

UNIVERSITY OF JYVÄSKYLÄ
School of Business and Economics

**THE CUSTOMER COMPLAINING BEHAVIOUR
WHY CUSTOMERS DO NOT COMPLAIN**

Master's Thesis, Marketing

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ABSTRACT

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Title The Customer Complaining Behavior- Why Customers Do Not Complain Directly to the Firms	
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<p>Abstract</p> <p>The field of the marketing has been under change since services gained attention under 1970s. The customer behavior and the relationship marketing gained it focus in the 1990s. At the same time, the need for understanding the customer complaining behavior was noticed being vital for service management.</p> <p>This research is a response for the Tronvoll's (2012) call for better understanding the customer complaining behavior. Especially, he called for investigation of what makes the customers act and behave in certain way. The intention of this study was to explore triggers, inhibits and motivators, which affect to the complaining behavior and explore the customer complaining behavior.</p> <p>The theoretical framework builds on the theories of the customer complaining behavior, the service quality and the service experience. The customer complaining behavior was based on the Hirschman's (1975), the Singh's (1988) and the Tronvoll's (2012). The Tronvoll's model was selected for the theoretical framework. The method of the analysis was to search for holistic features and patterns, which was supported by the discourse analysis, the content analysis and the theme analysis. The research data consisted of the two parts: 1) narratives of the bad service experiences and 2) thematic interviews.</p> <p>The results showed that there are four types of moderators of the complaining behavior: the psychological, the experimental, the presumption and the personal types of the customer complaining behavior. These types have a different input on the dimensions of the Tronvoll's model. The types have a different kind of role on influencing customers do stand from complain; act towards third parties and to complain directly to the service provider. These findings highly support the earlier findings of the customer complaining behavior and clarify the influencer types behind the complaining behavior.</p>	
Keywords Customer Complaining Behavior, Service, Service Quality, Service Experience, Customer Orientation,	
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1 INTRODUCTION

The concept of the service has been highly researched in both the academic and the business environments since the late 1970s. Service has been pointed out from the different perspectives, and has been a discussion topic for several decades. (Athanasopoulos, Gounaris & Stathakopoulos, 2001; Grönroos, 1994; Grönroos, 1988; Parasuraman, Berry & Zeithaml, 1991; Zeithaml, Berry & Parasuraman, 1988; Verhoef, Lemon, Parasuraman, Roggeveen, Tsiros & Schlie-singer, 2008). The service is becoming even more important as the role of the services grows in higher position on the gross national product (GNP). Today, most of the western economies can be described as service societies. It can be said that the services are playing common part in every business. There can be no business without the services. Even the traditional companies and the business fields have harnessed services as part of their offering-mix (Gebauer, Gustafsson & Witell, 2011).

As the importance of the services has grown, the focus of the research has shifted towards service quality, service experience, customer satisfaction and customer loyalty in both the academic and the business fields for the last four decades (Buttle, 2001; Knight, 1999; Wan, 2011). Because of the nature of the services, experience and customer perceptions of services have been deeply investigated and are almost drivers of the most corporation's strategies now days. Each company tries to find the strategy to manage cost efficiently the service experience, and the customer's perceptions (Buttle, 2001; Knight, 1999; Wan, 2011).

Management and development of services are more complex than management of the products. Services generally involve plenty of intangible factors and parts, which are not fully controllable. This increases risk of customers to buy and consume services (Athanasopoulos, Gounaris & Stathakopoulos, 2001; Singh & Pandya, 1991). It has been shown that when there is little of prediction of becoming service or product, the level of the experienced risk of the purchase strongly rises (Bansal & Voyer, 2000; Bebko, 2000; Mitchell & Greatorex, 1993; Pires, Stanton & Ecford, 2004). The uncertainty and lack of the hints of the service makes the consumer precarious.

Therefore, customers need to keep close to development and creation process. Customers can be involved into part of development by listening their opinions and thoughts (Brocato, Voorhees, & Baker, 2012; Sarmiento, & Patricio, 2014; McColl-Kennedy, Cheung, & Ferrier, 2015; Merrilees, B. 2016; Tronvoll, 2012; Tornvoll, 2007). This consider the customer communication and the interaction to be important, as a part of communication, the customer complaining behavior includes communication and actions which is crucial in improving and running the services. Feedback of customers gives essential information of the users' perception of the service quality.

In addition to challenges of service management, there is an obvious need for managing the customer complaints. Challenging management of services

underlines necessary for dealing and managing customer complaints, as well as encouraging customers to give feedback of services and products (Celuch, Robinson & Walsh, 2015; Grönroos, 1994; Merrilees, 2016; Tronvoll, 2012; Tronvoll, 2007). However, this is not well understood yet. The most studies show that dissatisfied customers do not complain at all, which makes important to lower the borderline to complain (Celuch, Robinson & Walsh, 2015 Merrilees, 2016). The customer feedback gives essential guidance for procedures of firms for enhancing service quality. Nevertheless, there is a challenging issue to encourage customers to give feedback, and to receive feedback. (McColl-Kennely, Cheung & Ferrier, 2015).

Superior quality of services has been issue since the importance of the services was notices in 1970s (McColl-Kennedy, Cheung & Ferrier, 2015). At times, service delivery fails by reason or another, which makes customers unhappy and dissatisfied. This has led to a question of customer complaining behavior. Rhe question "how customers are acting when they are dissatisfied to a service experience" concerns the today's customer loyalty researchers. It is showed that quality and service experience affect to customer retention and loyalty (Oliver, 1999; Reinartz & Kumar, 2000; Storbacka et al. 1994). In addition, managers have tried to manage the service experience and the perceptions of customers by standardizing services. They have taught service personnel to deliver standardized quality. However, this "one-size fits all" approach does not work anymore (Wilder, Collier & Barnes, 2014).

Feedback and interaction with customers are essential when are considering the customer retention. The most studies show that customer retention is more cost efficient than gaining new ones, which makes the interactive discussion between customers and firms outstandingly significant (Brocato, Voorhees, & Baker, 2012; Sarmiento, & Patricio, 2014; McColl-Kennedy, Cheung, & Ferrier, 2015; Merrilees, B. 2016; Tronvoll, 2012; Tornvoll, 2007). This had been outlined when the academic point of view sifted from the product-focus to the service-focus in early 1970s. This had been influenced to the development of the new perspectives of the marketing: the relationship marketing in 1990s and the service-dominant logics in 2000s. The relationship marketing and the service dominant logics underline both the fact, that services are some kind of interaction between people. These studies have showed that the management of the customers or other shareholders requires interaction and co-operation with them. Like the word "relationship" refers to the partnership, and get them close to the core business (Reinartz & Kumar, 2000).

To understand the customer complaining behavior, service delivery has to be well understood as a overall process. The understanding helps to find ways to keep on developing services, but also brings insights of the customers. Still there is a need for analyzing the customer complaining behavior in case of negative service experience, even though services has been highly investigated over the past four decades. According to the studies, approximately 30-90 percent of the dissatisfied customers do not turn to a service provider when they are fac-

ing dissatisfying and bad service experiences (Chebat, Davidow & Codjovi, 2005; Singh & Pandya, 1991).

Despite of the earlier studies, there is not enough knowledge of motivators, instigators and triggers that makes customers to give feedback in cases of service failures. Why do not dissatisfied customers turn to service provider to give them a change to enhance the service quality and the service experience better? This question is still remaining as undiscovered, even though there have been numerous studies of this theme within several decades (Tronvoll, 2012).

1.1 The Changing Field of the Marketing

The field of the marketing has been under change since services gained attention under 1970s (Grönroos, 1994 Reinartz & Kumar, 2000; Shaw & Jones, 2005; Shelby, 1997; Sheth & Parvatiyar, 1995; Tronvoll, 2012 & 2007; Vargo & Lusch, 2004). The point of the view has been moving from the static, production-oriented approach to service and relationship oriented approach, which underlines complexity of services, selling, consumers, business, markets etc.

The customer behavior and the relationship marketing have gained focus on the both academic research and the business in the 1990s (Grönroos, 2009, 1996, 1994; Dedeker, 2003; Zeithaml, 1988, 1996). Serving people and acting as a partner were intended as a key for successful business, which made the serving and the services even more important than before. The complexity and the uncertainty were more involved into the marketing that has raised need for the studies from different perspectives and point of views.

The marketing focus is more customer oriented and service oriented today. The service quality, the customer involvement and the customer complaining behavior have attained wide attention on the field. The first studies of the services and the customer complaining behavior were made in the 1970s. The nature of the services was noticed different than nature of products, as product oriented approach was very common back in the early 1970s (Hirschman, 1975; Grönroos, 1994, 1996, 2001, 2009; Parasuraman et al. 1988, 1991; Sheth & Parvatiyar, 1995). The product-oriented modern approach of the marketing does not work anymore today, as the society and the economy have become more complex and unpredictable (Beltagui et al. 2016; Sheth & Parvatiyar, 1995; 2013; Tronvoll, 2007; Wan, 2013). The mass-production, the one-way approach to manufacture goods and services do not appeal to today's customers. This force the firms to get closer to their customers: involve them into the product and the service development, designing and production. By far, firms should openly interact with the customers and encourage them to give feedback (Arnold et al. 2012; Saramento et al, 2010; Wilder, et al. 2014)

The customer orientation and the customer co-operation are more important and highlighted approaches in the academic researches for the last three decades. Customers are seen very different point of view than, for example, in the 1960s and the 1950s. The customer are seen as a partners in the business to-

day. The customer relationship management is very important in today's business, and many of the firms have a customer relationship management (CRM) system, program and strategy to manage customer. The focus is to keep financially productive and cost-effective customers and gain new potential customers but also execute unprofitable customers (Ernest et al. 2011; Reinartz & Kumar, 2000).

1.2 The Background of the Research

The purpose of this study is to extend the knowledge of the consumers complaining behavior in the context of the negative service experiences. This perspective was selected to be investigated in order for better understanding of why some of customers fail to complain to a company. Nevertheless, these customers go to spread negative word-of-mouth and negative activities, like boycotting firm or spread negative image of firm. This is a common problem in the everyday business life. The interest of this study is to understand this phenomenon of the customer complaining behavior as whole. Especially the aim is to interpret indirectly to firm complaining or voicing customers: what motivates the customer in their complaining behavior is there factors that influence and inspires customer's complaining behavior.

The customer complaining behavior is vivid and vital phenomenon for the service business to succeed in their daily operations. As the customers' needs and the styles are becoming more complex, the understanding of the complaining behavior is more crucial. Negative word-of-mouth has become even more efficient and permanent than before, as the development of internet and web-discussion portals has appeared into consumer's daily lives. Dissatisfied consumer can spread their experience of a negative service failure online by pressing few buttons to reach thousands of the people (Brown et al. 2005; Buttle, 1998; Brown et al. 2005; Celuch et al. 2015). This only increases the power and the effort of the negative word of mouth and it can harm the business more than before. That is the reason why the companies should be aware of negative and dissatisfied customers, which leads for a need to the management of complaining processes and management of service experience.

Non-complaining customer's behavior is an interesting phenomenon, which needs be investigated (Blodget, Wakefield & Barnes, 1995; Celuch, Robinson & Walsh, 2015; Tronvoll, 2012; Wan, 2013). Yet, customer's interest for the complaining behavior is important to be investigated deeply by metaphors, ideas and mental images of complaining behavior. Particularly, there is lack of knowledge how customer perceive complaining behavior. Even though the consumer complaining behavior has been studied through different perspectives. The importance of analyzing the customer feedback and the customer behavior are more essential today. Specially, it helps to adapt service assortments more suitable and preferable for the consumer's perceptions (Ordenes et al. 2014; Reynolds & Harris, 2005). The tight competition has made the position of the

customers more powerful than before which forces also the firms to understand and explore the desires of the customers.

In order to understand customer's desires, the customer behavior and the customer complaining behavior need to be carefully investigated, especially exploring triggers and motivators behind the actions, which was acknowledged in the Tornvoll's study (2012). Tornvoll calls for a study, which focuses on triggers and fluctuations of the complaining behavior during the service provision. He also asked specially for investigation of the factors that encourage or inhibit in service failures, or dissatisfied experiences, to become a communicative or action complaining response. Triggers and motivators still seems to be too superficially investigated, as these things are crucially important for an understanding of the consumer complaining behavior (Tronvoll, 2012). The question what makes, motivates, or triggers consumers to behave in special way under the service failures and the incidents is still remaining as a question.

1.3 The Research Questions

1.3.1 The Purpose

As mentioned earlier, this study focuses on researching and analyzing the customer complaining behavior. The focus is in triggers and inhibits that influences to consumers complaining behavior, and perceptions of complaining as an action, and who is a target of behavior. The subject has been selected by the need for a more specified research for the consumer complaining behavior. It was specially called for a future research by Tronvoll (2012). Managerial and empirical needs for the research have motivated author to start to explore this challenging issue.

The main purpose of this study is to **explore and classify triggers, inhibits and motivators behind the customer complaining behavior** in case of an incident. This purpose is adapted from the academic articles of the issues related to the customer complaining behavior, which is influencing into the whole study. The method of this research is qualitative in order to explore the consumer's associations of the complaining behavior and the customer's perceptions beyond their behavior: what kinds of associations do customers have with expressing complaints and the complaining behavior. By the qualitative research methods, we can explore matter further, learn and receive customers' associations, their mental images and their perceptions of the complaining behavior.

The ambition is to find and explore knowledge of how the behavior is motivated, and what triggers the motivation. Especially, the purpose is to find out knowledge that can be used to encourage customers to give feedback and to complain in case of dissatisfying service experiences. The research questions are planned in order to achieve beyond activities in the customer complaining be-

havior and the impressions of the complaining. The prior aim is to find usable knowledge to involve customers into co-creations in service design.

1.3.2 The Research Questions

The research question is **why customers complain in service failures and dissatisfied service experiences**. The main and the sub-questions are illustrated in the figure 1. The question underlines both the Tronvolls' idea for the future research and the corporations' needs for a better understanding of the consumer complaining behavior. However, it includes also the three dimensionality of the complaining behavior, which includes actions towards third parties, actions towards service providers, and no actions towards anyone.

This main question is supported by four sub-questions in order to divide the issue into smaller pieces, to help and to extent the analysis. The first two of the additional research questions are **why customers complain to the service provider** and **why customers do not complain directly to the service provider**. They express the three dimensional nature of the complaining behavior and creates opportunity to contrast these different actions between each other. In addition, these questions serve the purpose of seeing for the influencers beyond the complaining behavior. By these questions, the complaining behavior is researched as total: what is complaining about, towards whom it takes place and what makes the customers to express the complaining behavior.

In addition to these two questions, there are two other questions. The third question **how the theoretical parts of the service can be seen in the customer**



Figure 1 The Research Questions

complaining behavior enlargers understanding of this behavior. This question tackles into theoretical analysis, which focuses to contrast the theoretical parts but also the findings between the different dimensions of the customer complaining behavior. It intends to search differences between the motivation factors by different target group of the behavior: how the motivators vary. The fourth sub-question **what makes customer to choose a target or an aim of their complaining behavior** put the focus on customer's purpose and tactic of their behavior. The aim of the question is to express the motives of the customer and leads to the motivators beyond the customer complaining behavior.

1.3.3 The Research Data

This study requires a vivid and a rich research data that brings a big picture of the customer complaining behavior. In order to collect that kind of research data, this study has a two partial research data. The first part of the research data is a collection of narratives of bad service experiences that were collected from the internet discussion page by permission. The second part of the research data is interviews which are collected by using the theme and semi-structured interview techniques. The narratives are freely expressed and written by the chatters on the page which were selected in order to build stronger reliability and validity, as the writers have written by their own will, the time and the space. The interviews were selected to expand the narratives. The deep-interviews were chosen in order to research customer's associations of complaining behavior, motives and motivators. The interviews were one-hour long deep-interviews which the informants were surveyed by their body language and the tune of their voice to find out deeper meanings of their perceptions.

1.4 The Structure

The structure of this study is illustrated in the figure 2. This study starts with introduction, which introduces the background and the academic support for this study. In addition, the shift of the marketing is discussed by advising the common themes of the marketing today in the postmodern age. The purpose of this study and the research questions are discussed in this part, likewise the ambition of this study is told too. After introduction chapter, the study continues with theoretical concepts and the theoretical framework, which is expressed the most important theoretical views. These theoretical perspectives are used in the analyzing model. The research method is formed by using these theoretical perspectives and models, which are used later in the analysis of the research data.

The third part is methodology. This study is using the qualitative research approach in order to understand the consumer complaining behavior more profound. The framework and the most important qualitative research features are portrayed, and the qualitative method is related into this research. In this chapter, the used methods of forming the research data and the used methods of the analyses are justified. Also the research data is described and explained. In fourth part, the findings of the analysis are expressed. The results of the analysis are carefully handled in this chapter. The answers and equivalents for the research questions are logically communicated by underlining the most important outcomes. In the end of this study, the conclusions and the managerial implementations are reported. After the implementations and the conclusions, the restrictions and future research objectives covered.

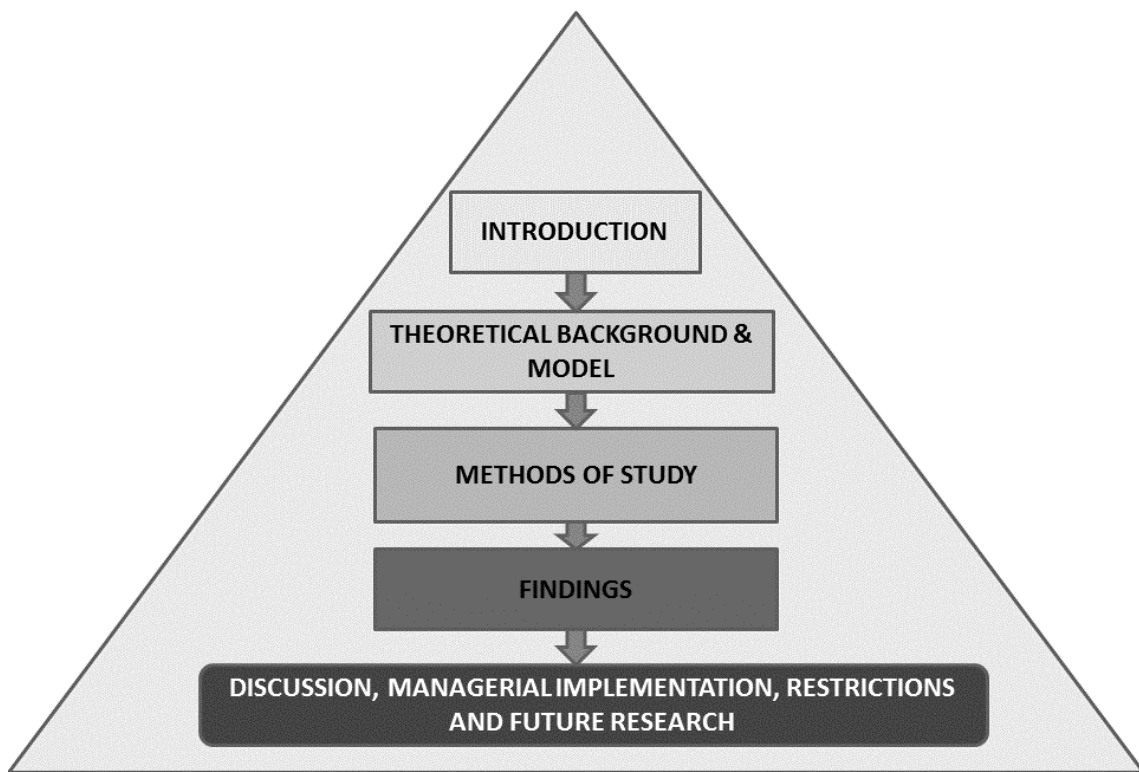


Figure 2 The Content of the Research

2 THEORETICAL BACKGROUND

In this chapter, the important theoretical perspectives are explained and described. The theoretical framework gives a strong base for this study: theories are divided under three different perspectives the themes are discussed and presented. These theoretical themes are highly related into the customer complaining behavior. The themes based on requirements of this study, and on the used methods. Theoretical guideline helps to understand the customer complaining behavior more holistic and gives useful sight into the analysis. Especially, the large theoretical framework is essential to explore new knowledge of the customer complaining behavior. The customer complaining behavior is complex phenomenon, which requires a large theoretical knowledge to analyze the motivators beyond the complaining behavior. In addition, the analysis will be more correct when the theoretical background is strong enough.

The nature of the services is intangible and heterogeneous. It is produced every single time again and it cannot be stored for further usage. Service is vivid, always varies at least a little bit. It is not stable and linear, as the service delivery and the service experiences holds many unpredictable segments. Regarding to the nature of the service, services are not fully manageable, as there are several parts in the service, which are not manageable or controllable, for example other customers, weather, in personal factors (feelings, emotions etc.) information technology malfunctions (Brocato et al. 2012).

The service is produced and consumed at the same time. It is always unique, which causes the variety and the heterogeneity to the service experiences. The uniqueness of the service causes managerial issues but also dissatisfying service experiences. This leads to a question of managing complaints of customers and encouraging them to give feedback in both cases of a failed service experience and a successes service experience (Kotler & Armstrong, 2012, 248)

The nature of the services and the complexity of the issues also caused challenges to limit the variety of the theories, as the theoretical framework is large and wide for customer complaining behavior. To borderline the theoretical framework to be useful enough for the special research, the theories regarding to services were read, and then formed suitable themes for the theoretical model. These themes are formed to create useful dimensions of services for the analysis model, and the theoretical framework has to be academically supported. The critiques for selecting the theoretical dimensions was found from both the academic literature and the service questions. By these critiques, the theories and the theoretical approaches have created framework to describe well and comprehensively the parts of the services. The purpose was that these dimensions explains and represent the services.

In the last part of this chapter, the theoretical framework is reprinted. The model is formed by using the theoretical framework, which helps to understand the complaining behavior. The framework correspondingly answers to

the research questions. This model bases on the Tronvolls (2012) model, which handles the consumer complaining behavior. As this study deals with a unique point of view of this matter, the model was improved by adding the service experience and service quality as perspectives into the Tronvolls' model (2012). This model now is more usable for the qualitative study and the analysis, which helps to understand the phenomenon. After all, the enhanced theoretical framework outlines the most important parts of the services.

2.1 The Customer Complaining Behavior

The customer complaining behavior is part of customer's feedback and it is especially focused on complaining and reclamation (Tronvoll, 2012). It is customer's actions and operations of dissatisfying service experiences, which causes uneasiness and discontent to customers. The customer complaining behavior is a dynamic process, which is influenced by triggers of negative service experiences. The dissatisfaction is great part of the customer complaining behavior (Blodgett et al. 1995; Hirschman, 1975; Singh, 1988; Tronvoll, 2007, 2008, 2012). The complaining is a result of service experience, context, episodes and factors of circumstances. It is not only happening after purchase, but it is also represented before purchasing and under it. The customer complaining is also influenced by information-received, context and other positions of service delivery (Blodgett et al. 1995; Buttle, 1998; Hirschman, 1975; Reynolds & Harris, 2005; Singh, 1988; Singh & Widing, 1991; Tronvoll, 2007, 2008, 2012).

In this study, the customer complaining behavior is overall process which has a purpose and a target. This means that the customer complaining behavior has a target towards whom behavior and actions takes place. It also has a meaning and a purpose. The customer complaining behavior is oriented towards companies and consumers and it affects to the both of them. It also has the direction and the tune, which makes a difference between feedback and complaining behavior. The customer complaining behavior is all about the customer's actions.

2.1.1 The Background of the Customer Complaining Behavior

The customer complaining behavior is a model and an approach of both the academics and the business field (Tronvoll, 2008). The customer complaining behavior explains and classifies the complaining behavior to understand the phenomenon better (Blodgett et al. 1995; Chebat et al, 2005; Singh & Pandya, 1991; Singh & Widing, 1991; Tronvoll, 2012, 2007). The customer complaining behavior has been generally defined by base of goods-dominant logic (GD) and by outcome-oriented (Grönroos, 2009, 2001, 1994; Ravald & Grönroos, 1996; Storback et al. 1994; Tronvoll 2012). The overall view of the consumer complaining behavior is that it is post-purchased activity. It usually happens after sales or after the consumption of the service (Singh 1988; Tronvoll, 2012).

The complaining behavior is a model of customer's actions when service or product do not satisfy consumer. This model underlines acts and perceptions of customers' reactions, and how they are going to act or behave after the failure has been faced. The model has at least three dimensions and customer's actions can be divided into them. Typically, these dimensions are no-action, actions towards the corporation and not towards the corporation (Blodgett et al. 1995; Hirschman, 1975; Singh, 1988; Singh & Widing, 1991; Tronvoll, 2012, 2008, 2007).

Back in the first studies of the customer complaining behavior, the consumer complaining behavior has commonly been thought as a post purchase oriented activity. It has not been held as happening under the consumption or the service experience. However today, the consumer complaining behavior is seen more as a process that is non-linear and it continually develops (Blodgett et al. 1995). This means that the complaining behavior is not only outcome of the short time period or just direct reaction, but it is vivid and complex process which development and content variates. The complaining behavior is as unique and personal like the complaining person itself (Blodgett et al. 1995; Chebat et al, 2005; Singh & Pandya, 1991; Singh & Widing, 1991; Tronvoll, 2012, 2007, 2008).

The customer complaining behavior was first formed in the early seventies when the interests to investigate the services experiences, the customer's experiences and the customer's feedback were awoken (Hirschman, 1975). The customer complaining behavior was invented to understand, analyze and survey the complaining behavior. The first notice was that the perception of the service experiences was differing from the perception of the product-oriented approach. That finding caused need for understanding phenomenon of the complaining behavior. For that need, Hirschman in early seventies introduced three categories for the customer complaining behavior, which can be conducted as a first modern study of the customer complaining behavior. These three categories, exit, voice and loyalty, were a kick start for understanding of complaining behavior (Hirschman, 1975). Before the Hirschman, recovering from recessions or failures were not considered important in the business life, as most of the economists and the business scientists were not interested into the recovering from the falls at all (Hirschman 1975).

This study was established under the early wave of the interest of the service, which emphasized the interaction of the customer complaining behavior. Then, the customer complaining behavior was perceived a feedback process that occurs only after a purchase, not before (Brocato, Voorhees, & Baker, 2012; Hirschman, 1975; Sarmiento, & Patricio, 2014; Singh, 1988). As the years went pass, the customer complaining behavior gained more attention. It became highly investigated matter over four decades, and many models of it has been developed (Singh & Widing, 1991; Tronvoll, 2007 & 2012).

In addition to Hirschmans (1975) findings, Day (1980) found in his article that the consumer complaining behavior could be classified into three more advanced dimensions: redress seeking, complaining and personal boycott (Day,

1980; Singh, 1988). He noted that the motivation and meaning of the behavior affects into the expressed complaining behavioral activities. The consumer has a some kind of driver for the complaining behavior which leads his or hers acting. This founding leads a way for today's perception of the customer complaining behavior.

The interest into the customer complaining behavior droved both the academics and the managers to search the issue, and many models and concepts of the consumer complaining behavior was formed in between the 1980s and in the early 1990s (Brocato, et al. 2012; Chebatet et al. 2005; Day, 1980; Singh, 1988; Storbacka et al. 1994; Tronvoll, 2007,2008, 2012). This emerged the concept and the understanding of the consumer complaining behavior. In the late 1980s, the consumer complaining behavior concept was detected to be still lacking and missing some of very important perceptions of the customer complaining behavior. The theme of the customer complaining behavior was noticed to be one of the most important and affecting things into the business. The consumers were facing the actions of the consumer complaining behavior regularly, equally word-of-mouth, boycotts and negative experiences of the services or the goods that were not considered deep enough in the earlier studies (Singh, 1988). Singh introduced his improved model of the customer complaining behavior in 1988 that included better the complaining behavior actions towards other consumers.

Again in 2008, Tronvoll was underling the importance of the customer complaining behavior in his book. He argued that the complaining behavior is similarly important for both the service research academics and the managers. He expressed that complaining behavior gives valuable information for the service providers and the firms of the crucial areas of the services, like **identifying common service problems, improving the service design and delivery, understanding the customer's perceived service quality and helping strategic planning** (Tronvoll, 2008). The consumer complaining is now noticed as one of the most affecting thing to the company's profitably and is one of the most studied subjects in the service sector (Tronvoll, 2012).

2.1.2 Exit, Voice and Loyalty: Responses to Decline in Firms, Organizations and States

The Hirschman's model, shown in the figure 3, is one of the first models in which the idea of recovering from failures was pointed out for the first time (Singh 1988; Tronvoll, 2012). This model was groundbreaking for both the service scholars and the managers, and it has shaped the future research and the managerial applications (Singh, 1988; Singh and Widing, 1991; Tronvoll, 2012, 2008, 2007). His model underlines the importance of the consumers complaining behavior to business. It affects to business once customers experience lack of quality of services. Recovering and getting over recessions were not popular between the economists back in the sixties. However, the model, which featured these actors, pointed out the importance of the recovering and the learning from the breakdowns and the failures.

The model formed of the three aspects of the consumers complaining behavior, which were divided into three characteristics: **loyalty**, **exit** and **voice**. The **loyalty** means that the customer does not complain or act at all. The overall loyalty and the satisfaction keep customers away from any complaining action.

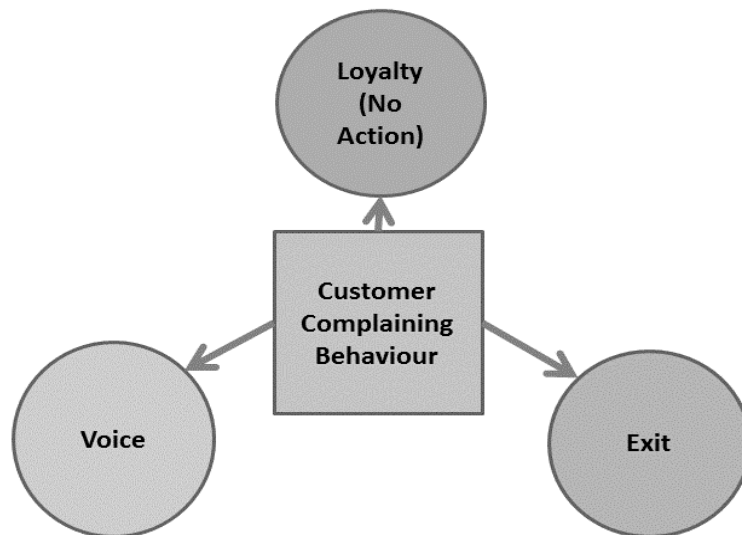


Figure 3: Hirschman's Model 1975

In this dimension, customers are passive and inactive; they settle for the occurred failure in the quality and continue their actions like nothing has happened. Nevertheless, **the exit** is acting out of the organization, like boycotting, stopping consuming and purchasing the corporation or spreading negative messages of the firm. All the actions and the activities are against the corporation, but it is not meant directly towards customer service personnel. It is especially meant towards the third parties, like families, friends, coworkers and acquaintances. **The voice** is actions and activities towards the corporation and its personnel, which are direct and straight towards corporates. The intention of the customers is to get justice and reimbursement of the inconveniences in this action. They seek compensations and redresses of the company, and, at the same time, expect the firm to deal their complaints fairly and carefully. The compensations and the redresses are equivalents of the corporation. (Hirschman, 1975)

Hirschman's model (1975) was the first model of the complaining behavior, which underlined the complexity, the continuity and the process thinking of the complaining behavior. This model still is one of the cornerstones of the complaining behavior and the upcoming models bases in this model. His book

made the underappreciated theme of the business into one of the most important part of the service research and the scholars.

2.1.3 Consumer Complaint Intentions and Behavior: Definitional and Taxonomical Issues

The Singhs' model (1988), shown in the figure 4, was made to enlarge the aspects and the perceptions of the Hirschman's model. In this model, Singh mod-

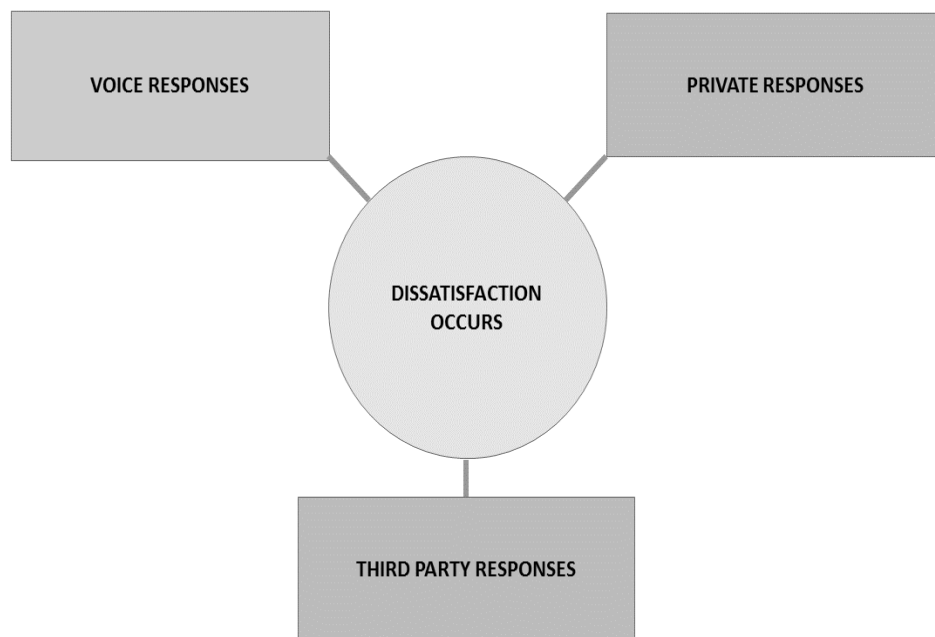


Figure 4: Singh's Model 1988

elled the perceptions and changed Hirschman's dimensions into new ones. His model enlarged and introduced deeper understanding of the customer complaining behavior. It underlined the understanding of the customer complaining as a process.

The importance of the customer complaining behavior was remarked and was very obvious already back in the late 1980s. He noted in the beginning of his article that the customer complaining behavior has been caught up attention, but the model was slightly investigated then. The understanding of how the customer complaining behavior affected by dissatisfaction, and how the psychological and the behavioral reactions affect to the customer complaining behavior was detected already. Nevertheless, the understanding of the nature and the structure of the consumer complaining behavior concept was not gathered yet. This study was made in order to form the practical concept of the consumer complaining behavior. (Singh, 1988)

In his model, he noticed that there were several commonly agreed definitions, which he used to form the common construct of the consumer complain-

ing behavior. He applied that the consumer complaining behavior was triggered by feelings or emotions (dissatisfaction). He also proposed that the customer complaining behavioral responses can be divided into three new categories: no actions, verbal and non-verbal. He used these three new dimensions in his model to form a general concept of the consumer complaining behavior. The purpose of his study was to operationalize and seek explicitly customer complaining behavior in multidimensional bases. This means that in his study he experienced measuring all the dimensions of the consumer complaining behavior, not only one. This study was made in seven different complaint situations so that the consumer complaining behavior can be investigated precisely to form the concept of the consumer complaining behavior. He used the Day's (1980) categorization as theoretical base in his study to build the model. (Singh 1988)

The model was formed by analyzing the different complaining situations. He focused to seek different dimensions of the customer complaining behavior by testing the amount of the dimensions with mathematical methods. His analysis showed that the unidimensional model of the customer complaining behavior was strongly disconfirmed. Similarly, the two-dimensional model was highly disconfirmed. The three-dimensionality was strongly supported. Singh chose the three dimensional model of the consumer complaining behavior, which included three new dimensions: **voice responses**, **private responses** and **third party responses**. The **voice responses** mean direct behavior towards the firm that included redress seeking or no-action. Whereas, **private responses** are actions, that are confronted to the indirectly towards the firm, like word-of-mouth, boycotts, and the last dimension. **The third party responses** mean involving the third party, equally outsider of the customer-corporation relationship, into the complaining actions, like arising legal actions or complaining to the other authorities.

2.1.4 A Dynamic Model of Consumer Complaining Behavior from the Perspective of Service-Dominant Logic

Tronvoll has been investigating the customer complaining issue for decades (Tronvoll, 2007, 2008, 2012). He published the new model of the consumer complaining behavior in 2012 (Tronvoll, 2012). This model extends all the models published before by using the service dominant logic. He moved focus from the good dominant logic into the service dominant logic. The service dominant logic was adopted as a natural part of the customer complaining behavior.

He argued in his paper, that the service dominant logic can be summarized into four aspects, which are shown in the figure 5. The customer complaining behavior was observed through using the service dominant logic that extended the perception of the customer complaining behavior more realistic (Tronvoll, 2007, 2008, 2012). He claimed in his article: "Complaining behavior thus appears to be more complex than a simple reaction to post-purchase dissatisfaction". Into this claim, he added that the customer not only co-create value after the purchase but also under the service delivery and provision (Tron-

voll, 2012). By these arguments, he challenged the existing customer complaining models by being too static and focused single post-purchase.

The service dominant logic was included into this study as a key perspective by which the complaining behavior was formed. He described the customer complaining behavior as a dynamic process. The complaining process is caused by the triggers, like **experience of a negative critical incident, several negative incidents that together become critical, a negative evaluation of value-in-context during the service provision, an unacceptable evaluation in the post-provision phase** (Tronvoll, 2012). Tronvoll (2012) expressed that these triggers can emerge into negative service experience. To understand the emerging dynamic complaining process, Tronvoll used process theories to describe the process by using the life cycle theory, in which the process has three different stages: **a set of starting conditions, an emergent process of change and a functional end-point** (Tronvoll, 2012). The sub-process model (see the figure 6) described this process nature.

- 1) Customer are the arbiters of value in the service provision – either directly in interaction with company or through service interaction derived from goods**
- 2) Competitive advantages are based on operant resources, the co-creation of service and sharing of collaborative competence. This advantage is achieved by engaging customers and value-network partners.**
- 3) S-D logic emphasizes the dynamic development of relationships through which various forms of interaction and value creation can emerge over time.**
- 4) The creation of value is a phenomenological concept determined by and in the context of the resource integrators.**

Adapted from Tronvoll 2012

Figure 5: Tronvoll's Definition for Service-Dominant Logic

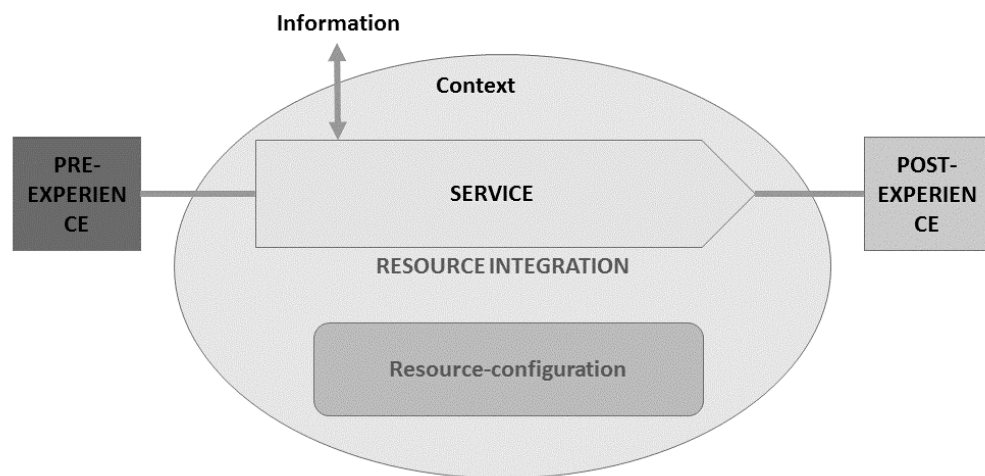


Figure 6: Tronvoll's Process Model of Services (2012)

In the addition to the process nature, he found the complaint activity as another new perspective. Tronvoll (2012) noted that the service experiences have to be divided into the pre- and the post-experiences to understand the complaint activity and the nature of the complaining as a dynamic process (see figure 6). This means that the both the pre-experience and the post-experience affects into the total service experience. These service processes either triggers the complaining behavior or does not trigger into any activities. In addition to the pre- and the post-experiences, Tronvoll (2012) found that the context also affects into the complaining behavior, as well as, the information is playing crucial part in the customer complaining behavior (Tronvoll 2012).

The model (see figure 7) was formed by using these findings from the service dominant logically oriented customer complaining behavior, in which included three major dimensions, like the Singh's model (1988) has. These dimensions are **no-complaining response**, **action complaint responses** and **communication complaint responses**. The **action complaint responses** and **communication complaint responses** are yet divided further into two more aspects but the **no-complaining response** has no other sub comprehensions (Tronvoll, 2012). The **action complaint responses** is divided into **passive** and **active**, and the **communication complaint responses** is divided into **verbal** and **non-verbal** (Tronvoll, 2012).

Aside of these dimensions, the context and the resource-configuration are also subsumed into this model. In this case, the context means all the conditions surrounding the customer in the complaining process, like physical environment, market situations, websites, and state of society. In the addition to the

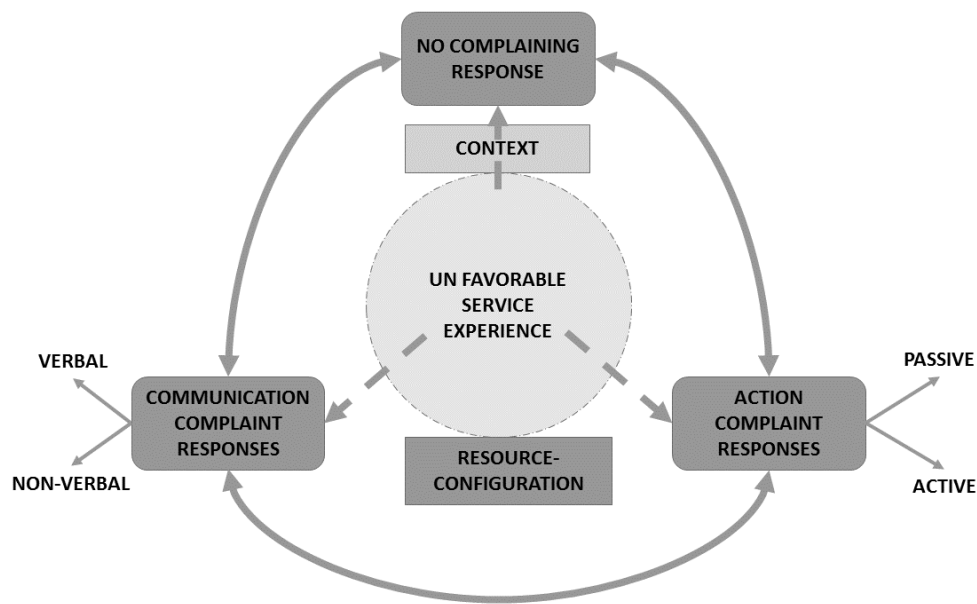


Figure 7 Tronvoll's Model 2012

surroundings, the resource-configuration includes both the resources of the customer, like competence, time, finance, and resources made available by the corporations, like complaint channels, information how to complaining, handling the complaints (Tronvoll 2012). The no complaining response means that the customer do not complain or voice of the inconvenience of the service. It could be caused by lack of time, lack of interest to complain, an inability to find the suitable person for the complaint or lack of knowledge how to complain. In the communication complaint responses is an interactive process between the customer and the corporation, and it is dived into verbal and non-verbal responses. (Tronvoll 2012)

Tronvoll (2012) divided the verbal responses into informational, communicational and dialogical, in which the informational is standardized messages or feedback to the firm, communicational means sending relevant messages between the firm and the customer about the incident. The dialogical mode is an interactive dialog and discussion between the customer and the firm to learn together. The non-verbal complaint communication responses are non-verbal impressions that can be expressed during the service delivery, like body movement, eye contact, making expression by hands or expressions by face. This aspect is also divided into three modes: the credibility of the communication, the courtesy and the interpersonal warmth (Tronvoll, 2012). The action complaint responses include the great variety of the actions, like reducing purchasing, exit or chancing the firm to another one, as well as, starting the legal process. (Tronvoll, 2012)

2.2 The Service Quality

In this chapter, the service quality is discussed by using the three article frameworks. The aim is to analyze the differences and the similarities between the theories to accomplish overall themes of the service quality. Before analyzing the service quality any further, there are several concepts that must be defined. Services are intangible, series of activities or processes and them cannot be neither controlled nor marketed in conventional manners (Grönroos, 1988; Zeithaml, Berry, & Parasuraman, 1988). Service Quality is defined as overall outcome of service process profit for the customer (Grönroos, 1994, 1988; Parasuraman, Zeithaml & Berry, 1988; Zeithaml, Berry, & Parasuraman, 1988).

The articles included in this definition for the service quality is SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of service Quality (Parasuraman, Zeithaml, & Berry, 1988), Service Quality: The Six Criteria of Good Perceived Service Quality (Grönroos, 1988) and Communication and Control Processes in the Delivery of Service Quality (Zeithaml, Berry, & Parasuraman, 1991). These articles are well known and these authors have focused on researching service quality. They have investigated and explored service quality in highly structured manner in their articles and these models are remaining as groundbreaking models in the field. These theories are explained in own subparagraph and the most important aspects of these theories are described in the paragraphs.

2.2.1 SERVQUAL

The SERVQUAL was established for measuring and developing the service quality in the late 1980s (figure 8). The focus is in the customer's perceptions of the service quality. The theory was established in order to find the most important aspects that impact in the perception of the service quality. The aspects were found by studying four different research data and after the results were analyzed, the five key aspects were formed. This theory was answering for the need of the marketers to analyze, lead and manage the service quality to differentiate services, create superior quality and understand better customer needs and expectations (Parasuraman, Zeithaml, & Berry, 1988).

The theory consists of the five aspects tangibles, reliability, responsiveness, assurance and empathy that are shown in figure 7. Tangibles are all the physical things that an organization or a service provider have including facilities, equipment and appearance of personnel. Also websites, brochures, advertisings, signs, logos, trademarks, material of brochures and other physical marketing material for instance are tangibles as well. Reliability is an ability to perform and provide service that has been promised to the customers accurately and dependably. This means that the service is what has been promised and informed and it also contains everything that marketing communication has been informed (Parasuraman, Zeithaml, & Berry, 1988).

Responsiveness means that the organization is willingness to help its customers in theirs needs and problems, as well as, organization provides accurate and exact service for the customers. In other words, this means that the organization is kind and helpful and it is truly interested in the problems of the customers. Assurance is relational aspect of the service quality, which means an ability of the personnel to encourage trust and confidence towards the customers. It is also knowledge and courtesy of the personnel. This aspect is highly focused on relationships between both the customers and the employees and between the customers and the firms. The last aspect is Empathy which means that the personal attention towards customers like caring, individual attention as well understanding. It is caring about both problems alike feelings of customers and showing importance of customers to them.

2.2.2 The Perceived Service Quality

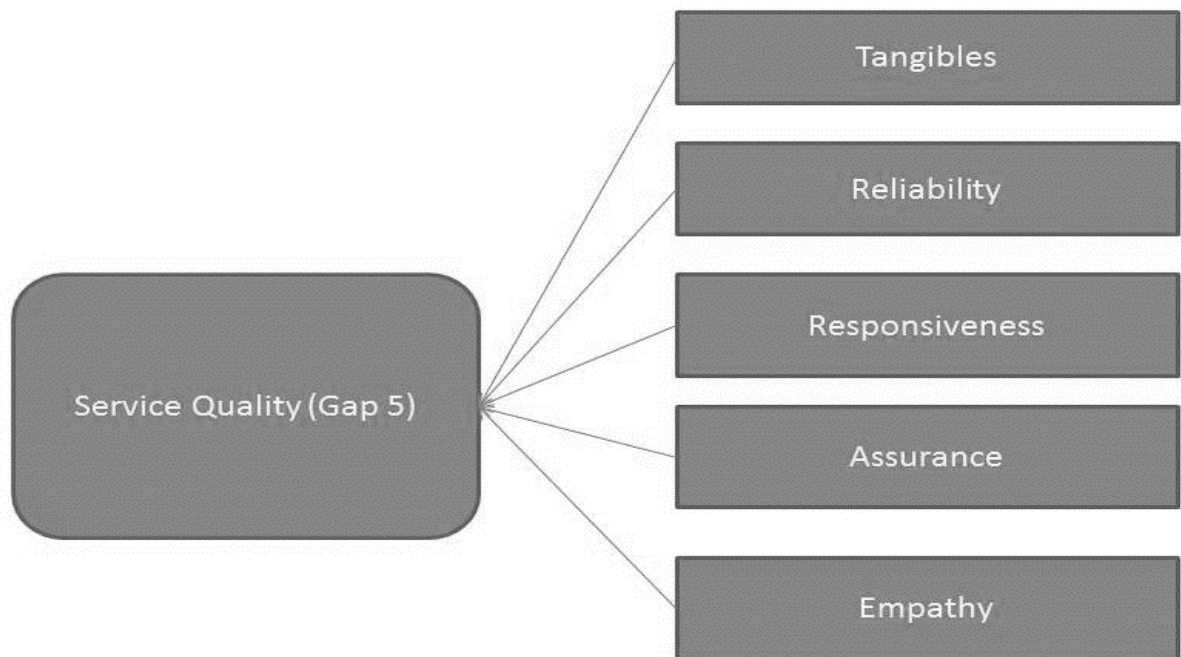


Figure 8 SERVQUAL

The perceived service quality was also established in the late 1980s in the boom of the services (see figure 9). It focuses on the customer perception of the service and has two stage service qualities set: before the service experience and after the service experience. The base for this model is in the nature of the services: the services are intangible, series of activities or processes and it cannot be neither controlled nor marketed in conventional manners (Grönroos, 1988). This model (figure 9) announces that the perceived service quality is a combination of the expected and the experienced quality.

The expected quality is affected by marketing communication, image, word-of-mouth and customer needs and the experienced quality is affected by image, technical quality and functional quality. These factors are actually functions that show how the customers form their expectations towards quality and how they analyze and judge quality after the service has been experienced. In the expected quality, affecting matters can be divided into two fold from: the customer based and the firm actions. For instance, word-of-mouth is hard to manage but it is influenced by the actions of the firms, as well, customer needs and image are being stimulated by the firm's actions. Especially the experienced quality is divided into the two different forms of the quality, the technical and

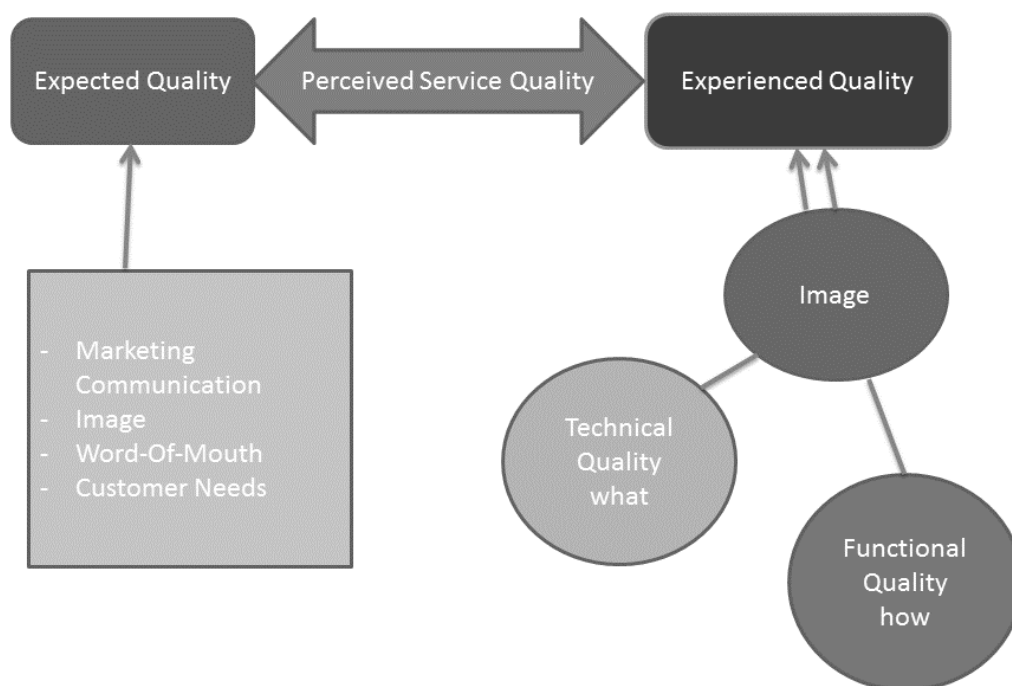


Figure 9: Percieved Service Quality

the functional, which specifies two important aspects of the service quality. The

service is not only justified by the image, but actually the customers observe quality in larger scale: what they did get and how it was conducted. This clarifies the complex matter of the services and the difficulty to manage the service quality nevertheless these aspects likewise increases attention into the most important aspects of the service quality.

2.2.3 Communication and Control Processes in the Delivery of Service Quality (The GAP-model)

This theory was invented at same year as the SERVQUAL (figure 10) which was also written by the same authors. It continued with the same matter as the SERVQUAL but the service process was analyzed detail by detail. So, the focus is in the process and how does the processes behind the service impact on the overall service quality. Also, the factors that influence on customer's expectations of the service quality are analyzed. These factors are word-of-mouth, personal needs and past experiences. Those things are common influencers in customer expectations formation that creates an image of service quality but firm also affects into customers' perceptions by external communication to consumers. (Zeithaml, Berry, & Parasuraman, 1988)

The perceived service is outcome of the processes and this theory implies service delivery, external communication to consumers, translations of perceptions into service quality specs and management perceptions of consumer expectations as firms' actions. These activities are linked to each other and they have order of occurring, like the figure 10 shows. In addition to these processes, the key issue of this theory is gaps between processes, and between customers' expectations and both management perception of consumer expectations and perceived service. These gaps are the most crucial parts in service quality and, according to this theory, high and satisfying service quality can be created only when all the gaps are fulfilled. Especially Gap 5 (see the Figure 10) can be closed only when all the other Gaps are met. This formulation underlines the most critical processes of service management and underlines affectors to consumers' perceptions.

2.2.4 The Common Parts of the Service Quality

As the similarities were found there were also the different themes found from the models. In the Perceived Service Quality, the service quality was divided into the two-dimensional parts: **technical** (what) and **functional** (how) quality (Grönroos, 1988). This point of view was not directly supported in the other papers. In addition to the two partial service quality, the Gap-analysis model focuses more on the overall process of the service delivery than others as the SERVQUAL and the Perceived Service Quality were more focused on the comparison between the expected and the perceived service (Zeithaml, Berry, & Parasuraman, 1988). On the Grönroos model (1988), image was implemented as an important factor on both expected and perceived service quality but this was not noticed in other theories. These differences need to be noticed when analyz-

ing and forming common aspects and themes from these models because some of the most important aspects of these theories are left aside.

As the theories focus on the service quality, many similarities and similar themes can be found from the theories. Of course, when same authors have established the two of the three theories it causes resemblances between the models. Even though the SERVQUAL (figure 8) and the Gap model (figure 10) have same authors, similarities were not remarkable and conspicuous. For example, **personal needs** can be found as a similar theme between all three theories it is not highlighted in the text (Grönroos, 1988; Parasuraman, Zeithaml, & Berry, 1988; Zeithaml, Berry, & Parasuraman, 1988). But, because the SERVQUAL is driven by the customers' perceptions of the service and the expectations the theory does **underline role of the customers and their needs** (Parasuraman, Zeithaml, & Berry, 1988). The personal needs are actually written on the both; the Experienced Service Quality and the Gap analysis models which makes it as a common theme (Grönroos, 1988; Zeithaml, Berry, & Parasuraman, 1988).

Reliability was also found as a common theme. This theme can be found from the every theory and, actually, this is not a big surprise when it comes to the service quality. The nature of the services is, like was noted earlier, intangible and heterogeneous so reliability is very important aspect of the service quality. For example, word-of-mouth is expressed as a key influencer in both the Gap-analysis and the Experienced Service Quality that is related to reliability

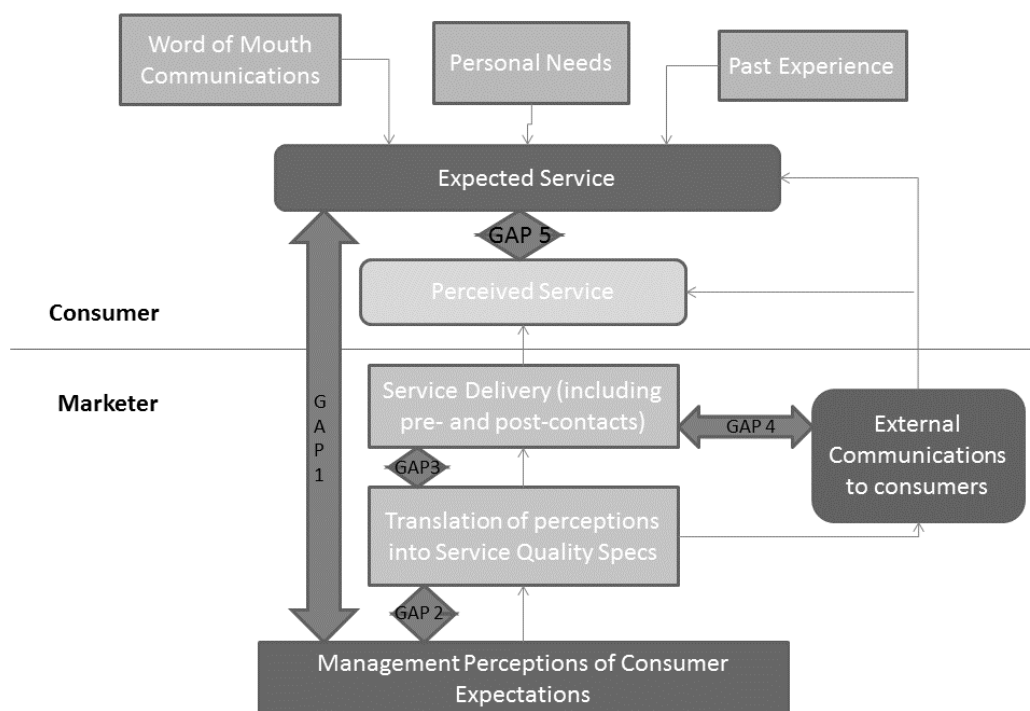


Figure 10: The GAP-Model

(Grönroos, 1988; Zeithaml, Berry, & Parasuraman, 1988). In the SERVQUAL-model reliability is one of the five factors (Parasuraman, Zeithaml, & Berry,

1988). In addition to the reliability, word-of-mouth is likewise the common theme in these articles because in the SERVQUAL article was discussed about the quality as an attitude and a satisfaction. The both of these (attitude and satisfaction) are closely related to word-of-mouth, which means what the customers tell about their service experience to the others consumers around (Parasuraman, Zeithaml, & Berry, 1988).

The next common theme that was found from these theories is **the expected versus the experienced quality**. This theme is customer oriented, and closely looks into the customer expectations, which is included in the every model. As, the SERVQUAL was announced that the service quality is an overall judgement of the service by the customers and in the Gap-analysis and the Perceived Service Quality this point of the view was already included into the model (Grönroos, 1988; Parasuraman, Zeithaml, & Berry, 1988; Zeithaml, Berry, & Parasuraman, 1988). These models emphasize the expected versus the experienced one of the most important aspect of the service quality as the quality is seen as customer's evaluation of the entity's superiority (Parasuraman, Zeithaml, & Berry, 1988). These findings support the idea of the customer's opinion only the matters, because of that, the firms should pay more attention to the investigation of the customers' needs and the perceptions.

These four findings were found from the every theoretical model but the next two themes were discovered only from the two theories. Even though these two themes were not found from the every theory, these theories are important and distinctive factor in the other two theories. The marketing communications is highlighted in the both theories and in it is adapted into the model, and to the figure as well (Grönroos, 1988; Zeithaml, Berry, & Parasuraman, 1988). Marketing communication is evidentially influencing on the consumer's needs and the expectation that is the one of the most important purposes of the marketing communications. The second theme, Managers' role, is underlined in the Gap- and the SERVQUAL-model but not in the Perceived Service Quality-model. Manager's role is important factor in the Gap-model where the first Gap (figure 3) is between the manager's and the customer's expectations (Zeithaml, Berry, & Parasuraman, 1988). In the SERVQUAL, manager's role is pointed out in the model as prevailing because the focus of the good quality is in the managing and the developing dimensions (Parasuraman, Zeithaml, & Berry, 1988). The idea of the SERVQUAL is that the customer evaluates the overall service quality by these dimensions, and the firms manage these dimensions. Managers are persons who have a great impact on the overall service quality both in the expected and the experienced.

2.3 Service Experience

In this chapter, the service experience is explained by using the theoretical aspects from the academic papers. This is done to understand experience-part of services, which is crucial in the analysis. The service experience is one of the

most affecting parts of the service perceptions. This part does highly affect to the customer satisfaction and the impression of the service. It determines also how customers will evaluate the service experience. As the nature of the services is heterogeneous and non-linear, the service experiences vary a lot (Grönroos, 1988; Zeithaml et al. 1988). This explains why the theories and the parts of the services are quite close to each other, like in the last chapter the service experience was expressed.

Today, the service experience is regarded to stimulate the customers' needs and perceptions. The consumers seeks for the experiences, which influence to customer's emotions and feelings (Arnold & Reynolds, 2012). For example, the malls and the retailing stores has become more amusement park-like, and they are quite experience oriented today. The meaning is to provide a memorable experience that the customers will remember aside the basic customer service and the products. In the other words, the intention today is to provide something extraordinary and amusing to customers to delight them, and to keep the service experience in their minds (Beltagui, 2016; Brocato et al. 2012; Wilder et al, 2014). This is a sight of the strengthen competition on the field but also a result of today's common themes of the total values of the customers and the customer relationship management.

The service consists of the **people** (employees, other customers in the service production process), **physical aspects and evidences, advertising and customer communication, imago, price, and service interface and accessibility** (Brocato et al. 2012; Merrilees, 2016; Verhoel et al. 2009; Wilder et al. 2014; Zeithaml et al. 1996, 1991, 1988). Even though the service was provided or produced by electronic devices or software's, there is option to reach a service person in the case of the emergencies or the inconveniences at least (Lämsä & Uusitalo, 2009; Zhu, 2013). According to the last few study, the frontline employees are crucial factors for the service experience. They have a huge impact to the customer's view of the service experience. The frontline employees affects to the service quality (Brocato et al. 2012, Merrilees, 2016; Verhoel et al. 2009; Wilder et al. 2014).

Along to people, the physical aspects of the service are a great part of the total service experience, like service atmosphere, service facilities, outfits of service personnel, interior design, furniture, settings of desks, shelves (Bonnin, 2006; Lämsä & Uusitalo, 2009; Saxby et al. 2015; Verhoef et al. 2009; Wilder et al. 2016; Zhu et al. 2013). As the services are intangible, customers use the physical aspects of the services in evaluations the total service experience and the associations.

Advertising and customer's communication are interactions towards the customers. The purpose of this interaction is to influence into customer's opinions and perceptions of the service experience. This dimension is about the advertising, like television-shots, adverts in magazines, parks, on the walls, pavement, flat screens on the streets, personal adverts, brand communication, messages, personnel and physical environments (Brocato et al. 2012; Merrilees, 2016; Verhoel et al. 2009; Wilder et al. 2014; Zeithaml et al. 1996, 1991, 1988).

In addition to the communication and the advertising, the imago is also affecting to the perceptions of the service experience. Like the advertising, the interaction with the customers does create the imago of the company. The imago is the imagined and the comprehended illusion of the service experience. The customer has though the service experience and figure out what kind of the service experience would be. In the cognitive perspective, this has a huge influence into the evaluation of the service experience (Brocato et al. 2012, Merrilees, 2016; Verhoel et al. 2009; Wilder et al. 2014; Zeithaml et al. 1996, 1991, 1988).

Like the imago, the price also gives hints of the service experience. Price signals the level of service experience and it predict how the service is structured. Especially, price express lot of specs of service experience, like how it is organized, what kind of quality can be expected, and what kind of quality service could have (Lämsä & Uusitalo, 2009). The price gives tangible aspect of service quality into the intangible service that has been proved have an effect on service experience (Brocato et al. 2012, Lämsä & Uusitalo, 2009; Merrilees, 2016; Verhoel et al. 2009; Wilder et al. 2014; Zeithaml et al. 1996, 1991, 1988). This is an evidence-like hint for customers of upcoming service experience, and they use this dimension as regularly as they use the services (Brocato et al. 2012; Lämsä & Uusitalo, 2009; Merrilees, 2016; Verhoel et al. 2009; Wilder et al. 2014; Zeithaml et al. 1996, 1991, 1988).

The last aspects of the service experience are service interface and accessibility. The interface regards to the medium that the production of the service is using, and the accessibility reflects on how, when, where the service is available and accessible for customers (Brocato et al. 2012; Merrilees, 2016; Verhoel et al. 2009; Wilder et al. 2014;). The medium could be electronic, like website, automat or other technical device, phone, or physical medium, like manual, self-help-sites or catalogs. The accessibility is about how customers can access into the service, is it available for how many hours or where is the service located (Brocato et al. 2012; Lämsä & Uusitalo, 2009; Merrilees, 2016; Verhoel et al. 2009). The service experience is also depending and varying by the medium used. For example, the usability is more important in the self-service technology mediums than in the traditional service where the personnel are doing everything for the customer.

In addition, the involvement of the customers do influence into the service experience (Hunt, 1997; McCool-Kenedy et al. 2015; Sarmiento & Patricio, 2014,). Especially the involvement does have a great part in the service experience when the service medium is the self-service technology or the self-service. In this both cases, the customer involvement does either positively upturn the service experience when the service experience does success, or negatively affect to the service experience when the service experience fails (Zhu et al. 2013). If the customer is more involved into the service creation, it will filter both the negative and the positive service experiences (Zhu et al. 2013; Tronvoll, 2008). The involvement of customers has been shown to make the customers more eager to give feedback to the service providers (Celuch et al. 2015; Hunt, 1997; Tronvoll, 2008). In addition to the involvement, also the culture affects to the customer's

evaluation of the service experience, which has an emerging role as an influencer in the customer's actions, behavior and conception of the service experience (Wan, 2013).

The satisfaction and the dissatisfaction are outcomes of the service experience and the service quality. The service experience is the overall phenomenon that is influenced by how the service is delivered and produced. The service quality is the superiority or outstanding performance of the service delivery in the service production (Anthanassopoulos et al. 2001; Chebat et al. 2005; Lämsä & Uusitalo, 2009; Singh & Pandya, 1991; Singh & Widing, 1991). The dissatisfaction or the satisfaction is shown to be a result of both the service experience and the service quality (Chebat et al. 2005; Lämsä & Uusitalo, 2009; Zeithaml et al. 1991, 1996)..

Peter Verhoef et al. (2009) have made a model of the service experience, which illustrates the parts of the service experience. The model is demonstrated in the figure 11. This model describes the service experience creation as a process, which is result of the several factors, which intention was to form a holistic model for the service experience analysis and the studies (Verhoef et al. 2009). He has divided the service experience into eight factors that influence into the overall service experience. They were found from the academic studies published before. He has also linked the customer experience management and the

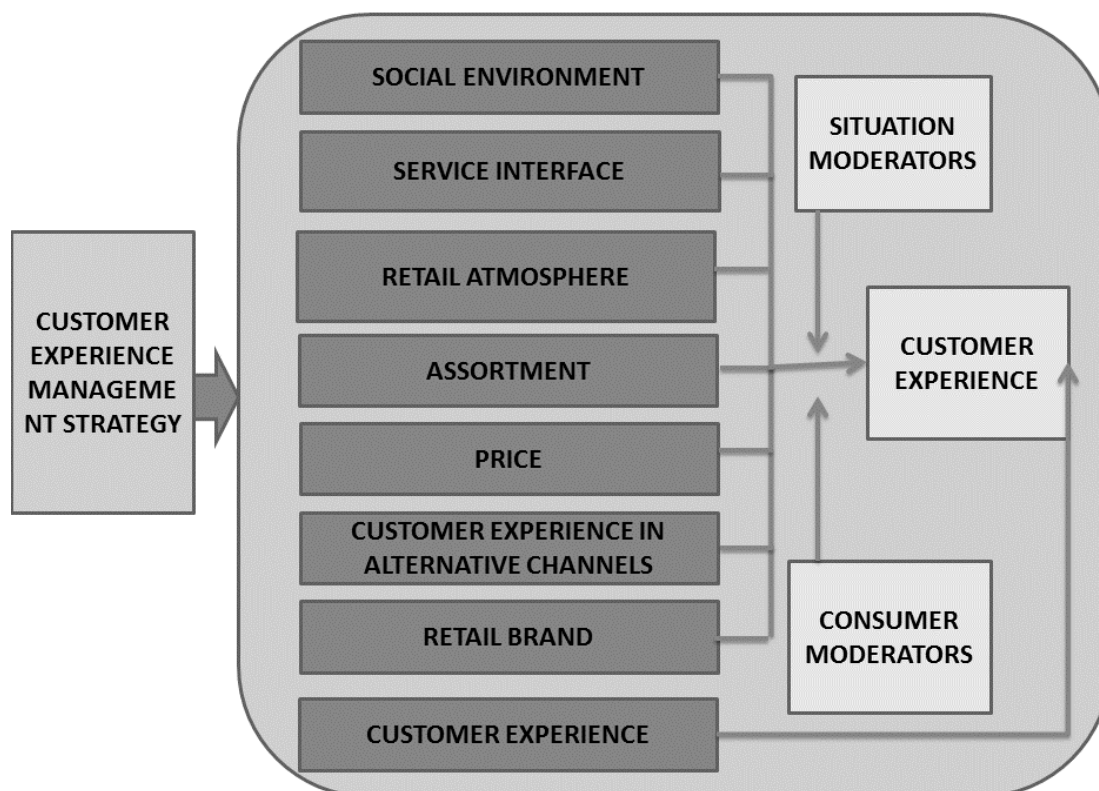


Figure 11: Service Experience Verhoef et al. 2009

service experience together. The strategy influences into the eight factors of the service experience and the three moderators of the service experience.

2.4 The Service Quality and the Service Experience

The customers have presumptions of both the service experience and the service quality. That is why the service quality and the service experience were chosen into the theoretical framework. **The expectations and the presumptions** of the service are the most crucial and difficult parts of the services to manage (Chebat et al. 2005; Grönroos, 1988). The service quality and the service experience have **technical** (what) and **functional** (how) parts likewise (Chebat et al. 2005; Grönroos, 1988; Zeithaml et al. 1988). Customers do analyze the services by analyzing what he or she got and how it was delivered. In the other words, it is not enough just to sell or deliver product but also the process of the delivery and the selling is important, and the customers judge the both of these aspects.

The People and the personnel are mutual theme, as this is underlined by the numerous studies of the services (Athanasopoulos et al. 2001; Beltagui et al. 2016; Blodgett et al. 1995; Bonnin, 2006; Chebat et al. 2005; McColl-Kenedy et al. 2014; Singh & Widing, 1991; Verhoef et al. 2009; Wilder et al. 2014; Zeithmal et al. 1988, 1996; Zhu, 2013). Regarding to these articles, the service personnel are the key factors in the service experience and the service quality. The personnel can adapt and change their actions by different customers and different situations. This is an enormous opportunity for the companies to create and strengthen the relationships with their customers: increase the loyalty and the emotional bond between the firm and the customer (Buttle & Burton, 2001; Grönroos, 2009; 2001, 1994, 1988; Oliver, 1999; Sarmiento & Patricio, 2014; Saxby et al. 2015; Tronvoll, 2012, 2008, 2007). According to the additivity of the people, the accomplished service personnel can even turn the negative service experience and the quality into good by interaction, listening and communicating with the dissatisfied customer (Buttle & Burton, 2001; Celuch et al. 2015; Oliver, 1999; Saxby et al. 2015; Tronvoll, 2012, 2008).

Physical aspects are otherwise mutual theme in both the service experience and quality. Even though services are intangible, non-restorable, produced and consumed at the same time, the customers do concentrate services by applying physical hints of services (Athanasopoulos et al. 2001; Beltagui et al. 2016; Blodgett et al. 1995; Bonnin, 2006; Chebat et al. 2005; Singh & Widing, 1991; Verhoef et al. 2009; Wilder et al. 2014; Zeithmal et al. 1988, 1996; Zhu, 2013). These aspects are the hints of the experience and the quality, when the customers do predict the service quality. Correspondingly, **the imago and the communications** of service corporation do affect into the customer's perceptions of the service experience and the quality (Athanasopoulos et al. 2001; Grönroos, 1988; Verhoel et al. 2009). The imago and the communications formulate together the perceptions of the services by the customers, and they are too affecting to cus-

tomer loyalty towards the company (Athanasopoulos et al. 2001; Grönroos, 2009, 2001; Oliver, 1999; Singh & Widing, 1991).

Apart from the image and communication, **the reliability and the convenience** are collective aspects of the services. This is literally underlined in both the service quality and the service experience examinations (Athanasopoulos et al. 2001; Beltagui et al. 2016; Blodgett et al. 1995; Bonnin, 2006; Chebat et al. 2005; Singh & Widing, 1991; Verhoef et al. 2009; Wilder et al. 2014; Zeithaml et al. 1988, 1996; Zhu, 2013). These aspects are linked to customer's loyalty and trust, which eventually determine the reliability and the convenience (Grönroos, 1996, 1988; Oliver, 1999; Zeithaml et al. 1988). In the same way, the **personal needs** finally determine the reliability and the chance to please the customer's needs. The customer's needs are the fundamental aspect of choosing and evaluating the service experience and the quality (Athanasopoulos et al. 2001; Beltagui et al. 2016; Celuch et al. 2015; Grönroos, 1988; Merrilees, 2016; Lämsä & Uusitalo, 2009; Wilder et al. 2014; Zeithaml et al. 1996, 1988)

2.5 The Theoretical Framework of This Study

This study is using Tronvoll's model (2012) as a theoretical model of the complaining behavior to analyze the complaining behavior. It was chosen for this research because it is quite new, and has adopted the service dominant logic, has implemented by the complexity of the services and understood the environmental aspects of the service experience. In addition to understanding of the service experience, Tronvoll has been working with complaining behavior and service dominant logic for quite long time and has a great knowledge of customer complaining behavior. For most of the all, the model is upgraded version of the Hirschman's (1975) and the Singh's (1988) models, which increases the reliability of the model too.

In this research, the focus is in the all three dimensions of the model: **the no complaining response, the action response and the communicational response**. The main interest is especially in **the no complaining response and the action complaint responses**. The aim of this study is to understand why some of the customers do not complain directly on the company. That is why **the communication complaint responses and action complaint responses** are taken into account. The purpose is to understand how the indirect and direct complaining differs from each other and why customers do not give feedback to the companies in case of failed service experience.

The analysis is applying all the three dimensions to explore the complaining behavior more deeply. All the dimensions of the complaining behavior are taken account. This research contrasts the findings between the three dimensions. In addition, context and process nature of services is taken account into the theoretical framework. The common features of the service quality and the service experience expand the Tronvoll's model even further. These theoretical perspectives put the focus of the analysis into services. The service quality and

the service experience gives insight for analyzing more deeply the complaining responses, like how the theoretical parts of the service quality and the service experience are expressed in the research data.

To get a richer comprehension of the customer complaining behavior and to contrast the indirect and the direct complaining actions, the model is enlarged by using the aspects and the parts of the service experience and the quality theories. Especially, the analysis focuses on the common and the mutual aspects of the service experience and the quality. The intention is contrast the findings by the direct and indirect complaining behavior, and what kinds of aspects are highlighted in the research data.

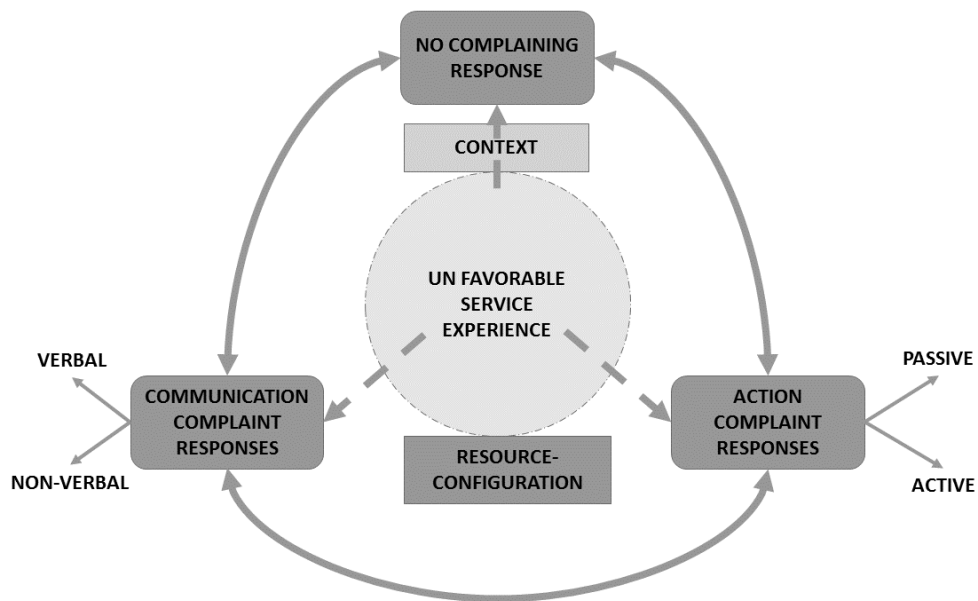


Figure 12: The Model of Study Tronvoll 2012

3 METHODS

This study is applying the qualitative research methods in order to answer for the research questions. The qualitative research methods is chosen because of the intention to figure out new features of the customer complaining behavior. This theoretical manner is typically used to research the human behavior, as the qualitative research bases on the human sciences (Bryman & Bell, 2007; Denzin & Lincoln, 2000; Eskola & Suoranta, 1998). The human behavior includes lot of non-numeral knowledge, which is the key interest of this research. The aim goes so beyond the human behavior that it would be quite hard to numerally present or model. This intention has to be analyzed in the natural qualitative form of the human behavior, like images, tunes of voice and body language.

The intention of this research is to enlarge understanding of the customer complaining behavior. Especially the focus is to explain why some of the customers do not complain directly to the company. The comprehension of the customer complaining behavior still needs to be investigated further to explore motivators and triggers behind the customer complaining behavior: what makes the customer complain to different forums or stay passive? To comprehend the extension of the customer complaining behavior, this study applies the qualitative methods (Bryman & Bell, 2007; Denzin & Lincoln, 2000; Eskola & Suoranta, 1998). The qualitative research is especially used in cases, which focuses to explore new ideas of the topic (Bryman & Bell, 2007; Denzin & Lincoln, 2000).

By the qualitative research methods, the issue is handled more appropriate as the issue is very complex and challenging. This means that the issue is better to handle by analyzing natural language, human behavior and stories, which is only available by using the qualitative methods (Bryman & Bell, 2007; Denzin & Lincoln, 2000; Eskola & Suoranta, 1998). To answer to the research questions and to find a solution for the research problem, the content analysis is useful for this kind of research. By the qualitative methods, the research is done without presumptions. The effort is in bringing new ideas and thoughts of the matter. The qualitative methodology gives reliable tools for exploration, which provides frames for the analysis.

As the issue is related to the human, the qualitative research manner is useful especially in cases when the study is looking for the new information and widening the understanding of issue. By the qualitative research methods, the issue analyzed in more appropriate way to understand the non-complaining behavior of customers. The research topic goes beyond the customer behavior, which requires qualitative research methods like deep-interviews and observation. This study is especially interest in the mental images, comprehensions and the ideas of the customer complaining, and how the motivators are expressed either between or strait by words. The non-verbal expressions, like body language, tone of voice, are in the interest.

In contrast to qualitative methodology, the quantitative studies are keen on the relationships between the factors. The quantitative research especially searches linkages and causalities between the factors. By using the quantitative research methods this purpose of this study would not be progressed at all, as the quantitative research focuses either to confirm the linkages between the factors or to find out the relationships and the linkages between the factors. In this study, these factors are unknown and they need to be discovered. In addition, the observation of the human behavior is harder by using the quantitative methods, especially when analyzing the reactions, expressions and words.

3.1 The Qualitative Research

The most distinctive feature of the qualitative study is the form of the research data. The researches and the method (qualitative study) are tightly attached into the natural language and the non-numeral research data. The research data is in natural language, like stories, narratives, experiences, memorials, videos, photos (Eskola & Suoranta, 1998). The interest is in the non-numeral, phenomenological, experimental and behavioral issues, which are tightly connected into the people: behavior, perceptions, experiences, thoughts, emotions, feelings and images of things. The purpose of this method is to go beyond the research data, and find deeper understanding of the issue (Bryman & Bell, 2007; Denzin & Lincoln, 2000; Eskola & Suoranta, 1998). As this method is concerned of the behavior of the people, the focus is on the analyzing, observing and discovering perceptions, ideas, images and behavior of people.

The base of the qualitative research is on the hermeneutics, phenomenology and analytical study of natural languages. The method is used especially in the human sciences. The qualitative research is presuming that the reality is created in social interaction, by words and reactions. Selected phenomenon is investigated in order to get deeper understanding of the issue, find the new aspects and the perspectives. The analytical studies of the natural languages are utilized in the analysis (Bryman & Bell, 2007; Denzin & Lincoln, 2000; Eskola & Suoranta, 1998).

The qualitative study is using the interpreting and the explicating as key methods of analysis (Bryman & Bell, 2007; Denzin & Lincoln, 2000; Eskola & Suoranta, 1998). The analysis is describing and illustrating the findings by using the individual induction (Bryman & Bell, 2007; Denzin & Lincoln, 2000; Eskola & Suoranta, 1998). Qualitative study is not applying statistical commonality and representative (Eskola & Suoranta, 1998).

The qualitative study is all about the subjectivity: the subjective deduction and induction are more preferable than the statistical and the mathematical reasoning. The research data cannot even be analyzed by using the statistical and the numeral models (Bryman & Bell, 2007). The methodology does not use causality and the linkage between the reasons. The consequences cannot be analyzed in the qualitative analysis. The aim of the qualitative research is not to

find causal linkages or linear linkages between the consequences and the reasons. The study relies more on the subjective deduction, which highlights the responsibility of the scientist for the quality of the study (Bryman & Bell, 2007; Denzin & Lincoln, 2000; Eskola & Suoranta, 1998). This points out the skills and the abilities of the researcher are crucial factors in succeeding the qualitative study.

The aim of the qualitative research is to understand the phenomenon. In other words, the ambition is to produce more equivalent knowledge of the issue, which tackles on the influencers, ideas, images and perceptions (Bryman & Bell, 2007; Denzin & Lincoln, 2000; Eskola & Suoranta, 1998). When comparing to the quantitative research, the idea of the qualitative research is to extend and to explore new perspectives and new knowledge of the issue. The qualitative study is usually exploring the new perspectives, perceptions and ideas of the issues in order to extend the knowledge (Denzin & Lincoln, 2000). This means that the research mode is explorative which actually explores the matter further and diagnoses new information.

The research questions include the question words why and how, not just what where when and who (Bryman & Bell, 2007; Eskola & Suoranta, 1998). The research questions are wider, and they do not include any presumption in them. The qualitative research does never include any presumptions or other inklings. Answering techniques varies a lot, and suitable analyze technique is correspondingly depended on the issue. The methods are ranging from the grounded theory development and practice to the narratology, from the storytelling to the transcript poetry. The analysis applies the content analysis as a key tool (Bryman & Bell, 2007; Denzin & Lincoln, 2000; Eskola & Suoranta, 1998). In addition, qualitative analysis methods include also the classical ethnography research, the service demonstrations, the focus groups, the case studies, the participant observation, the qualitative review of the statistics and the shadowing.

In this research method, the study does not include any hypothesis that would violate the explorative mode (Bryman & Bell, 2007; Denzin & Lincoln, 2000; Eskola & Suoranta, 1998). The key characteristic of the qualitative research are loss of presumptions or expectations. The explorative nature of the methodology would not work if there were any presumptions or expectations in the beginning of the study. The freedom of the hypothesis underlines the exploration of the research, and it makes the results more unattached. This mode serves the purpose of the qualitative study to bring the new hypothesis for the quantitative researches (Bryman & Bell, 2007; Denzin & Lincoln, 2000; Eskola & Suoranta, 1998).

The research analysis of the qualitative research is built on content analysis, which includes the interpretative techniques too (Bryman & Bell, 2007; Denzin & Lincoln, 2000; Eskola & Suoranta, 1998). The natural language data is carefully investigated by using the tools of the interpretative techniques such as coding, searching for the different themes, typing the research data (Bryman & Bell, 2007; Denzin & Lincoln, 2000; Eskola & Suoranta, 1998). Before the analysis, the research data is often coded into more usable form. The coding organizes

the research data into easier form for the analysis (Bryman & Bell, 2007). The focus of the analysis is to explore the information between and beyond the lines, which requires a lot of the researcher, like the analytical skills, ability to comprehend wide concepts and read the lines. The skills of the scientist determine the quality and reliability of the analysis.

3.2 The Research Data Selection

As the topic of this study is challenging and wide-ranging, the research data is consisting of the two parts. This extended research data was chosen to provide good and reliable base for the analysis. To answer the research the questions, collecting the research data is a one of the determining parts of this research, which is handled by gathering the wide and the vivid research data. The research data consist of the narratives that are extended and promoted by the interviews. This two fold research data is made in order to expand the knowledge of the customer complaining behavior, especially to find solution for why some of the customers do not complain directly to the companies or other service providers.

The first part of the research data is a collection of the narratives of the negative service experiences that are written by the customers as voluntary and by their own will. The research data was collected from the website [positiivarit \(www.positiivarit.fi\)](http://www.positiivarit.fi) where the quality of the narratives met the quality requirements of the research data. These narratives were well written, they included great variety of the perspectives of the service experiences and the stories were well illustrated and described in them. The content and the material of these descriptions were overall good. The average story was well over the average quality of the stories in the website discussion fields. They usually do not describe the occurrence well enough, which, in other words, means poor material for the analysis, and the induction would be hard to finalize of them. However, these collected stories were well written, opinions were well argued and both the conditions and the aspects of the service experience were well portrayed in them.

The intention of selecting the narratives from the internet was to expand the reliability and the validity of the research data. These selected narratives were written freely without the time, the production and the place pressures which are common when selecting the research data in order for a special study. The quality critiques were met, these narratives are long enough; they have a vivid use of the language, the words and the expressions. The selected narratives have to be well written and described and they stand out the ordinary discussion site stories in the online discussion pages. The stories were realistic and the have a good storyline which was reliable enough.

These stories were written in order to tell one's experience of the dissatisfying service experiences, as the experiences were asked in the beginning of the discussion field in the website. As mentioned, the quality and the richness of

the illustration, these narratives are well suitable for this research. The fact that these stories were written by the writers own will even increases the validity, the reality and the dependability of the research data. This means that there is a very little time pressure and other pressures to produce or recall the experiences, as the experiences are recalled because of the writer's own will and wish.

These narratives were also selected into the research data because of the intention to understand the motivators, actors and influencers behind the customer complaining behavior. These narratives included well the freedom of the expression. The narratives are written by the writer's own language and there were no typical stress of production or repetition. This enriches the research data more usable for the natural language analysis and analyzing the word choices. The research data is also suitable for analyzing the meanings, information and data between the lines, which services well the aim of this study.

The second part of the research data was gathered by interviewing the people to enlarge the first research data of this research. The interviews were done after the first part of the research data was analyzed. The findings of the narratives were used as a guideline for the interviews. The interviews were done by adapting thematic and deep-interview methods, as the aim was to understand the customer complaining behavior as a process. These methods were incredibly suitable to analyze the first part of the research data but to get enriched base for the interviews. These interviews were held to get into emotions, feelings, ideas, images, perceptions, comprehensions and attitudes towards the customer complaining behavior. The main aim was to understand how the informants comprehend complaining directly to companies.

The interview was formed in order to analyze widely informant's perceptions of complaining, which done by focusing on giving feedback, what is complaining, how customers perceive complaining and do they give feedback in cases of negative, neutral and positive experiences. The neutral and positive experiences were chosen for the interview in order to contrast answers and data between negative experiences, and how they do vary from each other.

The form of the interview was semi-structured form deep-interview, in which the focus was to get the beyond thoughts and ideas of the complaining behavior. The semi-structured theme interview was chosen because it focuses on the subject. Theme can be also used as a tool to put the focus of the informants back to the subject. The interviews included lot of repetition to find out inner thoughts and attitudes towards complaining and giving feedback to service firms. By repetition, the answers were more detailed and the informants were forced to think the subject through several other aspects as well. The interview was tested, and it takes approximately 60 minutes to finish.

The informants were selected by the judgment of the researcher by using the background knowledge of the informants. The critiques for selecting the interviewees were set that they should have a failed service experience, knowledge of how to complain directly company, basic understanding of complaining and giving feedback to company. The theme interviews went beyond the complaining behavior and handled the fundamental aspects of the com-

plaining behavior, which supported the convenience research data. The interviews were held until the answers were close enough to each other to receive saturation of research data. It was made in order to make sure the validation and the reliability of the research.

The aims of selecting the informants were to expand, if necessary, the list of the informants as the saturation were received. Surprisingly, the saturation were received after three and half hours of interviewing, as all the three selected informants were interviewed. The total amounts of the interviews were three and the half hours. The interviews were written on the paper and coded into tighter form. After coding, the total amounts of the written interviews were 10 pages that served good base for expanding the narratives. Under the interviews, the questions and the thoughts were expanded by the additional questions in order to go beyond the informant's customer complaining behavior and the thoughts of it.

3.3 The Methods of the Analysis Used in This Research

The methods used in the analysis are formed of typology that was used for searching the different holistic features and patterns. The typology is supported by dividing findings into themes. The findings were more easily discovered, as the findings were divided into the special features and patterns that described the most distinctive features of the research data. These holistic features and patterns reviewed the most distinctive and important parts of the research data. With them, the common features can be described deeply enough of the research data. The features explain the commonality and typical aspects of the data..

The purpose of the analysis was to find the appropriate findings of the themes behind the stories and the interviews. First, the research data was read over, and after that, the information of the research data was reduced by coding, by which the information were shortened into more valid, and the non-necessary parts of the research data was left outside the analysis processes. Then the narratives were divided into similar groups, themes, by dividing them by the modes and the types of the themes which were found to be influencing to the customer complaining behavior.

The material was first organized by the themes into more practical form for searching holistic features and patterns of the data. However, the themes were not providing sophisticated findings that illustrate completely motivators of the customer complaining behavior. That is why the analysis process was more advanced. In the analysis processes, the dimensions of the service experiences and the service quality were used as a guidelines for different modes. The aim was to find how the dimensions of the theories can be found from the research data, and how the dimensions does affect to perceptions, emotions, feelings, comprehension of the complaining.

3.3.1 The Typology: Searching for Holistic Features and Patterns

This study used content analysis methods. The main method of the analysis was the typology, where the interest is in the holistic features and the patterns (Patton, 2002). This method was suitable method to answer to research questions. Especially it was useful for the purpose of finding causers, motivators and influencers behind the customer complaining behavior, and why customer do not directly complain to the firm. The purpose of the analysis was to find these sets of the types of the customer complaining behavior that influence into customer's behavior. These holistic features of the customer complaining behavior would illustrate motives and motivators, which influence to customer's behavior.

The typology is a research method that is focused to form overall, common and general aspects of the research data, which is meaningful and purposeful in the scientific sense (Eskola, 1998; Patton, 2002). In this method, the main interest is to find common aspects, main figures and typical point of views of the research data that can represent the research data well. These types can reduce the amount of the research data into more easily understandable form that present typical and general aspects and findings. The interest is to find something that can be found from research data, or to search for exceptions of research data in the phenomenological aspect. In the linguistically oriented analysis, the interest can be pointed out in exceptions, differences and diversity. In the typing-method, the interest of the analysis is to find typical aspects that repeat and represent the research data well. These types are common, can be shared among the research data, the research data can be compressed into them (Eskola 1998). Without them, the data cannot be represented.

The purpose of using this method is to create types that are actors, motivators and influencers behind the complaining behavior. These types explain the customer behavior and choices of customer. The interest is in the commonalities and behavioral aspects in the analysis. The typing provide usefull method to compress factors into short and representable form, which is done by analyzing the research data by using additional methods to perform the typing more effective.

3.3.2 Natural Language Analysis and Discourse Analysis

In addition to the forming types from the research data, the analysis of the natural language and discourse analysis are used as additional supportive methods. These additional methods are used to support the main chosen method to form types of actors behind the customer complaining behavior. As the research data is in the natural language and in the written format, the analysis is made by contrasting the meanings of the words, the sentences and whole narrative contexts. In this method, the analysis is keen on understanding the meanings of the written words and how them create the reality in the context (Eskola 1998)

Natural language analysis is expanded by the discourse analysis that is used as a supportive method to understand meanings and reality behind and

between the lines. There is lot of information hidden behind the lines, reactions and chosen words. Especially, the intention of this study, requires inductive deduction that includes both the literal natural language analysis and the discourse analysis. Inductive deduction is guided by the discourse and the natural language analysis. This makes the analysis more comprehend, complete and comprehensive that answers more properly to the Tronvoll's call for the research.

These both methods are used to support the main method and to expand the usage of the knowledge. Usually, in the qualitative research, the methodology is complication of one method that is expanded by one or more other qualitative methods to support the analysis (Eskola 1998). In this case, the natural language methods are suitable for this study, when contrasting to the research data, purpose and the aim of this study. Together with the forming types, these two methods create a strong base for the analysis.

4 FINDINGS

The research data was good enough for the analysis, as the saturation and the repetition of the same occurrences were in precise high level. The findings were incorporated from the thirty-three narratives of the bad service experience. These stories were expanded and controlled over three and half hour interviews. The interviews took account customer perceptions of complaining, feedback and reclamation. The narratives and the interviews were standing along each other. The narratives included all the three different complaining behavior, which were introduced by Tronvoll (2012). The interviews were following the Tronvoll's model (2012). Overall, the research data were rich and complete; it gave a good base for the analysis. Especially, the research data served well the purpose of find triggers and motivations behind the customer complaining behavior.

The research data was conducted in sight of the analysis, which was collected by make sure the reliability and the quality of the analysis. The research data was two folded, which was chosen because of the complexity of the matter. The two stage research data was incredible practical for the analysis. The freedom of the expression gave a good interpretation of the dissatisfied, or remarkably poor service experiences, or service qualities. The interviews gave a great foundation to explore the assimilations, affections and perceptions of the customer complaining behavior. The points of view of the narratives were in the negative experiences, but the interviews took account also the positive and neutral aspects. The negative images were contrasted with the neutral and the positive ones.

Above of all, the findings were very closely to the aspects of the theories of the service quality and the service experiences. This proofs that the chosen theories of the service quality and the service experiences are related to the customer complaining behavior. These evidences underlined the process nature of the services. The process-alike -nature describes the complexity of the services, as the process does last quite long time. In addition, the service quality and the service experiences are closely related to the perceptions of the customers that have an impact to the customer complaining behavior: the customers do valuate, rate, evaluate and judge the service experience after the service episode. The service experience is a base actor to the customer complaining behavior that is expanded and supported by the service quality. Depending to the service experience and the service quality, the customer complaining behavior takes by actions, targets and purposes..

The findings were focused on the four types, which were formed from the founded themes of the customer complaining behavior. These types describe well affects, motivators and triggers behind the customer complaining behavior when describing the causes and the motives that affect to the customers complaining behavior. The types illustrate the four common causers behind the customer complaining behavior, go beyond the customer evaluating and judge-

ment processes. Customers use these processes in their judgements, decisions and evaluations. These types summarize and underline the process nature of the customer behavior and the services that supports the common conception of the customer behavior, the customer complaining behavior and the services.

The quality of the research data was finalized into findings, as the saturation and the repetition of the same occurrences were very high in this study. The findings were incorporated and found from the thirty-three narratives of the bad service experience that were expanded and controlled by three one hour interviews in order to take account of the customer perceptions of the complaining, feedback and reclamation. The narratives and the interviews were standing along each other and they supported each other. The narratives included all the three different complaining behaviors that were introduced by Tronvoll (2012) and the interviews were following the Tronvoll's model (2012). Overall, the research data were rich and complete and gave a good base for the analysis, especially, the research data served well the purpose of this study to find the triggers and motivations behind the customer complaining behavior.

4.1 The Four Holistic Types of Customer Complaining Behavior

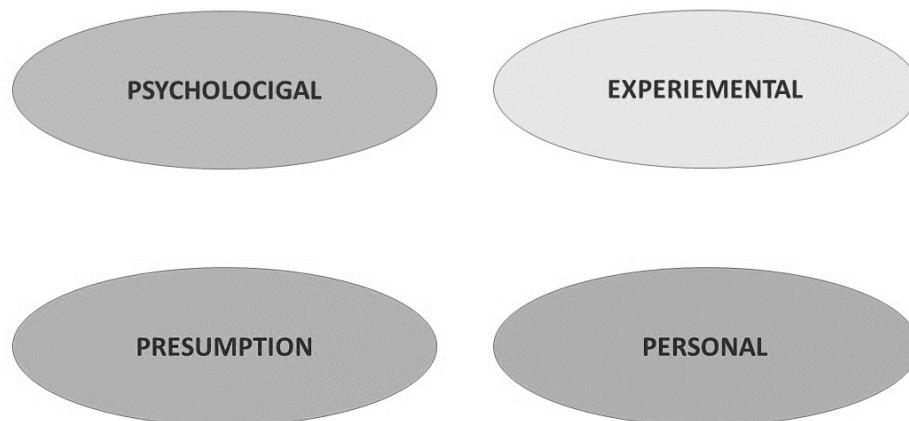


Figure 13 The Four Holistic Types

By the analysis of this study, the four types of the actors of the customer complaining behavior were found: **Psychological**, **Experimental**, **Presumption** and **Personal** (see the figure 13). This explains the customer's choice to act differently in the different occasions, and conditions regarding to the customer complaining behavior in case of the negative service experience. These factors depends and variates between the three different outcomes of the customer com-

plaining behavior introduced in the Tronvoll's model (2012). They even have different impacts on the eagerness of complaining either directly to firm or indirectly to the third parties, or even lead to no complaining response. The aspects of these types have a great impact on the outcome of the customer behavior in the case of the poor service quality and the service experience. These types explain motivators, actors and causers beyond the customer behavior, and these factors are included into the four holistic types of the behavior moderators.

The Psychological-type includes psychological aspects of humanity, like emotions, feelings, emotional stages, preference, motivation and stress, which are playing a large part in the customer complaining behavior. Hirschman (1975), Singh (1988) and Tronvoll (2012) found that emotions, emotional stages, feelings and motivation have an impact on the complaining process. The Tronvoll (2012) described that the complaining process is driven by the intensity of the emotions. It is not a surprise, that the emotional loadings and emotional stages have huge impact on the customer complaining behavior outcomes. The more dissatisfied customer is eager to complain to the firm. When the emotional load is exceeding the personal limit of acceptance the person is no longer willing to complaining directly to the firm but to third parties. This type has a lot of variation and personal aspects of the customers as the limits and the preferences vary by each person. Regarding to the zone of the tolerance (Zeithmal et al. 1991), the customers zone of tolerance variates by each person but also by the service, which is a good example of the nature of the psychological type.

Customer's perceptions of service, and what kind of psychological processes, emotions describe psychological type, feeling and thoughts it brings. Especially, it is necessary to mark that emotions, expectations, feelings and occasional aspects have affect to the customer perception to the service, like the eagerness to complain and for who to complain differ by day, by current feelings and by thoughts. To summarize the type, there is lot of variation and change in the customer's psychological actors in the customer complaining behavior but a little predication. This underlines the importance of empathy in the service delivery, that the service provider should be aware of the customer's feelings, emotions and current state of mind by exploring and investigating them by leaving space enough for the customers.

This type is hard to manage and it affects by the service providers, but there is also a little change to have impact on the psychological aspects of the customer when the customer and the service provider meet. Especially in the service delivery, the corporation can stimulate the customer's emotions for example by the service environment, service personnel, settings of services, imago etc. But it is important to remember, that the personal preferences and needs variates, which causes a dilemma for the service providers to enhance and personalize the service experience and quality but making sure that the every customer accept the chosen service environment, settings of the services, the service personnel etc.

Emotions and emotional reactions are heavily influencing to the customers complaining behavior and their perceptions of it. Especially, if the service expe-

rience causes strong negative emotions, the customer is more likely to express his or hers experience to others than directly to the company. If the emotion is not that strong then customer can give direct feedback or even complain about the dissatisfying service experience directly to the company. However, the borderline is very vague between these two outcomes of the customer complaining behavior and it is depending to the person and personality.

In addition to strong emotions, if the customers receive mixed emotional stage that the feelings are complex, customers have a trouble to express its complaining behavior and are more likely not to complain. For example, close relationships expand the tolerance and makes the complaining even tougher as it requires other types in addition to psychological-type to perform complaining behavior. In addition, the direct facial complaining is often received as mixed emotional stage.

Laziness and listlessness as emotions passivate also the customers from the direct complaining to the service provider, but also often, the customers do not complain at all. The customers feel the complaining too stressful or too demanding and do not execute any complaining. Passive complaining behavior is seen suitable and desired, as it does not require any action from the customer and it is easiest way to perform the complaining behavior. The customer has an insight that the active complaining is not well motivated or there is no reward, provided by the firm or self-performed, which would motivate the customer on complaining directly to the firm.

The Experimental-type includes the aspects of the service provider's site, as the previous type was customer oriented. There is lot of ways to affect to the customer's complaining behavior. This type includes the service experiences, the physical aspects, the personnel, the service environment, the concept of the service, the quality of the service and the overall value of the service. To summarize, this type includes everything that refers and is influencing to the customer's service experience. Tronvoll (2012) has also underlined the experience in his service process model. He explains services as a sum of the critical and non-critical episodes of service delivery, which summarize the experience in total. In other words, this type is everything that the customer experience when he or she is consuming or using the service. It includes also everything that the customers face when he or she is using or consuming the service.

As in the above mentioned, service firm have a greater part in this type. This role has huge opportunity to improve the customer eagerness to deliver direct feedback when facing the dissatisfying service. The service processes, the service delivery, the service episodes and the service environments are the key factors in this type that the firm can enhance its services to motivate and support the customers to give more frequently feedback. Particular in the case of the negative service experience is to make sure that all the negative service experiences are handled before the customer leaves by making sure the overall satisfaction of the service experience.

The integration of the customer complaining into the service experience planning is important in this type, which means that the service providers and

the firms have understand the possibility of the negative incident when planning the service settings, the service environments, the personnel, the service quality. At least the firms have to consider the possibility of the negative service incident, and how they are going to work with them. In addition, firms have to discover how to encourage customers to give feedback of their negative service experiences. Correspondingly, the customer's judgement of the overall value and the service quality are key factors behind this type, which influence highly into the customer choice of the target of the complaining behavior.

The customers in this type are more likely to complain to others, than firms directly, as the experiences are often shared with friends and family, which is part of the common socializing activity among many people. In addition, discussion with family and friends is easy way to warn about the bad service provider, prevent others to experience the same dissatisfied service experience or just offload the experience with others. Especially in the age of the internet, the experience sharing is more equivalent option for customers because of the easiness of it, and it reach many people online. The internet is especially used when the experience is poor enough and other types are also active.

The Presumption-type is combination of the perception of the customer and the actions and activities by the service firms. Tronvoll (2012) included predictions as an influencing factor in his model, as he argued that customer's comprehensions of the service is summary of the predicted and received service experiences. For example, if the customer's expectations of the service are high and the experienced service is very poor, which causes a high rate of the dissatisfaction, the customer is no longer eager to directly complain to a firm or just satisfy silently with the service experience, but they are more eager to complain indirectly of their experience.

The customers receive and are affected by service firm marketing communications, brand-communication and other active or/and passive messages by the service firms which influence into customers assumptions, compresences and predications of the service quality, the service experience and the content of the forth coming service. These messages and hints affect to the customer's presumptions of the service and by that, come off on the customer's complaining behavior. It remarkably influences on the customer choice whether to who complain or not complain at all.

In addition to the service firm's actions, the customers also receive and hear the messages and voices of the other customers, which enhance customer's perception of service. This part is outcome of service provider's actions, which the other customers have faced and experienced, and they deliver their experiences to the other consumers. These authentic experiences are highly related to customer's presumptions of service, and have an impact on the customer complaining behavior in case of the negative experience. Customers contrast and benchmark other customer's experiences of service provider. They directly affects to the choices of the service provider when they are choosing a service company. This is also part of the customer complaining behavior which very rapid action and considerably effects on the service providers operations.

The images and perceptions of the service provider's brand, and firm itself, inflect to the customer complaining behavior. Imago and perceptions have an impact on the customer complaining behavior than the marketing communication itself. The imago is deep though and comprehension of the service provider which has a huge role in the customer's choice of the complaining behavior outcome. For example, if the imago of the service provider is negative or unfavorable in taste of customer, customers might not even consider service provider as an option of his or her choices. This is also direct and quick outcome of the customer complaining behavior.

In this type, the customers are more likely to be passive when preventing the possible complaining behavior. Often, the brand and the imago are important but not considered as important to perform direct complaint towards the service provider, but the customer either complain to third parties, like friends and family, or stay silent. For example, the communication with other people is important in this case, customer's discuss with each other about the brands and the imago, which influences to both the firms brand and imago.

The Personal-type is consisting of the customers personal preferences, like the importance of the service, the own point of view of the customer complaining behavior, the rate of the quality and the cost, the rate of the win and the cost, the need for the service, the depth and the benefits. The type is generally customer oriented, and these aspects are more defined by the customers, not the firms. The customer's preferences, needs and insights can be partly influenced by the service firms, but the customers themselves mainly define critiques. Surprisingly, this part is the most important part for the customers when considering to give feedback or complain of the negative service experiences. Tronvoll (2012) has not expressed this directly in his study but the process model supports the personal-type by the customer valuation of service. In 2007, Tronvoll introduced concept of value in use, which is about customer perception of total value of service or good in use.

Customers felt the importance one of the most important motivator to give feedback. If service is important enough for a customer, he or she is more willing to give direct feedback to the firm. The importance lowers the resistance of not to complain, as well, if the dissatisfaction in the important service is high it could lead on complaining indirectly to third parties, like other consumers. In addition, the cost versus quality and the win versus cost rates are considered important indicators in the customer complaining behavior. The compartment of the loses and the advantages is basic task in the service quality which is used in the eagerness to complain and guides the customer's complaining behavior and its outcomes.

If service is needed and important for a customer, it directly influences into the customer complaining behavior. The importance and the need arise customer's eagerness to complain, as well as, the less important and the less needed services lower the eagerness to complain as the customers evaluate the outcome of the complaining behavior. The key finding in this mode is that customers validate their time in high position which make the limit for the complain-

ing high, as all the actions that are considered loss of time are cut and the complaining takes place when it is worth to do. The laziness and the need for the easiness are the common playing factors in this type; the customers want to make their action simple and fluent as all unnecessary tasks are left undone.

In this type, the customers are more likely to perform active and direct complaining towards the service firm, as the importance and the need drives the customers on direct complaining more often. They work as good motivators that make a customer take a contact, way or another, to the firm. Even if the service is affecting to the other people and the dissatisfaction occurs, the customers are more likely to take direct contact to the service provider and complain.

4.2 Types Contrasted to the Theoretical Model

The Tronvoll expressed that there are triggers that influence on customers, and these triggers motivate them to express complaining behavior (Tronvoll 2012). The finding of the four types of the motivators supports his inductions. These types have different inputs on the dimensions of the theoretical model, likewise Tronvoll found in his research (2012). The four types of the moderators variate by the goal of the behavior. In addition, the target of the behavior has an influence on the behavior intensity. The Tronvoll (2012) found that the customer complaining behavior differs between the three dimensions, which is highly supported the findings too.

4.2.1 No Complaining Response

The no complaining response was seen in the types. When the types are in low intensity, as the customers do not feel need for complaining or any other action, the lack of interest of taking contact to the service firm is not seen important or for what it is worth. The incidents do not stimulate the types, **Psychological**, **Experimental**, **Presumption** and **Personal**, enough that the customer would bother to execute any actions of dissatisfied service. Alternatively, the incident was not distinctive enough that the customer would mind to start the complaining behavior. The customers do feel complaining and giving feedback taking much efforts and time which why they will not bother to complain of little exceptions.

The convenience, the easiness and the quickness are common features that describes overall the customer complaining behavior, they contrast the benefits and efforts altogether and after that estimate the need for making a complaint. When the service experience has stimulated a little of psychological factors and has not woken a little emotions, the customers are not eager to perform any complaining behavior. They do just not any complaining response, as the experience do not drive or require complaining response. The laziness and comfort drive ahead of the complaining responses and customers just accept the excep-

tion in the service level. Customers do value time and easiness in their daily lives, as life nowadays is quite demanding which also lowers the customers' inclinations for performing complaining responses for the minor dissatisfaction service experience.

"I feel the complaining or the giving feedback though as I don't like to waste my time" (Person 1)

"I am fan of comfort and easiness, I usually do not complain as it takes time and effort" (Person 2)

"If I don't need to complain, I won't do it, as it takes time and effort" (Person 3)

Another case is, when the service provider is important or the member of the personnel is like a friend, especially this occurs **in the experimental and personal types**, the customers have larger tolerance of the accepted service quality and the service experience. The personal factors and relationship prevent the customers from the complaining responses. The personal and the experimental factors drive ahead of the dissatisfaction and the customers accept the exception and get quickly through the dissatisfying service experience. They reason the actions and find acceptable reasons for the exceptions. For example, loyal customer accepts exceptional rush in the store much easier than the new customer who is visiting in the store for a first time. The customers learn the normal and acceptable standard of the service providers firm, which makes the customers more tolerant for the minor exceptions in the experimental type, and the personal type supports and makes the tolerance stronger together. However, the strong and huge exception in the service episodes and the service quality can influence the loyal customers for complaining responses.

"I have a high borderline even to begin think about complaining...the basic acceptable service wouldn't make me complaining" (Person 1)

"If the service, you know, basic and ok then I don't feel like complaining or giving feedback" (Person 2)

"It is hard give feedback of the service as it isn't very concrete" (Person 3)

In addition, if there is only one minor exception under the service experience, customers will accept the exception without performing any complaining response. **The experimental** factors, like the minor exception in the service quality or the other noisy customers in the service environment, are often accepted and seen as normal variety of the service experience and the service quality. The noisy customers, for example, are seen as factors that are out of the firms control or unmanageable, which makes the customers accept those exceptions without complaining response. As told above, the customers have quite tolerance for the minor exceptions especially for the negative exceptions as they often accept them as part of the service production that the service varies.

"If the service is, you know, basic and acceptable, then it's ok" (Person 2)

The customers do appreciate the total experience and the total value of the service in the **experimental** type, which is why the negative exception can be changed under the service delivery to be accepted or good enough for customers. However, the dissatisfaction should not awake strong emotions, the exceptions should be minor, in other case, the psychological and **the personal** types can influence the customer to execute complaining response. When the service experience is valued as total, customer include in their valuations all the settings, the parts of the customers value and the episodes of the service. After that, the customers choose either to perform complaining response or not to perform the complaining response. If the psychological and the personal factors are not strongly awaked and activated, customers will accept the minor exception or unwanted episode, if the rest of the service experience was positive. Like the service quality and the service quality are seen as totals, the dissatisfaction service experiences work in the same way, the customers do evaluate the net prospects and the net dissatisfactions altogether and this has impact on the customer's complaining responses.

"In the pharmacy shop, it irritates me when the pharmacist tell me too much information but it is their job... I would not even complain about it" (Person 1)

"For overall, the good service is fluent and good as whole" (Person 2)

The empathy and the emotions conflicts lower the customer's willingness to perform complaining response in **the psychological** type, as the customer feel empathy for the member of the personnel or the shopkeeper. Service experience can be so confusing for customers because of the personal relationships between the firm and the customer. Even without the personal relationship, the customer can feel empathy for the customer service personnel and even show understanding, comforting and support for them in the service situation. The customer rather forgets his or hers requirements, as the empathy takes common role in the service experience. The customer would not notice even medium strong exceptions in the service experience, when he or she is focused on comforting the service personnel to make their day better. This shows that customer's personality and empathy influence quite much for the no complaining response. The emotional conflict influences customer to give up his or hers rights as a customer, like being demanding, requiring service and the quality, to be noticed by the personnel, and transfer towards a customer-service-personnel-like-role. This finding underlines and supports the complexity of humanity, as the psychological aspect is very little predictable and the human nature prevails the behavior and reactions.

"To give a feedback, you have to have a reason, and I mean right reason, to do it, as the negative feedback is tough to tell to someone, and it has to be done face to face, then it is ok to do it" (Person 1)

"I feel the negative feedback, especially telling it, very uncomfortable for me... ...and I prefer so called Hamburger-model when I give feedback, you know, negative, positive... ...to tell some that you have do it wrong is hard to me" (Person 2)

"I don't give negative feedback very eager, as I before told that it is developing the service, but it is hard to tell someone negative feedback" (Person 3)

The presumptions type is also affecting strongly to stand off the complaining responses. If customer does not expect good service quality or estimates the service experience to be bad, he or she will choose the no complaining response, as there were not any assumptions of a superior service experience. The service experience meets the customer's expectations, even if they were negative. In addition to the quality, customers are more eager to hold no complaining response when they assume that they will no longer visit in the same service provider, like under vacations and holidays, when travelling adjusts the sensitivity for the complaining of the customers. They assume that all the efforts are worthless, and they are under vacation-mode, which makes customers less willingness for express complaining response.

"If my expectations are met then I am happy" (Person 1)

"If the service is what I expect then I don't see a reason to complain" (Person 2)

"if I am not expecting superiority then I accept the quality of the service" (Person 3)

In addition to assumptions, customers can be lacking the interest for the complaining directly for the firm after the service experience. In **the experimental type**, the service experience and the service episodes are stages when the customer's focus is in the service and the service provider, as, after that, the customers loose the interest for the complaining or giving feedback directly to the firm. If the deviation is a blip, customer lacks also interest of the action complaining as well. The interest and the focus for the complaining depends on the variety of the actors and the factors, like in the advertising, customer's attention is highly competed. Customer is more willingness to give feedback under or just in the end of the service delivery, but after that, the attraction for complaining declines.

"After the service experience I am not eager to go back to it and complain" (Person 1)

"After service situation I am not interest spend more time by writing some email to give a feedback" (Person 2)

"It has to cost and be important that I will, by my own will, research for the reclamation channel" (Person 3)

To summarize, customers love the comfort and easiness of doing business in their everyday lives, which is reflected into the customer complaining behavior as well. Customers would not perform the complaining responses of the minor exceptions on the service quality and the service experiences. They accept the exception if it fits between the tolerance of the acceptable service level, that also varieties between the person but also by the service. Especially, personally important services, that are more important for customer, have striker limits for the accepted quality levels, as less important ones have larger limits. In addition,

personal preferences and personality add more complexity and variety in the complaining behavior. The behavior could be very different between two different customers from same service. Like the service is vivid and unstable, the customer's reactions varies by service time and place. The borderline between executing the action response (not directly to the firm) and no complaining response is vague, as people talk about their experiences in general. It depends on the person and the service experience.

The customers compare the no complaining response to action response, the chosen behavior depends on the total service experience, the interest to complain, time, empathy and emotional conflicts. In addition, some of customers are naturally more eager to complain, and others more often choose no complaining response. The presumption and the experimental types more often are the factors that drive the customers to perform no complaining response. In contrast, the psychological and the personal types are more complex and depend on the level and severity that the dissatisfaction and poor service quality causes. The importance and the personal preference are prevailing distinctions that causes either no complaining response or action response, as the emotions and the emotional conflict when merged with empathy leads to no complaining response. Nevertheless, if the empathy is taken away, then the intensity of the feelings and the emotions affect directly to the customer's complaining behavior. The less intense in emotions and in feelings lead customers to no complaining response.

4.2.2 Action Response

The action response is shown to be the easiest way for customers to perform the customer complaining behavior. The sharing and telling one's own personal experiences are corner stone of the today's modern life, as people share their lives in the social media and in their personal relationships, this is also related into the customer complaining behavior. The customers even seek for the other customer's experiences of services before they are choosing the service provider or going to use a service. The other customer's opinions are the valuable information for the other customers, and this information has a great role in the selection process of the service provider. As nature of service is very immaterial and heterogeneous, the customers are limiting their risk of purchasing a service by looking for opinions and experiences of services from other customers, which are often selected from the chatting pages in the internet or from the friends, the co-workers, the neighbor or the family members.

"I was discussing about the quality of the service and the food with my colleagues but I did not give direct feedback to the firm" (Person 2)

"The opinions and the experience of the other people are influencing into my choices of the service provider and also to my presumptions of the service" (Person 3)

This has contrast an effect on the customer complaining behavior as customers easily share their experiences of services. Customers are spreading their

experience, especially the negative ones, to other customers to advice and recommend of service suppliers. They express and warn other customers of poor and disappointing service providers. This behavior is part of today's sharing and partition culture, which explains partly the high rate of expressing customer's opinions and experiences. It is also explained by the risk and the complexity of purchasing the services. The nature of the service is also partly explaining the behavior, but the common part is depending on the found types of the customers complaining behavior. These types have an effect on the customers complaining behavior, and on its choices of targets and places. Customers find services hard to describe and review, as there is a little of concrete parts in them. Services are also seemed as heterogeneous and hardly predictable, which encourage likewise customers to share their experiences to others.

"It is hard to give a feedback of the service as the service is very immaterial and intangible, it is more easier to give a feedback of the goods than services" (Person 3)

Overall, if a experience is highly disturbing, defamatory and offensive, this arises **the psychological type's** intense. It is expressed by strong negative emotions embarrassment, shame, anger and hate. Alternatively, described by upset of customer's personal needs and presumptions. Customer's experience is humiliating, a customer is more eager to go for the active action response to spread and warn other customers of service provider by telling his or her experience aloud. Customer has had enough: he or she is highly dissatisfied and unhappy with the service experience. Customer could even boycott the firm aloud by actively telling the negative experience to other people. The experience is so bad and unacceptable, that has caused psychological factors, like strong negative emotions and feelings, negative motivation towards the service provider, and causes customers go for active action response to discharge his or her psychological emotional states and to release the anger and dissatisfaction. This comforts customer and gives to him or her satisfaction of expressing actively the negative feelings from the service experience. Customer can even feel power and get over the negative set of the emotions by telling and expressing his or her experience.

"I have experienced rude and unfriendly service from the young service e personnel, especially in the car retail stores. Yet the women is a creep in the car store! Alternatively, I look like I cannot buy a car... I am not eager to talk about my negative service experiences but if someone is telling his or hers I also share mine" (Narrative 1)

"We were going to the next bar where was a man working. But when we asked if the bar is open, the man shouted: the bar is not open and will not open tonight! We were breathless and angry" (Narrative 6)

"My daughter was buying a hamburger by her bankcard and asked if she could use it in the restaurant. The waiter angrily asked where she had stolen the bankcard. My daughter felt very ashamed and humiliated. She even asked not give a feedback to the store" (Narrative 7)

Nevertheless, if **the psychological** type is semi high or lower, the limit is personal and variates, but high enough to encourage executing the action response, the customer choose the passive action response. This choice is easy and does not require a lot from a customer to perform. Customer has to have a motive and the motivation to actively express his or her opinion. If the experience is not worth to express active action response, customer settles with passive action response, like limiting purchases in a firm, chancing a service provider or stopping totally purchasing in a firm. This action is strong enough and has a strong expression of the opinion but it is more simple for a customer, and often requires a little of efforts to perform. The motivation makes the difference between choosing either the active action response or the passive action response in case of the psychological type.

“We were at the restaurant to eat, when our friend asked if there is gluten free portions for her. The waiter directly asked, no there is no any and did not even bother to seek for the right portion for her. She just accepted it...But the third person in our company was angry about it and went to the cashier to ask if there is gluten in his portion. The waiter told that only the bread” (Narrative 4)

“The bouncer of the restaurant had extremely rude attitude towards the customers. The line was long, like tens of meters but he let his friends go over the line and a loud shout that if you are not happy to hold line you can to some other restaurant. And he even got over a tiny women without a good reason” (Narrative 17)

The psychological type is highly influencing customers to choice his or her action response between the active and the passive, as the level of the set plays a common part. The psychological factors have an influence on customer’s decisions, which finally is contracted into customer’s actions. The level of the psychological sets have a strong impact on the customer choice of his or her action, especially the strength of the psychological type, like strong negative emotions, negative feelings, the shame, the humiliation. If the service experience naturally includes psychological stress or humiliation, customer will be more likely to experience negative emotions, and customers are more likely express active action response. Nevertheless, if the experience itself does not include psychological sets, it does not have the same effect on customer’s actions. It is more likely to reduce eagerness of customers to perform active action response.

“We were looking for the renewable apartments next us and I called for the kitchen firm to ask for the prices of the kitchen renewals. The personnel who answered to my call started evilly laugh at my question that I was a day too late for the sale campaign of the kitchen renewals, which was ended yesterday. As the call continued, salesman continuously reminded how I was late and I had bad luck” (Narrative 13)

The experimental type is also colored by strength and input of a service experience. The level of the strength and the effort are in line with the action response: in the lower levels, customers are more eager to perform the passive action response but the higher level motivates customers to express active action response. The experience itself is important, and the experimental type af-

fects to the customer complaining behavior. Customer's perceptions are related to the experience: after the customers have experienced the service, he or she is going to contrast and value the experience, but in this model the experience stimulates the customer's reactions and the comprehension of the service. A customer interacts with personnel, decoration and design of service environment, nevertheless is it electronic form or not.

"I was in cosmetic boutique for the facial wash and the facial care. The boutique included the retail store as well. The person who was serving me left on the bed to serve the customers of the store and even left the door open. I felt myself as spare that did not mean anything" (Narrative 18)

The experience is important in both the service quality and the experienced service. These aspects are in line with the customer complaining behavior. It is depending on the experienced service whether customers express active or passive action responses. The total experience is a key factor for customers do sum up the episodes of the service quality and the experience in total, and even accept some mistakes and exceptions. But, if the experience is rude, unfriendly or degrading, customers will express the action response for that. It depends on the contrast and the intensity of the negative episodes of the service experience.

"My daughter had boob in her pants...I left all my shoppings on the cashiers desk and left the store. I told them that I wouldn't ever buy a single thing from this store ever again even this store was the only store in the world..." (Narrative 5)

If the episodes of the service experience are very intense, customers are more likely to express even both the active and the passive action responses, like cutting down purchases, stopping to purchasing in the shop and, at the same time, boycotting and disseminating the negative word of the mouth to the other consumers. This is an outcome of extremely bad and negative service episodes, which seem to be related into customer service personnel. Personnel have a remarkable impact on customer's experiences and the service quality, but they influence into customer's complaining behavior activities and choices. Customers underline service personnel's behavior and their acts when they are visiting in stores. For example, customers are even analyzing voice of service personnel over the phone service. If service personnel are unfriendly, do not take account customer, or do not show empathy and understanding for customer, the customer will express both the active and the passive action responses.

"I had very bad experiences of some shoe and clothing store. I avoid patronizing there a lot. Once I bought a summer hat from there but as I walked out the store, it was on discount on the show window. Next time I was buying for shoes, which were on the sales basket, when I was paying the shoes the price was higher. I asked for why the amount is so high, in which the seller told that there was a wrong price tag on. She did not told that before I bought them. I bought them but I thought I would never go there again. The cashiering the is the most important thing!" (Narrative 33)

Customers are also intolerant for underestimation by service personnel, which arises negative feelings and the uncertainty to the customers. When a single experience arises factors from the psychological type, customers are more eager to express both the active and the passive action responses. The combination of the experimental and the psychological types together strengthens customer's eagerness to actively express his or her negative service experience together with the passive. When customers face negative service experiences that stimulate the psychological and the experimental types, customers are automatically going to express the passive action response, like stopping visiting and purchasing in the service firm -especially in the cases, when there other options of the service providers. Customers are very intolerant for this kind of the service experiences, and they have seldom a reason to stay as a customer in a firm. Only, when customer has a strong personal relationship or a bond with a firm, then a customer is more tolerant, and he or she forgives more. There is also limit that the customer can stand as a loyal customer.

"I I was disappointed... The smile of the cashier saved the shopping experience and I at times shop there" (Narrative 31)

Even, if a customer is staying as a customer of dissatisfying service provider, a customer can express some of his or her negative service experience, like changing the cashier to another, discounting the purchases or discounting the amount of the money they spend in the firm. Customers do express their negative feelings in a way or other, but they often are not motivated to tell directly to the firm. Even the loyal customers feel efforts too high, or they do not see how the complaining will make a difference. Therefore, they choose to express their negative experiences by passive action responses that they feel strong enough and affordable.

"When I was paying the shoes the price was higher. I asked for why the amount is so high, in which the seller told that there was a wrong price tag on. She did not told that before I bought them. I bought them but I thought I would never go there again. The cashiering the is the most important thing!" (Narrative 33)

The presumption-type is driven by contrast of presumptions and predictions of forthcoming service experience. The dream level of the service, the imagined service experiences and the episodes and preparation of the service quality, and the service experience underline this. It is also influenced by firm's marketing messages, a brand, communication and imago. In addition, the other consumer's stories about a service firm are affecting to customer's expectations in both negatively and positively. The expectations and the experienced service together work as a factor and a influencer for the customer complaining behavior. The outcome is about the contrast of the expectations and the experienced.

"I was going in to the local market which is promoted to be open until 9 o'clock pm. I was going in there and the clock was 20:45 and I was hurrying to go for a meat section but it was already closing... I was looking for personnel to help me but I did not found it... When I finally found a member of the personnel and I asked why the store

is already, closing as there is quarter hour to serve people. The answer was what kind of sausages you were looking for. I was disappointed..." (Narrative 31)

If customers' expectations of a customer service level are high, customers expect good service quality then. But, the experienced service quality is not even meeting partly their expectations, customers are going to express the active and the passive action responses. Customers are disappointed for the service quality, as it is extremely varying from the expected service quality and this causes negative feelings and emotions. As in the experimental, combination with other type makes customers more eager to actively express his or her experience and even wanting to harm firm by boycotting and slandering firm to other consumers. It is depending on the intense of the negative emotions and the difference between the customers' expectations.

"I walked into the near sport store and I noticed that the store was nearly empty of the customers. I expected to have quick service there but how it ended up. I waited and waited for the service as I started look for the service personnel.." (Narrative 2)

The minor differences with the experienced and the predicted service quality make customers choose the passive action response of telling about the negative service experience. Customers do not see a reason to make more efforts than is necessary for expressing their negative service experiences. They make simply less purchases on the same store or changing the service provider to another one. Especially, when customers do not experience actors and motivators of the psychological-type, or the psychological factors are minor, then customers are choosing and getting along with the passive action response. Nevertheless, if the intense is higher, or customers go through many of the negative feelings, then they will express also active action responses together with the passive one.

The personal-type is defined by personal needs, importance, personal risks, acceptance and empathy. Customers seek for the acceptance and being noticed by a firm when they are in contact with a service provider. They have needs for purchase and use service, which makes customers expect to be noticed and taken account by service personnel, who are common parts of the service quality and the service level. Customer's personal importance for the service quality and the service experience are common key factors for the outcome of the customer complaining behavior. Especially in the interviews, the informants underlined the importance of the service, as it motivates them for the customer complaining behavior. It affects also for the direction for the complaining behavior. The personal-type is highly varying among customers as it is all about customer's own personal expectations, needs and importance.

"The bad service is about unfriendly and rude attitude of the customer service personnel. They won't help you, they don't notice you, do not have an answers to your questions, do not even bother to ask my needs or targets of my shopping"(Narrative 12)

The importance of the service arises the likeness for active action response, as customers appreciate a lot the personal importance of the service. The more important and personal service is, customers are more likely promote the active action responses that help them to discharge the disappointment and gives them a change to harm a firm. The importance makes customers more intolerant for exceptions, mistakes and service failures, which they expect to be compensated to them. The compensation reduces dissatisfaction and shows understanding, caring and the importance for them. This reduces the eagerness of customers to express the active action responses but it does not tolerate the customers from the passive action responses.

“I have experienced very low level of the service quality in some big department store in its beauty department. When I was paying the salesperson left the bank card and the recipe on the desk and turned to talk with her colleague” (Narrative 27)

Customers are validating handling of the services as total. Even if the mistakes are compensated, the firms show that customers are important for them. They appreciate customers and they expect customer’s feedback. If the experience has been mostly positive and satisfying, but there are several exception in service delivery parts that are important for a customer, customer will disappoint and express the active and the passive action responses. Customers have even important parts or aspects of service that they validate over other ones and failures in these important parts are validated in the higher positions in total service quality.

“I was vesting on the photo store and there was a nice and friendly salesperson who started to service me... I also needed help with selecting the film and I promised to wait for the expert. The expert came to help me and he was friendly and nice too but in between the service situation he started to talk to his friend behind me over his personal staff. I thought he was talking to me and I asked “what”. He just continued to talking to his friend and ignored me. I felt myself spare and left alone in this situation... Next time will change the firm” (Narrative 10)

However, the mistakes in minor parts of service are not as highly influencing to customers. Customers are not eager to spend time for meaningless tasks, so the exceptions in the minor parts of the service experience and the service quality are not stimulating for aggressive complaining behavior. Customers will execute the passive action response, which they esteem as an easy way to express their dissatisfaction. Customers are saving their valuable resources in their lives, which makes a limit for the active action responses higher in case of the minor mistakes.

“We had taken our car to the car mechanic. The chief asked what the problem with the car was. I started to tell how the car has behaved in starting. The chief laughed with wicked smile on his face, turned to my husband, and asked for more information that is detailed. I got furious.” (Narrative 26)

Nevertheless, if customer has experienced the factors of the other types, then customer is more willing to conduct the active and the passive action re-

sponses in the personal types as well. Also, if a customer is responsible for other people, he or she cares or the customers is in charge of the other people's well-being and happiness, dissatisfying service experience is influencing a customer desirous for the active action response. Customer has even higher minimum borderline for accepted service quality, and the zone of the accepted service is tighter that rises risk that the customer express the active action responses.

"I was shopping with my daughters in the children's clothing store and I had a lot of clothes in arms when suddenly my daughter had a boob in her pants. I asked the seller to let us to use their toilet but she refused. She told that the toilet is only for the personnel. I reminded that the boob is already in the pants. She rudely told us no, no you could not used it. I left all the clothes on the cashiers desk and left the store...I will not ever buy clothes there again" (Narrative 5)

"My daughter was buying a hamburger by her bankcard and asked if she could use it in the restaurant. The waiter angrily asked where she had stolen the bankcard. My daughter felt very ashamed and humiliated. She even asked not give a feedback to the store. Would the waiter say so for an adult? And who are the key customers of the hamburger restaurants?" (Narrative 7)

4.2.3 Communication Response

The communicational response has two-sided story. Customers express the nonverbal responses under service experiences. They for bad service experiences, or even change their body language, but they take also actively direct contact for a firm in order to reclaim about dissatisfying service. Customers express nonverbally directly to firms their disappointment and dissatisfaction, but they are not as eager to express it verbally. The borderline to express verbally the dissatisfaction and the disappointment directly to firms is high. Customers perceive it time consuming, straggling and requiring for them. As mentioned in the first chapter of the findings, customers are declining and sparing their time by executing unnecessary actions of their lives. This means that every single time customers take contact directly to a firm they have a strong reason that beats every limits that are required to express the feedback directly.

Customers take direct contact when they have financial risk or risk of extra costs that they would like to avoid. They take also direct contact to the firm either under a service delivery or after a service delivery to reclaim of the mistakes or exceptions that can cost. In addition, when service itself has cost a lot and customers are unhappy with it, they contact directly to service provider. The motivation is to get a compensation or a reimbursement of incidents they have experienced to compensate their costs. In this, the psychological and the experimental types are the common factors behind customer's behavior. They feel uncertainty, regret and disillusionment, which the experience has caused. Service personnel, service space or parts of service have failed that drive customers to contact firm. The types altogether take over the limits of the direct complaining as customers complain directly to service providers.

"I went with my daughter to the same restaurant to take away some food. I ordered the food and I noticed it was the same service person who charged too much last

time. I got food on the package but I figured out that there was missing some of the food and when I check the bill once again, he had charged over me... I thought I would not use the restaurant any more, but I decided to call on the restaurant in the last minute. The answered person was nice and sorry for us. He even called back and send us a present card to compensate the incident" (Narrative 14)

"The more expensive the price is the more eagerly I complain about the exceptions and mistakes" (Person 1)

"The price-quality rate is important to me; I would not pay too much for the low quality" (Person 2)

"The price affects to my expectations of the service, you then expect good quality...I would tell the feedback directly on the service delivery if the price is high" (Person 3)

If customers expect that their complaints are well handled, and firm will enhance and develop its services by their feedback, customers are more eager to complain. Then customers feel the complaining as a development of certain service. Firm develops service by given feedback to get better service quality in the future. This motivates customers for direct complaining. Also, when service provider is smaller, customers are more willingness to give direct feedback as smaller firms are perceived as small enough to care about customer's opinions. Likewise, faceless and big corporations are esteemed as more careless, unresponsive and emotionless that discourages customers to directly give feedback. Customer oriented and open firms motivate customers to give feedback. But, then firms has to have open concept of handling customer's complaints, contact information and a direct number or a street address where customers can visit if they would like to. Local firm motivates more customers to give feedback than global ones. This is all about the presumption type in which the customers' expectations of corporates actions when they receive customer's complaints, but it is strengthen by psychological factors like emotions, empathy towards the firm, closeness and caring.

"If the caompany is domestic then I will give feedback, but if the company is dubious then I would not mind to give feedback" (Person 1)

"You cannot know if the feedback does improve the service" (Person 2)

"If the company is too big then I don't give feedback because I think that it would not be recognized or it does not change anything" (Person 3)

The brand is also affecting on customer's inclination to directly complain to firms. Deeper the relationship between the customer and the brand is, customers are more eager to give feedback of the minor mistakes and the minor exceptions on the service delivery or the service quality. The bond with brand encourages also customers to care about the firm: customers esteem the brand important to them; they have an emotional bond between the brand and them. The brand is important to them. The wellness and the success of the brand are important for customers. They help a firm to develop and hold the service quality by giving feedback. This type is about the personal, the psychological and

the expectation types that all drive customers to give feedback directly to the service providers. In this case, customers give even feedback more frequently to the firm.

“The imago of the company makes me give feedback because I believe that the company with reputation really handles given complaints” (Person 1)

“The brand and the imago influences me and my decisions” (Person 3)

The imago of the firm influences customers to give direct complaints to the firms too, when the imago of the service level high and esteemed as high quality. The better quality imago raises the expectations of the better service experience and of the better value. If the service level does not meet the expectations, customers will get contact to the service provider to complain about it. When the price is even higher, customers are more eager to complain about the service directly. The exceptional, the psychological and the experimental types stimulate this behavior: customers have high expectations of forthcoming service. They have better image of service with emotional sets. However, the imagoes of the high quality also have a higher risk of deeper dissatisfaction and disappointment, which was found to be influencing for the passive and active action responses. This shows that the customer complaining behavior is not straightforward and the customer complaining behavior responses are closely related. The customer can directly choose to express the communicational and the action responses actively, especially in this case.

If the service providers have promoted the compensations and reimbursements for the complaints, the customers are more motivated to give direct feedback to the firms. When customers appreciate rewards high and compensation beats their efforts for making a complaint, then customers are more eager to give feedback of even minor exception. The minor exceptions are often left unsaid by noncomplaining response. The findings show that customers have a high need to have wage or reward for their actions, especially, when they do not have personal need for a direct complaint. The so-called borderline to complain directly can be strongly lowered by rewards that appeal to customers. Then these compensations can be used as a tool to get more feedback for the development of the services. Customers have a strong estimation that they will have a price for their behavior because of these actions and they feel it valuable enough.

“The reimbursements motivates me to give feedback, once I gave feedback as I knew I get a present card to the company” (Person 3)

“I thought I would not use the restaurant any more, but I decided to call on the restaurant in the last minute. The answered guy was nice and sorry for us. He even called back and send us a present card to compensate the incident” (Narrative 14)

The personal importance for a service motivates also customers to get direct contact on service provider in case of mistake on the service quality. More important the service is for the customer, more eager the customer is to com-

plain directly about the service. The personal importance was underlined by the informants actively and passively, as well as, it was also found from the narratives as well. The importance of the services for customers was seemed as a strong influencer and motivator for the customer complaining behavior responses. All the informants underlined the importance of the service making them more easily to directly to complain to the service provider. The personal and the psychological types influence to customers take direct contact.

“The importance influences me to give feedback, the more important the service more easily I give feedback to them” (Person 1)

“The physical contact to personnel helps to give feedback” (Person 2)

“If I bought something from the specialty store and there is some exception I will give feedback, but not if I am purchasing on the market” (Person 3)

The nonverbal responses are experienced on both the minor and the greater exceptions. Customers react by their body on the received service on the service delivery, especially when they experience poor performance and low quality of services. The reactions are natural part of the humanity and the human interaction. These expressions, countenance and body movements are also part of the customer complaining behavior. Nevertheless, the difficult is to take account them as they occurs under the service experience and the delivery which is not so easy to control and manage. Often the nonverbal feedback is lacked because it occurs under the service delivery.

“The sales person of the clothing store was too aggressive and I left the store” (Person 1)

“If there is a problem with your hairdresser I would not say anything but being disappointed” (Person 2)

“In the restaurant the waiter asks you if the food was delicious, you just smile back and tell that it is good, whether it is good or not” (Person 3)

Customers express their dissatisfaction by their body movements to make stronger appearance under the service delivery and to express their disappointment. The expression and the body movements are also used as a ways to discharge emotional stages, to release disappointment and to strengthen message for the participants on the service delivery. The nonverbal reactions are partly unconscious and non-controlled natural reactions for the perceived actions, but the other part of them is controlled and expressed in order to meet the purposes of the customer.

The nonverbal expressions were described in both the narratives and the interviews, which were closely related disappointment of the service quality or the episode of the service, was very disappointing and bad. In addition, the customer expressed nonverbal feedback under the service delivery for several reasons as well. Some of customers thought that they have to break the ice between customer service personnel and them to create contact, or they just wanted to

please customer service personnel. All the four types influenced on reasons and responses greatly varied from each other and behavior: the psychological, the experimental, the presumption and the personal. The responses varied and had a great list of the motivators, but they were mostly driven by emotions, feelings, state of emotions. The nonverbal responses were conducted also under the action responses when taking account only the purposeful behavior in which the customer has intended to express the nonverbal responses.

“The waiter did not even look for the option to my friend. She just accept the occurrence... One of our group went angry to the waiter to ask... (Narrative 4)

“I was so shocked that I dropped all the clothes on the cashier’s desk” (Narrative 5)

“The man shouted the bar is not open and will not be open. We were astounded” (Narrative 6)

“The service personnel’s acting rude have faced something bad that they recharge their misery on the other customers. You have to break the ice by smiling and being kind the service personnel” (Narrative 11)

“The cashier was very rude so that I smiled over happily. I wanted to express my disappointment” (Person 2)

4.3 The Summary of the Findings

There are four types that affect to the customer complaining behavior. These types can be seen as influence, motivation and action of the complaining behavior. These types are the psychological, the experimental, the expectation and the personal. They moderate the complaining behavior and its intensity. They are influencing beyond the customer’s complaining behavior: on the targets, decisions and demands. The customers seek for the easiness of their lives and they reduce all the unnecessary tasks of their lives This means in the customer complaining behavior that the customers have to have a reason and a motivation to execute the active and the communicational responses.

The no-complaining response and the passive action response are the most popular choices of the customers. For example, if the customer’s expectations of the service are high and the experienced service is very poor, which causes a high rate of the dissatisfaction, customer is no longer eager to directly complain to a firm, or just satisfy silently with service experience. But they are more eager to complain indirectly of their experience. The active and the passive dimensions are strongly related to each other, as the customers can perform them together. The talking and the sharing the experiences are common part of the western culture so the people tend to share the service experiences both the good and the negative ones.

The communicational dimension was driven by two or more complaining behavior types influencing as the borderline to give feedback is received high

that there has to be a good reason for the customers to take a direct contact. The important findings are that the responses and handling the complaints influences the willingness to give direct feedback, as well as, the imago and the brand are highly influencing too. The personal importance and the bond has an impact in the customer complaining behavior, the monetary risk and the price are directly motivating customers to give feedback. If there is promised reward for the complaint the customers are more eager to give direct feedback to the firm.

5 CONCLUSIONS

In this chapter, the conclusions and the thoughts are expressed by contrasting to theoretical and the managerial perspectives. The intention is to contrast the findings to the theoretical framework that was presented earlier in this study into the common aspects of the customer complaining behavior and to the theories, which are closely related to the customer complaining behavior. In addition to the theoretical perspective, the findings are also brought through the managerial aspect in which the focus is to deliver to the managers and executives valuable notes and guides to implement the findings of this study into practice.

Overall, the findings support the earlier findings of the customer complaining behavior and they also underline the complexity and the variance of the customer complaining behavior and the services. The findings are very along when contrasting to the three theoretical perspectives, the customer complaining behavior, the service quality and the service experience.

This study was done by interviewing the customers of the business-to-customers-market segment but it brings guidelines also for the business-to-business-segments too, as the intention of this study was to make this more study business-to-x-oriented, but no informants from the business clients were selected. Of course, the business customers do have a different kind of pressure and rights than the consumers, which has to be noticed when applying the findings and the conclusions into the business-to-business-customers. The results show that there four different types of the motivators behind the customer complaining behavior which affect to the decisions between the three targets of the behavior **the no response**, **the action response** and **the communication response**. These types influence the complaining behavior and these types makes the people choose the goal of their behavior.

Customers complain directly to the firm when they see complaining worthy. Customer weight up amount of efforts complaining would take and what kind of reimbursements they would receive. If the reimbursements are higher than the costs, then customers are more eager to complain. Also, when psychological and personal-types have a high intensity then they customers are more likely to complain directly. When customers do not see complaining efforts worthy or meaningless then they are more likely to not directly complain to a firm. Also, when the experimental and presumption-types have a very high intense then customers are more eager to indirectly complain, not towards a service provider.

The complaining behavior variates quite much between the different theoretical aspect, as the founded four moderators, **Psychological**, **Experimental**, **Presumption** and **Personal**, change between the three action dimensions. These types have different loadings when customers stands out any complaining actions (no-complaining response), complain indirectly to third parties (action complaint response) or they directly complain to firms (communicational com-

plaint responses). In addition, the intensity of the types influences too on the choice of the complaining target.

The experimental and personal-types are highlighted when customers choose to aggressively act directly to a firm or towards third parties. Customers can even choose both **to directly complain** to firms and, at the same time, spreading negative word-of-mouth to other consumers through different social channels. Then at least two of the types have extremely high intensity. When all the four types are stimulated then customers are more likely **to aggressively complain** indirectly towards other consumers. The personal-type can also motivate customers to give direct feedback to firms, especially when they have personal emotional relationship to the firm. So, the target of the complaining behavior is not simply selected, it variates through the intensities of these four holistic types.

In lateral part, the restrictions and the future research objects are described in order to expand the usability of this study and to bring out the disadvantages and restrictions of this study that affect to the findings and the conclusions. In addition, the future research objects are presented in the same section as the restrictions of this study. There are several notes for the future research objectives as this matter is still very little studied yet. For example, the same research should be done for the "business-to-business customers in order to contrast and understand their behavior in the case of a mistake, dissatisfaction or a disadvantage of the services.

5.1 Theoretical Implementation

Overall, the findings support the earlier findings of the customer complaining behavior and they are in line with them. The findings surpassed the customer complaining behavior into the motive stage, which was the intention of this study. These four types of the complaining behavior expands the Tronvoll's model (2012) by expressing the factors, the motivators and the influencers behind the customer complaining behavior, like selecting between the target of their behavior, what kind of intensity the behavior takes and when and where the behavior is expressed. These types are well usable in the Tronvoll's model, which helped to understand three dimensionality of the customer complaining behavior, as the findings even support the three dimensionality of the customer complaining behavior. The types vary from each of the dimension, the no response, the action response and the communicational response, which underlines usability of the Tronvoll's model when researching and analyzing the customer complaining behavior. The findings add the motive perspective in to the model, which was left aside from the original study but was announced as a future research objective by the Tronvoll.

The findings underline the uniqueness of the customer complaining behavior, which was found earlier by the several researches (Blodgett et al. 1995; Chebat et al, 2005; Singh & Pandya, 1991; Singh & Widing, 1991; Tronvoll, 2012,

2007, 2008). The uniqueness and the personality was highly emphasized by the four types, in which the types varies between the targets of the complaints. The findings show that the customer complaining has different intensities on the types between the targets of the actions but also variates a lot by the person as well. This study also supports the idea, that older studies has found, that the complaints handling and the feedback from the customers are essential to improve the quality and to reduce effect of the negative WOM (Brocato, et al. 2012; Chebatet et al. 2005; Day, 1980; Singh, 1988; Storbacka et al. 1994; Tronvoll, 2007,2008, 2012).

For the recent customer complaining behavior -models, the findings are standing on line with the recent models. The findings underlines the target of the complaints and the behavior but also the place where the complaining behavior results are expressed, like is it no action, expressing opinion to other consumers or towards the service firm. The results show that the customer complaining behavior variates between the channels and the receiver but also by the person that has been pointed out recent selected models (Hirschman, 1975; Singh, 1988; Tronvoll, 2012). Like the Tronvoll pointed out in his exams that the customer orientation and the service dominant logic into the customer complaining behavior which this study endorses as well.

The process nature of the customer complaining behavior was also sustain by the results of this study (Brocato et al. 2012; Merrilees, 2016; Verhoel et al. 2009; Wilder et al. 2014). Like the informants in the interview and the writers of the narratives expressed, the process nature of the service experience affects to their decision to complain or not. The customers receive the service under the service production, even a minor dissatisfaction can made until then good, and satisfying service experiences poor when the exception ion the quality is perceived in the important part of the service for a customer. As the service quality and the service experience are process, the customer complaining behavior is a process that starts under the service delivery model (Grönroos, 1988; Parasuraman, Zeithaml, & Berry, 1988; Singh 1988; Tronvoll 2007, 2012; Zeithaml, Berry, & Parasuraman, 1988).

The theoretical model of the zone of the tolerance (Zeithaml et al. 1996; 1991) was also supported by the results of the study. The tolerance of the service experience and the quality actually was accentuated in the research data in which the customers have different kind of tolerances for the dissatisfaction and the mistakes in the service quality which has an impact on their customer's decisions whether to complain or not and to who to complain. The size of the zone of the tolerance variates quite much by a person but also by a found types also. The zone of the tolerance is actually behind every four types of the motives of the customer complaining behavior.

The service experience itself was also supported highly by the results as the service experience influences in the every four types, the psychological, the experimental, the presumption and the personal, in which the experience in total motivates or affects to the these four types of motivation of the customer complaining behavior. Like the Verhoef et al. (2009) have studied the service

experience, the customer complaining behavior and the motivators behind the complaining behavior are closely related which supports the findings of the Verhofs's (2009) findings.

The presumptions and the expectations of the service are also affecting to the customer's complaining behavior and the motivators beyond it. This study underlines the importance of the expectations and the presumptions of the service (Chebat et al. 2005; Grönroos, 1988). The expectations and the presumptions are not only affecting to the service quality but also into the customer complaining behavior also. The customers value the service and the service experience under and after the service delivery in which the customers also consider the complaining behavior and the results of it at the same time.

The service quality and the service experiences are not separated from the customer complaining behavior as the validation and the judgement of the service is done the customer judges and chooses the customer complaining actions too. If the service is bad and unacceptable, the customers will consider the complaining actions to express the dissatisfaction and the disappointment too. The customer complaining behavior and its motivators are linked to the service quality and the service experience theories and models closely, which supports the common themes of the service experience and the quality. The customers handled the services as a whole and the complaining behavior with its motivation types are related to each other and they affect to each other too. Like in the results, the customer complaining behavior motivators are influenced by the service quality and the service experiences, as the types of the motivation uses the specifications of the service quality and the service experiences.

The people and the personnel was found to be one of the most influencing group of the customer complaining behavior. The personnel delivers mostly the service to the customers or, at least, is a part of the service (Athanassopoulos et al. 2001; Beltagui et al. 2016; Blodgett et al. 1995; Bonnin, 2006; Chebat et al. 2005; McColl-Kenedy et al. 2014; Singh & Widing, 1991; Verhoef et al. 2009; Wilder et al. 2014; Zeithmal et al. 1988, 1996; Zhu, 2013). The personnel had a huge influence on the motivators of the customer complaining behavior and often the disappointment of the service was located to the personnel. The personnel has a crucial part in the customer complaining behavior in both the good and the bad way. The physical aspect is a part of the experimental-and the presumption-types. The physical aspects have an influence into the motivators of the customer complaining behavior (Athanassopoulos et al. 2001; Beltagui et al. 2016; Blodgett et al. 1995; Bonnin, 2006; Chebat et al. 2005; Singh & Widing, 1991; Verhoef et al. 2009; Wilder et al. 2014; Zeithmal et al. 1988, 1996; Zhu, 2013).

The image and the communications is common themes in both the service quality and the service experience and in the findings, they are part of the presumption- and the personal-types. The image and the communication was found to influence on the customer complaining behavior either to motivate to give feedback or not to influence to give direct feedback to the firm. They have high influence to the customer when the incident has happened and the customer consider the complaining actions. This supports the findings of the recent

studies and this underlines the complexity of the service itself. The reliability and the convenience both affect to the customer complaining behavior as the imago and the communications too. The personal needs are underlined into the personal-type of the motivation of the customer complaining behavior.

To summarize the theoretical implementation, the findings support the recent studies and their results of the complaining behavior, the service quality and the service experience. In addition to the support, the results extend the knowledge of the customer complaining behavior adding the motivators by the four types of the motivators of the complaining behavior. The findings also strengthen the linkage and bond between the theoretical parts of the services all together as the service quality and the service experience. These conclusions also emphasize the complexity of the service but also point out that the services should be carefully managed as the one-decision influences on the service quality, the service experience and the customer complaining behavior. The complaining behavior is very tortuous process and should be carefully considered as a part of the service management.

5.2 Managerial Implementation

Managerial implementation of the four types of the motivators of the customer complaining behavior underlines the intricate nature of the customer complaining behavior but also the services too. The customers perceive their decisions and the targets of the customer complaining behavior by the service experience and the service quality, which are in the last chapter remarkably the bond between the service quality, the experience and the customer complaining behavior. These four found types of the motivators are influenced by the service quality and the service experience, which makes the complaining behavior management even harder but more crucial than before. The executives, the managers and the leaders should start to figure out their complaint management all together with the service management. They also should have a strategy to improve the eagerness of the customers to give direct complaints to the firm, which requires strategic planning and implementation.

The results show that the management of the services is even more requiring as the complaining behavior is strongly linked with the service management itself. Management of the services should careful in which the complaining behavior is taken account the complaining behavior and the influence of the management of the service in it. In the management and the strategic planning the customer complaining behavior should be taken account by making a strategic plan to encourage the customers to give direct feedback, to make a transparent complaint handling process, which is promoted to the customers and how the company handles the mistakes and the exceptions in the services.

The personnel and the knowledge and the know-how of them is important when they face the dissatisfied customers and when they receive the complaints of them, but also it is crucial that the service personnel can detect the service

quality and the service experience exceptions under the service delivery and how they are working with them. The importance of the personnel is pointed out when they are asking for the feedback after the service delivery or under it. In addition, it is important to them to know how to meet the customers and how to react when the customer is unhappy or disappointed with the service, like reading the body language and the physical reactions that was found to be expressed under the service delivery.

The hardest managerial implementation is to motivate the customers to dare give a feedback directly to the firms as the results show that the customers choose more often the no complaining or the action responses than the communication response. The compensation and the motivation to influence to the motivators is tough but it worth it. Like the recent literature and the results show, it is crucial to get feedback from the customers to enhance the services but also to reduce the amount and the easiness of the negative word-of-mouth that the customers are used to spread to other consumers. The motivation, the influencing and the compensation can be costly but it pays back when the imago and the brand of the corporation do not suffer from the negative WOM as much as before.

The findings also show that the management of the customer's relationships and the management of the satisfaction is important when considering the customer complaining behavior. The annual feedback surveys and the satisfaction guarantee programs are essentials to collect more feedback and complaints from the customers but also reduce the uneasiness of the customers and show the empathy for them. The customer complaining behavior management should be integrated as a part of the customer relationship management and the strategic management and the planning of the services. The complaints handling and the processes should be very clear for everyone in the firm but especially for the customer service personnel who face and receive the complaints from the customer's daily bases.

The importance of the customer complaining behavior is to manage the disadvantages and mistakes in the services but making sure that the customer would purchase in the future. Therefore, the four types of the motivators that influences the customer's complaining behavior are the essential parts of the complaining. These types are influenced by the service experience and the quality which is why the companies should manage carefully and perseverance the quality and the experience. In addition, under the service delivery, there should be a time and a place for a feedback, as the customers were more motivated to give direct feedback after or under the service delivery. The process for making sure the satisfaction of the customers is important task and is a way to influence into the four types of the motivators. That kind of actions motivates customers to give feedback but also raises the expectation that the firm will ask for a feedback after the service experience.

5.3 Restrictions and Future Research Objects

The study has been done by interviewing the business to consumers, which is why the study is more suitable for the consumer services. The business-to-business firms the study should be done by interviewing the business customers to receive more current view of their complaining behavior. The recent studies of the complaining behavior have been more focused on the consumers but also the business clients and their complaining behavior. This study is business-to-consumers focused and does not provide a description of the complaining behavior of the business clients.

The study is also focused on exploring the motivators, the actors and the influencers beyond the customer's complaining behavior that affect to their choices and the targets of the behavior. But this study has not explored the relationships or the causalities between the factors so this study does not imply how the found types are related to each other. The found types of the motivators explain and describe the customer complaining behavior and illustrate the motivators that influence to the customer's perceptions of the complaining and the complaining behavior.

Another restriction is that this study does not explore the personality or psychology, which is implied into the psychological factors, but it is not investigated by using the psychological methods. The findings show that the personality and person influences a lot to the perception of the customer complaining behavior. The personal influence is adapted into the found types but it is not explored how it affects to each of the types. Also this study is not service type related as the findings are the common motivators behind the customer complaining behavior but the intensity of the motivators can vary by the different services.

The future research objectives are business-to-business customer complaining behavior, the causality between the types and the different services, and causalities between the motivators. Especially the same study that explores the motivators beyond the customer complaining behavior has to be done to the business-to-business clients as this study was focused on the consumers. The future research could also contrast the findings between the consumer and the business clients, which would bring good insight to the differences between the business and the consumer customers. The quantitative study of this matter is also one of the future research topics which tests the relations and the causalities between the motivators behind the complaining behavior. It could be extended by analyzing different kind of services and how the motivators variate by each service type. The causalities between the types is useful topic for a future studies in which the motivators are examined and looked the causalities between them.

This study was very fascinating and tremendous opportunity to develop and explore something new to the field. The process itself was inspiring by the learning, exploring and concluding new aspects of the customer complaining

behavior. Overall, the study answered well to its goal and the model explains more widely the customer complaining behavior. This is a good base for the future research as the matter is full of new topics and objects.

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