophy and deteriorate (Rusbult et al., 1982). It is described as putting less effort, not working at a relationship, and letting it fall apart (Rusbult et al., 1982). Neglect differs from loyalty in that it is not directed at recovery of the relationship; rather, the individual responding with neglect implicitly accepts that recovery is not going to happen (Withey and Cooper, 1989).

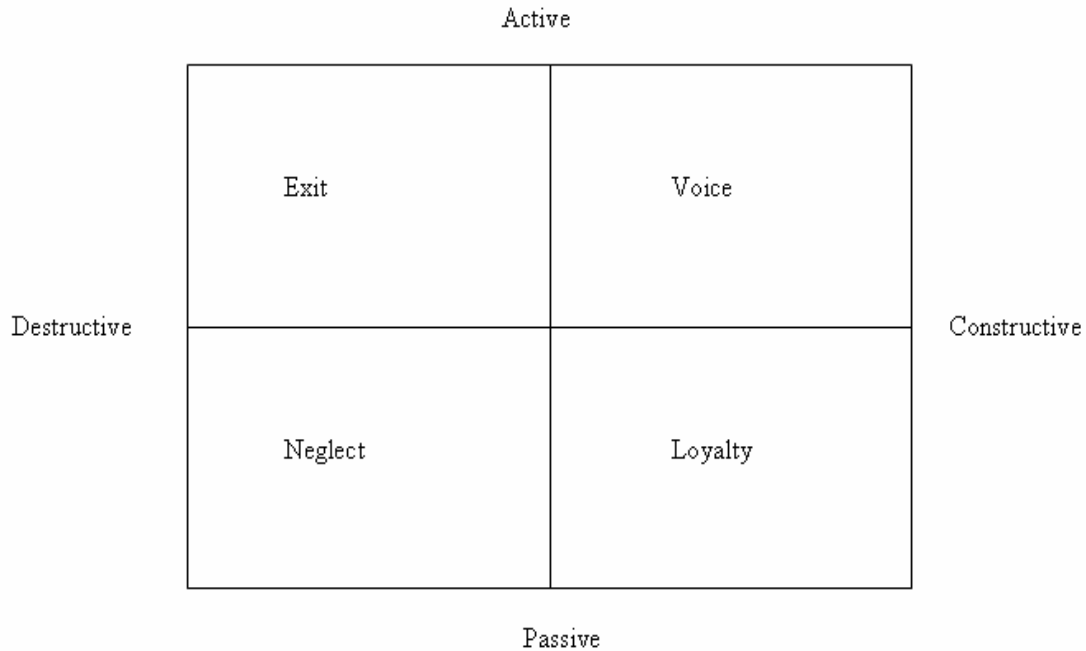


Figure 2. Exit, Voice, Loyalty, and Neglect (EVLN) Framework (Rusbult, Zembradt, and Gunn, 1982)

Exit, voice, loyalty, and neglect (EVLN) - these four categories appear to provide a fairly simple but insightful description of the domain of reactions to deteriorating satisfaction (see Figure 2). Theoretically, these responses differ from one another along two dimensions. The first dimension is constructiveness/destructiveness. People may either try to constructively revive the relationship or to patiently wait for a resolution to the problem (via voice or loyalty, respectively) or to destructively deal with the problem by removing themselves from it temporarily or permanently (via neglect or exit, respectively). The second dimension is activity/passivity. People may either actively take steps to resign themselves from a problem or to resolve a problem (via exit or voice, respectively) or passively permit a problem to linger unaddressed or ignore it (via loyalty or neglect, respectively).

The EVLN (exit, voice, loyalty, and neglect) framework has been widely applied in the organizational behavior literature (Farrell, 1983; Rusbult, Farrell, Rogers, and Mainous, 1988; Withey and Cooper, 1989; Dyck and Starke, 1999; Turnley and Feldman, 1999), and in the marketing channel literature (Ping, 1993; Ping, 1999). For example, Farrell (1983) examined the applicability of EVLN framework in employee behavior with job dissatisfaction and proved the usefulness of the framework. He also empirically examined the usefulness of the two dimensions, constructive-destructive and active-passive, to describe four dissatisfaction response categories. Extending from EVLN framework, some researchers found additional dissatisfaction response categories. For example, Hagedoorn et al. (1999) suggested five categories by dividing the voice category into constructive voice and destructive voice in a job dissatisfaction context. Likewise, Ping (1993) suggested opportunism as an additional category in channel relationship context.

Consumer behavior researchers, on the other hand, have mainly focused on the original Hirschman's framework rather than its extension model-EVLN. Although the original framework has three categories (voice, exit, and loyalty), only the first two categories, voice and exit, have gained research attention in the consumer complaining behavior (CCB) literature (e.g. Fornell and Wernerfelt, 1987; Andreasen, 1985). Later, Singh (1990) extended the voice-exit categorization by including negative word-of-mouth in his complaint typology. However, loyalty and neglect categories have remained largely ignored by researchers in consumer behavior research. The relationship between consumer and service provider may be less clear than other contexts, such as romantic relationship and buyer-seller relationship. Therefore,

subtle dissatisfaction reactions such as loyalty and neglect might be difficult to observe in consumer context where relationships are less committed than in other contexts.

Hirschman's theory has inspired many areas of dissatisfaction research, such as psychology, organizational behavior, and consumer research. While many researchers in other fields focused on Hirschman's theory and its extension-EVLN framework, consumer researchers made efforts to categorize consumer dissatisfaction responses based on Day and Landon's classification. The following section will introduce Singh's consumer complaint behavior taxonomy (Singh, 1988).

### **Taxonomy of CCB Responses**

Acknowledging that most CCB frameworks were mainly conceptual, the theory building of CCB research evolved to further develop CCB concepts with empirical evidences. Based on Day and Landon's taxonomy and Hirschman's framework, Singh (1988) specified three categories of consumer complaining behavior: (1) *voice*, reflecting actions directed toward the seller; (2) *private*, involving negative word-of-mouth and exit; (3) *third party*, relating to actions directed toward external agencies such as the Better Business Bureau and legal actions. The three categorization of CCB responses are shown in Figure 3.



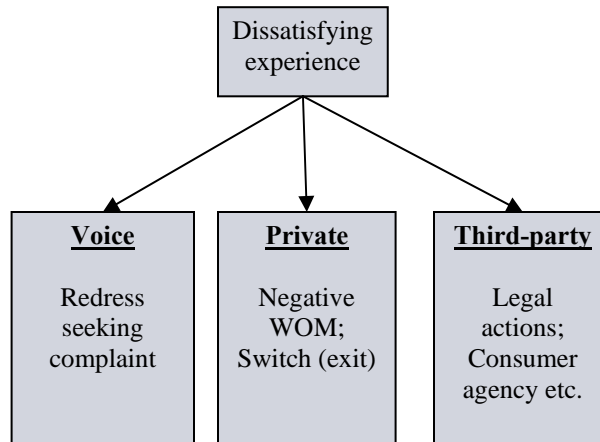


Figure 3. Singh's (1988) Consumer Complaining Behavior Taxonomy

In Singh's (1988) empirical examination of CCB concepts, negative WOM and switch were combined and the construct was labeled as 'private'. Although these two responses may often be taken together by consumers, Singh (1990) acknowledges negative WOM as a distinct dissatisfaction construct, especially in a consumer context. Similarly, other researchers suggest negative WOM as a distinct consumer dissatisfaction response construct (e.g., Richins, 1983a; Richins, 1987; Singh, 1990 b) and treat it separately from switching behavior in the consumer behavior literature (e.g. Singh 1990 b; Blodgett, Granbois, and Walters, 1993). Consequently, four responses (redress seeking, exit, negative word-of-mouth, and third party action) are commonly used in consumer complaining studies (e.g. Blodgett and Granbois, 1992).

Based on discussion so far, currently known CCB categories can be described with the following conceptual diagram (Figure 4). As shown below, when a dissatisfying experience occurs, consumers may take one or more of the four CCB constructs or take no-action at all.

These four behavioral responses are considered distinct and the following discussion illustrates some previous research on each construct.

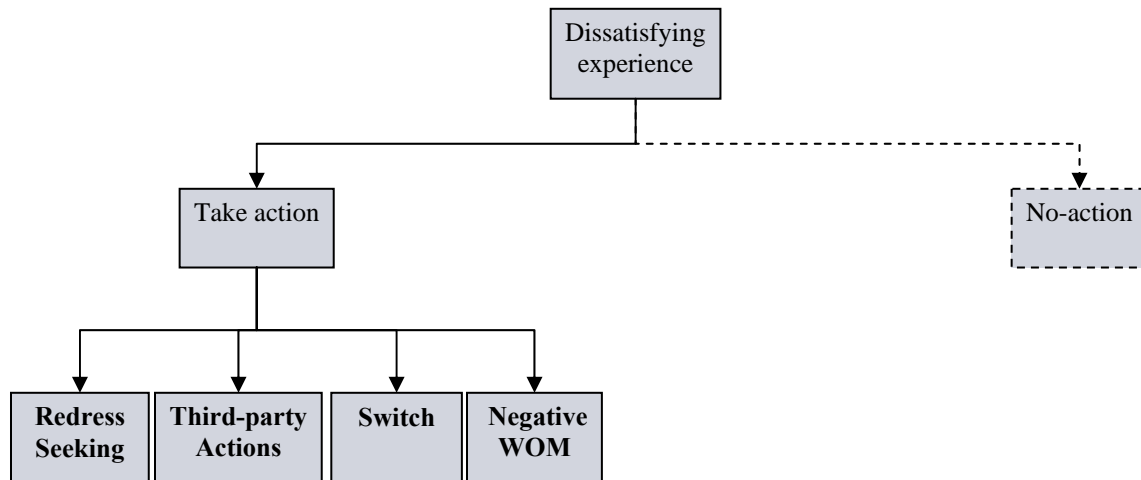


Figure 4. Consumer Complaining Behavior Classification  
(Based on Day and Landon, 1977; Singh, 1988; Blodgett and Granbois, 1992; Boote, 1998)

*Redress seeking or Redress seeking complaint* refers to direct complaints targeted at the service provider; and may include asking for a refund, an exchange, compensation, or for an apology (Blodgett and Granbois, 1992; Singh 1990b). Customers who complain to the company about their problem tend to have a positive attitude toward complaining that is mostly driven by personal belief rather than social benefits (Singh, 1990a). Although direct complaint does not imply loyalty, such a behavior is still considered constructive and desirable for service organizers because it enables service organizers to improve service quality in the long run and allow them to engage in immediate service recovery. Research has shown that resolving customer complaint effectively has a strong impact on customer satisfaction, loyalty, and bottom-line performance (Tax, Borwn, and Chandrashekar, 1998; Tax and Brown; 1998; Kelly, Hoffman, and Davis, 1993; Smith and Bolton, 1998)

Some situational factors that trigger whether redress seeking complaints occur are the product/service importance (Blodgett and Granbois, 1992); the level of involvement (Godwin et al., 1995); the dissatisfaction intensity (Prakash, 1991); and the perceived costs and benefits of engaging in complaining to a seller (Singh and Wilkes, 1996). Redress seeking complaint is also influenced by personal factors. For example, attitude toward complaining or complaint propensity refers to an individual's predisposition toward complaining to sellers (Richins, 1983b, 1987; Bearden and Mason 1984). Some people are assertive and will seek redress whenever they are dissatisfied with a product, while others are reluctant to seek redress even when highly dissatisfied (Blodgett et al 1993). Consumers with higher levels of education and more disposable income have been found to be more likely than others to voice complaints (Warand, Herrmann, and Willits, 1975).

*Third-party actions* are defined as complaint behaviors that are directed toward one or more formal agencies that are not directly involved in the exchange relationship (Singh, 1989). This response includes contacting the Better Business Bureau, a lawyer, and/or reporting to the newspaper. Although third-party actions are a part of public actions that also include complaint behavior directed at sellers in Day and Landon's (1977) framework, more recent studies suggest that third-party actions are a distinct phenomenon (Feick, 1987; Singh 1988, Singh, 1989).

Third-party actions category may not be as common as the other dissatisfaction responses, in general, expressed by a very small percentage of consumers (Day and Landon, 1977) who do not obtain satisfactory redress from the seller (Brown and Swartz, 1984). However, the importance of this response has been emphasized by researchers and practitioners due to the

continued increasing trend of the number of litigation cases and complaints to consumer associations, especially for service related problems (Brown and Swartz, 1984).

*Switch* is a voluntary termination of an exchange relationship and it implies switching patronage to another product/service (Hirschman, 1970). Exit/switch decisions involve some effort, such as considering switching costs and searching for alternatives. This response is common under the competitive conditions such as when there is a large number of competing firms in the market place, information to evaluate various alternatives is easily obtainable, switching costs are low, and consumers tend to engage in comparison shopping (Hirschman, 1970).

Service failures (or dissatisfying service experiences) are viewed as a significant determinant of customer dissatisfaction and switching behaviors (Fornell and Wernerfelt, 1987; Keaveney, 1995; Smith and Bolton, 1998; Tax and Brown, 1998). Specifically, Keaveney (1995) reported that core service failures, service encounter failures, failed employee responses to service failures, and inconveniences (e.g. waiting time) cause customers to switch services. Other research suggests that it is the individual customer's attitude toward switching that influences his or her switching decision and that this attitude toward switching has an even stronger impact than the satisfaction level with the service (Bansal and Talyor, 1999).

The nature of the customer's relationship with the firm may also influence whether the customer stays or switches service providers. Mattila (2001) suggests that customers who have a "true relationship" with their service providers are more forgiving of poorly handled service

failures and are less likely to switch than those who have a “pseudo-relationship” or a “first-time encounter. A true relationship is one where the customer has had repeated contact over time with the same service provider. Pseudo-relationship is one where the customer has interacted many times with the same company, but each time with a different service provider. A first-time encounter relationship is where the customer has had only one contact, on a transaction basis, with the service provider (Zeithaml and Bitner, 2003).

Industry competition or the attraction by competitors is one of the determinants in customer switching behavior in the service industry (Keaveney, 1995). When consumers have a great deal of choice and switching is relatively easy, voicing complaints is harder than simply switching brands, stores, or service providers (Fornell and Didow, 1980). By contrast, when the customer’s alternatives are limited, dissatisfaction does not usually prompt switching (Andreasen, 1985).

Finally, the decision to switch to a different service provider may not occur immediately following a dissatisfying service experience or service failure, but may follow an accumulation of events. In other words, switching behavior can be viewed as a process resulting from a series of decisions and critical service encounters over time, rather than one specific moment in time when a decision is made (Roos, 1999).

Negative word-of-mouth (negative WOM) refers to telling others about a dissatisfying or unsatisfactory experience (Singh, 1990). Negative WOM can be ‘extremely detrimental because it can reinforce the customer’s feeling of negativism and spread that negative impression to

others as well (Zeithaml and Binter, 2003, p. 191). The negative effects of switching behaviors are potentially multiplied if the dissatisfied consumers engage in both switching and negative WOM, thereby affecting future sales to word of mouth recipients (Richins, 1987).

Richins (1983 c) reported that 85 percent of dissatisfied consumers (with a clothing item purchase) tell other people about the product problem with each dissatisfied consumer telling on average of five other people. Researchers agree that word of mouth is perceived as extremely important by its recipients and that negative information has more impact than positive information (see Weinberger et al. 1981 for a review). Richin's (1983 a) exploratory study has found that the product problem and perceptions of the redress environment correlate with negative WOM. The severity of the problem associated with dissatisfaction, correlated to increasing of the tendency to engage in negative WOM. Also, the more negative a consumer's perception of retailer responsiveness is to consumer complaints, the more likely that individual is to engage in negative WOM.

Since negative WOM is complimentary to other forms of dissatisfaction responses (Haslstead, 2002), it tends to be highly correlated with other actions involving dissatisfaction responses, such as redress seeking complaint and switch. For example, in Singh's (1988) study, negative WOM was combined with switch and labeled "private". This private construct is found to be negatively correlated to the voice construct. It means that consumers who complain directly to the seller are unlikely to engage in negative WOM and switch. In contrast, Hastead (2002) suggests that negative WOM is positively correlated with complaint meaning that consumers tend to use both redress seeking complaint and negative WOM responses together.

However, these investigations did not include the outcome of the complaint process and the contradicting findings may come from service recovery outcomes.

In addition, negative WOM seems to be correlated with no-action response as well. For example, Zeeleberg and Pieters (2004) suggest that the more consumers engage in negative WOM, the higher the likelihood that they refer to their behavior as inert – or doing nothing. Taken together, negative WOM is a consumer dissatisfaction response that is likely to be co-occurring with other dissatisfaction responses.

### **General Characteristics of CCB - Multiplicity**

An important general characteristic of CCB is multiplicity (Singh and Wilkes, 1996). Customers are not restricted to a single specific type of complaining behavior. Instead, several diverse options are available including complaining to the retailer, talking to friends and relatives, and writing to the Better Business Bureau (Day, Gabricke, Schaetzle, and Staubach, 1981). Describing multiple CCB actions, word-of-mouth is the most frequently quoted behavior that correlated with other CCB behaviors. For example, most consumers engage in multiple complaint responses such as complaining to the seller and talking to friends and relatives about the bad experience (Day 1984; Richins 1983 b; Singh and Wilkes, 1996; Halstead, 2002). Word-of-mouth behavior was categorized as a *private* response in Singh's (1988) taxonomy implying that people who exit are engaged in negative word-of-mouth as well.

Relating to multiple CCB actions, some suggest that complaining behavior may be sequential in nature, where certain complaint actions are taken only after other complaint

responses have been exhausted (Boote, 1998; Blodgett and Granbois, 1992). For example, Blodgett and Granbois (1992) note that many third-party agencies require that an individual first voice his or her complaint to the seller before filing a complaint with them. Similarly, Feick (1987) notes that third party responses are at a higher hierarchical level than are voice and private responses. Redress seeking complaint and switch can be sequential, as when a dissatisfied consumers' complaint was not handled satisfactorily. At the point, the consumer usually decides to switch to another service provider. Some researchers call it "noisy" exits (Barry, 1974; Birch, 1975). While sequential nature seems logical regarding third party and switching behaviors, it is unclear whether negative WOM will occur either before or after, even simultaneously with other dissatisfaction responses (Halstead, 2002).

In summary, previous research regarding consumer responses to dissatisfying consumption experience has been advanced by identifying and classifying distinct CCB constructs. As a result, CCB classification suggests four dissatisfaction responses: redress seeking complaint, switch, negative WOM, and third-party. However, the currently existing CCB classification scheme (Figure 4) is focused on only "several" behavioral responses (e.g. complaint, switch). Thus, it appears to be oversimplified and does not reflect various consumer dissatisfaction responses. Specifically, "no-action" phenomenon has not been appropriately incorporated by consumer researchers, and "voice" or redress seeking complaint tend to be narrowly conceptualized or oversimplified to describe direct complaint to the seller. The following sections address these research gaps.



## **“No-action” in the Consumer Complaining Behavior (CCB) Literature**

According to Day and Landon’s (1977) classification, “take no action” response is described as ‘forget about the incident and do nothing at all.’ Similarly, Hirschman (1970) conceptualized a passive dissatisfaction concept as loyalty, wherein consumers neither exit nor voice, but rather continue to stick with the service provider and suffer in silence, confident that the situation will get better.

Most previous consumer complaining behavior (CCB) research has focused on behavioral responses that consumers undertake when feeling dissatisfied with a product/service. In other words, when dissatisfied consumers exhibit behavioral responses (e.g. complain, switch, and negative word-of-mouth), these responses are identified. However, when consumers take non-behavioral responses (e.g. no-action), their dissatisfaction remains unidentified. A part of the reason for this lack of understanding of non-behavioral responses in the CCB literature can be explained by the terminology of the field of this research - consumer complaining “behavior”.

As noted earlier, while the “take action” behaviors have been the focus of attention for researchers, the less visible (and hence elusive) “take no action” responses have been largely ignored. Nevertheless, some researchers (Day et al., 1981, Oliver, 1980) contend that these non-behavioral-responses should be considered as legitimate CCB responses. Considering that some consumers take behavioral responses whereas others elect non-behavioral responses in relatively similar dissatisfying service experiences, Singh (1988) notes that the inclusion of non-behavioral responses is not only justified, but necessary to understand the process underlying CCB response.

The ‘no-action’ concept seems to cause some confusion in the CCB literature. From the company’s viewpoint, all actions except for direct complaint may appear as ‘no-action’ because they are not perceptible. Similarly, consumers often describe their responses as ‘no-action’ although they engage in other private actions such as negative WOM and switch (Zeeleberg and Pieters (2004)). Recently some researchers attempted to explore the no-action response by examining noncomplainers (e.g. Chebat, Davidow, and Vodjovi, 2005; Voorhees, Brady, and Horowitz, 2006; Bodey and Grace, 2006). However, not complaining is not necessarily no-action. Noncomplainers are consumers who do not voice their dissatisfaction to the service provider or other third-party but they may engage in other dissatisfaction responses such as negative WOM, switch, and/or possibly remain passive.

Some other researchers tried to incorporate the no-action as a dissatisfaction response. However, its conceptualization and treatment are quite uncertain. For example, Zeelenberg and Pieters (2004) introduced “inertia” as a dissatisfaction response. Inertia reflects the fact that some customers remain passive and thus fail to take action in response to a service failure. However, in their study, inertia is not clearly conceptualized as constructive or destructive, but simply as a passive, no immediate action involved type response. Sometimes no-action response simply disappears or is mixed in with other categories. Singh (1988), for example, tentatively included one item that described no-action response in the CCB taxonomy development. In his data analysis, however, the item was reverse coded and combined with voice response by arguing that failing to take action appears to reflect feelings toward the seller.

Due to the unclear conceptualization of the “no-action” response, it is rarely examined and hardly discussed in the consumer complaining behavior literature. However, “no-action” response warrants careful attention because there are two different types of no-action: *loyalty* and *neglect*. These two constructs are fundamentally different in nature; the former is constructive whereas the latter is destructive.

The two constructs, loyalty and neglect, are not totally new concepts in the dissatisfaction response literature. As discussed earlier in EVLN framework, these two constructs are already identified and proven to be useful to describe passive dissatisfaction responses as opposed to other active responses such as voice and exit in psychology (e.g. Rusbult et al., 1982), and job dissatisfaction and employee deviant behaviors (Farrell, 1983; Rusbult et al., 1986; Withey and Cooper, 1989; Dyck and Starke, 1999; Turnley and Feldman, 1999; Hagedoorn et al., 1999). Unfortunately, however, these two dissatisfaction responses have not been appropriately included nor discussed in consumer dissatisfaction research.

Loyalty in a dissatisfying relationship context is described as taking no action and remaining with the firm by believing that the situation will improve (Hirschman (1970). Rusbult et al. (1988) describe loyalty as a passive-constructive behavior (using items such as being quietly supportive and being patient). This conceptualization of loyalty has been given different labels, including silence (Kolarska and Aldrich, 1980) and patience (Hagedoorn et al., 1999).

Investigation of the loyalty concept in a dissatisfying consumer context is very scant. Yet some previous studies shed some light on its existence. For example, Dewitt and Brady’s

(2003) study on the effect of relational bonds on consumer complaint intentions indicates that high rapport customers may view 'not complaining' in the service failure situation as a "reward" for the personal bond between the customer and the employee. It appears that some emotionally attached consumers tend to be generous after a service problem. Similarly, Price, Arnould and Tierney (1995) suggest that with the increased liking attached to the provider in a boundary open relationship, a dissatisfying experience may be viewed by consumers the service provider is not held responsible for the negative aspects of the experience. In line with early conceptualizations in previous research, *loyalty*, as a consumer dissatisfaction response, can be defined as not complaining and ignoring the problem to keep a good relationship with the company. Consumers are being patient with the negative situation by hoping that it will improve.

Some other previous studies support this aspect by suggesting that the quality of a customer-organization relationship should act as a "buffer" when service failures occur, thus resulting in lower levels of dissatisfaction (Berry, 1995; Hess, Ganesan, and Klein, 2003; Cranage, Sujana, and Godbey, 2005). For example, Berry (1995) suggests that customers may exhibit a greater tolerance for failures when they have cultivated a social bond with the service provider. Also, Tax, Brown, and Chadrashekar's (1998) findings suggest that the accumulated good relationship through satisfying experiences mitigates the negative effect of a single dissatisfying experience. There is, however, some evidence to suggest that customer loyalty might "magnify" the negative customer responses following service failures. For example, Mattila (2004) suggests that emotionally-bonded customers might feel "betrayed" when a service failure occurs, thus resulting in sharp decrease in post-recovery attitudes. Moreover, customers

with lower levels of emotional bonding with the service provider might be more “forgiving” when the service recovery is effectively handled.

*Neglect* is described as a dispassionate, psychological withdrawal response whereby the individual becomes apathetic to the relationship and is not willing to communicate the displeasure (Oliver, 1997; Rusbult et al., 1986). Although this construct is rather new in the consumer behavior literature, it has been identified in many other contexts. Rusbult and her colleagues (1982, 1986) characterized neglect in romantic relationships as inattentive behavior, such as lack of caring, staying away, and ignoring the partner. In an organizational setting, Farrell (1983) identified neglect as lax and disregarding employee behavior, such as lateness and absenteeism. Ping (1993) described neglect in retailer-supplier channel relationships as a type of “emotional exiting” (i.e., taking no-action to improve relations, not caring about the partner firm, and letting the relationship deteriorate). Similarly, *Neglect* as a consumer dissatisfaction response can be defined as not complaining because consumers do not care about the company and complaining is not worth it.

Taken together, both loyalty and neglect are described as non-behavioral (no-action involved or passive) responses that consumers take following a dissatisfying service experience. The distinction between the two is that the loyalty concept describes consumers remaining trustingly patient as they hope that the situation will improve, whereas neglect describes consumers remaining apathetically silent as they do not care about the relationship with the company.

In this section, I discuss that seemingly the same phenomenon, no-action, can be understood as conceptually different separate concepts, loyalty and neglect. The following section continues discussion on another seemingly same phenomenon, voice (or direct complaint) that may be better understood through three different types.

### **Different Types of Voice Responses**

According to Hirschman (1970), voice is viewed from a proactive and constructive perspective as “any attempt at all to change rather than escape from an objectionable state of affairs (p.30).” Similarly, EVLN studies on relationship dissatisfaction conceptualize voice as constructive (positive impact on the relationship) and active (make an effort to change a problematic situation). Most commonly known voice response in CCB context is *redress seeking complaint* where consumers complain about the service problem immediately and ask the service provider for remedy or compensation. Although redress seeking complaint does not necessarily imply relationship enhancement through communication effort, such a behavior is still considered desirable and useful for companies because it enables service providers to allow them to engage in immediate service recovery and to improve their service in the long run.

For example, a dissatisfied customer complains on the spot to the service provider, giving the company an opportunity to respond immediately. This could be advantageous for the company because it gets a second chance to satisfy the customer right at that moment, keep his or her business in the future, and potentially avoid negative WOM (Zeithaml and Binter, 2003). Sometimes customers may choose to complain to the service provider later by phone or in writing. Again, the company has a chance to do service recovery. Service recovery includes

actions designed to resolve problems, alter negative attitudes of dissatisfied customers, and to ultimately retain those customers (Miller, Craighead, and Karwan, 2000). Service recovery rests on the manager's understanding of when consumers complain, given that recovery cannot occur without a "complaint" (Singh and Wilkes, 1996). Therefore, it has been paradoxically argued that dissatisfied customers should be encouraged to complain (Rust, Zahorik, and Kenningham, 1996; Plymire, 1991).

Although voice is easily translated as direct complaint or redress seeking complaint in consumer research, its conceptualization may need some clarification and adjustment. Prior studies in the EVLN framework conceptualize a voice response as based on rather strong relationship contexts such as romantic relationship, employee-organization relationship, and buyer-seller channel relationship. In the consumer context, however, the relationship between the consumer and the service firm is less certain or less committed than those contexts in EVLN studies. Moreover, voice response in CCB is often conceptualized as redress seeking complaining behavior that is not necessarily aimed at mutual consideration, but rather for the consumers' own compensation and fairness. Thus, this type of voice, redress seeking complaint in consumer dissatisfaction studies, might be less constructive than the other contexts in EVLN studies. Therefore, caution is needed in treating voice as a purely constructive response in the CCB context.

In addition, by noting low levels of internal consistency in the measure of voice in previous studies (e.g. Withey and Cooper, 1989; Rusbult et al., 1988), some researchers suggest that voice might have several dimensions (Dyck and Starke, 1999). For example, in the study of

employee dissatisfaction responses, Hagedoorn et al. (1999) identify two types of voice responses: considerate voice and aggressive voice. Considerate voice consists of attempts to solve the problem by taking into account one's own concerns as well as those of the organization. While, aggressive voice reflects an effort to win without considering the organization's point of view. The notion of different types of voice is also applicable to consumer complaining behaviors.

Consumers typically complain to resolve a problematic service situation, but not all of these complaints are the same. When consumers voice their dissatisfaction through directly complaining to the service provider, it is mostly for them to get remedy or compensation for the problem. Sometimes, however, consumers speak up to service providers to provide constructive feedback or make suggestions regarding service issues so service organizers can improve their services. On the other hand, consumers may take an advantage of the seller's mistake by aggressively complaining. For example, it is possible that a consumer may exaggerate a fact to get some additional compensation or abuse a company's service guarantee effort by actively engaging in direct complaining. Specifically, I propose that there are two more voice responses possible: *friendly complaint*, and *opportunism*.

*Friendly complaint* can be defined as constructive feedback to solve the problem for future improvement of the company. It is similar to 'considerate voice' identified in previous work by Hagedoorn et al.(1999). Researchers suggest that some loyal customers are more likely to provide constructive feedback because they are emotionally attached to the company and thus have an interest in seeing that the company continues as an ongoing concern (Oliver, 1997).



These loyal customers, therefore, have an incentive to correct any deterioration in performance (Blodgett and Granbois, 1992) and to provide honest feedback (Bowen and Shoemaker, 1998; Reichheld, 2002).

Unlike redress seeking complaint, friendly complaint does not require immediate service recovery. Similar to loyalty, consumers may be patient with the dissatisfying situation that they face and hope the situation will get better. However, unlike loyalty, friendly complaint leads consumer to speak up and make constructive suggestions for the service provider. Together with loyalty, this response is the most desirable for service providers because it not only allows them to have a service recovery opportunity, it also allows them to keep the relationship with their customers.

*Opportunism* can be described as complaint behavior that involves taking advantage of the service provider by exaggerating or slightly altering the facts (Ping, 1993). It is described as self interest seeking with guile and has been examined along with other dissatisfaction responses in the marketing channels literature (Ping, 1993). Although it is rarely included as a dissatisfaction response, there is some evidence to suggest that opportunistic behaviors are linked to service failures; for example, taking advantage of a seller's mistake (Van Kenhove, De Wulf, and Steenhaut, 2003) or cheating on service guarantees (Wirtz and Kum, 2004).

It may be difficult for service providers to distinguish opportunistic complaint behavior from the other normal redress seeking complaint behavior. It is important to include this

complaint behavior along with the other dissatisfaction responses so that future research might enhance our understanding of this behavior and provide useful insights for practitioners.

Broken down, “voice” in consumer dissatisfaction response research can be understood through three forms: redress seeking complaint, friendly complaint, and opportunism. Although all three responses take a form of direct complaining to the service provider about the service problem, they are uniquely different from one another based on the motivation of the consumer. Redress seeking complaint and friendly complaint are considered constructive whereas opportunism is quite destructive for companies.

Up to this point, the literature on CCB and other relevant fields has been reviewed and discussed. Noting that consumer complaint behavior (CCB) terminology tends to limit the scope of exploration in consumer dissatisfaction research field, the current research has termed a more comprehensive concept to refer to all the reactions that dissatisfied consumers take as “consumer dissatisfaction responses” (CDR). Based on this literature review, two research gaps in consumer dissatisfaction responses have been identified and discussed. Specifically, different types of no-action and voice are suggested and discussed. In the next section, a comprehensive framework of consumer dissatisfaction response classification is proposed.

### **Proposed Classification of Consumer Dissatisfaction Responses**

The existing CCB classification suggests four dissatisfaction responses: redress seeking complaint, switch, negative WOM, and third-party (see Figure 4). The terminology has been changed from CCB to CDR in order to broaden the scope of the classification scheme by

incorporating the no-action dissatisfaction responses. Extending from the previous classification, no-action is divided into two types: loyalty and neglect; and voice is divided into three types of direct complaint: redress seeking complaint, friendly complaint, and opportunism.

The following classification diagram (Figure 5) describes eight distinct consumer dissatisfaction responses. Switch, redress seeking complaint, negative word-of-mouth, and third-party actions are known as distinct consumer complaining responses in the consumer complaining behavior literature. Based on the discussion in the previous sections, four more distinct dissatisfaction responses are additionally included: friendly complaining, opportunism, neglect, and loyalty.

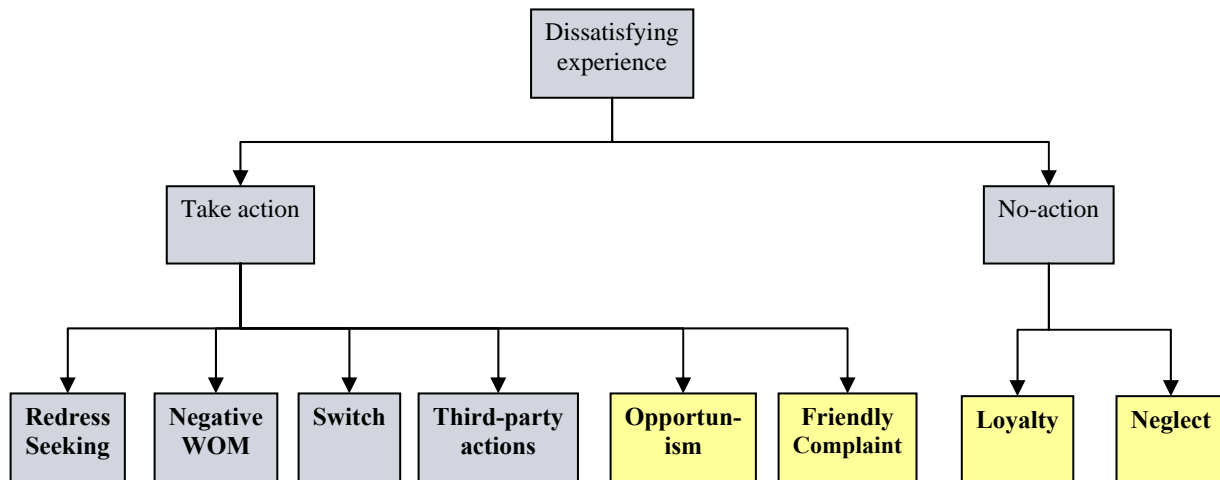


Figure 5. Proposed Classification of Consumer Dissatisfaction Responses

I suggest that “no-action” may be understood as two types of responses: *loyalty* and *neglect*. *Loyalty* means taking no-action and remaining with the company through believing that the situation will improve (Hirschman, 1970), whereas *neglect* means becoming apathetic to the relationship by allowing the relationship to deteriorate (Rulsbult et al. 1986). Although both

responses are passive in nature (non behavioral), the former is constructive while the latter is destructive for service organizers.

Voice is described as a complaining behavior where consumers talk directly to the service provider about the service problem and ask for a remedy or compensation. Thus, it is often referred to as a redress seeking complaint in CCB research. In addition to redress seeking complaint, I posit that there are two more possible voice responses: *friendly complaint*, and *opportunism*. Friendly complaint means offering constructive feedback about the service problem so that the company can improve their service. Opportunism means complaining to the service provider by exaggerating some of the facts in order to get some more compensation. Although all three responses take a form of direct complaining to the service provider about the service problem, they are different from one another. Redress seeking complaint and friendly complaint are considered constructive whereas opportunism is quite destructive for companies.

Identifying unique and undiscovered dissatisfaction responses and conceptually distinguishing one from another is an important issue for researchers and practitioners alike. Inadequately conceptualized or ignored dissatisfaction responses have prevented researchers from appropriately investigating or predicting consumers' reactions. Also, seemingly similar behavioral reactions from consumers hinder service organizers ability to react aptly and to retain consumers. This study identifies undiscovered consumer dissatisfaction responses and proposes a comprehensive classification scheme of eight consumer dissatisfaction responses. The next section illustrates the eight dissatisfaction responses by laying them out in a two-dimensional space.

**Nature of Consumer Dissatisfaction Responses**

Understanding the nature of seemingly similar but conceptually distinct dissatisfaction responses can be further enhanced by examining their characteristics. In line with previous research in other fields (e.g. relationship satisfaction- Rusbult et al.,1982; job satisfaction- Farrell, 1983; Hagedoorn et al., 1999), I suggest that all consumer dissatisfaction responses should be different from one another on two dimensions: namely active/passive and constructive/destructive. A proposed configuration of eight dissatisfaction responses is shown in Figure 6.

|             |                                                                |                                                         |              |
|-------------|----------------------------------------------------------------|---------------------------------------------------------|--------------|
|             |                                                                | Active                                                  |              |
|             | <i>Third-party<br/>Opportunism<br/>Switch<br/>Negative WOM</i> | <i>Redress seeking complaint<br/>Friendly complaint</i> |              |
| Destructive |                                                                |                                                         | Constructive |
|             | <i>Neglect</i>                                                 | <i>Loyalty</i>                                          |              |
|             |                                                                | Passive                                                 |              |

Figure 6. A Typology of Consumer Dissatisfaction Responses (adapted from Rusbult, Johnson, and Morrow (1986): Exit, Voice, Loyalty, and Neglect)

The first dimension is activity/passivity which refers to the impact of the response on the problem at hand (Rusbult et al., 1986). Loyalty and neglect are passive responses, wherein consumers will do nothing about the situation. The other six responses (third-party action,

redress seeking complaint, friendly complaint, and opportunism) are active responses, wherein the individual is doing something about the problem.

The second dimension is constructiveness/destructiveness which refers to the impact of the response from the company's perspective (Rusbult et al., 1986). Friendly complaint, loyalty, and redress seeking complaint are constructive responses, in which the consumer attempts to revive or maintain the relationship with the service provider. Conversely, switch, negative WOM, neglect, third-party action, and opportunism responses are destructive.

While loyalty and neglect are both passive in nature, they differ from each other on the constructive-destructive continuum. The loyalty concept describes the consumers as patient, where they hope that the situation will improve, whereas neglect describes the consumers as remaining apathetically silent since they do not care about the relationship with the company.

Redress seeking complaint is positioned as a constructive response because it provides feedback to the company and an opportunity to fix the problem. Friendly complaint is strongly relationship-based and greatly desirable as it offers an opportunity to further enhance the relationship with existing customers. Redress seeking complaint is positioned as a constructive response because it alerts the company to a service problem and provides a service organizer with an opportunity to fix the problem. Since the goal of redress seeking complaining is not necessarily to enhance the relationship with the service provider, I consider this response as less constructive than either friendly complaint or loyalty.

Both third-party action and opportunism are destructive and active responses. Third-party action and opportunism, on the other hand, are destructive. Complaining to a third-party is beyond the control of the service provider and is detrimental to the company's image and reputation. Opportunism also has negative consequences to the service provider as consumers' unethical behavior is costly to the company. Third-party action requires a determined action plan and may even involve multiple actions such as first complaining to the service provider prior to going to a consumer agency. Opportunism seems like a variation on complaining behaviors as the goal is to take advantage of the situation. Therefore, I postulate that third-party action is more active than opportunism.

Regarding switch and negative WOM responses, both are destructive to the company. I propose that these responses are somewhat more active than the loyalty and neglect but less than the voice related responses (e.g. third-party, redress seeking complaint). Although these two responses are action-oriented, they typically reflect delayed behaviors and tend to be highly context-specific. For instance, customers might exit or engage in negative WOM about the service provider because they are fed up with the multiple service failures, or alternatively new competition provides additional alternatives in the product/service category. Negative WOM especially tends to arise in the situation where dissatisfied customers need 'someone' to talk to about their bad experience. Thus, I suggest that switch and negative WOM are somewhat active but immediate action is not necessarily called for. In addition, I posit that exit is slightly more active in nature than negative WOM because terminating the relationship with the current company and switching to another company may require a more determined action than simply spreading the word.

## **Summary**

In summary, previous research regarding consumer responses to a dissatisfying consumption experience has focused only on several behavioral responses, overlooking other possible dissatisfaction responses. These untapped dissatisfaction responses leave researchers with limited information in understanding consumer responses in a dissatisfying service experience. In addition to the four well known responses (redress seeking complaint, switch, negative WOM, and third-party actions), I suggest four more consumer dissatisfaction responses: *loyalty, neglect, friendly complaint* and *opportunism*. Based on the literature review, important research gaps are identified and the conceptual frameworks are presented. The methods to carry out this study and collect and analyze the data are discussed in Chapter III.



## CHAPTER III

### METHOD

#### **Introduction**

This chapter describes the methods employed to accomplish the research process. It is divided into the following sections: (1) research design, (2) sample and data collection procedures, (3) survey instrument, (4) measurement of items, (5) pilot study, (6) data analysis procedures.

#### **Research Design**

##### Method

The modified recall method was used with a two-step approach. First, using a critical incident approach, respondents were asked to recall one of their own, most recent dissatisfying experiences. This episodic elicitation has the advantage of being theoretically defensible as a dissatisfying experience is an episode-specific event (Singh and Wilkes, 1996). It is empirically sound as it facilitates memory recall by asking respondents to resurrect the salient dissatisfying incident (Singh and Wilkes, 1996). A major limitation of the recall method is that it may be subject to some undesirable biases such as memory lapses (Landon, 1980; Singh and Wilkes, 1996; Gramler, 2004). In order to minimize this problem, researchers suggest a modified approach by taking the second step (Singh and Wilkes, 1996).

In the second step, respondents were asked to imagine that a dissatisfying experience, similar to the one they had described earlier, occurred during their next visit. Although this approach is likely to reduce recall biases, it does introduce some artificiality due to the

hypothetical nature of the occurrence of the future incident. At the same time, however, because this hypothetical incident has relevance and significance to the respondent, it retains some validity (Singh and Wilkes, 1996).

### Context

In order to achieve generalizability, the study should be conducted in several different contexts to rigorously test the nature and the structure of the CDR constructs. Although many classification schemes exist for services (e.g. Lovelock and Wirtz, 2004), this research uses Bowen's (1990) empirically based taxonomy of services to choose the different service contexts for examination.

Bowen's classification scheme consists of three types of services. Group 1 contains services characterized by high customer contact and customization (e.g. consulting, medical care). Group 2 includes non-personal services directed at people's possessions (e.g. dry-cleaning, auto repair). Finally, Group 3 consists of standardized services directed at people (e.g. airline, restaurant). This research uses one service context from each category: medical care, auto repair, and restaurant. The selection of services is guided by two factors: (1) the sample group's familiarity with the service categories, and (2) a useful point of reference and comparison with previous studies in CCB literature (e.g., medical care and auto repair in Singh and Wilkes, 1996; restaurants in Bitner, Booms, and Tetreault, 1990).

## **Sampling and Data Collection Procedure**

The population of interest is consumers who had a dissatisfying experience with a specific service category (e.g. medical care). Since sampling frames for such populations are not easily available, researchers suggest using a random sample of households to recall a dissatisfying experience with a specific service category (Robinson, 1979). The alternative procedure used staff members from a large mid-eastern university.

The sampling frame is Pennsylvania State University staff members including all types of occupational classifications (e.g. administrative, union) except faculty. University employees consist of a large number of faculty members who tend to have higher levels of education and income. This particular group may bias the study results, thus, faculty members were excluded from the sample. University Park campus has 8,300 staff members and other Pennsylvania State University campuses employ 5,700 staff members.

### **First Data Collection**

By using systematic sampling (every 2<sup>nd</sup> person), total sample size of 3,900 was chosen from 8,300 University Park Campus staff members and randomly divided into three groups (1,300 for each service context). From the total of 3,900 questionnaires, 274 were returned (restaurant = 116, auto repair = 79, and medical care = 83). The average response rate across all service contexts was 7%.

## Second Data Collection

Due to the small sample sizes arising from low response rates, a second data collection was conducted. Total sample size of 2,100 staff members randomly chosen from 12,200 staff members from all Pennsylvania State University campuses was randomly divided into three groups (700 for each service context). A total of 110 questionnaires were returned (restaurant = 49, auto repair = 34, and medical care = 40). The average response rate across the service context was 5.7%. The two data collection efforts yielded a total of 401 participants for the current study.

## Survey Instrument

Three sets of self-instructed paper and pencil based questionnaires were developed with minor wording changes depending on the service context. The survey packets, including a cover letter, an informed consent form, and a questionnaire, were distributed to the staff members via campus mail.

One critical aspect of this study is to capture the fullest possible range of dissatisfaction responses, including behavioral as well as non-behavioral responses. The cover letter placed no limitations on the type of dissatisfying experience and whether or not the participant had complained to the service provider. In addition, the survey instructions stressed the fact that the research was interested in all types of service failures, ranging from minor to serious (see Appendix A for the survey instrument).

The survey instruction began by asking participants to recall their most recent dissatisfying, particular service experience. Two open-ended questions prompted respondents to

describe the dissatisfying experience incident and to express how they felt at the time of the incident. Next, the instructions asked participants to imagine that a similar experience to the one they had just described occurring on their next visit. A battery of consumer dissatisfaction response (CDR) items followed, and participants were asked to indicate their intentions for each item. Questions regarding problem severity, importance of the problem, initial dissatisfaction with the dissatisfying experience followed. Finally, information on the given service context usage level (e.g. how often you use the service) and some demographics (e.g. age, gender) were collected.

### **Measurement of Items**

A battery of 32 consumer dissatisfaction response (CDR) items was listed in the survey and participants indicated their measurement of each item via a 7-point Likert scale (1 = very unlikely, 7 = very likely). The items were listed in random order and two versions of the survey were used for first and second data collections to minimize order effect.

Initially, 40 items, describing behavioral and non behavioral dissatisfaction responses, were collected from previous studies by Singh (1990 b), Zeelenberg and Pieters (2004), Rusbult et al. (1988), and Ping (1993). The original items and sources appear in Appendix B. Based on the pilot study results, a revised scale of 32 items was developed. The details of the pilot study (procedure, results, and discussion) are presented in the following section.

## **Pilot Study**

A pilot study had three purposes: (1) to assess the possibility of the existence of the proposed constructs, (2) to explore a configuration of the constructs in the proposed two-dimensional space, and (3) to refine the measurement items and develop a revised questionnaire for the main study. A convenience sample of 126 undergraduate students was recruited from six classes with the instructors' permission (four from the School of Hospitality Management and two from the Department of Statistics). Restaurant and airline contexts were chosen due to the sample population's familiarity with these service categories. Paper and pencil-based questionnaires for the two service contexts were developed with minor wording changes (e.g. restaurant manager / airline staff) to make them relevant for the service context.

Three participants' responses were eliminated because the respondents indicated that they had no dissatisfying experience within a given service category (e.g. have never flown by airplane), thus resulting in a total of 123 respondents, 65 for restaurants and 58 for airlines. Due to the relatively small sample size, the responses from the two contexts were pooled.

## **Pilot Study Results**

A total of 40 items were subjected to an exploratory factor analysis (EFA). Principal axis factoring with oblique rotation yielded a 7-factor solution. By examining the pattern matrix, six items were excluded. More specifically: five items were excluded due to high cross loadings and one item was excluded due to low factor loading. A total of 34 items were retained and the 7-factor solution explained 72 % of the total variance. Kaiser-Meyer-Olkin (KMO) measures of sampling adequacy (.824) and Bartlett's test of sphericity ( $P=.000$ ) indicated that factor analysis was appropriate.

A pattern matrix of 34 items appears in Appendix C. The seven factors are tentatively named as follows: (1) loyalty, (2) neglect, (3) opportunism, (4) third-party actions, (5) friendly complaint, (6) redress seeking complaint, and (7) switch / negative WOM. Table 1 shows reliability coefficients and descriptive statistics of the constructs.

Table 1. Construct Reliability and Descriptive Statistics

| <b>Consumer Dissatisfaction Response Construct</b> | <b>Number of Items</b> | <b>Reliability Coefficient</b> | <b>Mean</b> | <b>Standard Deviation</b> |
|----------------------------------------------------|------------------------|--------------------------------|-------------|---------------------------|
| Loyalty                                            | 7                      | .92                            | 2.92        | 1.38                      |
| Neglect                                            | 3                      | .73                            | 3.61        | 1.33                      |
| Opportunism                                        | 4                      | .86                            | 2.49        | 1.32                      |
| Third-party Actions                                | 5                      | .86                            | 2.13        | 1.13                      |
| Friendly Complaint                                 | 4                      | .82                            | 4.02        | 1.32                      |
| Redress Seeking Complaint                          | 3                      | .91                            | 4.30        | 1.85                      |
| Switch / Negative WOM                              | 8                      | .93                            | 4.79        | 1.47                      |

According to the pretest results, two of the proposed categories (i.e., exit/switch and negative WOM) converged. However, this is not surprising considering previous research. For example, in Singh's (1988) taxonomy study, these two constructs are combined in the previous study and labeled as "private" CCB response. Further modification efforts to clearly distinguish these two constructs may be required or a larger sample size may help separate the two constructs. Overall, the EFA results indicate that seven CDRs are successfully identified.

In order to examine the nature of CDRs, a factor analysis by using the average score of each construct was then performed on these seven CDRs. Since the intent was to discover

underlying dimensions for CDRs, and those dimensions are theoretically orthogonal, a principal axis factoring with Varimax rotation was used.

Two components were extracted with the Eigen value larger than one criterion and the two-component structure explained 56% of the variance. KMO measures of sampling adequacy (.654) and Bartlett's test of sphericity ( $P=.000$ ) indicated that a factor analysis was appropriate. Consistent with the proposed theoretical framework, two components were labeled as destructive/constructive and active/passive dimensions. As shown in Figure 7, the pattern of the results appears to resemble the proposed framework.

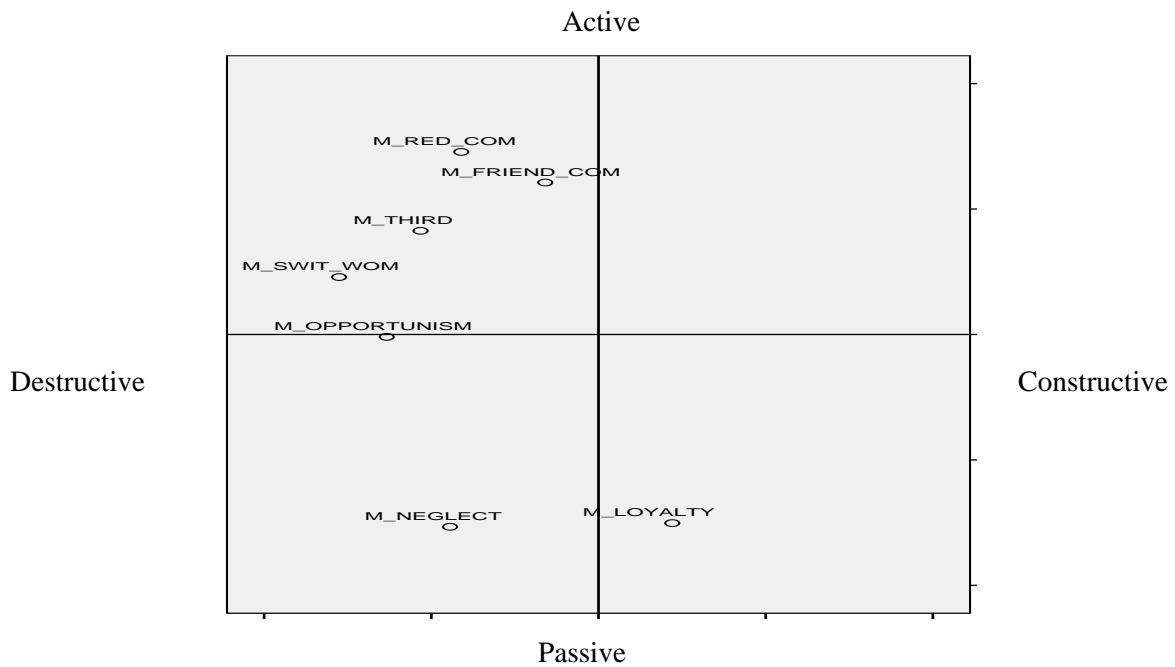


Figure 7. Pilot study: Component plot in rotated space

Overall, the pilot study results provide support for the proposed conceptual frameworks. The four proposed constructs (loyalty, neglect, friendly complaint, and opportunism) were



successfully identified, along with the other three known constructs. Also, the configuration of seven distinctive CDRS in the two-dimensional space supported the proposed underlying structure.

The pilot study results indicate that some of the items were repetitious and appeared to degrade respondent interest. As such, they were discarded for parsimony and to prevent respondents' fatigue since they appear to be redundant with the other items. Also, one item, "Passively and slowly let my relationship with the restaurant deteriorate," was loaded to loyalty in the pilot study results. Because conceptually slow deterioration is more meaningful for neglect (Ping, 1999), it is specified as an item for neglect construct in the main study. On the basis of the analysis of pilot study results, a revised scale of 32 items was developed and used for the main study. The items appear in the survey instrument example in Appendix A.

### **Data Analysis Procedures**

Two research questions were proposed for this study and factor analysis is used to illustrate both of them. Specifically, the first research question involves identifying eight dissatisfaction responses. Exploratory factor analysis is used for the pilot study data and confirmatory factor analysis is used for the main study data. The second research question aims to discover the underlying nature of CDRs and to display those eight CDRs in a two dimensional perceptual map. Factor analysis is employed by using the average scores of each construct to discover two underlying dimensions. A loading plot of eight responses displays the configuration of eight constructs in a two-dimensional space. The following section briefly discusses factor analysis in general.

### Assumptions in Factor Analysis

The assumptions underlying factor analysis are more conceptual than statistical. From a statistical standpoint, (1) normality, (2) homoscedasticity, and (3) linearity apply only to the extent that they diminish observed correlations. For factor analysis, only normality is necessary if a statistical test is applied to the test for significance of the factors, but these tests are rarely used (Hair et al., 1998). In fact, some degree of multicollinearity is desirable, because the objective is to identify interrelated sets of variables. Examination the correlation matrix is suggested to ensure the data matrix has sufficient correlations to justify the application of factor analysis. If there is no substantial number of correlations greater than .30, then factor analysis may be inappropriate (Hair et al., 1998).

In determining the appropriateness of factor analysis, (1) the Bartlett test of sphericity and (2) the measure of sampling adequacy are assessed. The Bartlett test of sphericity provides the statistical probability that the correlation matrix has significant correlations among at least some of the variables. Another measure to quantify the degrees of intercorrelations among the variables and the appropriateness of factor analysis is the measure of sampling adequacy. Measured by the Kaiser-Meyer-Olkin (KMO) statistics, sampling adequacy predicts if data are likely to factor well, based on correlation and partial correlation. KMO varies from 0 to 1.0 and KMO overall should be .60 or higher to proceed with factor analysis (Hair et al., 1998).

### Principal Component Analysis vs. Common Factor Analysis

Two basic models for obtaining factor solutions are the component factor model and the common factor model. Principal Components Analysis (PCA), also known as the component

factor model, considers the total variance and derives factors that contain small proportions of unique variance (specific plus error); whereas Principal Axis Factoring (PAF), also known as common factor analysis, considers communalities and seeks the least number of factors which can account for the greatest common variance (correlation) of a set of variables (Hair et al., 1998, p. 102).

Although the PCA is often preferred by researchers, it is appropriate when the primary concern is prediction or the minimum number of factors needed to account for the maximum portion of the variance represented in the original set of variables. In contrast, when the primary objective is to identify the latent dimensions or constructs represented in the original variables, the PAF is appropriate and it is often viewed as more theoretically valid (Hair et al., 1998).

#### Exploratory Factor Analysis vs. Confirmatory Factor Analysis

EFA uncovers the underlying structure of a relatively large set of CDRs. In other words, EFA explores the data and provides information regarding how many factors are needed to best represent the data (Hair et al., 2006). In EFA, the *à priori* assumption is that any indicator may be associated with any factor. No prior theory is required and the researcher uses factor loadings to intuit the factor structure of the data.

In contrast, CFA is a way of testing how well measured variables represent a smaller number of constructs (Hair et al., 2006). CFA seeks to determine if the number of factors and the loadings of measured (indicator) variables on them conform to what is expected on the basis of a pre-established theory. Indicator variables are selected on the basis of prior theory and

factor analysis is used to examine if they load as predicted on the expected number of factors. The researcher's *à priori* assumption is that each factor is associated with a specified subset of indicator variables. A minimum requirement of confirmatory factor analysis is that one hypothesize beforehand the number of factors in the model but usually the researcher also posit expectations about which variables load on which factors (Kim and Mueller, 1978).

The distinctive feature of EFA is that the factors are derived from statistical results, not from theory. Therefore, the factors can be named only after the factor analysis is performed. EFA does not require knowledge about how many factors really exist or which variables (items) belong with which factors (constructs). With CFA, however, the researcher must specify both the number of factors that exist within a set of variables and which factor each item will load high on before results can be computed. Thus, instead of allowing the statistical method to determine the number of factors and loadings as in EFA, CFA indicates how well the specification of the factors matches reality (the actual data). Thus, CFA is used to provide a confirmatory test of a measurement theory.

Structural equation modeling (SEM) is often used for the test of a measurement theory. A measurement theory specifies how measured variables logically and systematically represent constructs involved in a theoretical model. In other words, measurement theory specifies a series of relationships that suggest how measured variables represent a latent constructs that is not measured directly.

In pilot study, the initial items were factor analyzed through EFA by using the Principal Axis Factoring (PAF) method. Although EFA resulted in seven factors, negative WOM and switch are conceptually separable constructs and the previous researchers treat them as distinct constructs (Singh, 1990 b; Boote, 1998; Blodgett and Granbois, 1992; Blodge et al., 1993). Thus, separating negative WOM/switch into two constructs, the data from the main study are subjected to Confirmatory Factor Analysis (CFA) by specifying eight dissatisfaction responses. Next, the eight-dimensional structure of consumer dissatisfaction responses is validated by comparing competing models.

### **Summary**

This research utilizes a survey research design to identify undiscovered consumer dissatisfaction responses and to examine the nature and structure of those responses. Chapter III describes the sample groups for this study as well as the survey instrument. The pilot study procedures and results appear as well. Also, discussion includes the methods employed to validate the instrument and analyzed data. Chapter IV explains the data analysis results and findings.

## CHAPTER IV

### DATA ANALYSIS AND RESULTS

#### **Introduction**

The purpose of the study is to identify undiscovered consumer dissatisfaction responses and examine the nature and structure of those responses. This chapter presents the results of the data analyses utilized to address the two research questions. The Statistical Package for Social Sciences (SPSS) version 15.0 was used for the descriptive statistics, analysis of variance, and reliability analysis. AMOS version 7.0 was used for confirmatory factor analysis (CFA). This chapter is divided into seven sections: (1) response rate, (2) participants' demographics, (3) CFA of the proposed framework, (4) reliability analysis of constructs, (5) competing model testing, (6) the nature of CDR examination, and (7) summary of findings.

#### **Response rate**

Six thousand questionnaires distributed to PSU staff members resulted in a total of 401 returned questionnaires from two data collections. The first data collection yielded 278 participants (restaurant=116, auto-repair=79, and medical care=83) with an average response rate of 7% across the service contexts. Due to the small sample size from a low response rate, a second data collection was conducted. The second data collection yielded 119 participants (restaurant=49, auto-repair=34, and medical care=40) with an average response rate of 5.7% across the service contexts was. Table 2 describes participants by service context.

Table 2. Participants by Service Context

|         |              | First           | Second          |       |
|---------|--------------|-----------------|-----------------|-------|
|         |              | Data Collection | Data Collection | Total |
| Context | Restaurant   | 116             | 49              | 165   |
|         | Auto repair  | 79              | 34              | 113   |
|         | Medical care | 83              | 40              | 123   |
| Total   |              | 278             | 119             | 401   |

**Demographics**

Table 3 summarizes the demographic characteristics of the sample from the three surveys. Across the three service contexts, the majority of respondents are female (75.2%) and the average age is 45 years. The majority of respondents (69.8%) are married, 19.1 % of respondents were single, and 11.1% were divorced or widowed. For education level, 38.4% of respondents have college degree; 21.9% have some college education; 17.6% have high school degrees; and 22.1% have graduate degrees. Interestingly, 30.3% of medical care respondents have graduate degrees, while restaurant respondents, 18.3 %, and auto repair respondents, 18.8 %, for the same level of education. For income, 16.7% of respondents indicates an income level of \$21,000-35,000; 21.5% report \$36,000-50,000; 22.8% report \$51,000-75,000; and 13.8% are above the \$100,000 income level. Overall, demographic characteristics were quite consistent across the three service contexts.

Table 3. Demographic Characteristics of the Three Service Contexts

| <b>Demographic Characteristics</b> | <b><u>Context</u></b> |                    |                     | <b>Total</b> |
|------------------------------------|-----------------------|--------------------|---------------------|--------------|
|                                    | <b>Restaurant</b>     | <b>Auto repair</b> | <b>Medical care</b> |              |
| <b>Sex</b>                         |                       |                    |                     |              |
| Male                               | 23.0%                 | 26.8%              | 25.4%               | 24.8%        |
| Female                             | 77.0%                 | 73.2%              | 74.6%               | 75.2%        |
| <b>Age</b>                         |                       |                    |                     |              |
| Average                            | 44.9 years            | 45.6 years         | 44.6 years          | 45.0 years   |
| <b>Marital Status</b>              |                       |                    |                     |              |
| Single                             | 15.2%                 | 21.4%              | 22.3%               | 19.1%        |
| Divorced                           | 12.2%                 | 8.9%               | 7.4%                | 9.8%         |
| Married                            | 70.1%                 | 68.8%              | 70.2%               | 69.8%        |
| Widowed                            | 2.4%                  | .9%                | 0%                  | 1.3%         |
| <b>Education</b>                   |                       |                    |                     |              |
| High school                        | 19.5%                 | 21.4%              | 11.5%               | 17.6%        |
| College credit<br>(but no degree)  | 22.6%                 | 22.3%              | 20.5%               | 21.9%        |
| College degree                     | 39.6%                 | 37.5%              | 37.7%               | 38.4%        |
| Graduate school                    | 18.3%                 | 18.8%              | 30.3%               | 22.1%        |
| <b>Income (\$)</b>                 |                       |                    |                     |              |
| ≤10,000                            | .6%                   | 0%                 | 0%                  | .3%          |
| 10,000-20,000                      | .6%                   | 0%                 | 0%                  | .3%          |
| 21,000-35,000                      | 14.8%                 | 19.4%              | 16.7%               | 16.7%        |
| 36,000-50,000                      | 21.9%                 | 22.2%              | 20.2%               | 21.5%        |
| 51,000-75,000                      | 23.2%                 | 23.1%              | 21.9%               | 22.8%        |
| 76,000-100,000                     | 23.9%                 | 23.1%              | 27.2%               | 24.7%        |
| > 100,000                          | 14.8%                 | 12.0%              | 14.0%               | 13.8%        |
| <b>Total (N)</b>                   | 165                   | 113                | 122                 | 401          |

Note: All values are percentage values except for age (age: average years)



Descriptive statistics of the service problem, importance of the incident, and dissatisfaction with the incident appear in Table 4. Across three service contexts, the means of severity, importance, and dissatisfaction are quite similar and Multivariate Analysis of Variance (MANOVA) does not show any statistical difference by context at the  $\alpha = .05$  level.

Table 4. Descriptive Statistics of the Dissatisfying Service Experience Incident

|                        | <b>Restaurant</b> |           | <b>Auto repair</b> |           | <b>Medical care</b> |           |
|------------------------|-------------------|-----------|--------------------|-----------|---------------------|-----------|
|                        | Mean              | Std. dev. | Mean               | Std. dev. | Mean                | Std. dev. |
| <b>Severity</b>        | 4.815             | 1.658     | 5.136              | 1.656     | 4.908               | 1.635     |
| <b>Importance</b>      | 5.459             | 1.567     | 5.629              | 1.495     | 5.378               | 1.456     |
| <b>Dissatisfaction</b> | 5.599             | 1.519     | 5.786              | 1.556     | 5.893               | 1.442     |

As an initial analysis, Table 5 summarizes the means and standard deviations for each of the 32 CDR intentions items. The examination of values in Table 4 shows considerable variation across the three service contexts. For example, dissatisfied consumers in the restaurant and auto repair contexts tend to engage in compensation/benefit oriented complaining behaviors such as redress seeking complaint and opportunism. In general, auto repair consumers tended to engage in various actions involving dissatisfaction responses especially switching and negative WOM responses. Medical care consumers tended to be the least likely to switch to another service provider.

Table 5. Descriptive Statistics of Items

| Item                                                                                                                                  | Restaurant   |          | Auto repair  |          | Medical care |          |
|---------------------------------------------------------------------------------------------------------------------------------------|--------------|----------|--------------|----------|--------------|----------|
|                                                                                                                                       | Mean         | Std. Dev | Mean         | Std. Dev | Mean         | Std. Dev |
| <b>Redress seeking complaint</b>                                                                                                      | <b>4.369</b> |          | <b>5.185</b> |          | <b>4.068</b> |          |
| Complain to the service provider and ask for a refund/redress or compensation.                                                        | 3.98         | 2.252    | 4.77         | 2.104    | 3.07         | 2.139    |
| Complain to the service provider about the service problem.                                                                           | 4.96         | 2.160    | 5.76         | 1.671    | 5.02         | 1.967    |
| Immediately ask the restaurant to take care of the service problem.                                                                   | 4.64         | 2.218    | 5.46         | 1.874    | 4.02         | 2.182    |
| Complain to the service provider about the way I was treated.                                                                         | 3.90         | 2.388    | 4.77         | 2.179    | 4.16         | 2.140    |
| <b>Friendly complaint</b>                                                                                                             | <b>3.497</b> |          | <b>4.285</b> |          | <b>3.785</b> |          |
| Try to suggest solutions to the problem in collaboration with the service provider.                                                   | 3.76         | 2.248    | 4.96         | 1.919    | 4.09         | 2.203    |
| Make a determined effort to suggest an idea to solve the problem                                                                      | 3.35         | 2.223    | 4.53         | 2.066    | 3.76         | 2.162    |
| Try to come to an understanding about the service problem rather than blame the service provider/restaurant.                          | 3.05         | 1.913    | 3.63         | 2.054    | 3.49         | 1.835    |
| Provide constructive feedback regarding the service problem for future improvement of their service.                                  | 3.85         | 2.216    | 4.01         | 2.343    | 3.80         | 2.165    |
| <b>Opportunism</b>                                                                                                                    | <b>1.808</b> |          | <b>2.082</b> |          | <b>1.740</b> |          |
| Purposefully exaggerate the service problem in order to get additional compensation or services from the restaurant.                  | 1.77         | 1.411    | 1.98         | 1.773    | 1.73         | 1.385    |
| Describe the service problem as negatively as possible to the service provider.                                                       | 2.89         | 2.116    | 3.40         | 1.989    | 2.76         | 1.853    |
| Alter the facts slightly in order to get what I want from the restaurant.                                                             | 1.29         | .805     | 1.54         | 1.035    | 1.23         | .584     |
| Deliberately make the service problem sound more problematic than it really is.                                                       | 1.28         | .818     | 1.42         | .894     | 1.24         | .728     |
| <b>Third-party</b>                                                                                                                    | <b>1.544</b> |          | <b>2.577</b> |          | <b>1.858</b> |          |
| Take some legal action against the service provider/restaurant.                                                                       | 1.26         | .877     | 2.38         | 1.844    | 1.85         | 2.956    |
| Report to a consumer agency so that they can warn other consumers.                                                                    | 1.64         | 1.324    | 3.14         | 2.171    | 1.93         | 1.577    |
| Complain to a consumer agency (e.g. the Better Business Bureau) and ask them to make the restaurant take care of the service problem. | 1.43         | 1.178    | 2.66         | 2.047    | 1.88         | 1.633    |
| Write a letter to a local newspaper about my bad experience.                                                                          | 1.85         | 1.615    | 2.12         | 1.789    | 1.77         | 1.519    |
| <b>Switch</b>                                                                                                                         | <b>4.480</b> |          | <b>5.232</b> |          | <b>3.407</b> |          |
| Probably consider another restaurant in the near future.                                                                              | 5.10         | 2.138    | 5.73         | 1.823    | 3.84         | 2.526    |
| Decide not to use that restaurant again.                                                                                              | 4.27         | 2.402    | 5.28         | 2.132    | 3.26         | 2.412    |
| Switch to a competing restaurant.                                                                                                     | 3.94         | 2.402    | 5.11         | 2.077    | 3.28         | 2.372    |
| Go to the restaurant less often than before.                                                                                          | 4.58         | 2.403    | 4.79         | 2.350    | 3.25         | 2.488    |
| <b>WOM</b>                                                                                                                            | <b>3.569</b> |          | <b>4.758</b> |          | <b>3.539</b> |          |
| Say negative things about the restaurant to other people.                                                                             | 3.77         | 2.242    | 4.65         | 2.078    | 3.85         | 2.162    |
| Discourage friends and relatives from patronizing that restaurant.                                                                    | 3.43         | 2.232    | 4.81         | 2.055    | 3.43         | 2.296    |

|                                                                                                                              |              |       |              |       |              |       |
|------------------------------------------------------------------------------------------------------------------------------|--------------|-------|--------------|-------|--------------|-------|
| Advise my friends and relatives not to go to that restaurant.                                                                | 3.51         | 2.293 | 4.79         | 2.252 | 3.33         | 2.328 |
| <b>Loyalty</b>                                                                                                               | <b>2.498</b> |       | <b>2.126</b> |       | <b>2.438</b> |       |
| Ignore the problem at the restaurant because I patronize it.                                                                 | 2.45         | 1.878 | 2.10         | 1.722 | 2.36         | 1.763 |
| Try to forget about the incident and do nothing.                                                                             | 2.66         | 1.973 | 2.48         | 1.852 | 2.65         | 1.920 |
| I would like to reward them by overlooking the problem because I do not want to destroy my relationship with the restaurant. | 1.86         | 1.499 | 1.67         | 1.339 | 2.07         | 1.538 |
| Overlook the service problem because I hope the restaurant will take care of it.                                             | 2.79         | 1.956 | 2.44         | 2.100 | 2.50         | 1.739 |
| Remain passive.                                                                                                              | 2.69         | 1.947 | 1.96         | 1.543 | 2.62         | 1.813 |
| <b>Neglect</b>                                                                                                               | <b>2.801</b> |       | <b>2.575</b> |       | <b>2.427</b> |       |
| Not take any action because it is not worthwhile.                                                                            | 2.65         | 2.044 | 2.42         | 1.935 | 2.78         | 1.965 |
| Care very little about what happens at the restaurant as long as I get what I need from them.                                | 2.94         | 1.841 | 2.93         | 1.845 | 2.39         | 1.550 |
| Quit caring about the restaurant and let the service problem situation get worse.                                            | 3.13         | 1.966 | 2.48         | 1.813 | 2.46         | 1.729 |
| Passively and slowly let my relationship with the restaurant deteriorate.                                                    | 2.50         | 2.013 | 2.48         | 1.914 | 2.08         | 1.524 |

Note: Values in bold are the construct means. The wordings in item description are the restaurant examples.

In order to examine whether or not differences exist by service context, Analysis of Variance (ANOVA) is performed. ANOVA results indicate that there are statistically significant differences by service context for all CDR constructs. Redress seeking complaint ( $F=13.418$ ;  $p < .000$ ), friendly complaint ( $F=9.189$ ;  $p < .000$ ), opportunism ( $F=5.037$ ;  $p = .007$ ), third-party actions ( $F=26.594$ ;  $p < .000$ ), switch ( $F=23.097$ ;  $p < .000$ ), negative WOM ( $F=13.631$ ;  $p < .000$ ), loyalty ( $F=3.147$ ;  $p = .044$ ), and neglect ( $F=3.456$ ;  $p = 0.033$ ) are significant at the  $\alpha = .05$  level, indicating that differences by service context.

Next, pair-wise comparisons reveal the details of the difference by context. Tukey method is used and the significance level is adjusted at 0.17 to control the error rate inflations (see Appendix D for the results). In general, auto repair consumers more actively engage in various dissatisfaction responses than the other two services. For example, auto repair is significantly higher than the other two services for redress seeking complaint, third-party action,

switch, and negative WOM. Also, auto repair is significantly higher than restaurant for friendly complaint and significantly higher than medical care for opportunism. Loyalty and neglect are not found to be statistically different in pair-wise comparisons. Finally, medical care consumers are the least likely to switch service providers.

**Confirmatory Factor Analysis of the Proposed Taxonomy**

First, a confirmatory factor analysis of an eight-dimensional CDR with the pooled data set was performed (see Appendix E for the fitted structure diagram). The eight constructs were switch, negative WOM, redress seeking complaint, friendly complaint, opportunism, third party action, loyalty, and neglect. Table 6 shows the fit indices results of the pooled data and three service contexts. From the pooled data results, although the chi-square value is large,  $\chi^2$  (436) = 1241.843 (p= .000), the hypothesized classification schema appears to be a reasonably good fit for the observed responses with the CFI=.871, NFI=.817, TLI=.844, and RMSEA = .068.

Table 6. A Proposed 8-dimensional Classification

|                    | <b>Pooled data</b> | <b>Restaurant</b> | <b>Auto repair</b> | <b>Medical care</b> |
|--------------------|--------------------|-------------------|--------------------|---------------------|
| $\chi^2$ statistic | 1241.843           | 796.414           | 699.167            | 772.739             |
| <b>df</b>          | 436                | 436               | 436                | 436                 |
| <b>P-value</b>     | .000               | .000              | .000               | .000                |
| <b>CFI</b>         | .871               | .849              | .856               | .836                |
| <b>NFI</b>         | .817               | .727              | .703               | .700                |
| <b>TLI</b>         | .844               | .817              | .825               | .801                |
| <b>RMSEA</b>       | .068               | .071              | .073               | .080                |

Next, the proposed classification scheme across the service contexts is examined. A confirmatory factor analysis is performed on the three separate sets of CDR data (restaurant, auto repair and medical care). As shown in Table 6, the chi-square values are 796.414 ( $p=.000$ ), 699.167 ( $p=.000$ ) and 772.739 ( $p=.000$ ) with 436 df for restaurant, auto repair, and medical care, respectively. The CFI values are .849, .856 and .836, the NFI values were .727, .703, and .700 the TLI values are .817, .825 and .801, and the RMSEA are .071, .073 and .080 for restaurant, auto repair, and medical care, respectively.

The chi-square value should not be significant if there is a good model fit, while a significant chi-square indicates lack of satisfactory model fit. That is, chi-square is a "badness of fit" measure, and finding of significance indicates that the given model's covariance structure is significantly different from the observed covariance matrix. Thus, the significant chi-square statistic means that the model is not entirely adequate. However, it is well known that the value tends to be overly sensitive to the sample size, resulting in a substantially inflated value (Joreskog and Sorbom, 1993). Researchers have addressed the chi-square limitations by developing goodness of fit indexes that take a more pragmatic approach to the evaluation process.

Bentler and Bonnet's (1980) normed fit index (NFI) has been accepted as a practical criterion of choice, however, NFI has a tendency to underestimate fit with small samples. Thus, Benter (1990) revised the NFI to take sample size into account and suggests the comparative fit index (CFI). Values for the NFI and CFI range from zero to 1.00 and both are derived from the comparison of a hypothesized model with the independent model and values  $>.90$  are considered representative of a well-fitting model. The Tucker-Lewis index (TLI), consistent with the NFI

and CFI, yields values ranging from zero to 1.00, with values close to .95 (for a large sample) being indicative of a good fit (Hu and Bentler, 1999).

The root mean square error of approximation (RMSEA), is also called RMS or RMSE or discrepancy per degree of freedom. First proposed by Steiger and Lind (1980), it has been recognized as one of the most informative criteria in covariance structure modeling (Byrne, 2000). By convention, a good model fit exists if RMSEA is less than or equal to .05 but more recently, Hu and Bentler (1999) suggested  $RMSEA \leq .06$  as the cutoff for a good model fit.

The estimated maximum likelihood parameter estimates of the three service contexts are reported in Table 7. The C.R. values for factor loadings were significant for almost all items indicating that the items effectively tap the corresponding latent construct. One item, third-party action in auto-repair, shows a non-significant ( $p=.075$ ) result at the  $\alpha = .05$  level.

Since consumers can take multiple responses (multiplicity nature of CDR), correlations between all eight dissatisfaction responses appear in Table 8. Although some variation exists by contexts, some destructive responses are found to have significantly high positive correlations across the contexts (e.g., switch-negative WOM, third party- negative). Loyalty has significant negative correlation with redress seeking complaint and positive correlation with neglect due to passive nature.

Table 7. Estimated Maximum Likelihood Parameters of the Eight-dimensional Model

| Items    | Con-<br>structs | Restaurant |      |       |      | Auto-repair |      |       |      | Medical care |      |       |      |
|----------|-----------------|------------|------|-------|------|-------------|------|-------|------|--------------|------|-------|------|
|          |                 | Est.       | S.E. | C.R.  | P    | Est.        | S.E. | C.R.  | P    | Est.         | S.E. | C.R.  | P    |
| com_ref  | Red_Com         | 1.00       |      |       |      | 1.00        |      |       |      | 1.00         |      |       |      |
| com_pro  | Red_Com         | 1.00       | .08  | 12.83 | ***  | 1.12        | .17  | 6.56  | ***  | 1.28         | .16  | 7.83  | ***  |
| immediat | Red_Com         | .96        | .08  | 11.68 | ***  | 1.12        | .18  | 6.18  | ***  | 1.38         | .18  | 7.82  | ***  |
| com_tre  | Red_Com         | .95        | .09  | 1.70  | ***  | .93         | .19  | 4.84  | ***  | 1.17         | .16  | 7.23  | ***  |
| trysugge | Fri_Com         | 1.00       |      |       |      | 1.00        |      |       |      | 1.00         |      |       |      |
| provide  | Fri_Com         | .46        | .07  | 6.29  | ***  | .52         | .15  | 3.53  | ***  | .48          | .09  | 5.44  | ***  |
| make_det | Fri_Com         | .79        | .08  | 1.07  | ***  | 1.11        | .14  | 8.04  | ***  | .98          | .09  | 11.47 | ***  |
| tryunder | Fri_Com         | .27        | .07  | 4.14  | ***  | .40         | .13  | 3.05  | .002 | .20          | .08  | 2.45  | .014 |
| Alter    | Oppor           | 1.00       |      |       |      | 1.00        |      |       |      | 1.00         |      |       |      |
| purposef | Oppor           | .93        | .12  | 7.96  | ***  | 1.02        | .20  | 5.00  | ***  | 1.00         | .19  | 5.33  | ***  |
| delibera | Oppor           | .92        | .08  | 11.01 | ***  | .60         | .11  | 5.67  | ***  | 1.24         | .15  | 8.43  | ***  |
| describe | Oppor           | .95        | .15  | 6.56  | ***  | .79         | .22  | 3.58  | ***  | 1.50         | .23  | 6.48  | ***  |
| Report   | Third           | 1.00       |      |       |      | 1.00        |      |       |      | 1.00         |      |       |      |
| com_bbb  | Third           | .82        | .07  | 12.55 | ***  | .72         | .08  | 9.06  | ***  | .81          | .08  | 9.60  | ***  |
| Write    | Third           | .23        | .08  | 2.77  | .006 | .15         | .08  | 1.78  | .075 | .36          | .07  | 5.15  | ***  |
| takelega | Third           | .49        | .05  | 9.81  | ***  | .64         | .07  | 8.91  | ***  | .52          | .13  | 4.02  | ***  |
| probably | Switch          | 1.00       |      |       |      | 1.00        |      |       |      | 1.00         |      |       |      |
| switchto | Switch          | 1.27       | .09  | 14.93 | ***  | 1.22        | .09  | 14.00 | ***  | .94          | .06  | 15.18 | ***  |
| go_less  | Switch          | 1.19       | .09  | 13.52 | ***  | 1.10        | .12  | 9.31  | ***  | .88          | .07  | 12.44 | ***  |
| decide_n | Switch          | 1.36       | .09  | 16.03 | ***  | 1.32        | .09  | 15.57 | ***  | 1.05         | .06  | 17.53 | ***  |
| discoura | WOM             | 1.00       |      |       |      | 1.00        |      |       |      | 1.00         |      |       |      |
| Advise   | WOM             | 1.05       | .04  | 24.36 | ***  | 1.17        | .05  | 23.89 | ***  | 1.08         | .04  | 27.06 | ***  |
| say_neg  | WOM             | .95        | .05  | 2.10  | ***  | .78         | .08  | 1.06  | ***  | .76          | .06  | 12.90 | ***  |
| tryforge | Loyalty         | 1.00       |      |       |      | 1.00        |      |       |      | 1.00         |      |       |      |
| Ignore   | Loyalty         | .89        | .10  | 8.57  | ***  | .86         | .13  | 6.41  | ***  | 1.00         | .09  | 11.50 | ***  |
| overlook | Loyalty         | .82        | .11  | 7.37  | ***  | .83         | .16  | 5.10  | ***  | .66          | .09  | 7.55  | ***  |
| i_reward | Loyalty         | .38        | .09  | 4.25  | ***  | .59         | .10  | 5.65  | ***  | .56          | .08  | 7.02  | ***  |
| remain_p | Loyalty         | .82        | .11  | 7.64  | ***  | .56         | .12  | 4.71  | ***  | .81          | .09  | 8.75  | ***  |
| Carelitt | Neglect         | 1.00       |      |       |      | 1.00        |      |       |      | 1.00         |      |       |      |
| quitcare | Neglect         | .99        | .27  | 3.75  | ***  | 1.25        | .50  | 2.52  | .012 | .80          | .16  | 5.12  | ***  |
| passivel | Neglect         | 1.57       | .35  | 4.44  | ***  | 1.37        | .54  | 2.56  | .010 | .53          | .15  | 3.50  | ***  |
| not_take | Neglect         | 1.68       | .36  | 4.66  | ***  | 2.32        | .78  | 2.97  | .003 | 1.42         | .20  | 7.19  | ***  |

Note: Estimate values are unstandardized values; C. R. means that Critical Ratios for regression weight calculated by dividing the regression weight estimate by the estimate of its standard error; \*\*\* indicates P value < .000.

Table 8. Correlation between Constructs

| Parameter                     | Restaurant            |      | Auto repair           |      | Medical care          |      |
|-------------------------------|-----------------------|------|-----------------------|------|-----------------------|------|
|                               | Correlation estimates | P    | Correlation estimates | P    | Correlation estimates | P    |
| C_Switch <--> C_WOM           | .794                  | ***  | .853                  | ***  | .874                  | ***  |
| C_Red_Comp <--> C_Fri_Comp    | .449                  | ***  | .557                  | ***  | .565                  | ***  |
| C_Switch <--> C_Third_party   | .323                  | ***  | .508                  | ***  | .593                  | ***  |
| C_Oppor <--> C_Third_party    | .691                  | ***  | .121                  | .258 | .482                  | ***  |
| C_WOM <--> C_Red_Comp         | .264                  | ***  | .157                  | .143 | .363                  | ***  |
| C_Switch <--> C_Red_Comp      | .284                  | ***  | .052                  | .623 | .383                  | ***  |
| C_Red_Comp <--> C_Oppor       | .225                  | .006 | .071                  | .528 | .298                  | .004 |
| C_Fri_Comp <--> C_Oppor       | .203                  | .010 | .137                  | .226 | .112                  | .226 |
| C_Neglect <--> C_Switch       | .339                  | .004 | .010                  | .933 | .089                  | .377 |
| C_Neglect <--> C_WOM          | .345                  | .003 | -.006                 | .964 | .187                  | .065 |
| C_WOM <--> C_Loyalty          | -.152                 | .061 | -.388                 | .001 | -.249                 | .005 |
| C_Fri_Comp <--> C_Loyalty     | -.251                 | .003 | -.161                 | .185 | -.341                 | ***  |
| C_WOM <--> C_Oppor            | .315                  | ***  | .006                  | .955 | .401                  | ***  |
| C_WOM <--> C_Third_party      | .425                  | ***  | .599                  | ***  | .632                  | ***  |
| C_Red_Comp <--> C_Third_party | .263                  | .001 | .441                  | ***  | .556                  | ***  |
| C_Fri_Comp <--> C_Third_party | .159                  | .039 | .011                  | .918 | .165                  | .064 |
| C_Neglect <--> C_Third_party  | .251                  | .026 | .103                  | .432 | -.100                 | .341 |
| C_Neglect <--> C_Oppor        | .354                  | .004 | .397                  | .031 | .308                  | .009 |
| C_WOM <--> C_Fri_Comp         | -.010                 | .891 | -.213                 | .046 | -.051                 | .542 |
| C_Oppor <--> C_Loyalty        | .106                  | .220 | .390                  | .002 | -.007                 | .944 |
| C_Switch <--> C_Fri_Comp      | .004                  | .960 | -.160                 | .137 | -.041                 | .626 |
| C_Switch <--> C_Oppor         | .252                  | .001 | .009                  | .934 | .355                  | ***  |
| C_Switch <--> C_Loyalty       | -.189                 | .022 | -.467                 | ***  | -.328                 | ***  |
| C_Neglect <--> C_Red_Comp     | -.439                 | ***  | -.314                 | .067 | -.501                 | ***  |
| C_Neglect <--> C_Loyalty      | .969                  | ***  | .866                  | .007 | .961                  | ***  |
| C_Third_party <--> C_Loyalty  | .054                  | .523 | -.270                 | .022 | -.311                 | ***  |
| C_Red_Comp <--> C_Loyalty     | -.672                 | ***  | -.472                 | .001 | -.655                 | ***  |
| C_Neglect <--> C_Fri_Comp     | -.307                 | .008 | -.014                 | .919 | -.550                 | ***  |

Note: N=165 for restaurant, N=113 for auto repair, and N=122 for medical care; \*\*\* indicates P value < .000.

### **Reliability of Constructs**

Table 9 shows the reliability of each construct. By convention, the coefficient alpha .7 or higher suggests good reliability, but coefficient alpha between .6 and .7 is considered to be



acceptable (Hair et al., 2006). For most constructs, the Cronbach's alpha values range from .639 to .929, indicating appropriate reliability of each construct. However, opportunism and neglect are somewhat weak, showing reliability values .518 and .549, respectively. In the pilot study, two constructs were more reliable than in the current study by showing .86 for opportunism and .73 for neglect. Detailed discussion can be found in Chapter V.

Table 9. Reliability of Constructs

| <b>Construct</b>                 | <b>Number of items</b> | <b>Cronbach's alpha</b> |
|----------------------------------|------------------------|-------------------------|
| <b>Redress seeking complaint</b> | 4 items                | .825                    |
| <b>Friendly complaint</b>        | 4 items                | .674                    |
| <b>Opportunism</b>               | 4 items                | .518                    |
| <b>Third-party</b>               | 4 items                | .639                    |
| <b>Switch</b>                    | 4 items                | .929                    |
| <b>WOM</b>                       | 3 items                | .928                    |
| <b>Loyalty</b>                   | 5 items                | .745                    |
| <b>Neglect</b>                   | 4 items                | .549                    |

### **Competing Models Testing**

In order to evaluate the validity of the eight-dimensional structure of CDR, competing classifications are examined. A total of five competing classifications are examined and compared to the proposed classification. First, starting from a four-dimensional simple model, a five-dimensional model (by dividing private into two categories), and a seven-dimensional model (by dividing voice into three categories) are examined. Table 10 shows the results of three competing models.

Table 10. Confirmatory Analysis of Competing CDR Schemes

| Constructs | 4-dimensional classification I             |                |                 | 5-dimensional classification                   |                |                 | 7-dimensional classification I                                          |                |                 |
|------------|--------------------------------------------|----------------|-----------------|------------------------------------------------|----------------|-----------------|-------------------------------------------------------------------------|----------------|-----------------|
|            | Private, voice, third party, and no action |                |                 | Switch, WOM, voice, third party, and no action |                |                 | Switch, WOM, redress, friendly, opportunism, third party, and no action |                |                 |
|            | Res-<br>taurant                            | Auto<br>repair | Medical<br>care | Res-<br>taurant                                | Auto<br>repair | Medical<br>care | Res-<br>taurant                                                         | Auto<br>repair | Medical<br>care |
| $\chi^2$   | 1194.502                                   | 1041.829       | 1052.903        | 996.102                                        | 908.278        | 957.702         | 817.178                                                                 | 728.457        | 802.833         |
| df         | 458                                        | 458            | 458             | 454                                            | 454            | 454             | 443                                                                     | 443            | 443             |
| P-value    | .000                                       | .000           | .000            | .000                                           | .000           | .000            | .000                                                                    | .000           | .000            |
| CFI        | .692                                       | .680           | .710            | .773                                           | .751           | .754            | .843                                                                    | .843           | .825            |
| NFI        | .591                                       | .557           | .592            | .659                                           | .614           | .629            | .720                                                                    | .690           | .689            |
| TLI        | .645                                       | .631           | .666            | .736                                           | .710           | .714            | .813                                                                    | .813           | .791            |
| RMSEA      | .099                                       | .107           | .103            | .085                                           | .095           | .095            | .072                                                                    | .076           | .082            |

Four-dimensional classification I

Singh’s (1988) taxonomy suggested three categorizations of CCB: Private, Voice, and Third-party. Although the no-action category abruptly disappeared from Singh’s (1988) taxonomy, the earlier conceptualizations (Hirschman, 1970; Day and Landon, 1977) have the “no action” category. Therefore, including the “no action” category, a four-dimensional classification with private (7 items), voice (12 items), third-party (4 items), and no-action (9 items) is examined.

A confirmatory factor analysis was performed with a null hypothesis that a four-dimensional model describes the CDR responses (Appendix F). As shown in Table 10, the four-dimensional classification scheme is clearly rejected in each of the three service contexts. For instance, chi-square values are  $\chi^2(458) = 1194.502$  ( $p = .000$ ) for restaurant,  $\chi^2(458) = 1041.829$  ( $p = .000$ ) for auto-repair, and  $\chi^2(458) = 1052.903$  ( $p = .000$ ) for medical care services.

The CFI values are .692, .680 and .710, the NFI values are .591, .557, and .592 the TLI values are .645, .631 and .666, and the RMSEA are .099, .107 and .103 for restaurant, auto repair, and medical care, respectively.

### Five-dimensional classification

Although switch and negative WOM tend to be grouped together by consumers, they are often considered distinct constructs (Singh, 1990; Richins, 1983 a) and treated as different behaviors (e.g. Blodgett and Granbois, 1992). Dividing the private category (7 items) into two categories, switch (4 items) and negative WOM (3 items), a five dimensional classification is examined. The five dimensions are: (1) switch, (2) negative WOM, (3) voice, (4) third-party, and (5) no-action.

A confirmatory factor analysis is performed with a null hypothesis that a five-dimensional model would better describe the CDR responses (Appendix G). As shown in Table 10, the five-dimensional classification scheme is clearly rejected in each of the three service contexts. For instance, chi-square values are  $\chi^2(454) = 996.102$  ( $p = .000$ ) for restaurant,  $\chi^2(454) = 908.278$  ( $p = .000$ ) for auto-repair, and  $\chi^2(454) = 957.702$  ( $p = .000$ ) for medical care services. The CFI values are .773, .751 and .754, the NFI values are .659, .614, and .629 the TLI values were .736, .710, and .714 and the RMSEA are .085, .095 and .095 for restaurant, auto repair, and medical care, respectively.

### Seven-dimensional classification I

So far the voice category has been described as directly complaining to the seller about the problem and is often conceptualized as redress seeking complaint. Noting the multi-dimensional aspect of the voice category, the current research proposes two more different direct complaining types: friendly complaint, and opportunism. The voice category (12 items) is divided into three categories: redress seeking complaint (4 items), friendly complaint (4 items), and opportunism (4 items). The seven-dimensional classification consists of (1) switch, (2) negative WOM, (3) redress seeking complaint, (4) friendly complaint, (5) opportunism, (6) third-party, and (7) no-action.

A confirmatory factor analysis is performed with a null hypothesis that a seven-dimensional model describes the CDR responses (Appendix H). As shown in Table 10, the seven-dimensional classification scheme shows an inadequate fit in each of the three service contexts. For instance, chi-square values are  $\chi^2(443) = 817.178$  ( $p = .000$ ) for restaurant,  $\chi^2(df) = 728.457$  ( $p = .000$ ) for auto-repair, and  $\chi^2(df) = 802.833$  ( $p = .000$ ) for medical care services. The CFI values are .843, .843 and .825, the NFI values are .720, .690, and .689 the TLI values are .813, .813 and .791, and the RMSEA are .072, .076 and .082 for restaurant, auto repair, and medical care, respectively.

In summary, the four-factor and the five-factor models indicate large chi-square values and poor fit statistics (CFI ranges from .680 to .773, and RMSEA ranges from .085 to .107). Nevertheless, the five-factor model appears to be an improvement over the four-factor model, indicating that switch and negative WOM are distinct and separate constructs. By incorporating

the multiple dimensions of the voice category perspective, the seven-factor model is an improvement over the five-factor model (CFI ranges from .825 to .843, and RMSEA ranges from .072 to .082 across three service contexts). These results support the three different types of voice categories: redress seeking complaint, friendly complaint, and opportunism.

### **Additional Competing Models**

Two more competing models are examined, specifically, an additional four-factor model based on Rusbult and her colleagues' categorization and another seven-factor model based on the pilot study results. Table 11 shows the fit indices results of the two additional competing models.

Table 11. Additional Competing Models

| Constructs | 4-dimensional classification II  |             |              | 7-dimensional classification II                                            |             |              |
|------------|----------------------------------|-------------|--------------|----------------------------------------------------------------------------|-------------|--------------|
|            | Private, voice, loyalty, neglect |             |              | Private, redress, friendly, opportunism, third party, loyalty, and neglect |             |              |
|            | Restaurant                       | Auto repair | Medical care | Restaurant                                                                 | Auto repair | Medical care |
| $\chi^2$   | 1311.769                         | 1179.343    | 1099.938     | 1001.867                                                                   | 840.585     | 868.059      |
| df         | 458                              | 458         | 458          | 443                                                                        | 443         | 443          |
| P-value    | .000                             | .000        | .000         | .000                                                                       | .000        | .000         |
| CFI        | .643                             | .604        | .687         | .766                                                                       | .782        | .793         |
| NFI        | .550                             | .498        | .573         | .657                                                                       | .642        | .663         |
| TLI        | .588                             | .544        | .639         | .721                                                                       | .740        | .753         |
| RMSEA      | .107                             | .119        | .107         | .088                                                                       | .090        | .089         |

### **Four-dimensional classification II**

Another four-dimensional classification is from Rusbult and her colleagues (Rusbult et al., 1982; Rusbult et al., 1986; Rusbult et al., 1988). They suggested four dissatisfaction response categories: Exit, Voice, Loyalty, and Neglect. Negative WOM tends to combine with switch and

is termed as “private” in Singh’s (1988) study and third-party action is considered public complaint (Day and Landon, 1977). Thus, negative WOM is combined with switch and third-party was combined with voice. A four-dimensional classification with private (7 items), voice (16 items), loyalty (5 items), and neglect (4 items) is examined.

A confirmatory factor analysis is performed with a null hypothesis that a four-dimensional model describes the CDR responses (Appendix I). As shown in Table 11, the four-dimensional classification scheme is clearly rejected in each of the three service contexts. For instance, chi-square values are  $\chi^2(458) = 1311.769$  ( $p = .000$ ) for restaurant,  $\chi^2(458) = 1179.343$  ( $p = .000$ ) for auto-repair, and  $\chi^2(458) = 1099.938$  ( $p = .000$ ) for medical care services. The CFI values are .643, .604 and .687, the NFI values are .550, .498, and .573 the TLI values are .550, .498 and .and .573, and the RMSEA are .107, .119 and .107 for restaurant, auto repair, and medical care, respectively.

### Seven-dimensional classification II

The exploratory factor analysis in the pilot study suggested a 7-factor solution with negative WOM and switch combined. Although negative WOM and switch were combined in the pilot study, many researchers consider these two are conceptually distinct constructs (Singh, 1990 b; Boote, 1998; Blodgett and Granbois, 1992; Blodgett et al., 1993). Therefore, the current research proposes a 8-factor model of CDR. In order to provide additional support for a proposed 8-dimensional classification scheme, a 7-factor model with switch and negative WOM combined is examined. The seven-dimensional classification consists of (1) switch, (2) negative

WOM, (3) redress seeking complaint, (4) friendly complaint, (5) opportunism, (6) third-party, and (7) no-action.

A confirmatory factor analysis was performed with a null hypothesis that a seven-dimensional model describes the CDR responses (Appendix J). As shown in Table 11, the seven-dimensional classification scheme shows a poor fit in each of the three service contexts. For instance, chi-square values are  $\chi^2(443) = 1001.867$  ( $p = .000$ ) for restaurant,  $\chi^2(df) = 840.585$  ( $p = .000$ ) for auto-repair, and  $\chi^2(df) = 868.059$  ( $p = .000$ ) for medical care services. The CFI values are .766, .782 and .793, the NFI values are .657, .642, and .663 the TLI values are .721, .740 and .753, and the RMSEA are .088, .090 and .089 for restaurant, auto repair, and medical care, respectively.

### **Competing Model Comparisons**

The proposed classification for consumer dissatisfaction responses (the eight-factor model) was compared to five competing models (see Table 12). Although the model fit statistics (CFI higher than .90 and RMSEA smaller than .05 recommended) were not robustly satisfactory, the eight-factor model seemed to be the best categorization for describing consumer dissatisfaction response dimensions, based on the current dataset.

The proposed eight-factor model appears to yield results similar to the two seven-factor models. First, comparing the seven-factor model I and the proposed eight factor model shows that chi-square values are reduced and the fit indices shows slight improvement (CFI values from .863 to .871 and RMSEA values from .070 to .068 with the pooled data). These results supported the splitting of the no-action category into two dimensions, loyalty and neglect. Next,

comparing the seven-factor model II and the proposed eight-factor model also shows that chi-square values are reduced and the fit indices shows improvement (CFI values from .802 to .871 and RMSEA from .084 to .068 with the pooled data). These results support the splitting of negative WOM and switch, which were combined in the pilot study results.

Table 12. Model comparison

|                           | <b>4-factor<br/>model I</b>                            | <b>4-factor<br/>model II</b>                     | <b>5-factor<br/>model</b>                                     | <b>7-factor<br/>model I</b>                                                                          | <b>7-factor<br/>model II</b>                                                                            | <b><u>Proposed</u><br/>8-factor<br/>model</b>                                                                  |
|---------------------------|--------------------------------------------------------|--------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| <b>Constructs</b>         | <b>Private<br/>Voice<br/>Third party<br/>No action</b> | <b>Private<br/>Voice<br/>Loyalty<br/>Neglect</b> | <b>Switch<br/>WOM<br/>Voice<br/>Third party<br/>No action</b> | <b>Switch<br/>WOM<br/>Redress_com<br/>Friendly_com<br/>Opportunism<br/>Third party<br/>No action</b> | <b>Private<br/>Redress_com<br/>Friendly_com<br/>Opportunism<br/>Third party<br/>Loyalty<br/>Neglect</b> | <b>Switch<br/>WOM<br/>Redress_com<br/>Friendly_com<br/>Opportunism<br/>Third party<br/>Loyalty<br/>Neglect</b> |
| $\chi^2$ <b>statistic</b> | 2209.547                                               | 2477.107                                         | 1766.479                                                      | 1301.424                                                                                             | 1684.557                                                                                                | 1241.843                                                                                                       |
| <b>df</b>                 | 458                                                    | 458                                              | 454                                                           | 443                                                                                                  | 443                                                                                                     | 436                                                                                                            |
| <b>P-value</b>            | .000                                                   | .000                                             | .000                                                          | .000                                                                                                 | .000                                                                                                    | .000                                                                                                           |
| <b>CFI</b>                | .720                                                   | .677                                             | .790                                                          | .863                                                                                                 | .802                                                                                                    | .871                                                                                                           |
| <b>NFI</b>                | .674                                                   | .635                                             | .740                                                          | .808                                                                                                 | .752                                                                                                    | .817                                                                                                           |
| <b>TLI</b>                | .677                                                   | .628                                             | .756                                                          | .837                                                                                                 | .764                                                                                                    | .844                                                                                                           |
| <b>RMSEA</b>              | .098                                                   | .105                                             | .085                                                          | .070                                                                                                 | .084                                                                                                    | .068                                                                                                           |

Note: All fit indices are a pooled data results.

### **The Nature of CDR**

In order to examine the nature of CDRs, a factor analysis, using the average score of each construct, is then performed on these eight CDRs. Since the current study attempts to describe the eight CDRs by characteristic dimensions (destructive/constructive and active/passive dimensions) and those dimensions are theoretically orthogonal, a principal component analysis with Varimax rotation is used.



From restaurant and medical care contexts, two components were extracted with an Eigen value larger than one criterion. In line with Rusbult et al (1982), Farrell (1983), and Hagedoorn et al. (1999), the two components were labeled as destructive/constructive and active/passive.

For the restaurant context, the two-component structure explains 56% of the variance. KMO measures of sampling adequacy (.654) and Bartlett's test of sphericity (P=.000) indicates that a factor analysis is appropriate. The loading plot (see Figure 8) shows the configuration of eight CDRs,

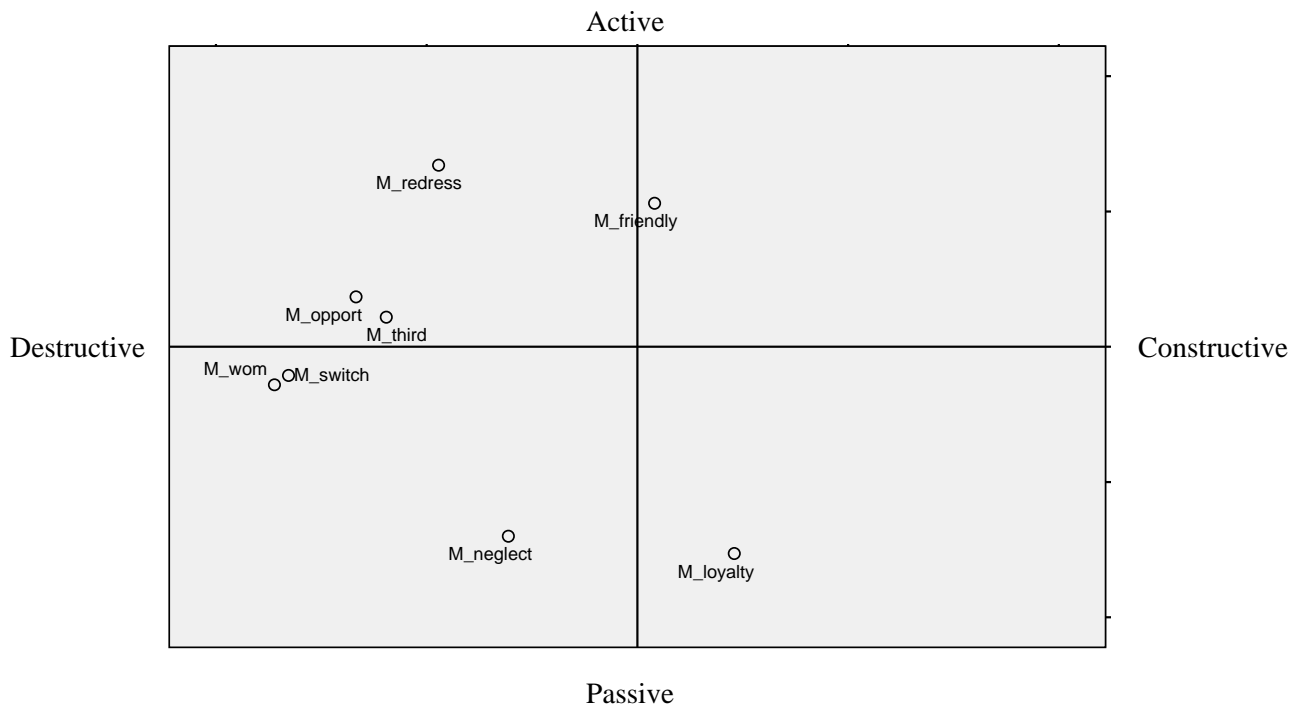


Figure 8. A loading plot of the eight consumer dissatisfaction responses (Restaurant)

Similarly, for the medical care context, the two component structure explains 64% of the variance. KMO measures of sampling adequacy (.664) and Bartlett's test of sphericity (P=.000)

indicates that a factor analysis was appropriate. The loading plot (see Figure 9) shows the configuration of eight CDRs.

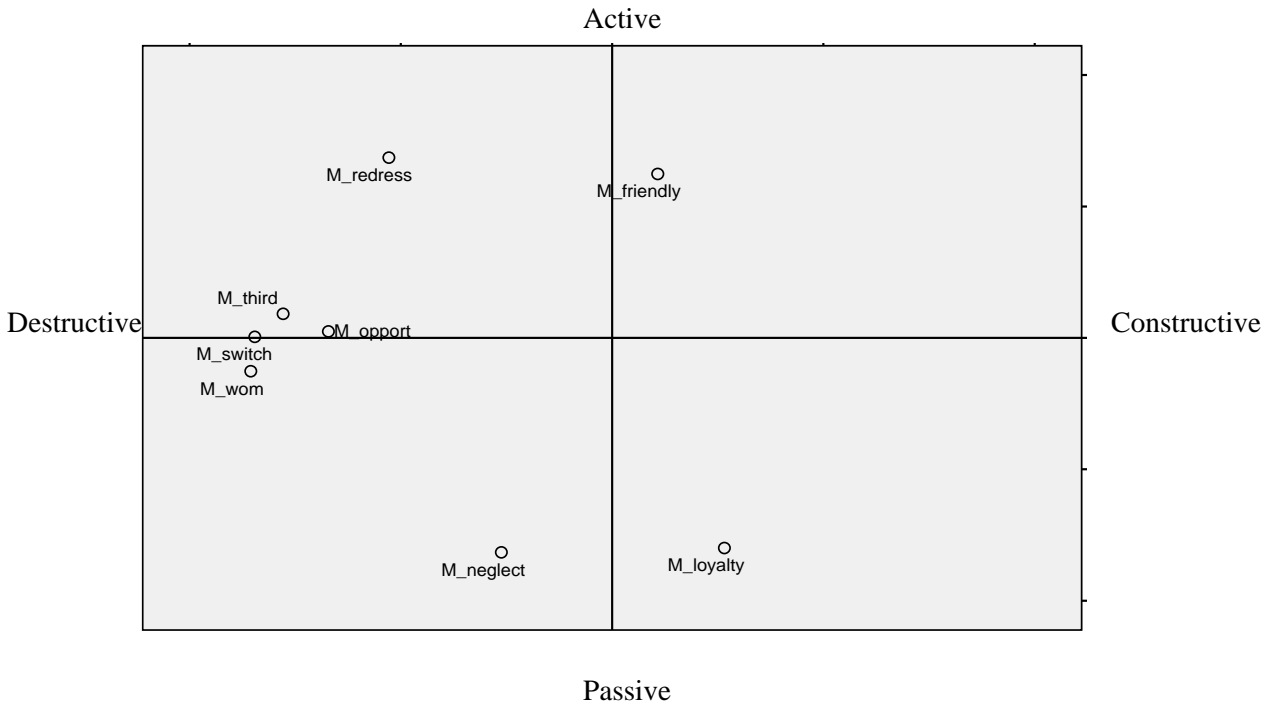


Figure 9. A loading plot of the eight consumer dissatisfaction responses (Medical care)

The auto-repair context, however, initially suggests the three-component solution with an Eigen value larger than one criterion. The Eigen value tends to generate many factors and the cut-off decision for the number of factors relies on the researchers' theoretical assumptions (Hair et al., 1998). Since the two-dimensional solution is theoretically based and should have explained the characteristics of CDRs in many previous studies (e.g., Rusbult et al., 1982; Farrell, 1983; Hagedoorn et al., 1999), a two-factor solution is forced for the auto-repair context. The variance explained by the two-factor solution is 53%. KMO measures of sampling adequacy (.603) and Bartlett's test of sphericity ( $P=.000$ ) indicate that a factor analysis is appropriate. The loading plot (see Figure 10) shows the configuration of eight CDRs.

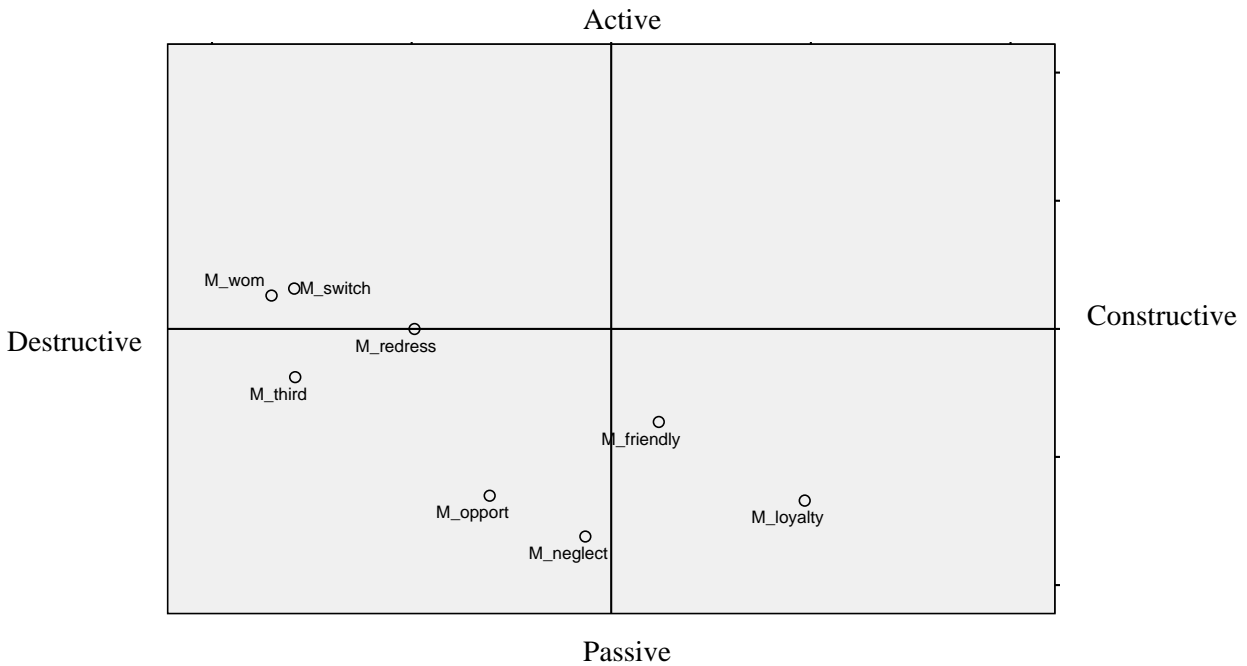


Figure 10. A loading plot of the eight consumer dissatisfaction responses (Auto repair)

The first dimension is labeled constructiveness/destructiveness. Consistent with the prediction, friendly complaint and loyalty are found to be constructive responses. The other six responses (redress seeking complaint, switch, negative WOM, neglect, third-party action, and opportunism) are shown as destructive.

Unexpectedly, redress seeking complaint appears to be quite destructive. These findings may suggest that loyalty and friendly complaint are highly relationship oriented, while other dissatisfaction responses are not. Redress seeking complaint was predicted to be a constructive response because it provides feedback to the company along with an opportunity to fix the problem. Contrary to the prediction, the result might suggest that redress seeking complaint is

not based on relationships but taken solely as a problem solving method from the consumers' perspective.

The second dimension is labeled as activity/ passivity. Consistent with the prediction, loyalty and neglect are passive responses, wherein consumers do nothing about the situation. The other six responses (third-party action, redress seeking complaint, friendly complaint, and opportunism) are found to be relatively active, in which the individual is doing something about the problem.

Friendly complaint and redress seeking complaint seem to be especially highly active, indicating requirement for an immediate action on the spot, with respect to the service problem. Opportunism, third-party actions, negative WOM, and switch responses appear to be less active than redress seeking complaint and friendly complaint. It can be interpreted that these four responses might arise in specific situations (when consumers have a chance to engage a specific dissatisfaction response) or be undertaken later rather than on the spot.

Although slight variations appear in the pattern, Figures 8, 9, and 10 suggest that the results are quite consistent across the three service contexts. The patterns of eight CDRs in the two-dimensional space resemble the proposed framework (Figure 6). Thus, the proposed configuration of CDRs appears to be supported across the three service contexts.

## **Summary**

Overall, the results provide support for the proposed conceptual frameworks. The CFA results of the eight dissatisfaction responses model shows a reasonably good fit and all factor loadings from the items in the constructs are significant, except for the one item of third-party action. Poor fit of the competing models provides additional support for the eight-dimensional classification. In addition, the configuration of the eight distinctive dissatisfaction responses in the two-dimensional space supports the proposed conceptualization. The next chapter provides a detailed discussion of the findings, as well as conclusions, theoretical implications, managerial implications, limitations, and future research suggestions.

## CHAPTER V

### DISCUSSIONS

#### **Introduction**

The objective of the study is to identify unidentified consumer dissatisfaction responses (CDR) and assess the nature of these CDRs. In order to gain insightful understanding of the various consumers' reactions to a dissatisfying service experience, the research attempted to answer the following questions:

R1: What are the unique consumer dissatisfaction responses that have not been identified in the literature? Are the currently available categorizations (e.g. voice, third-party, and private) enough to capture the entire spectrum of consumer dissatisfaction responses? What other responses exist but remain unidentified?

R1-a: Does a "no-action" response simply mean "do nothing at all"? Do other types of no-action responses occur but have different characteristics?

R1-b: Does a "voice" response simply mean "direct complaining for redress seeking"? Do other types of voice responses, involving direct complaints to the service provider, exist but have unique characteristics?

R2: What is the nature and structure of consumer dissatisfaction responses? Do constructive-destructive and active-passive dimensions adequately describe consumer dissatisfaction responses?

## **Summary of Findings**

This research employed a survey design, specifically, a modified recall method, in order to collect the necessary data to answer the proposed research questions. Drawing from the literature and the results of the previous studies of consumer complaint behavior and other research of dissatisfaction responses, consumer dissatisfaction response items were gathered to identify previously unidentified dissatisfaction responses. Through a pilot study, an initial set of items that tapped all of these responses (40 items) were examined and 34 items were retained after EFA. The items were modified by changing wordings for clear conceptualization, excluding redundant items for reasons of parsimony. Finally, the revised items (32 items) were used for the main study by specifying each item to the constructs through CFA.

The main study covered on three service contexts (restaurant, auto repair, and medical care) and used a random sample from university staff members. Two data collections from staff members yielded the final sample sizes of 165 for restaurant, 113 for auto repair, and 123 for medical care services. Although it was not part of the main purpose of this study, the variations in consumer dissatisfaction responses by service context were observed and some significant differences were found. The findings suggested some dissatisfaction responses were manifested in certain service contexts.

The internal consistency of the items for the dissatisfaction response construct was examined. Redress seeking complaint, friendly complaint, third-party, negative WOM, switch, and loyalty were found to be reliable, while opportunism and neglect were found to be somewhat less reliable. In order to examine the classification of dissatisfaction responses, confirmatory

factor analysis was performed by specifying each item in the constructs. Although fit-index values did not report an excellent fit for the model, the proposed classification schema (eight-dimensional model) appears to be a reasonably good fit for the observed responses across the three service contexts. Next, examination of several competing models provided additional support for the proposed eight dimensional classification.

In order to examine the underlying structure of the CDRs, a factor analysis, using the average score of each construct, was used on these eight CDRs. As predicted, a two-dimensional solution was suggested for the restaurant and medical care data; however, the auto repair data initially yielded a three-dimensional solution. Since the two dimensions (destructive/constructive and active/passive) are theoretically driven to explain the characteristics of CDRs based on the previous research (Rusbult et al., 1982; Farrell, 1983; Hagedoorn et al., 1999), a two-factor solution was forced for the auto-repair contexts. The pattern of eight CDRs in the two-dimensional space resembled the proposed configuration and the results were consistent across the three service contexts. Thus, the proposed configuration of the CDRs appeared to be supported across the three service contexts.

Overall, the data analysis results appeared to support the proposed classification of the unique CDRs and the proposed configuration of CDRs in the two-dimensional space. The following will discuss the findings in detail.



## **Discussions**

### **Variation of Consumer Dissatisfaction Responses by Service Context**

The findings suggest that different dissatisfaction responses are manifested themselves by context. It should be noted that these context variations might have been caused by or at least moderated by many other *personal factors*, such as attitude toward complaining, and prior complaint experience (Singh and Wilkes, 1996), *situational factors*, such as dissatisfaction intensity (Singh and Wilkes, 1996), and *industry factors*, such as switching cost, (Keaveney, 1995), and typicality of the problem (Hess et al., 2003). Nevertheless, the findings still provide some insights for understanding customers' dissatisfaction responses by context.

According to Bowen's service categorization (1990), restaurant services are often considered to be relatively standardized services directed at people; auto repair services are described as non-personal services directed at people's possessions, and medical care services are characterized as high customer contact, customized services. Restaurant services are evaluated by experience quality, assessed during the consumption of services. On the other hand, the auto repair and medical services are considered to be evaluated by credence quality that is described as where a customer may be unable to evaluate even after purchasing and consuming the service due to consumers' lack the knowledge of skills to evaluate the quality of these types of services (Zeithaml, 1981).

Auto repair customers tend to use various actions in their dissatisfaction responses, such as redress seeking complaint, opportunism, negative WOM, third party, and switch. The number of CDRs are used significantly more than the restaurant and medical care services contexts.

While the restaurant dissatisfying incidents mostly occur during the service, the auto service dissatisfying experiences are focused on the service outcomes. Consumer assessment of these outcomes occurs only after the execution of the service and can even be difficult to assess due to consumers' lack of knowledge or expertise.

Typically, a dissatisfying experience with auto repair relates to unexpected problems that frequently lead to extra costs. Therefore, consumers may choose to express their dissatisfaction directly to the service provider to receive redress for the service problem, or they may aggressively complain to the service provider by exaggerating or altering the facts. Some consumers may even go further by engaging in third-party actions, such as reporting to a consumer agency. In addition, the auto repair customers are more likely to engage in negative WOM so that their family and friends can avoid future dissatisfying experiences. Unlike medical care, alternative auto service providers are easily available. Thus, switch to another service provider is more prevalent than in the medical services context.

Notably, some of the auto repair consumers express their dissatisfaction in a rather constructive manner. The results indicates that the auto repair consumers are more likely to use a friendly complaint than restaurant consumers. Unlike the restaurant service, auto repair consumers tend to use one auto service provider and build a relationship with that service provider, instead of using multiple auto shops. For future patronage, some consumers may try a mutually beneficial solution for the problem or provide constructive suggestions for service problem resolution in order to maintain the relationship.

Finally, medical care consumers are the least likely to switch when compared to restaurant and auto repair services. This is not surprising because medical care services tend to be characterized as loosely monopolistic with low competition in the industry with not many alternative service providers available (Singh, 1990). Therefore, even if customers are dissatisfied, they have difficulty switching to another medical service provider due to lack of alternatives. Additionally, medical services are often covered by insurance companies. As such, sometimes restrictions exist limiting use of alternative medical service establishments.

### Classification of Consumer Dissatisfaction Responses

This study conceptualizes eight consumer dissatisfaction responses. Extending from Singh's (1988) classification of the three consumer dissatisfaction responses (voice, private, and third-party), three advances are made. First, a no-action category was added as a legitimate dissatisfaction response. Thus, a four-dimensional model (voice, private, third-party, and no-action) was examined for fit with the data. Across the three service contexts, a four-dimensional model does did yield a good fit, suggesting that the simple model did not fully reflect consumer dissatisfaction responses.

Next, although negative WOM and switch were combined as "private" in Singh's (1988) study and the pilot study, they are often considered distinct constructs (Richins, 1983 b; Singh, 1990). Thus, private is divided into two categories: negative WOM and switch. A five-dimensional model (voice, negative WOM, switch, third-party, and no-action) was examined for fit with the data. Across the three service contexts, a five-dimensional model, improves substantially the a four-dimensional model, suggesting that negative WOM and switch should be

treated as distinct constructs. However, the fit index still does not yield a good fit, suggesting that a five-dimensional model is not appropriate.

Until now, the voice construct in consumer complaint studies has been treated as a redress seeking complaint. Borrowing from previous studies that suggested multiple dimensions of the voice construct, the current study proposes three different voice responses: redress seeking complaint, friendly complaint, and opportunism. A seven-dimensional model (redress seeking complaint, friendly complaint, opportunism, negative WOM, switch, third-party, and no-action) was examined for fit with the data. Across the three service contexts, a seven-dimensional model fits the data better than either the four-dimensional or the five-dimensional models. This suggests multiple types of voice (or direct complaint). Consumers not only complain to the service provider when they want a remedy or compensation but they also engage in direct complaint behaviors when they want to supply the service provider with constructive feedback and suggestions, or when they want to have additional benefits or compensation by deliberately exaggerating the facts.

However, opportunism appears to be less reliable than other types of voice. It may be that opportunistic complaining behavior may not be used often by consumers or only used by certain types of consumers who are experienced with complaining procedures and familiar with its benefits. Also it is possible that even if consumers use this response, sometimes, they do not want to admit their complaining as unreasonable claim.

Finally, the no-action category is divided into two categories (loyalty and neglect) and an eight-dimensional model is tested for fit with the data. Caution is needed because the fit statistic increase was very minimal and the neglect construct did not achieve satisfactory reliability. An eight-dimensional model is a slightly improved fit over the seven-factor model I across all three service contexts.

Although many researchers have noted “no-action” to be a legitimate consumer dissatisfaction response, no known study in consumer research has tried to empirically investigate the claim. Instead, most previous research has ignored its existence by focusing on only behavior, action-oriented consumer dissatisfaction responses, such as redress seeking complaint, negative WOM, switch, and third-party action. By arguing that the no-action response is a rightful consumer dissatisfaction response and further distinguishing the two types of no-action into loyalty and neglect, the current work empirically supports the existence of the no-action consumer dissatisfaction responses and adds them into the CDR classification.

No-action consumer responses are quite elusive and subtle in nature because they are very passive and there is no immediate time frame attached for utilizing these responses. Thus, identifying no-action responses becomes challenging for consumer researchers. Looking into the no-action consumer dissatisfaction response phenomenon from other fields of dissatisfaction response research suggests two types of no-action, passive responses: loyalty and neglect. These two constructs are conceptually distinguishable, with loyalty as a passive but constructive response, and neglect as a passive but destructive response. Although these two are conceptually and empirically distinct in many other fields of previous research (e.g. Rusbult et al., 1988;

Farrell, 1983), they seem to be more subtle in the consumer context and show relatively low reliability in the current research.

Neglect, appears be unreliable in both the pilot study and the main study and may require further investigation on construct operationalization in the consumer context. Neglect is conceptualized as a passive and destructive dissatisfaction response and operationalized with items including: “little caring for the service provider,” “quitting caring about the service provider,” “not taking any action because it is not worthwhile,” and “slowly letting the relationship deteriorate.”

Low reliability of the neglect construct may have resulted for various reasons. First, neglect is a very subtle reaction from the consumer, making it relatively difficult to capture this elusive reaction. In previous research, neglect is quite a strong construct in job satisfaction literature and is manifested through absenteeism and slacking employee behavior (Farrell, 1983; Hagedroon et al., 1999). Because consumers hardly have an everyday-based on-going relationship with most service providers, this apathetic response tends to emerge less strongly in the consumer context. Second, the current study used a modified recall method that was essentially based on the consumers’ memory. Although it is stressed at the beginning of the survey that the incident might not be serious in nature but could be very minor to very serious, it is likely that the participants tend to remember the more serious and distinct service problems which would not be easily treated by unconsciously ignoring the incident.

## Nature of Consumer Dissatisfaction Responses

In order to distinguish consumer dissatisfaction response by its nature, eight dissatisfaction responses were laid out in a two-dimensional space of constructiveness/destructiveness and activity/passivity. The configurations of the three contexts appear to be quite consistent with the proposed configuration. As expected, loyalty and neglect appear to be passive while other responses appear to be active. Redress seeking complaint and friendly complaint are highly active responses meaning that an immediate action is required by consumers. Opportunism, third-party, negative WOM, and switch appear to be less active, meaning that these responses do not call for action on the spot. Opportunism and third-party are to be somewhat less active than their proposed positions. Although these two are highly action-oriented responses, both responses may arise by situations when there possibility exists that these actions would be successful.

Loyalty and friendly complaint appear to be relatively more constructive than other responses. Unexpectedly, redress seeking complaint seems to be somewhat destructive. This can be explained by loyalty and friendly complaints being driven by the consumer-service provider relationship, but the redress seeking complaint might not be. These findings suggest that service providers may want to react differently to a friendly complaint as opposed to a redress seeking complaint.

Redress seeking complaints alert the firm to problem areas so that the service provider needs to act quickly to provide an appropriate service recovery and make the best effort to reduce the occurrence of this type of complaint. Although redress seeking complaints are inevitable,

they provide service recovery opportunity. Thus, service providers need to keenly learn from their mistakes to prevent these service mistakes from reoccurring. On the other hand, friendly complaints can be understood as customers' way of communicating their dissatisfaction with the service provider for the purpose of service improvement in the future. Customers may see their relationships with the service provider as an on-going committed relationship, and they wish to share their opinions and suggestions about the service problem instead of blaming the service provider. Service managers need to encourage this type of response by proactively asking for the customers' opinions in an attentive manner, listening to their customers' voices, and valuing constructive feedback for service improvement.

As noted earlier, the restaurant and medical care contexts yield a two-dimensional solution while the auto repair context initially yields a three-dimensional solution. Although an Eigen value higher than one is often used as the cut-off for factor analysis in order to discover the minimum components that explain the maximum variance of the data, it tends to generate many dimensions (Hair et al., 1998). Instead, the ideal number of factors in the solution should be theoretically guided (Hair et al., 1998). Since the two dimensions (constructiveness/destructiveness and activity/passivity) are theoretically driven (Rusbult et al., 1982) and has been proven useful empirically in previous work (Farrell, 1983), a two-dimensional solution was forced for the current study. Further investigation is warranted to more fully reveal the nature and structure of the eight consumer dissatisfaction responses.



## **Conclusions**

The objective of this study is to identify previously unidentified consumer dissatisfaction responses (CDR) and assess the nature of the CDR. The findings indicate that the currently available taxonomies might not be satisfactory representations of observed CDR responses. An exploratory psychometric investigation of the consumer dissatisfaction responses data uncovered a classification of eight response categories that appear to be reasonably valid in three independent service contexts. The uncovered structure shows that CDR comprises eight unique dimensions consisting of switch, negative word-of-mouth, redress seeking complaint, friendly complaint, opportunism, third-party actions, loyalty, and neglect. The evidence seems sufficient to indicate that the eight dimensions of CDR are distinct and warrant additional research. Hence researchers examining the antecedents and/or consequences of CDR may benefit from investigating at the level of the individual dimension of CDR.

Understanding the nature of CDRs (that are seemingly similar but conceptually distinct) is further examined based on their underlying characteristics. In line with previous research in other fields (e.g. job dissatisfaction by Farrell, 1983; Hagedoorn et al., 1997), eight consumer dissatisfaction responses are laid out in a two-dimensional space of active/passive and constructive/destructive.

## **Theoretical Implications**

The preceding formalization of the proposed classification schema contributes to the consumer dissatisfaction responses literature in several ways. First, it elaborates and extends Singh's (1988) three-dimensional conceptualization to an eight-dimensional schema. Further, it

appears to be a better representation of consumer dissatisfaction responses. It adds to the current research in the definitional and taxonomical issues of CDRs by delineating the criterion (a) for classification at each level of the proposed taxonomy. Previously proposed classification schemata lack explicit specification of the properties underlying categorization of the CDRs.

Second, the current study broadens the scope of consumer dissatisfaction responses literature by including the non-behavioral responses in addition to behavioral responses. Previous research has focused on the relatively easily identifiable behavioral responses (e.g. redress seeking complaint, third-party actions), but almost no attention has been paid to the less visible but important *non-behavioral* responses.

Third, the current study enriches understanding of the concepts of consumer dissatisfaction responses by addressing the issues of conceptualization and operationalization. Theoretically grounded previously unidentified constructs were identified and distinguished from the extant constructs. In addition to identifying previously unidentified dissatisfaction constructs, appropriate measurement scales of the various consumer dissatisfaction responses were developed. This effort provides a foundation for future studies in this important area.

Finally, the current study enhances understanding of the nature of consumer complaining responses. The configuration of the eight dissatisfaction responses in a constructive-destructive and passive-active space provides valuable insight into the nature of these responses.

## **Managerial Implications**

Identifying the unique, undiscovered dissatisfaction responses and distinguishing them conceptually, one from another, is an important issue for researchers and practitioners alike. The seemingly similar reactions from consumers hinder service providers' abilities to aptly react and retain consumers. The findings of this study will enable managers to better understand the entire scope of consumer dissatisfaction responses, thus helping them to retain their customers by converting dissatisfied customers to satisfied ones through appropriate recovery strategies. Specifically, the following suggestions have their basis in the current study's findings.

First, encourage complaints. Friendly complaint is very constructive when consumers try to understand the situation and make an effort to provide constructive suggestions and feedback for the service problems. While redress seeking complaint is not necessarily directed to customer-service provider relationship enhancement, it still provides a service recovery opportunity that allows for customer retention. Both types of complaints should be encouraged because they are mutually beneficial for both consumers and service providers. Service providers can benefit from valuable feedback about their service problems, and consumers can enjoy improved service in the future. Since hearing about negative aspects from the customers is an unpleasant and potentially difficult task for service providers, they need to be more-open minded to accepting criticism from customers by treating complaints as honest opinions instead of a personal attacks (Plymire, 1991).

Second, build relationships with customers. Loyalty and friendly complaints are relationship-based responses. In other words, relationship-based customers tend to react in two

ways to a dissatisfying experience: either by being patient and giving a service provider another chance (loyalty) and/or providing constructive feedback for the service provider (friendly complaint). When consumers choose one of these two responses, they may perceive their patronage as an on-going long term relationship. Responding appropriately to customers' concerns can help enhance the customer-service provider relationships.

Third, establish a complaint management database. A complaint management database can be used for identifying frequent service problems and profiling customer complaint history with complaint handling process and outcome. Identifying frequent service problem areas will help service providers minimize service failures and improve customer service experience. At the same time, profiling customer complaint handling can be useful for tracking and detecting defective customers who often engage in opportunistic complaining. Opportunism is quite destructive because of consumers' aggressive complaining and exaggerating or altering the facts to receive extra benefits and compensation. As a result of increased competition in most service industries, many companies promise service guarantees for perfect customer satisfaction. Unfortunately, service guarantees can be abused by some consumers and may result in substantial costs and damages for the service provider.

### **Limitations and Suggestions for Future Research**

This study's findings should be evaluated in light of certain limitations. First, the current study used a modified recall method that is principally based on consumers' memories. Although it is stressed at the beginning of the survey that the incident could be very minor to very serious, the participants may remember the more serious and distinct service problems

which are less likely to be handled by customers in passive manners, such as ignoring the incident without caring, or being patient and trying to forget. Because of that, the passive responses, loyalty and neglect, are not as salient as other active responses in this study. Future research, in order to focus on passive responses, could specifically direct participants to remember the dissatisfying incidents in which no complaint occurred.

Second, the pilot study suggests seven factors of CDR by combining negative WOM and switch. As many previous researchers acknowledge, negative WOM and switch are conceptually distinct constructs, the main study treat them separately and fit the eight constructs with the data. Although the pilot study's exploratory factor analysis did not produce eight factors, competing model comparison results supports the notion of two separate constructs.

Third, the order of the items of CDR is randomized in the survey instrument; however, it seems that there is an order effect because the number of the items was quite large (32 items). For example, participants tended to pay less attention to the last five or six items by following a consistent pattern of answers rather than varying them depending on the item. Conversely, the very first item is perceived by the participants more sensitively than the rest of the items, resulting in extreme reactions. In addition, some items, listed closely, tend to show consistency bias by showing high correlations between those items. This consistency bias of closely listed items results in problems for model fitting because those items tend to load onto other constructs instead of the hypothesized constructs. Therefore, order effect and consistency effect might reduce the reliability of constructs and the overall model fit in this study. The current study incorporates two versions of survey for first and second data collections by randomizing the

order of the items. Future study should incorporate multiple versions of randomized items in order to minimize these biases.

Fourth, opportunism and neglect indicated low construct reliability. Low reliability of these two constructs might have resulted from various reasons. Opportunism was found to be quite reliable among student sample in the pilot study but the construct reliability was lowered with university employees in the main study. It may be that opportunistic complaining behavior, by taking the advantage of the service provider's mistake, would be more salient with the price-conscious student sample, but not with the mature consumer sample. Neglect is a very subtle reaction from a consumer and thus, relatively difficult to capture this elusive reaction. Neglect in previous research is quite a strong construct in job satisfaction and is manifested with absenteeism and slack employee behaviors. However, consumers hardly have an everyday-based on-going relationship with a service provider; an apathetic response tends to emerge less strongly in the consumer context. These results may suggest that the constructs need to be developed further by investigating more appropriate items to represent the construct, and possibly including more items.

Fifth, the results obtained are based on consumer dissatisfaction responses in three specific service contexts. Although restaurants, auto-repair, and medical care service experiences seem to reflect variations in CDR, more evidence must be accumulated before a claim for invariant CDR structure can be made. In addition, certain CDRs are more salient in some service contexts. Future research may explore the variation of CDRs of different service contexts by examining the factors that drive consumers to opt for one over another.

Sixth, for the current research, the respondents were drawn from a university staff member pool. To the extent that these respondents are substantively different from the those in other professions or areas, generalizability of findings could be affected. Random sampling of households (e.g. Singh, 1988) would be more generalizable by reflecting more diverse backgrounds of respondents. Also, due to a low response rate, two data collections from the sampling frame were conducted. Although random sampling was incorporated, there is some overlap of selected samples from two data collections. However, a respondent participating in the same lengthy survey twice is highly unlikely.

Finally, the preceding assessment of the CDR constructs was based on an empirical analysis of 32 items. Although the included items reflect the eight distinct consumer dissatisfaction reactions in a comprehensive manner, other items can be developed that represent other means of dissatisfaction responses. An operationalization of each construct and measurement items was suggested in this study and its measurement scale affords researchers ample avenues for improving upon the proposed operationalization. Further, the current research suggests that researchers investigating the antecedents or consequences of CDR may achieve higher levels of explanation and prediction when the dependent constructs (CDR) are conceptualized as multidimensional phenomenon. The proposed classification of this study should be helpful in such a research.

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## Appendix A. Survey Instrument



People occasionally encounter a service problem or have a dissatisfying experience while dining out. These service problems can involve a long waiting time, a wrong order, being treated rudely and/or any other problems ranging from minor to serious. People tend to react differently to these experiences. In this study, we would like to know how you respond to dissatisfying *restaurant* experiences.

☞ Please, try to recall the most recent dissatisfying experience that you have encountered at a restaurant. This experience does not necessarily need to be serious in nature (*ie. it can be anything from very minor to very serious*).

**What happened?** Please describe in detail the dissatisfying experience.

**How did you feel at that time?** Please describe your feelings at that time.

❖ **How would you rate the service problem that you encountered at the restaurant?**

|               |   |   |   |   |   |   |   |                |
|---------------|---|---|---|---|---|---|---|----------------|
| Mild          | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Severe         |
| Not important | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Very important |

❖ **How did you feel when the service problem occurred?**

|                         |   |   |   |   |   |   |   |                         |
|-------------------------|---|---|---|---|---|---|---|-------------------------|
| Not at all Dissatisfied | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Completely Dissatisfied |
| Not at all Displeased   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Completely Displeased   |
| Not at all Discontented | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Completely Discontented |

☞ Think about the reason(s) for the service problem that you had. The items below concern your impressions or opinions of this cause or causes of your dissatisfying experience. Please circle one number for each of the following scales.

❖ **The cause of the service problem was something that:**

|                                |   |   |   |   |   |   |   |                                     |
|--------------------------------|---|---|---|---|---|---|---|-------------------------------------|
| Reflects an aspect of yourself | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Reflects an aspect of the situation |
| No one is responsible          | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Service provider is responsible     |

❖ **The cause(s) of the service problem was:**

|                                         |   |   |   |   |   |   |   |                                      |
|-----------------------------------------|---|---|---|---|---|---|---|--------------------------------------|
| Uncontrollable by the service provider  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Controllable by the service provider |
| Not preventable by the service provider | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Preventable by the service provider  |

❖ **The cause(s) of the service problem was likely to be:**

|           |   |   |   |   |   |   |   |           |
|-----------|---|---|---|---|---|---|---|-----------|
| Temporary | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Permanent |
| Unstable  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Stable    |

☞ **Please, indicate the extent to which you felt the following emotions at the time you encountered the service problem situation described at the beginning of the survey. Please don't skip any items.**

|               | 1= didn't feel like this at all |   |   |   |   |   |   | 7= felt like this very strongly |
|---------------|---------------------------------|---|---|---|---|---|---|---------------------------------|
| Disappointed  | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Ignored       | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Angry         | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Irritated     | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Furious       | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Mad           | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Contempt      | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Anxious       | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Feared        | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Nervous       | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Cheated       | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Frustrated    | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Annoyed       | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Ashamed       | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Afraid        | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Unhappy       | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Regretful     | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Unappreciated | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Sad           | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Worried       | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Scared        | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Embarrassed   | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Disgusted     | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |
| Remorseful    | 1                               | 2 | 3 | 4 | 5 | 6 | 7 |                                 |

1= didn't feel like this at all

7= felt like this very strongly

☞ Now, I would like you to *imagine* that a dissatisfying experience (service problem) similar to the one you have just described occurred on your next visit. How would you react? Please indicate your responses below.

| <b>I would...</b>                                                                                                                                           |   |   |   |   |   |   |   | Very<br>Unlikely |  |  |  |  |  |  |  | Very<br>Likely |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|---|---|------------------|--|--|--|--|--|--|--|----------------|--|
| <input type="radio"/> Purposefully exaggerate the service problem in order to get additional compensation or services from the restaurant.                  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Try to forget about the incident and do nothing.                                                                                      | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Ignore the problem at the restaurant because I patronize it.                                                                          | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Not take any action because it is not worthwhile.                                                                                     | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Complain to the service provider and ask for a refund/redress or compensation.                                                        | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Try to suggest solutions to the problem in collaboration with the service provider.                                                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Take some legal action against the service provider/restaurant.                                                                       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Probably consider another restaurant in the near future.                                                                              | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Report to a consumer agency so that they can warn other consumers.                                                                    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Make a determined effort to suggest an idea to solve the problem                                                                      | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Say negative things about the restaurant to other people.                                                                             | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Care very little about what happens at the restaurant as long as I get what I need from them.                                         | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Discourage friends and relatives from patronizing that restaurant.                                                                    | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Quit caring about the restaurant and let the service problem situation get worse.                                                     | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Complain to the service provider about the service problem.                                                                           | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Complain to a consumer agency (e.g. the Better Business Bureau) and ask them to make the restaurant take care of the service problem. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Try to come to an understanding about the service problem rather than blame the service provider/restaurant.                          | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Decide not to use that restaurant again.                                                                                              | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Overlook the service problem because I hope the restaurant will take care of it.                                                      | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Advise my friends and relatives not to go to that restaurant.                                                                         | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Passively and slowly let my relationship with the restaurant deteriorate.                                                             | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> I would like to reward them by overlooking the problem because I do not want to destroy my relationship with the restaurant.          | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Immediately ask the restaurant to take care of the service problem.                                                                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Provide constructive feedback regarding the service problem for future improvement of their service.                                  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Switch to a competing restaurant.                                                                                                     | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Describe the service problem as negatively as possible to the service provider.                                                       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Alter the facts slightly in order to get what I want from the restaurant.                                                             | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Write a letter to a local newspaper about my bad experience.                                                                          | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Deliberately make the service problem sound more problematic than it really is.                                                       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Complain to the service provider about the way I was treated.                                                                         | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Go to the restaurant less often than before.                                                                                          | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |
| <input type="radio"/> Remain passive.                                                                                                                       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |                  |  |  |  |  |  |  |  |                |  |

Very  
Unlikely

Very  
Likely

☞ **Did you complain to the service provider directly at that time?** Please check Yes/No and answer following questions.

| <p><input type="checkbox"/> <b>Yes. I complained.</b><br/>Then, please answer the questions below.<br/>↓</p> <p>How satisfied were you with the service provider's <b>handling of the service problem?</b><br/>1=Very Dissatisfied                      7= Very Satisfied<br/>1   2   3   4   5   6   7</p> <p>Please rate following statements:<br/>1=Strongly Disagree                      7=Strongly Agree</p> <p>The outcome I received was fair.<br/>1   2   3   4   5   6   7</p> <p>I did not get what I deserved.<br/>1   2   3   4   5   6   7</p> <p>The length of time taken to solve my problem was longer than necessary.<br/>1   2   3   4   5   6   7</p> <p>The service provider showed adequate flexibility in dealing with my problem.<br/>1   2   3   4   5   6   7</p> <p>The service provider was appropriately concerned about my problem.<br/>1   2   3   4   5   6   7</p> <p>The service provider did not put the proper effort into resolving my problem.<br/>1   2   3   4   5   6   7</p> | <p><input type="checkbox"/> <b>No. I did not complain.</b><br/>Then, please answer the questions below.<br/>↓</p> <p><i>I did not complain <u>because...</u></i></p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 70%;"></th> <th style="width: 7%;">1=strongly disagree</th> <th style="width: 7%;">2</th> <th style="width: 7%;">3</th> <th style="width: 7%;">4</th> <th style="width: 7%;">5</th> <th style="width: 7%;">6</th> <th style="width: 7%;">7=strongly agree</th> </tr> </thead> <tbody> <tr><td>I did not have time.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>It was too much of hassle</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>It would take too much effort to deal with.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>I couldn't find anyone to complain to.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>They didn't seem to care and my complaint would not make any difference.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>I felt bad for the service provider.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>There was a line of people waiting and I didn't want to hold them up.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>I didn't want to make a scene and embarrass myself.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>I was too tired to complain.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>They noticed the problem first and took care of it before I complain.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>When I realized the problem, it was too late to complain.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>I am a loyal patron of this restaurant.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>They have a good reputation and my problem was probably due to bad luck or an accident of some sort.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>There was partial self-blame (my fault) involved.</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>I was with my family/friends and did not want to ruin the "mood".</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> </tbody> </table> |   | 1=strongly disagree | 2 | 3 | 4 | 5                | 6 | 7=strongly agree | I did not have time. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | It was too much of hassle | 1 | 2 | 3 | 4 | 5 | 6 | 7 | It would take too much effort to deal with. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | I couldn't find anyone to complain to. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | They didn't seem to care and my complaint would not make any difference. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | I felt bad for the service provider. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | There was a line of people waiting and I didn't want to hold them up. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | I didn't want to make a scene and embarrass myself. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | I was too tired to complain. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | They noticed the problem first and took care of it before I complain. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | When I realized the problem, it was too late to complain. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | I am a loyal patron of this restaurant. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | They have a good reputation and my problem was probably due to bad luck or an accident of some sort. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | There was partial self-blame (my fault) involved. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | I was with my family/friends and did not want to ruin the "mood". | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---------------------|---|---|---|------------------|---|------------------|----------------------|---|---|---|---|---|---|---|---------------------------|---|---|---|---|---|---|---|---------------------------------------------|---|---|---|---|---|---|---|----------------------------------------|---|---|---|---|---|---|---|--------------------------------------------------------------------------|---|---|---|---|---|---|---|--------------------------------------|---|---|---|---|---|---|---|-----------------------------------------------------------------------|---|---|---|---|---|---|---|-----------------------------------------------------|---|---|---|---|---|---|---|------------------------------|---|---|---|---|---|---|---|-----------------------------------------------------------------------|---|---|---|---|---|---|---|-----------------------------------------------------------|---|---|---|---|---|---|---|-----------------------------------------|---|---|---|---|---|---|---|------------------------------------------------------------------------------------------------------|---|---|---|---|---|---|---|---------------------------------------------------|---|---|---|---|---|---|---|-------------------------------------------------------------------|---|---|---|---|---|---|---|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1=strongly disagree                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2 | 3                   | 4 | 5 | 6 | 7=strongly agree |   |                  |                      |   |   |   |   |   |   |   |                           |   |   |   |   |   |   |   |                                             |   |   |   |   |   |   |   |                                        |   |   |   |   |   |   |   |                                                                          |   |   |   |   |   |   |   |                                      |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                     |   |   |   |   |   |   |   |                              |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                           |   |   |   |   |   |   |   |                                         |   |   |   |   |   |   |   |                                                                                                      |   |   |   |   |   |   |   |                                                   |   |   |   |   |   |   |   |                                                                   |   |   |   |   |   |   |   |
| I did not have time.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2 | 3                   | 4 | 5 | 6 | 7                |   |                  |                      |   |   |   |   |   |   |   |                           |   |   |   |   |   |   |   |                                             |   |   |   |   |   |   |   |                                        |   |   |   |   |   |   |   |                                                                          |   |   |   |   |   |   |   |                                      |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                     |   |   |   |   |   |   |   |                              |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                           |   |   |   |   |   |   |   |                                         |   |   |   |   |   |   |   |                                                                                                      |   |   |   |   |   |   |   |                                                   |   |   |   |   |   |   |   |                                                                   |   |   |   |   |   |   |   |
| It was too much of hassle                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2 | 3                   | 4 | 5 | 6 | 7                |   |                  |                      |   |   |   |   |   |   |   |                           |   |   |   |   |   |   |   |                                             |   |   |   |   |   |   |   |                                        |   |   |   |   |   |   |   |                                                                          |   |   |   |   |   |   |   |                                      |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                     |   |   |   |   |   |   |   |                              |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                           |   |   |   |   |   |   |   |                                         |   |   |   |   |   |   |   |                                                                                                      |   |   |   |   |   |   |   |                                                   |   |   |   |   |   |   |   |                                                                   |   |   |   |   |   |   |   |
| It would take too much effort to deal with.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2 | 3                   | 4 | 5 | 6 | 7                |   |                  |                      |   |   |   |   |   |   |   |                           |   |   |   |   |   |   |   |                                             |   |   |   |   |   |   |   |                                        |   |   |   |   |   |   |   |                                                                          |   |   |   |   |   |   |   |                                      |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                     |   |   |   |   |   |   |   |                              |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                           |   |   |   |   |   |   |   |                                         |   |   |   |   |   |   |   |                                                                                                      |   |   |   |   |   |   |   |                                                   |   |   |   |   |   |   |   |                                                                   |   |   |   |   |   |   |   |
| I couldn't find anyone to complain to.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2 | 3                   | 4 | 5 | 6 | 7                |   |                  |                      |   |   |   |   |   |   |   |                           |   |   |   |   |   |   |   |                                             |   |   |   |   |   |   |   |                                        |   |   |   |   |   |   |   |                                                                          |   |   |   |   |   |   |   |                                      |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                     |   |   |   |   |   |   |   |                              |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                           |   |   |   |   |   |   |   |                                         |   |   |   |   |   |   |   |                                                                                                      |   |   |   |   |   |   |   |                                                   |   |   |   |   |   |   |   |                                                                   |   |   |   |   |   |   |   |
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| I felt bad for the service provider.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2 | 3                   | 4 | 5 | 6 | 7                |   |                  |                      |   |   |   |   |   |   |   |                           |   |   |   |   |   |   |   |                                             |   |   |   |   |   |   |   |                                        |   |   |   |   |   |   |   |                                                                          |   |   |   |   |   |   |   |                                      |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                     |   |   |   |   |   |   |   |                              |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                           |   |   |   |   |   |   |   |                                         |   |   |   |   |   |   |   |                                                                                                      |   |   |   |   |   |   |   |                                                   |   |   |   |   |   |   |   |                                                                   |   |   |   |   |   |   |   |
| There was a line of people waiting and I didn't want to hold them up.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2 | 3                   | 4 | 5 | 6 | 7                |   |                  |                      |   |   |   |   |   |   |   |                           |   |   |   |   |   |   |   |                                             |   |   |   |   |   |   |   |                                        |   |   |   |   |   |   |   |                                                                          |   |   |   |   |   |   |   |                                      |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                     |   |   |   |   |   |   |   |                              |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                           |   |   |   |   |   |   |   |                                         |   |   |   |   |   |   |   |                                                                                                      |   |   |   |   |   |   |   |                                                   |   |   |   |   |   |   |   |                                                                   |   |   |   |   |   |   |   |
| I didn't want to make a scene and embarrass myself.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2 | 3                   | 4 | 5 | 6 | 7                |   |                  |                      |   |   |   |   |   |   |   |                           |   |   |   |   |   |   |   |                                             |   |   |   |   |   |   |   |                                        |   |   |   |   |   |   |   |                                                                          |   |   |   |   |   |   |   |                                      |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                     |   |   |   |   |   |   |   |                              |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                           |   |   |   |   |   |   |   |                                         |   |   |   |   |   |   |   |                                                                                                      |   |   |   |   |   |   |   |                                                   |   |   |   |   |   |   |   |                                                                   |   |   |   |   |   |   |   |
| I was too tired to complain.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2 | 3                   | 4 | 5 | 6 | 7                |   |                  |                      |   |   |   |   |   |   |   |                           |   |   |   |   |   |   |   |                                             |   |   |   |   |   |   |   |                                        |   |   |   |   |   |   |   |                                                                          |   |   |   |   |   |   |   |                                      |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                     |   |   |   |   |   |   |   |                              |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                           |   |   |   |   |   |   |   |                                         |   |   |   |   |   |   |   |                                                                                                      |   |   |   |   |   |   |   |                                                   |   |   |   |   |   |   |   |                                                                   |   |   |   |   |   |   |   |
| They noticed the problem first and took care of it before I complain.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2 | 3                   | 4 | 5 | 6 | 7                |   |                  |                      |   |   |   |   |   |   |   |                           |   |   |   |   |   |   |   |                                             |   |   |   |   |   |   |   |                                        |   |   |   |   |   |   |   |                                                                          |   |   |   |   |   |   |   |                                      |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                     |   |   |   |   |   |   |   |                              |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                           |   |   |   |   |   |   |   |                                         |   |   |   |   |   |   |   |                                                                                                      |   |   |   |   |   |   |   |                                                   |   |   |   |   |   |   |   |                                                                   |   |   |   |   |   |   |   |
| When I realized the problem, it was too late to complain.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2 | 3                   | 4 | 5 | 6 | 7                |   |                  |                      |   |   |   |   |   |   |   |                           |   |   |   |   |   |   |   |                                             |   |   |   |   |   |   |   |                                        |   |   |   |   |   |   |   |                                                                          |   |   |   |   |   |   |   |                                      |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                     |   |   |   |   |   |   |   |                              |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                           |   |   |   |   |   |   |   |                                         |   |   |   |   |   |   |   |                                                                                                      |   |   |   |   |   |   |   |                                                   |   |   |   |   |   |   |   |                                                                   |   |   |   |   |   |   |   |
| I am a loyal patron of this restaurant.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2 | 3                   | 4 | 5 | 6 | 7                |   |                  |                      |   |   |   |   |   |   |   |                           |   |   |   |   |   |   |   |                                             |   |   |   |   |   |   |   |                                        |   |   |   |   |   |   |   |                                                                          |   |   |   |   |   |   |   |                                      |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                     |   |   |   |   |   |   |   |                              |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                           |   |   |   |   |   |   |   |                                         |   |   |   |   |   |   |   |                                                                                                      |   |   |   |   |   |   |   |                                                   |   |   |   |   |   |   |   |                                                                   |   |   |   |   |   |   |   |
| They have a good reputation and my problem was probably due to bad luck or an accident of some sort.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2 | 3                   | 4 | 5 | 6 | 7                |   |                  |                      |   |   |   |   |   |   |   |                           |   |   |   |   |   |   |   |                                             |   |   |   |   |   |   |   |                                        |   |   |   |   |   |   |   |                                                                          |   |   |   |   |   |   |   |                                      |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                     |   |   |   |   |   |   |   |                              |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                           |   |   |   |   |   |   |   |                                         |   |   |   |   |   |   |   |                                                                                                      |   |   |   |   |   |   |   |                                                   |   |   |   |   |   |   |   |                                                                   |   |   |   |   |   |   |   |
| There was partial self-blame (my fault) involved.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2 | 3                   | 4 | 5 | 6 | 7                |   |                  |                      |   |   |   |   |   |   |   |                           |   |   |   |   |   |   |   |                                             |   |   |   |   |   |   |   |                                        |   |   |   |   |   |   |   |                                                                          |   |   |   |   |   |   |   |                                      |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                     |   |   |   |   |   |   |   |                              |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                           |   |   |   |   |   |   |   |                                         |   |   |   |   |   |   |   |                                                                                                      |   |   |   |   |   |   |   |                                                   |   |   |   |   |   |   |   |                                                                   |   |   |   |   |   |   |   |
| I was with my family/friends and did not want to ruin the "mood".                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2 | 3                   | 4 | 5 | 6 | 7                |   |                  |                      |   |   |   |   |   |   |   |                           |   |   |   |   |   |   |   |                                             |   |   |   |   |   |   |   |                                        |   |   |   |   |   |   |   |                                                                          |   |   |   |   |   |   |   |                                      |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                     |   |   |   |   |   |   |   |                              |   |   |   |   |   |   |   |                                                                       |   |   |   |   |   |   |   |                                                           |   |   |   |   |   |   |   |                                         |   |   |   |   |   |   |   |                                                                                                      |   |   |   |   |   |   |   |                                                   |   |   |   |   |   |   |   |                                                                   |   |   |   |   |   |   |   |

❖ How would you characterize your history with this restaurant *prior to* the dissatisfying experience that you described earlier?

|                                                       | 1=strongly disagree | 2 | 3 | 4 | 5 | 6 | 7=strongly agree |                                                            |
|-------------------------------------------------------|---------------------|---|---|---|---|---|------------------|------------------------------------------------------------|
| I had visited this restaurant many times in the past. | 1                   | 2 | 3 | 4 | 5 | 6 | 7                | <input type="checkbox"/> N/A:<br><b>first-time visitor</b> |
| I was a frequent visitor of this restaurant.          | 1                   | 2 | 3 | 4 | 5 | 6 | 7                |                                                            |
| I normally chose this restaurant.                     | 1                   | 2 | 3 | 4 | 5 | 6 | 7                |                                                            |

❖ How would you characterize your relationship with this restaurant *prior to* the dissatisfying experience that you described earlier?

**My level of emotional attachment to this restaurant was:**

Much lower than averageMuch higher than average

|   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

**The strength of my commitment to my relationship with this restaurant was:**

|   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|

- ❖ **What did you actually do? Please indicate one response that best describes your reaction right after the dissatisfying experience that you described at the beginning of the survey.**

|                                                                                                                              |                          |                                                   |
|------------------------------------------------------------------------------------------------------------------------------|--------------------------|---------------------------------------------------|
| Did not complain because I didn't care about the company and it was not worth taking any action.                             | <input type="checkbox"/> | } <b>Please choose one of these five options.</b> |
| Did not complain because I wanted to give the service provider/company another chance.                                       | <input type="checkbox"/> |                                                   |
| Complained immediately to the service provider to have the problem fixed and/or to get compensation or apology.              | <input type="checkbox"/> |                                                   |
| Talked to the service provider about the problem so they could improve their service in the future.                          | <input type="checkbox"/> |                                                   |
| Complained and even exaggerated some facts because I knew that it would help me get some additional compensation or service. | <input type="checkbox"/> |                                                   |

- ❖ **Please indicate whether you did any of the following:**

|                                                                                                                                               |                              |                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------|
| Took third-party action (e.g. reporting to the consumer agency, writing to a newspaper, taking some legal actions etc.) to solve the problem. | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Said negative things about the restaurant to family, friends and/or other people.                                                             | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Decided to not go back and to switch to another restaurant.                                                                                   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

- ❖ **Now, considering 'all' your experiences with this restaurant so far, how would you rate this restaurant?**

|                                                                         | 1=strongly disagree |   |   | 7=strongly agree |   |   |   |
|-------------------------------------------------------------------------|---------------------|---|---|------------------|---|---|---|
| I am satisfied with my overall experience with this restaurant.         | 1                   | 2 | 3 | 4                | 5 | 6 | 7 |
| As a whole, I am happy with this restaurant.                            | 1                   | 2 | 3 | 4                | 5 | 6 | 7 |
| Overall, I am pleased with the service experience with this restaurant. | 1                   | 2 | 3 | 4                | 5 | 6 | 7 |
| Because of what happened, I would never go to this restaurant again.    | 1                   | 2 | 3 | 4                | 5 | 6 | 7 |

- ❖ **How likely is it that you would return to that restaurant in the future?**

Very unlikely    **1**    **2**    **3**    **4**    **5**    **6**    **7**    Very likely



- ☞ **The following questions reflect some your general opinion as a consumer. Please indicate your level of agreement or disagreement with each statement.**

|                                                                                                                 | 1=strongly disagree |   |   |   | 7=strongly agree |   |   |
|-----------------------------------------------------------------------------------------------------------------|---------------------|---|---|---|------------------|---|---|
| It sometimes feels good to get my dissatisfaction and frustration with the product off my chest by complaining. | 1                   | 2 | 3 | 4 | 5                | 6 | 7 |
| I often complain when I'm dissatisfied with business or products because I feel it is my duty to do so.         | 1                   | 2 | 3 | 4 | 5                | 6 | 7 |
| I am usually reluctant to complain to the store regardless of how bad a product is.                             | 1                   | 2 | 3 | 4 | 5                | 6 | 7 |
| I am less likely to return an unsatisfactory product than most people I know.                                   | 1                   | 2 | 3 | 4 | 5                | 6 | 7 |

|                                                                                                            |   |   |   |   |   |   |   |
|------------------------------------------------------------------------------------------------------------|---|---|---|---|---|---|---|
| By making complaints about unsatisfactory products, in the long run the quality of products will improve.  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| By complaining about defective products, I may prevent other consumers from experiencing the same problem. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| People have a responsibility to tell stores when a product they purchase is defective.                     | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

|                                                                                           | 1=strongly disagree |   |   |   | 7=strongly agree |   |   |
|-------------------------------------------------------------------------------------------|---------------------|---|---|---|------------------|---|---|
| I think most companies care nothing at all about the consumer.                            | 1                   | 2 | 3 | 4 | 5                | 6 | 7 |
| I think most companies are not honest in their dealings with the consumer.                | 1                   | 2 | 3 | 4 | 5                | 6 | 7 |
| I think business firms stand behind their products and guarantees.                        | 1                   | 2 | 3 | 4 | 5                | 6 | 7 |
| I think that the consumer is usually the least important consideration to most companies. | 1                   | 2 | 3 | 4 | 5                | 6 | 7 |
| I think most companies usually forget about consumers after selling their product.        | 1                   | 2 | 3 | 4 | 5                | 6 | 7 |

❖ **Prior Complaining Experience**

Please indicate the number of times you had complained to service providers and/or reported your dissatisfaction to any public agency (e.g. the Better Business Bureau) for the last 6 months.

[                      ] times

***Finally some quick questions....***

❖ How often have you patronized casual dining restaurants during the **past month**?

**0-2 times** [   ]      **3-5 times** [   ]      **6-12 times** [   ]      **Over twelve times** [   ]

❖ What is your gender? [   ] **Male** [   ] **Female** [   ] **Transgender** [   ] **Other** (Please specify \_\_\_\_\_)

❖ How old are you? \_\_\_\_\_ **years**

❖ Marital status: **Single** [   ]      **Divorced** [   ]      **Married** [   ]      **Widowed** [   ]

❖ Please indicate your **education level**:

- [   ] High school
- [   ] College credits but no earned degree
- [   ] College degree
- [   ] Graduate school (Masters'/MD/Ph.D.)

❖ Please indicate your household **income level**:

- [   ] Less than \$10,000
- [   ] \$10,000 - \$20,000
- [   ] \$21,000 - \$35,000
- [   ] \$36,000 - \$50,000
- [   ] \$51,000 - \$75,000
- [   ] \$76,000 - \$100,000
- [   ] More than \$100,000

**THANK YOU FOR YOUR PARTICIPATION – HAVE A NICE DAY !**

## **Appendix B. Customer Dissatisfaction Responses Measurement Items and Sources**

1. Decide not to use that repair shop again.(Singh, 1988)
2. I have used the services of this service provider less than before (Zeelenberg and Pieters, 2004)
3. I have switched to a competing service provider (Zeelenberg and Pieters, 2004)
4. I will probably consider a replacement primary wholesaler in the near future (Ping, 1999)
5. Speak to your friends and relatives not to use that repair shop (Singh, 1988)
6. Convince your friends and relatives not to use that repair shop.(Singh, 1988)
7. Discourage friends and relatives to do business with the service provider (Bougie et al., 2003)
8. Say negative things about the service provider to other people (Bougie, et al., 2003)
9. Complain to a consumer agency and ask them to make the repair shop take care of your problem. (Singh, 1988)
10. Write a letter to the local newspaper about your bad experience (Singh, 1988)
11. Report to the consumer agency so that they can warn other consumers (Singh, 1988)
12. Take some legal action against the repair shop/manufacturer (Singh, 1988)
13. Post a negative comment about the service provider on-line
14. Go back or call the repair shop immediately and ask them to take care of your problem (Singh, 1988)
15. Complain to the service provider about the service quality (Bougie et al., 2003)
16. Complain to the service provider about the way I was treated (Bougie et al., 2003)
17. Occasionally I will suggest changes to my primary wholesaler if there is a mutual problem (Ping, 1999)
18. Try to come to an understanding with your supervisor (Hagedoorn et al., 1999)
19. In collaboration with your supervisor, try to find a solution that is satisfactory to everybody (Hagedoorn et al., 1999)
20. Willing to serve advisory board (Bowen and Shoemaker, 1998)
21. When I think of an idea that will benefit my company I make a determined effort to implement it (Rusbult et al., 1986)
22. When things are seriously wrong and the company won't act, I am willing to "blow the whistle." (Rusbult et al., 1986)



23. Forget about the incident and do nothing.(Singh, 1988)
24. I often overlook problems with my primary wholesaler because they frequently fix themselves (Ping, 1999)
25. Sometimes I ignore problems with my primary wholesaler. (Ping, 1999)
26. I wouldn't want to destroy our relationship and I would like to reward him (Dewitt and Brady, 1993)
27. How likely is it that you will speak favorably of the bank to others (Olson and Johnson)
28. I will not say anything to my primary wholesaler about mutual problems because they seem to go away by themselves. (Ping, 1999)
29. I've found that patience is a virtue at my company-time seems to solve most problems at work (Rusbult et al., 1986)
30. I remained passive. (Zeelenberg and Pieters, 2003)
31. I did not take action. (Zeelenberg and Pieters, 2003)
32. I won't plan to do anything to improve relations with my primary wholesaler and will expect things will become worse. (Ping, 1993)
33. At times I care very little about what happens to my primary wholesaler as long as I get what I need from them. (Ping, 1993)
34. I have quit caring about my primary wholesaler and will let condition get worse and worse. (Ping, 1993)
35. I will passively let the relationship with my primary wholesaler slowly deteriorate. (Ping, 1993)
36. I may purposefully exaggerate the sales opportunities in my market in order to get additional allowances or assistance from my primary wholesaler. (Ping, 1993)
37. Sometimes, I will have to alter the facts slightly in order to get what I need from my primary wholesaler. (Ping, 1993)
38. Describe the problem as negatively as possible to your supervisor (Hagedroon et al., 1999)
39. Deliberately make the problem sound more problematic than it really is (Hagedroon et al., 1999)
40. Being persistent with your supervisor in order to get what you want (Hagedoorn et al., 1999)

## Appendix C. Pilot Study: Pattern Matrix of Seven Constructs (34items)

Pattern Matrix<sup>a</sup>

|                                                                                                                           | Factor |      |      |      |      |      |       |
|---------------------------------------------------------------------------------------------------------------------------|--------|------|------|------|------|------|-------|
|                                                                                                                           | 1      | 2    | 3    | 4    | 5    | 6    | 7     |
| Not want to destroy my relationship with the restaurant and I would like to reward them by overlooking the problem.       | -.821  |      |      |      |      |      |       |
| Overlook the problem because I hope the restaurant will take care of the problem.                                         | -.792  |      |      |      |      |      |       |
| Ignore problems at the restaurant that I patronize.                                                                       | -.791  |      |      |      |      |      |       |
| Try to forget about the incident and do nothing.                                                                          | -.740  |      |      |      |      |      |       |
| Not say anything to the service provider about the problems because they seem to go away by themselves.                   | -.667  |      |      |      |      |      |       |
| Not take any action about the problem.                                                                                    | -.666  |      |      |      |      |      |       |
| Remain passive.                                                                                                           | -.611  |      |      |      |      |      |       |
| Passively let the relationship with the restaurant slowly deteriorate.                                                    |        | .930 |      |      |      |      |       |
| Care very little about what happens at the restaurant as long as I get what I need from them.                             |        | .445 |      |      |      |      |       |
| Quit caring about the restaurant and let the problem/situation get worse and worse.                                       |        | .424 |      |      |      |      |       |
| Deliberately make the problem sound more problematic than it really is.                                                   |        |      | .807 |      |      |      |       |
| Purposefully exaggerate the problem in order to get additional compensation or services from the restaurant.              |        |      | .761 |      |      |      |       |
| Alter the facts slightly in order to get what I want from the restaurant.                                                 |        |      | .753 |      |      |      |       |
| Describe the problem as negatively as possible to the airline company.                                                    |        |      | .746 |      |      |      |       |
| Report to a consumer agency so that they can warn other consumers.                                                        |        |      |      | .766 |      |      |       |
| Take some legal action against the restaurant.                                                                            |        |      |      | .757 |      |      |       |
| Write a letter to a local newspaper about my bad experience.                                                              |        |      |      | .730 |      |      |       |
| Complain to a consumer agency (e.g. Better Business Bureau) and ask them to make the restaurant take care of the problem. |        |      |      | .711 |      |      |       |
| Post a negative comment about the restaurant on-line.                                                                     |        |      |      | .650 |      |      |       |
| Try to suggest solutions to the problem in collaboration with the service provider.                                       |        |      |      |      | .884 |      |       |
| Make a determined effort to suggest an idea to solve the problem                                                          |        |      |      |      | .686 |      |       |
| Try to come to an understanding about the problem rather than blame the service provider.                                 |        |      |      |      | .574 |      |       |
| Provide constructive feedback to the service provider for future improvement.                                             |        |      |      |      | .565 |      |       |
| Complain to the service provider about the problem.                                                                       |        |      |      |      |      | .970 |       |
| Immediately ask the service provider to take care of the problem.                                                         |        |      |      |      |      | .771 |       |
| Complain to the service provider about the way I was treated.                                                             |        |      |      |      |      | .707 |       |
| Switch to another competing restaurant.                                                                                   |        |      |      |      |      |      | -.879 |
| Probably consider another restaurant in the near future.                                                                  |        |      |      |      |      |      | -.867 |
| Advise my friends and relatives not to go to that restaurant.                                                             |        |      |      |      |      |      | -.799 |
| Likely not continue the relationship with that restaurant.                                                                |        |      |      |      |      |      | -.770 |
| Discourage friends and relatives not to use that restaurant.                                                              |        |      |      |      |      |      | -.695 |
| Decide not to use that restaurant again.                                                                                  |        |      |      |      |      |      | -.690 |
| Go to the restaurant less often than before.                                                                              |        |      |      |      |      |      | -.663 |
| Say negative things about the restaurant to other people.                                                                 |        |      |      |      |      |      | -.568 |

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.

a. Rotation converged in 10 iterations.

### Appendix D. Multiple Comparison Results

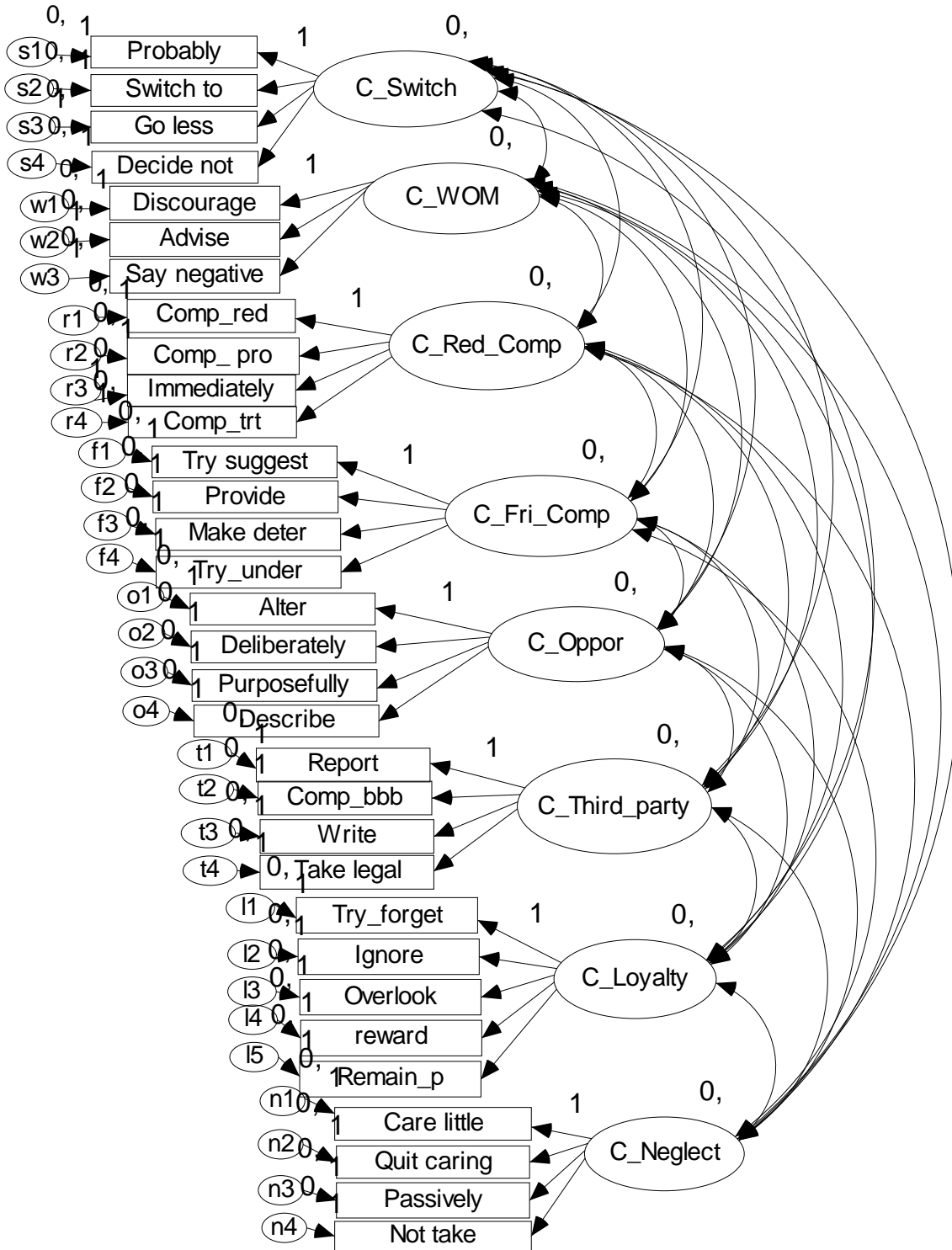
Tukey HSD

| Dependent Variable | (I) Context | (J) Context  | Mean Difference (I-J) | Std. Error | Sig. | 98.3% Confidence Interval |             |
|--------------------|-------------|--------------|-----------------------|------------|------|---------------------------|-------------|
|                    |             |              |                       |            |      | Lower Bound               | Upper Bound |
| M_REDRES           | restaurant  | auto repair  | -.8162(*)             | .20952     | .000 | -1.3928                   | -.2396      |
|                    |             | medical care | .3012                 | .20442     | .305 | -.2614                    | .8638       |
| M_FRIEND           | auto repair | medical care | 1.1174(*)             | .22331     | .000 | .5027                     | 1.7320      |
|                    | restaurant  | auto repair  | -.7877(*)             | .18396     | .000 | -1.2940                   | -.2814      |
|                    |             | medical care | -.2876                | .17948     | .246 | -.7816                    | .2064       |
| M_OPPORT           | auto repair | medical care | .5001                 | .19607     | .030 | -.0395                    | 1.0397      |
|                    | restaurant  | auto repair  | -.2739                | .10741     | .030 | -.5695                    | .0217       |
|                    |             | medical care | .0681                 | .10479     | .793 | -.2203                    | .3565       |
| M_THIRD            | auto repair | medical care | .3420(*)              | .11448     | .008 | .0269                     | .6571       |
|                    | restaurant  | auto repair  | -1.0332(*)            | .14265     | .000 | -1.4258                   | -.6406      |
|                    |             | medical care | -.3135                | .13918     | .064 | -.6966                    | .0695       |
| M_SWITCH           | auto repair | medical care | .7197(*)              | .15204     | .000 | .3013                     | 1.1382      |
|                    | restaurant  | auto repair  | -.7521(*)             | .25450     | .009 | -1.4526                   | -.0517      |
|                    |             | medical care | 1.0737(*)             | .24830     | .000 | .3903                     | 1.7571      |
| M_WOM              | auto repair | medical care | 1.8258(*)             | .27126     | .000 | 1.0792                    | 2.5723      |
|                    | restaurant  | auto repair  | -1.1890(*)            | .25345     | .000 | -1.8866                   | -.4915      |
|                    |             | medical care | .0298                 | .24728     | .992 | -.6507                    | .7104       |
| M_LOYALT           | auto repair | medical care | 1.2188(*)             | .27013     | .000 | .4754                     | 1.9623      |
|                    | restaurant  | auto repair  | .3719                 | .15389     | .042 | -.0516                    | .7954       |
|                    |             | medical care | .0598                 | .15014     | .916 | -.3535                    | .4730       |
| M_NEGLEC           | auto repair | medical care | -.3121                | .16402     | .139 | -.7636                    | .1393       |
|                    | restaurant  | auto repair  | .2256                 | .14834     | .282 | -.1827                    | .6339       |
|                    |             | medical care | .3740                 | .14473     | .027 | -.0243                    | .7723       |
|                    | auto repair | medical care | .1484                 | .15811     | .616 | -.2868                    | .5835       |

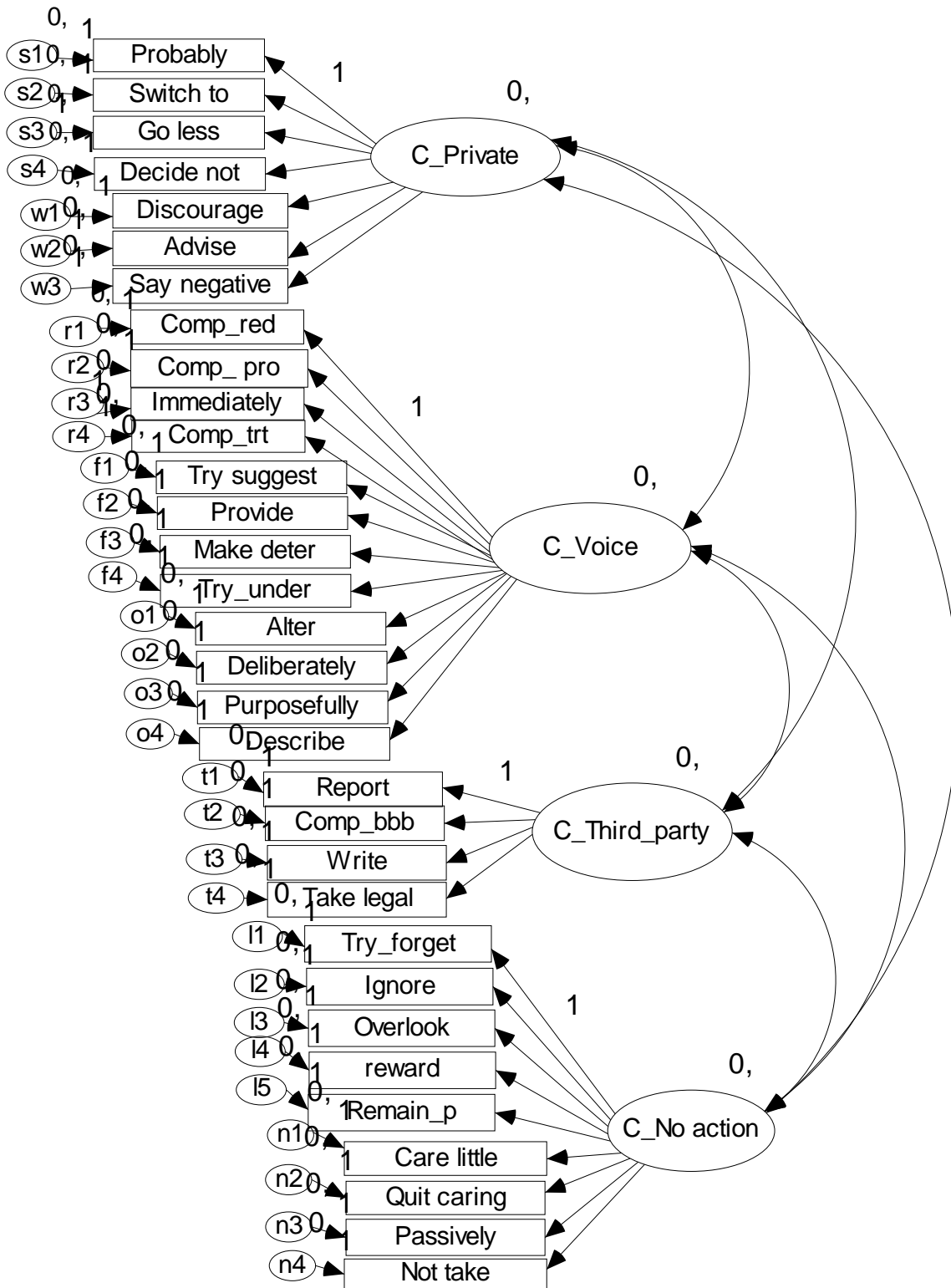
Based on observed means.

\* The mean difference is significant at the .017 level.

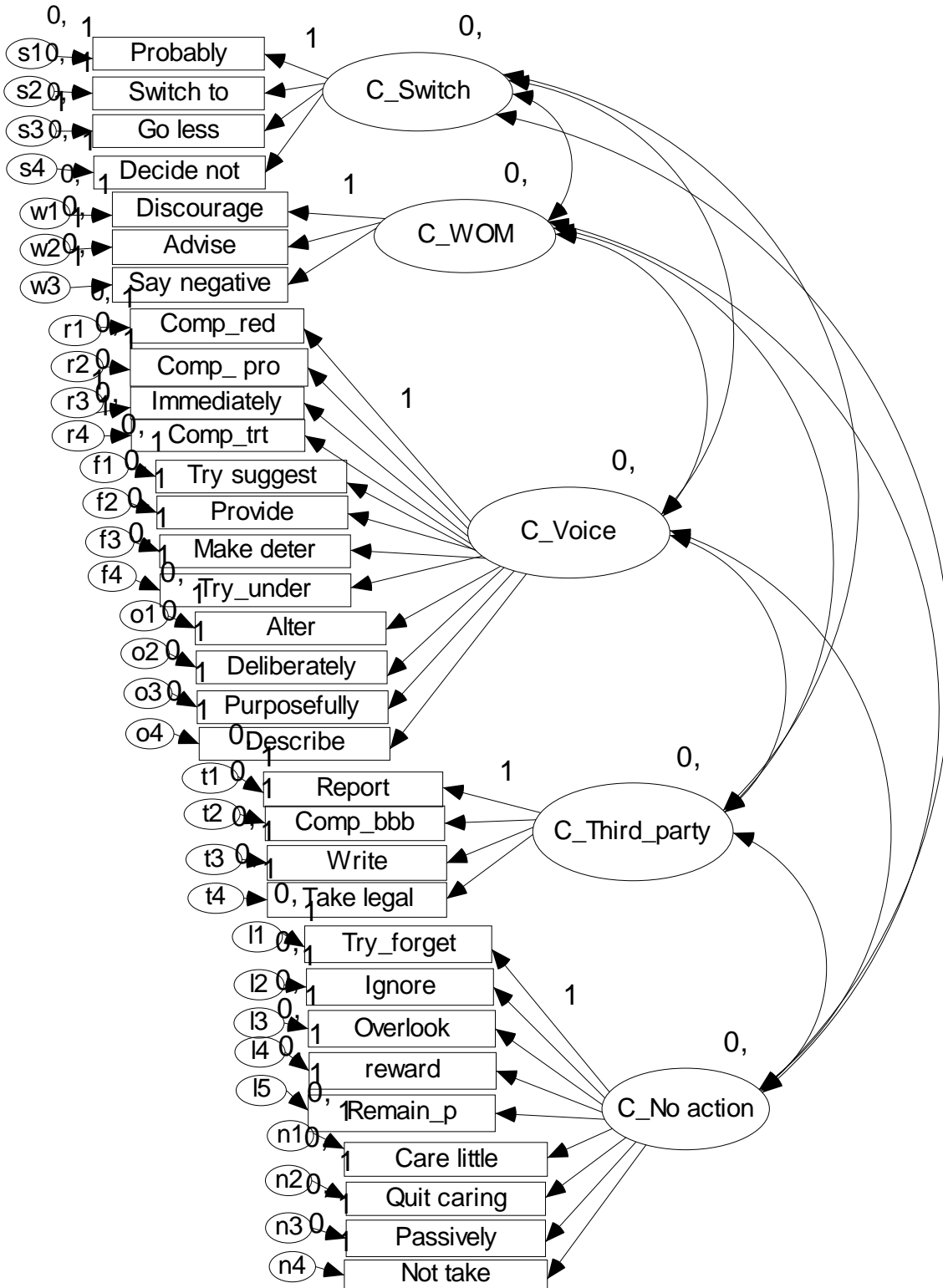
### Appendix E. CFA: 8-factor model



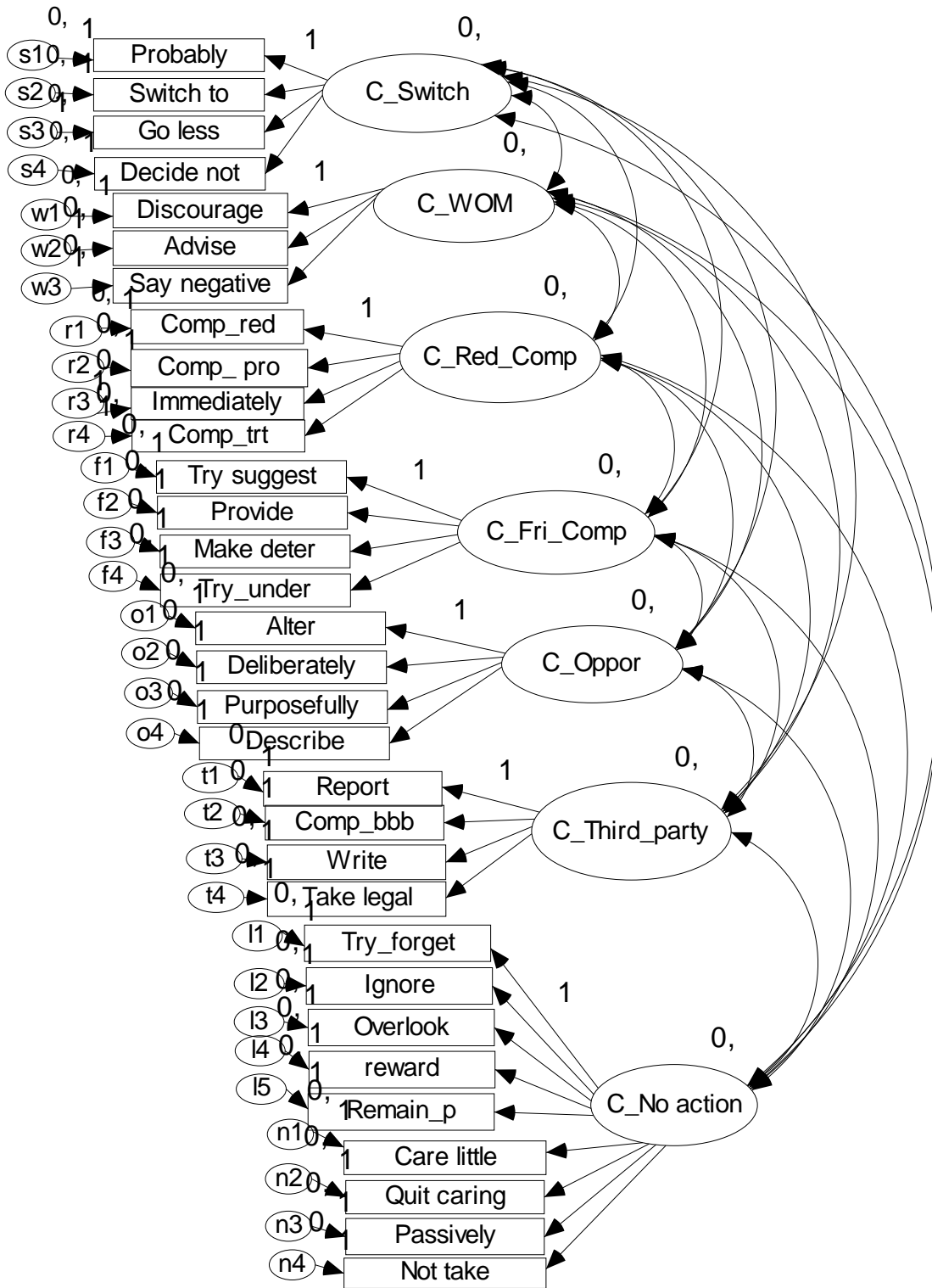
### Appendix F. CFA: 4-factor model I



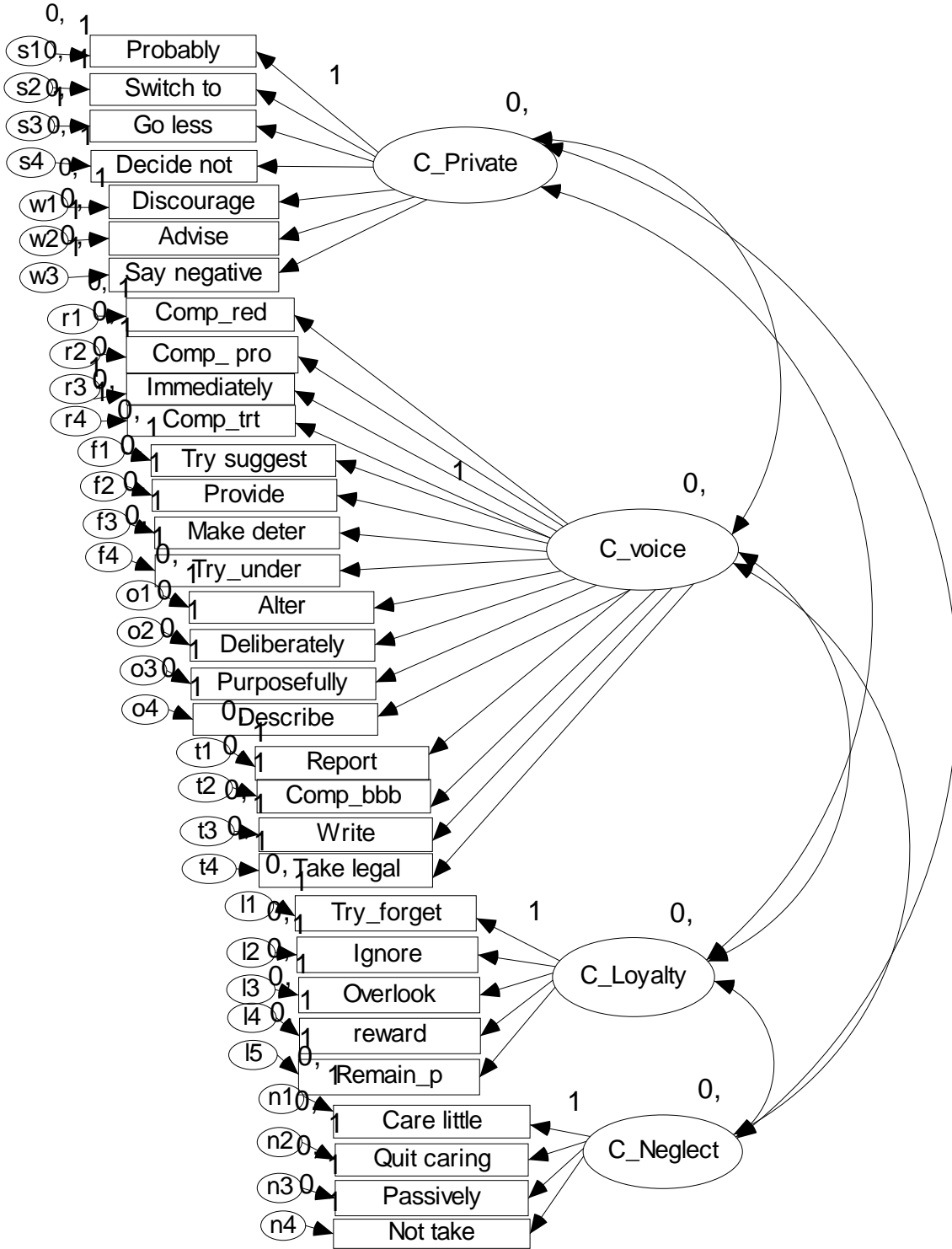
### Appendix G. CFA: 5-factor model



### Appendix H. CFA: 7-factor model I

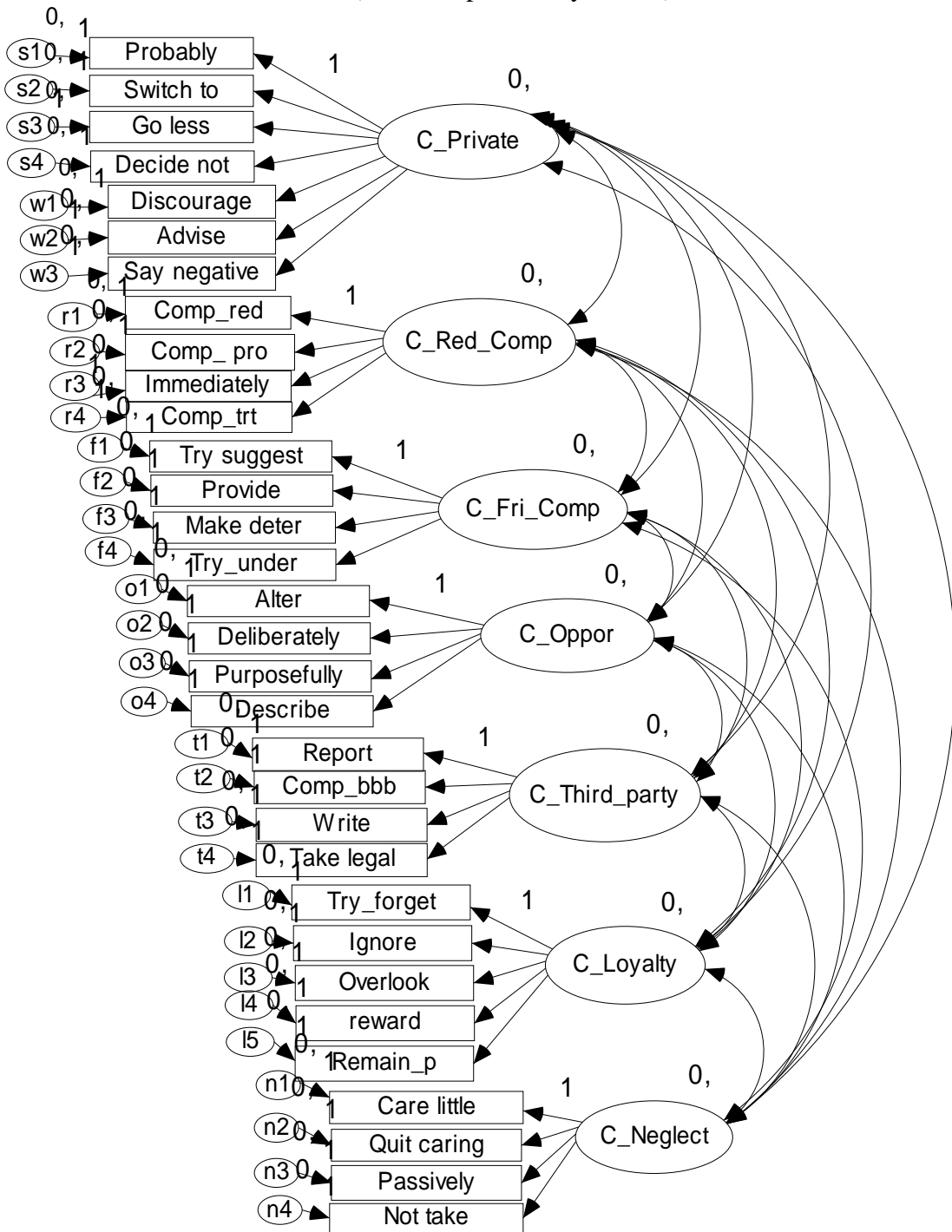


**Appendix I. CFA: 4--factor model II**  
 (based on Rusbult et al.'s categorization)





**Appendix I. CFA: 7--factor model II**  
(based on pilot study results)



## Vita

### HEEJUNG (Cheyenne) RO

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