



THE EFFECTS OF COMPLAINANT FEELINGS AND BELIEFS
ON RESPONSIVE BEHAVIOR: A STUDY OF SHOPPERS OF
HYPERMARKETS IN BANGKOK

by

ORATAI WISETRAKSAKUL

A Thesis Submitted in Partial Fulfillment
of the Requirements for the Degree of

Master of Business Administration

Graduate School of Business
Assumption University
Bangkok Thailand

December 2002

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2002

ABSTRACT

This study aims to identify how complainants respond to the Hypermarkets complaint handling. The study examined the effects of complainant feelings and beliefs on responsive behavior focusing on the shoppers of Hypermarkets in Bangkok. In addition, the objective is to determine the appropriate model of complaining behavior process at Hypermarkets in Bangkok. Based on the result, it will make recommendations for Hypermarkets as a guideline for complaint handling's managerial implications.

In this study, the researcher uses the survey method and 240 sets of questionnaires are employed as the instrument in primary data collection. The target populations in this research are consumers who have shopped, purchased and dissatisfied product purchased from Big C, Carrefour and Lotus in Bangkok. For data analysis, frequency distribution is used. Inferential statistics will be used in hypothesis testing. The method to be applied is Analysis of Covariance (ANCOVA).

The results indicate that on experiencing dissatisfaction with product purchased from Hypermarkets in Bangkok, complainants can respond in a variety of ways which are depend on their feelings and belief. The major factors that effect on complainant responsive behavior are their feelings and belief. Complainant feelings consist of distributive justice and interactional justice. Complainant belief consists of stability.

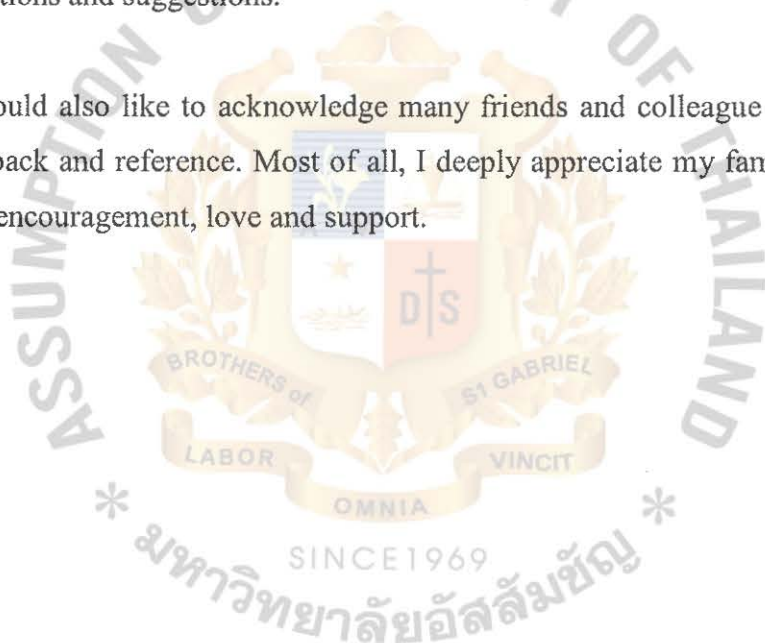
Finally, the recommendations are based on the results of this research and the theoretical of complaining behavior. Hypermarkets in Bangkok should explicitly train their employees how to interact with dissatisfied customer. Employees should be taught to respond in a very reassuring and empathic manner, and to give the customer an opportunity to explain any relevant evident to the problem. Hypermarkets and other service providers also should assure customers that they will always stand behind their products (or services), and will always respond to any complaints with courtesy and respect. . All product or service providers should establish the customer service counter and train their customer service personnel in order to response to customer effectively and to be the center of information in term of customer database. This will be very useful for the business in the long term to make close relationship with customer.

ACKNOWLEDGEMENT

This research would not have been possible without several people who have provided assistance and support. First of all, I would like to express an appreciation to Dr. Theerachote Pongtaveewould, my advisor who gave me the knowledge and guidance. Through the seven month on this research, he gave me not only the advice on thesis but also he taught me the philosophy of life. I learned many from him which are not in the text book.

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Chapter 1

Generalities of the Study

1.1 Background of the Study

In today's challenging environment, companies have identified that their future and competitive advantage depends on their ability to satisfy customers over the lifetime of their purchased product. Providing an effective level of customer service is a major business challenge. Those successful companies will ensure customer loyalty, win new business and compete effectively.

A key factor that influences consumers' choice of the store is customer service. For example, many people choose to shop at certain stores, eat at certain restaurants based on the level of customer service provided by that store. This aspect of customer service encompasses such factors as the level of responsiveness, friendliness and promptness of employee. Another essential aspect of customer service that affects consumers' choices of the store is the manner in which the seller responds to customer complaints. Many times consumers make their choices based not only on the level of service provided at the time of sale, but also on their perception of the level of customer service they can expect to receive after the sale, should a problem arise. Many consumers shop at certain stores because they know that if they encounter any problems with a product the seller will exchange the product or refund their money, with no question asked. Good complaint handling by store engenders consumer satisfaction provides a good company image and helps to reduce defect rates. Store need to understand consumer complaint behavior and respond to it effectively.

Customer complaint handling becomes more crucial for organizations who are not only service providers but also operate in a highly competitive environment. The reason is in such competitive markets, it is difficult to attract new customers and the cost of doing so greatly exceeds that of retaining one's present customers. In such situations, defensive marketing strategies should focus on customer retention through complaint management. One of the major factors for the increasing interest in consumer complaint management is its potential impact on other key marketing phenomena such as brand and store loyalty, repurchase intentions and word-of-mouth communications.

Using the model of the complaining behavior process proposed by Blodgett, Wakefield and Barnes (1995), this research is going to study how complaint handling effects consumer complaint behavior. Focusing on the effect of complainant feelings and beliefs on responsive behavior. Therefore, this study seeks to identify types of those responsive behaviors. We are focusing in Big C, Carrefour and Lotus, which are the big Hypermarkets in Thailand.

1.2 Statement of the Problems

Hypermarkets are a highly competitive business. New branches of Hypermarkets have been established in a short time. They are all located in the highly populated areas, both in Bangkok and Up-country. Each store has to set the strategy how to attract new customers and maintain regular customers. Consumers may make their choices based not only on the lower price of product, but also on the level of customer service they can expect to receive after the sale or when they were dissatisfied with the product. Consumers expect to receive effective complaint

handling from the store. So customer complaint handling becomes more crucial for Hypermarkets in this situation. Therefore, this research aims to identify how complainants respond to the Hypermarkets complaint handling. These complainant responsive behaviors will effect to store image and long term profitability.

1.3 Research Objectives

For a study of the effect of complainant feelings and beliefs on responsive behavior, there are three main objectives as follows:

1. To identify the factors that relate to responsive behavior.
2. To study the controlled factors that effect on responsive behavior.
3. To determine the appropriate model of complaining behavior process at Hypermarkets in Bangkok area.

1.4 Scope of the Research

This study is to examine the effect of complainant feeling and beliefs on responsive behaviors, which are positive word-of mouth, negative word-of-mouth, stop going to shop and repatronage. The above mentioned complainant feelings and beliefs are influenced in one way or another by the level of customer service provide by the Hypermarkets. The complaints are focused on a wide variety of products, including food, clothing, shoes, children's toys, cameras, small household appliances and so on. This does not include service complaints. The target respondents are the consumers who have shopped, purchased and dissatisfied product purchased from Big C, Carrefour, and Lotus in Bangkok within the past 12 months.

1.5 Limitation of Research

The limitation of this research is that Hypermarkets do not allow the researcher to interview respondents inside their store as it may disturb their customers. Hence, the interviews were arranged in an area near by, which could have inconvenienced respondents. Therefore, the percentage of respondents who refused to answer the questions is high. Besides, the period of time after complaining may change respondent's opinions to not telling exactly what they feel and receive.

In this study, the samples are also collected only at Hypermarkets, which are Big C, Carrefour and Lotus. Furthermore, this study emphasizes on shoppers of Hypermarkets in Bangkok only. Thus, the findings cannot be taken as generalization about other retail stores or fast food convenience store environments.

Because of time constrain, the researcher could not distribute the questionnaire across all branch of Hypermarkets in Bangkok. Therefore, the researcher selects only six branches of the Hypermarkets to do the survey.

Another limitation is the researcher used Analysis of Covariance (ANCOVA) Design for statistical analysis to study the effect of complainant feelings and beliefs. The experimental design is required to conform to ANCOVA but it is difficult and time consuming to control the shoppers to experiment their feelings and beliefs on complain handling. Therefore, the researcher used the survey method instead.

1.6 Significance of the study

The study of the effect of complainant feelings and beliefs on responsive behavior is a way to know how people complain, how they expect their complaints to be dealt with and how they respond to the Hypermarkets complaint handling process. Hence, this research can help the Hypermarkets management in monitoring and better understanding its customer and developing more effective complaint handling policies and procedures. In addition it will enable them to train their employees to satisfy customers as good complaints handling will leads to improved customer retention.

Nowadays, complaint handling has become more crucial for all organizations especially in a highly competitive environment. Thus, this research could be a guideline for any organization, who may need to improve their complaint handling.

The researcher designed conceptual model on the theoretical model of the complaining behavior process developed by Blodgett, Wakefield and Barnes (1995), which is the study of complainant in USA. It may differ from complainant in Thailand. Therefore, this research aims to serve as direction and guideline for other researchers who may want to study customer complaint behavior of Thai shoppers.

1.7 Definition of Terms

Complaint: A complaint on product dissatisfaction only in this research.

Complainant: Consumers who have shopped, purchased and dissatisfied product purchased from Hypermarkets in Bangkok within the past 12 months.

Controllability: It refers to whether the complainant believes that the problem could have been prevented. (Blodgett, Wakefield and Barnes, 1995)

Customer Service: Customer service is defined as the store personnel who responds to customer complaints, including all employees such as salesperson, cashier, staff at customer service center and so on. They are located at Hypermarkets in Bangkok.

Distributive justice: It refers to complainant feeling whether the remedy offered was fair and appropriate. (Blodgett, Wakefield and Barnes, 1995)

Hypermarkets: They are Big C, Carrefour, Lotus in Bangkok area.

Interactional justice: It refers to complainant feeling whether the customer was treated with courtesy and respect. (Blodgett, Wakefield and Barnes, 1995)

Negative word-of-mouth: It is the complainant's verbal communication to others regarding the dissatisfaction of poor customer service provided by the Hypermarkets.

Positive word-of-mouth: It is the complainant's verbal communication to others regarding the satisfaction of good customer service provided by the Hypermarkets.

Product dissatisfaction: Consumers were dissatisfied on product quality, content, packing, packaging.

Repatronage: It refers to complainant's intention to continue to be customer of the Hypermarkets.

Stability: It refers to the complainant who believes that similar problems will occur in the future. (Blodgett, Wakefield and Barnes, 1995)

Chapter 2

Introduction of Hypermarkets

2.1 Casino Big-C France 30 stores



2.2 Tesco Lotus UK. 35 stores



2.3 Carrefour France 16 stores



Total 81 stores

Source : Siam Future Development Co., Ltd.



2.1 Big C

2.1.1 Business Overview

BigC Supercenter emerged with a new concept of retail business under the theme of "super center" which means the stores main product contents are food and non-food items. It is simply a combination of discount store and food outlet, to provide utmost customer satisfaction and quality products at very low prices everyday. The BigC Supercenter Public Company Limited now operates 32 BigC stores all over Thailand, with more than 11,000 employees, and its 2001 total turnover amounted to 32,637 million Baht.

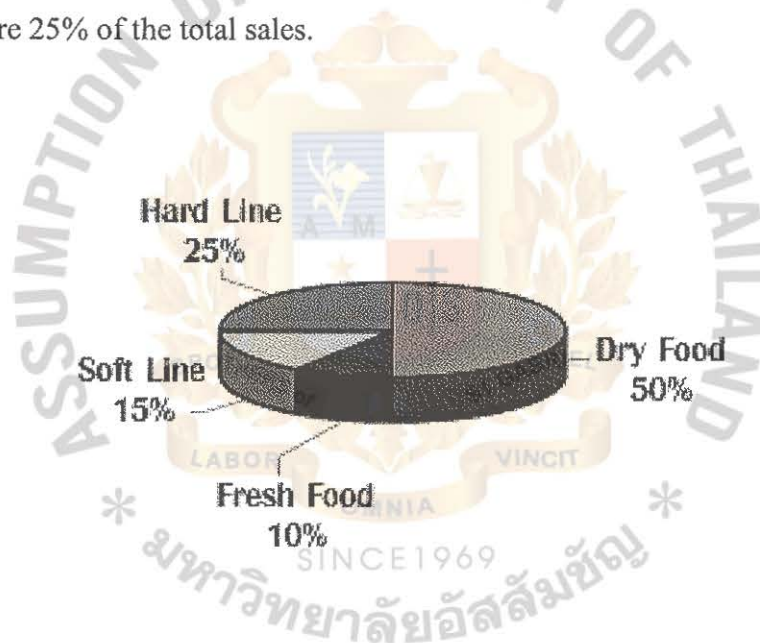
"Big" means "respectable size and enormous space". "C" means "Customers". Therefore, BigC store is a modern retail outlet with spacious facilities to ensure customer needs and satisfaction. The complete product line-ups are available at the most competitive prices in a friendly and clean atmosphere designed to serve the preference of Thai consumers. BigC is a large-sized and modern retail outlet for everyone in the family. It distributes a wide variety of quality products, ranging from fresh food, personal items and clothing to household appliances. Most of them are purchased from leading domestic manufacturers. Products available in a BigC store can be divided into 4 main departments, as follows:

Fresh Food : this supermarket department includes meats, seafood, vegetables, ready-to-cook and ready-to-eat food, dairy products, frozen food, bakery and other various ingredients. The sales of the Fresh Food Department are 10% of the total sales.

Dry Food : this supermarket department includes ready-made food, condiment, beverage, snack, liquor, personal effects, chemical products for cleaning, food and general articles for pets. The sales of the Dry Food Department are 50 % of the total sales.

Soft Line : this department includes clothes and cosmetics. The sales of the Soft Line Department are 15% of the total sales.

Hard Line : this department includes bedding, appliances, kitchenware, furniture, sports equipment, car accessories, toys and mending equipment. The sales of the Hard Line Department are 25% of the total sales.



2.1.2 Big C History

- 1993 : Big C starts business under the registered name of Central Superstore Co., Ltd., a **Central Group** subsidiary.
- 1994 : On January 15th 1994, the first outlet is opened on Chaengwattana Road in Bangkok. Other stores grand opening : Wongsawang and Ratburana in Bangkok.
- 1995 : The Rangsit (Bangkok) outlet, which was formerly known as Save One is changed to Big C Supercenter Public Company Limited. Big C Supercenter Public Company Limited is listed on the Stock Exchange of Thailand (SET) in 1995 with S.K. Garment Ltd. (PLC) holding majority stake. Other stores grand opening : Pattaya, Rajdamri (Bangkok).
- 1996 : Big C launches its 7th outlet in Bangphlee (Bangkok), using the concept of a single floor integrated super center with enormous space of 12,000 square meters and well-designed layout and decorations to facilitate shopping convenience. Highly efficient design function contributes significantly to lower operating costs. Next outlets strictly refer to the super store concept of this particular outlet. Other stores grand opening : Nakhonpathom, Udonthanee, Khonkaen, Korat. This year, Big C turnover has risen to 10 billion baht.
- 1997 : This year, Big C opens many stores, both in Bangkok and in up-country : Suratthanee, Pitsanulok, Rattanatibeth (Bangkok), Rayong, Rama II (Bangkok), Chiang Rai, Lampang and Lopburi.
- 1998 : Big C opens its 20th store in Petchaburi, and BigC turnover exceeded the 20 billion baht level.

33541 e. 2

- 1999 : Big C Super Center Ltd. (PLC) decides to form a business alliance with France-based **Casino Group**. Casino Group buy 530 million shares of Big C capital increase, making them the largest shareholder after the company's recapitalization. After securing the controlling stake in Big C, the Casino Group decides to sell the entire garment business in order to concentrate only on the retail activity and strengthen the efficiency of the current operation.
- 2000 : Big C launches 3 new stores : Hat Yai, Hua Mark (Bangkok) and Samutprakarn. This year, Big C provides the customers with larger opening times form 8.00 am.- midnight, and the launching of the Big C website, www.bigc.co.th.
- 2001 : This year, Big C launches 6 new outlets : Ubonratchathani, Donmuang, Fashion Island, Chiang Mai, Suksawat and Phuket. The number of outlets is expected to reach 40 at the end of the year 2002. Big C hopes to maintain its market dominance in the super center business with the highest number of outlets available and highest sales.
- 2002 : Big C launches Big C Credit Card and Big C Hire-Purchase in January and opens Bangna store, the 30th outlet, in February. Big C Ladprao and Dao Kanong are launched in June and September respectively. Big C Foundation is also launched in September aiming to provide educational opportunities to less-privileged children. Big C Tiwanon, the 33rd and latest store of Big C, will be launched in November.

2.1.3 Big C Location Map



2.1.4 House brand



***As good as the leader...
but definitely cheaper***

In February 2001, Big C has decided to launch on the Thai market its new private brand called LEADER PRICE. This year, the LEADER PRICE range of products will keep growing quickly every week. Right now, this new LEADER PRICE brand already covers a large number of products of all kinds of food and non-food categories:

- Sweet and Salt Grocery
- Fresh Food
- Beverage
- Cleaning, Chemical & Paper
- Personal Care
- Stationery, Lighting, Housewares, ...

Through its new LEADER PRICE brand, Big C wants to strengthen the Protection of the Thai Consumers by offering the best prices together with the best quality and by increasing their purchasing power. Indeed, the Big C customers will benefit from these new LEADER PRICE products in two main ways:

1. A very low and attractive selling price

The exact definition of the **LEADER PRICE** concept is "**As good as the leader ... but definitely cheaper**". Everyday, the **LEADER PRICE** team commits itself to negotiating **the best prices for the Big C customers**. That is why the selling price of the **LEADER PRICE** products can include an **up-to-30% discount compared with the leading national brands**.

2. An outstanding quality

Despite a very much lower selling price, **the quality of the LEADER PRICE products is exactly the same as the most recognized brands' on the market**. Everyday, the quality department of **LEADER PRICE** is working closely with three well-established external analysis laboratories, in order to monitor and maintain the quality of each product to the highest level. Moreover, and despite all these quality controls, the telephone number of the quality department of **LEADER PRICE (655-0666 ext.6856)** is displayed on each product, in case any customers would like to make any comment about the **LEADER PRICE** products.

2.2 Tesco Lotus



2.2.1 Business Overview

Tesco Lotus was created in Thailand in 1998 with a joint venture between Tesco Group of the UK and CP Group of Thailand.

40 Supercenter Locations

19 Supercenters in Bangkok

- | | | | |
|-------------------|------------------|------------------|-------------------|
| 1. Bang Khae | 2. Bangna-Trad | 3. Bangkapi | 4. Bangpakok |
| 5. Chaeng Wattana | 6. Fortune | 7. Ladprao | 8. Laksi |
| 9. Minburi | 10. Prachachuen | 11. Rama 2 | 12. Rama 3 |
| 13. Rama 4 | 14. Ramindra | 15. Rattanaibet | 16. Seacon Square |
| 17. Srinakarin | 18. Sukaphiban 1 | 19. Sukhumvit 50 | |

21 Supercenters Upcountry

- | | | |
|-------------------|----------------------|------------------------------|
| 1. Ayutthaya | 2. Chiang Mai | 3. Chaing Mai - Kad Kamtiang |
| 4. Chon Buri | 5. Hat Yai | 6. Khon Kaen |
| 7. Korat | 8. Mahachai | 9. Nakhon Si Thammarat |
| 10. North Pattaya | 11. South Pattaya | 12. Phitsanulok |
| 13. Phuket | 14. Rangsit | 15. Rayong |
| 16. Saraburi | 17. Suphan Buri | 18. Surat Thani |
| 19. Trang | 20. Ubon Ratchathani | 21. Udon Thani |

To create value for customers to earn their lifetime loyalty.

Values

No one tries harder for customers:

- Understand customers better than anyone.
- Be energetic, be innovative and be first for customers.
- Use our strengths to deliver unbeatable value to our customers.
- Look after our people so they can look after our customers.

Treat people how we like to be treated:

- All retailers, there's one team...The Tesco Team.
- Trust and respect each other.
- Strive to do our very best.
- Give support to each other and praise more than criticize.
- Ask more than tell and share knowledge so that it can be used.
- Enjoy work, celebrate success and learn from experience.

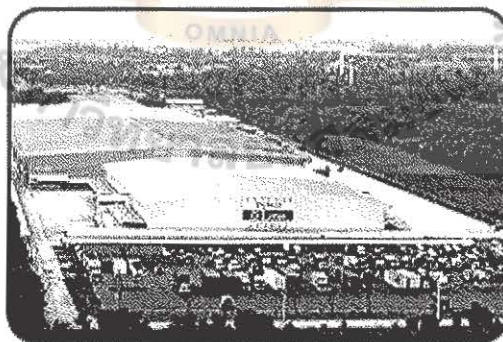
2.2.2 Additional Information

Supplying Small Businesses

While not participating as official vendors to Tesco Lotus, many small Thai businesses purchase significant volumes of goods for resale through their family store. Bulk buying and "Club Pack" sales are currently reaching 5 % of total sales. This purchasing practice highlights the informal benefits which flow to small Thai businesses through allowing Tesco Lotus to be their supplier.

Double Gateway

Tesco Lotus facilitates both the import of products to Thailand and the export of Thai-manufactured products to the UK. This double gateway ensures that Thai customers benefit from the global sourcing of products and enjoy competitive low prices for their purchases. It also provides a channel to deliver Thai products which are purchased as part of Tesco's global sourcing operations to Tesco stores in the UK. Tesco Lotus exports Thai products for sale in the UK worth at 2 billion baht a year.



Distribution Center

The 1.3 billion baht Distribution Center at Wang Noi is one of the largest and most sophisticated facilities of its type in Asia and is capable of processing 500,000 cases of food and non-food items each day.

It provides vendors with a professional, efficient and secure environment through which to deliver both fresh food and non-food items to the Supercenters. A key benefit to Thai vendors of the Center is the support provided by Tesco Lotus in assisting them to reach international standards of packaging, labeling and handling. This lifts the capability of Thai vendors to meet overseas requirements for the rapidly expanding potential of export markets which are emerging through development by Tesco Lotus of an export 'double gateway'.

Quality Assurance

Education on quality assurance standards is another benefit of the close relationship Tesco Lotus builds with its vendors. SGS, an international quality assurance company, ensures that housebrand vendors comply with FDA standards before Tesco Lotus enters into business with them. Close monitoring raises Thai vendor awareness of international quality expectations.

Asia Integration Based in Thailand

Thailand has been chosen as Tesco's Asian training center for the regional development of its integrated technology platform. With plans to implement this system into its operations throughout Asia, Tesco Lotus has sent trained Thai nationals to Taiwan and South Korea to introduce similar systems there. A "Competency Center" has been established in Bangkok, for the company to co-ordinate the development of IT operations throughout Asia.

Global Supply Hub

Thailand has recently become one of only 6 global sourcing hubs for Tesco PLC's global operations and is expected to supply 15% of all non-food items purchased for Tesco's worldwide operations.

2.2.3 House brand



Development of housebrands by leading retailers is a global trend which has particular significance for Thai companies. Tesco Lotus is committed to the expansion of its "SuperSave" housebrand of products and expects this area of its product line to become increasingly popular with Thai shoppers in the future.

Today, 111 vendors supply Tesco Lotus with 553 "SuperSave" housebrand items. The number of products is expected to reach 1,000 by the end of 2002.

A further benefit for Thai vendors supplying SuperSave products is the implementation of stringent international standards of food safety and hygiene that must be met in all factories. With these standards already achieved for Tesco Lotus, the opportunity exists to expand into international markets.

2.2.4 Services

We're at your service.

We provide many services designed to make shopping at Tesco Lotus pleasurable and convenient, we continue to add more and more features to make our store the place you can enjoy with maximum satisfaction.

Mini Shopping Cart

Mini shopping cart designed especially for children – small in size, light in weight.



Mini Shopping Cart with Driver Seat

Even the youngest smart drivers can have fun while shopping at Tesco Lotus.



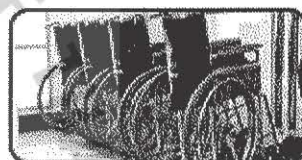
Shopping Cart with Baby Seat

Use our safe and convenient shopping cart with baby seat while shopping with your child. Strong & handy with a wheel lock for use on the escalator.



Wheel Chair

Wheel chairs for the disabled are provided.



Price Check Point

Check the price of all goods yourself with the easy-to-use price check scanner.



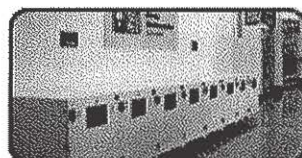
Pure Drinking Water

Free pure drinking water for your refreshment while shopping.



Cart Locker

Store your goods in our cart locker while you enjoy a meal or shop some more.



Check-out Counter

Quick and convenient check-out with a large number of counters. Major domestic and international credit cards are accepted. ATM machines are available.



Playland

The playland has lots of fun for your little ones.



Carry to Car

Let us carry your purchases to your car. Just contact the Customer Service counter.



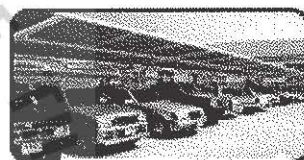
Shuttlebus

Free shuttlebus service for Tesco Lotus customers at selected stores. Please check at the Customer Service counter in the store for details.



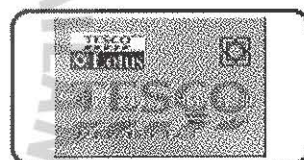
Car Park

Spacious, secure, and convenient shaded car park.



Tesco Lotus Credit Card

Get a card today and enjoy the convenience and other special benefits, like discount offers and advanced notice of sales and events. The Tesco Lotus Card is accepted at all Tesco Lotus stores nationwide.



Installments Purchase

For your convenience, pay for your purchases in installments, powered by Aeon Card or First Choice Credit Card.



After Sales Service

After sales service for electronic appliances: free delivery, free maintenance (as indicated in guarantee conditions) and special low installation fee. Just contact the After Sales Service counter.

2.3 Carrefour



2.3.1 Locations

15 Stores in Bangkok

- | | | | |
|----------------|-----------------|------------------|-------------|
| 1. Sukapiban 3 | 2. Srinakarin | 3. Rangsit | 4. Bang Yai |
| 5. Petkasem | 6. Chengwattana | 7. Rathanatibeth | 8 Rama IV |
| 9. Suwintawong | 10. Minburi | 11. Bangkae | 12. Bangbon |
| 13. Ratchada | 14. Onnuch | 15. Ramindra | |

1 store in North: Chiang Mai

CenCar Ltd (Carrefour)

11 South Sathorn Road

Q House, 14/15th Floor

Tungmahamek,

Bangkok 10120

Contact : Marc Oursin, Managing Director

Mr. Emmanuel Gaches, Food Director

Tel : (662) 677-3399

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Chapter 3

Review of Related Literature and Studies

To propose the study and research of “The effect of complainant feelings and beliefs on responsive behavior” on shoppers of Hypermarkets in Bangkok, the researcher presents the related public materials and research as follows:

- 3.1 Customer dissatisfaction and seeking redress
- 3.2 Consumer complaint behavior
- 3.3 The complaining behavior process
- 3.4 Fairness in complaint systems
- 3.5 Dimension of service quality
- 3.6 Attribution theory
- 3.7 Repatronage intention
- 3.8 Word-of-mouth communication

3.1 Customer Dissatisfaction and Seeking Redress

Katz (1987) proposed that when customers are dissatisfied, they seek redress in a variety of ways as follows:

- Refund: The significance varies for the supplier depending on the nature and price of the goods and whether the supplier is the actual manufacturer, distributor or retailer.
- Repair: Repairs reflect costs to the supplier. The terms under which the goods or services were supplied are pertinent. It is also possible for loss of future business and could cause damage via negative PR.

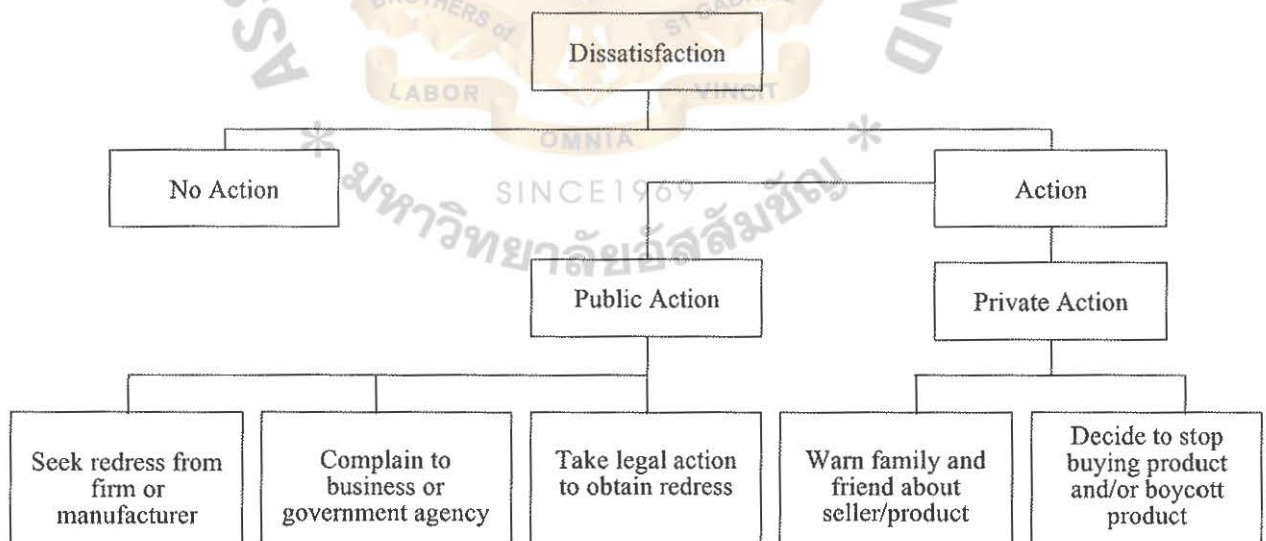
Replacement: The supplier evaluates the problem of dealing with returned goods against benefits accruing from satisfying the customer's demands.

Apology: Commercial considerations are outweighed by personal ones. If an apology is received the customer is usually content to let matter drop.

3.2 Consumer Complaint Behavior

The model of consumer complaint behavior (Figure 1) has achieved wide acceptance in the consumer complaint behavior literature and was used as the base model for this study. With regard to taking action to resolve dissatisfaction with products or services the consumer can do: do nothing; take some form of private action; or take some form of public action.

Figure 1. A classification of consumer complaint behavior



Source : Broadbridge, A. & Marshall, J. (1995) Consumer Complaint behaviour : the case of electrical goods. *International Journal of Retail & Distribution Management*. 23(9), 8-18.

3.2.1 *Consumer complaint behavior – no action*

One of the most striking set of results from consumer complaint behavior research is the number of consumers who, despite experiencing extreme dissatisfaction with a product or service, actually do nothing about it. In a study of grocery shoppers, 70 percent of respondents indicated that they did not complain at all and in a study of the personal care industry, 45 percent expressed the no action option. These high figures of non-action have been attributed to factors such as low cost of the items, minor importance of the problem and ease of switching brands (Broadbridge and Marshall, 1995).

3.2.2 *Consumer complaint behavior – private action*

A second type of action is private action, which implies little effort on the behalf of consumers to complain. They may warn family and friends about seller/product or decide to stop buying product and/or boycott product. Knowledge of the private actions of consumers may be more significant to marketers than the visible actions of those who seek redress or complain about their experiences. This is not surprising given that a negative word-of-mouth can have a major influence on the buying behavior of others (Broadbridge and Marshall, 1995).

3.2.3 *Consumer complaint behavior – public action*

In most instances of public action, which implies that consumers expend greater efforts to resolve their complaints. They may seek redress from firm/manufacturer, complain to business or government agency or take legal action to obtain redress. Normally consumers first take their complaints to the retailer/manufacturer.

Broadbridge and Marshall (1995) noted that, more attempts to seek redress were noted in studies of durable goods and service than for non durable items. A nationwide survey recorded that of the 562 consumers who made an effort to submit their complaints to the seller, only 42.6 percent were classified as successful and 53.9 percent were left feeling dissatisfied. However, good complaint handling by the seller helps to reduce the number of complainants who take their grievance to court.

3.3 The Complaining Behavior Process

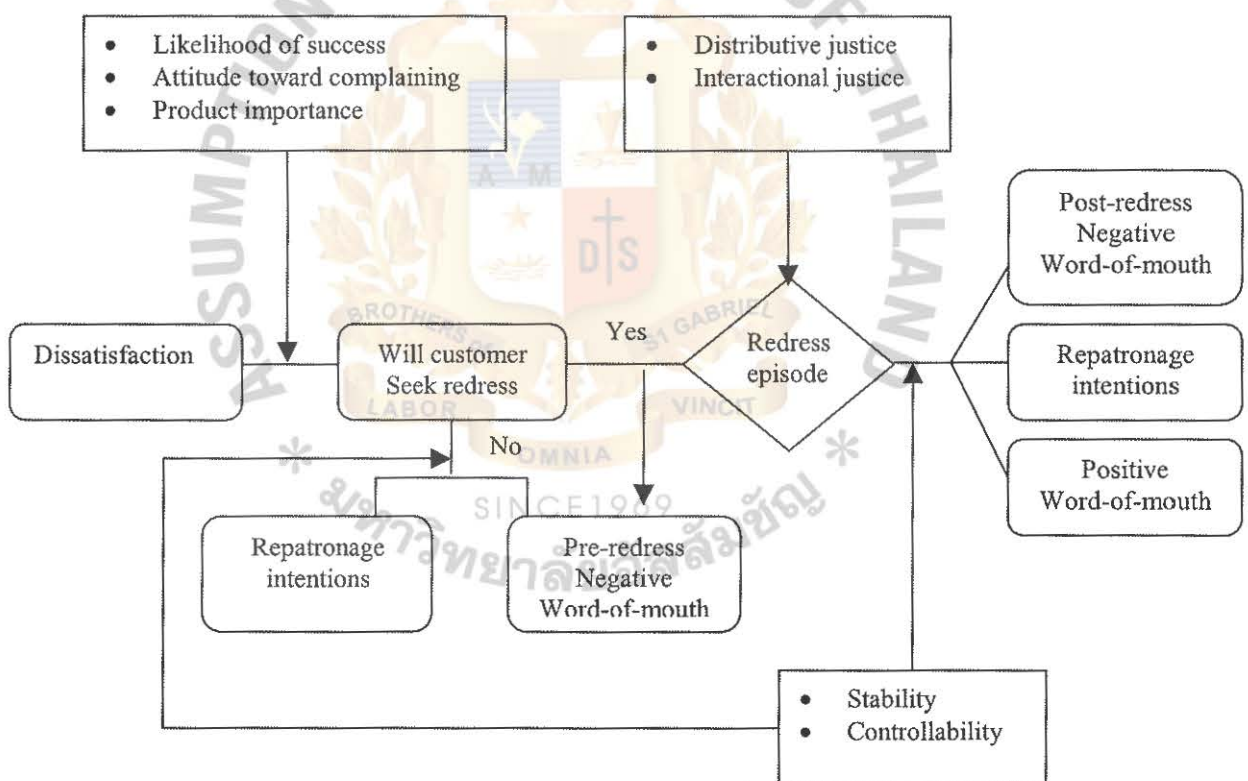
Blodgett, Wakefield and Barnes (1995) proposed a dynamic model of the complaining behavior process to illustrate the pervasive influence of customer service throughout this process. Most of the factors that affect complaining behavior are influenced in one way or another by the level of customer service provided by the seller, and thus are to a large extent controllable by the seller. The model is shown in Figure 2.

On experiencing dissatisfaction, consumers can respond in a variety of ways. Depending on the perceived likelihood of success, one's attitude toward complaining, and the level of importance attached to the product (or service), dissatisfied customers choose whether or not to seek redress may instead engage in negative word-of-mouth behavior, and may vow never to repatronize the seller (i.e. exit). Dissatisfied consumers who decide to seek redress, on the other hand, are more willing to give the seller a chance to remedy the problem before telling others about their dissatisfaction.

Subsequent word-of-mouth and repatronage behavior are then dependent primarily on the seller's response to the customer's complaint. Complainants who feel

that they received a fair settlement (distributive justice), and who feel they were treated with courtesy and respect (interactional justice), are more likely to repatronize the seller and might even engage in positive word-of-mouth behavior. Conversely, complainants who feel that they did not receive a fair settlement, or who were treated rudely, may subsequently engage in negative word-of-mouth behavior, and exit. Likewise, complainants who believe that the problem was controllable or is stable are less likely to repatronize the seller and may warn others not to shop there.

Figure 2. The Complaining Behavior Process



Source : Blodgett, J.G., Wakefield, K.L., & Barnes, J.H. (1995). The effects of customer service on consumer complaining behavior. *Journal of Services Marketing*. 9(4), 31-42.

3.3.1 Perceptions of Successful Outcomes

First of all, Blodgett, Wakefield and Barnes (1995) found that the major factor that determines whether a person seeks redress is the perceived likelihood of success, and that even consumers who would otherwise exit are more likely to seek redress if it is clear that the seller is willing to remedy the problem. The seller should create an atmosphere that encourages dissatisfied consumer to seek redress. Retailers and other service providers can implicitly and explicitly create such as environment. For example, implicit factors, such as the degree of helpfulness, friendliness, promptness, and competence of a firm's employees, will influence customer's perceptions of the retailer's willingness to remedy problems when they arise. More explicit factors, such as a warranty or an expressly stated guarantee of satisfaction, will have a strong positive influence on one's perception as to the likelihood of successful redress.

3.3.2 Attitude toward Complaining

Another important finding is that dissatisfied customers who perceive little likelihood of success, or who have less favorable attitudes toward complaining, are more likely to engage in pre-redress negative work-of-mouth behavior. This finding should be of particular interest to sellers, because it demonstrates that dissatisfied customers who are reluctant to seek redress are more likely to tell others about their dissatisfaction. Consumer who is exposed to negative word-of-mouth may form unfavorable impressions of the seller and may, in turn, decide to avoid the offending seller.

3.3.3 Importance and Cost of Product

Blodgett, Wakefield and Barnes (1995) concluded that product importance had no effect on redress-seeking behavior or on pre-redress negative word-of-mouth. It implies that complaining behavior is relatively consistent across all kinds of products and settings, and that sellers of even basic, less expensive goods (and services) need to be just as concerned with customer service as do sellers of more expensive, durable product.

3.3.4 Distributive and Interactional justice

According to Blodgett, Wakefield and Barnes (1995) studies, two major factors that determine whether the complainant will repatronize the seller (or exit), and whether that person will engage in positive word-of-mouth and spread goodwill or engage in negative word-of-mouth and spread ill will, are distributive and interactional justice. Distributive is whether the customer feels that the remedy offered was fair and appropriate. Interactional justice is whether the customer was treated with courtesy and respect. (Goodwin and Ross, 1990). The finding implies that dissatisfied customers expect not only to receive fair settlement but, more importantly, they also to be treated with courtesy and respect. Complainants who receive a fair settlement but who are treated rudely, most likely will vow never to shop there again and are likely to tell their friends and relatives about their negative experience. To make customer feel the remedy offered was fair, Blodgett, Wakefield and Barnes (1995) suggested that the customer service personnel should be taught to respond in a very assuring and empathetic manner, and to give the customer an opportunity to explain the problem. Previous research (William, 1996) indicates that customers will be more satisfied with the outcome if they are allowed to provide input.

3.3.5 *Stability and Controllability*

Blodgett, Wakefield and Barnes (1995) concluded that other two critical factors that determine whether complainants will repatronize the seller and engage in positive word-of-mouth behavior or whether they will exit and warn their friends not to shop there, are stability and controllability. Stability refers to the likelihood that similar problems will occur in the future, while controllability refers to whether the customer believes that the problem could have been prevented. Consumer who feels that the problem is stable will want to avoid that seller in the future and might also warn their friends to avoid that seller. Customer who feels that the problem was controllable and could have been prevented are likely to be somewhat angry with the seller.

Blodgett, Wakefield and Barnes (1995) proposed that in order to convince complainants that the problem is not likely to happen again, it is important to empathize with customers and offer a sincere apology. Customer service personnel should be trained to thank customers for bringing the problem to the seller's attention, and should tell customers how much their business is appreciated. Complainants who perceive that the seller is genuinely concerned about their business, is competent and committed to satisfaction, are more likely to perceive that the problem is neither stable nor was controllable. As a result, they will be more likely to repatronize the seller and spread goodwill among other potential customers.

The complainants want their complaint acknowledged and they want to know that something is being done about it. At minimum, they want an apology and an assurance that the same thing will not happen again. Complaining is a way that people can assert their identity (William, 1996).

Retailers and service providers need to understand that some dissatisfied customers will not give the seller a chance to remedy the problem, either because they feel that the seller will not be willing to remedy the problem or because they are reluctant to complain in general. Rather than seek redress, many of these dissatisfied consumers will instead exit and engage in negative word-of-mouth behavior. The end result for the retailer or service provider is lost sales and profits. Retailers and service providers should strive to create an atmosphere that encourages dissatisfied consumers to seek redress. At the same time, dissatisfied consumers who seek redress expect to receive a fair settlement and to be treated with courtesy and respect. Consumers who receive such treatment, and perceive that justice has been done, are more likely to repatronize the seller and may even engage in positive word-of-mouth behavior. Thus spreading goodwill for the seller. However, complainants who perceive a lack of justice are unlikely to repatronize the seller and may attempt to engage in negative word-of-mouth behavior or warn others not to shop there.

3.4 Fairness in Complaint Systems

Williams (1996) proposed that we have to consider how the system should treat people once they have made their complaint. Basically, it should be fair and it should respond effectively, with some form of redress if this is appropriate. The complainant should be reassured that all given information is gathered to make sure that the same problem does not arise in the future.

Fairness in complaint systems is always a difficult issue. In general, it is best to allow complainants themselves to decide whether something is relevant, rather than setting formal rules about what people adjudicating complaints can take into account

(William, 1996). One of the most common criticisms the public make in this area is that they are not allowed to present evidence that they considered relevant. If there was a good reason for disregarding this evidence, the problem would have been better handled by allowing her to present her case and then judging it on the relevant issues, instead of deciding what could be taken into consideration in advance.

3.5 Dimension of Service Quality

Parasuraman, Zeithaml, Berry (1985, p 47) have proposed ten determinants of Service quality:

1. Reliability. Consistent performance, meeting promised dates, keeping to routine maintenance schedules, making and keeping promises to return telephone call, confirming appointments where possible in advance and rescheduling only when absolutely necessary and on very rare occasions.
2. Responsiveness. Prompt service, an attitude throughout the organization to respond to customer's need rather than find ways of avoiding them. Most service organization have stories about how employees have worked extraordinary hours or walked through snow drifts to ensure that customer received good service. The problem is that these stories are often very much the exception. The good service providers are those who anticipate most customer requests and who do not find reason why their requests can not be met.
3. Competence. Product knowledge and necessary skill to perform service and support tasks. Customer confidence may be boosted by employing experience service staff with evidence of appropriate training course completed.

4. Access. Easy telephone access through easily remembered telephone numbers to the right people to take and solve the customer's problem, hours of operation which fit the customers' needs, location of support personnel and facilities.
5. **Courtesy.** Politeness, respect, consideration, clean and neat appearance of public contact personnel and friendliness of personnel contact.
6. Communication. Keeping customers informed about the service in terms they understand and at times, which are helpful to them. Letting them know when there is a problem rather than hoping they won't find out. Giving clear and accurate cost estimates before the customer is committed.
7. Credibility. Reputation for honest, competent dealings, personal characteristics of customer contact personnel.
8. Security. Physical safety, no damage to property, confidentiality, value for money.
9. Understanding the customer. Distinguishing the customer's true requirements rather than what is stated, individual attention, ensuring that their needs are understood, making customers feel 'in control' rather constrained by the system.
10. Tangibles. Appearance and quality of facilities and equipment, quality of invoices, tenders, letters.

In order to make such lists of determinants or factors of good service quality useful for managerial purpose, Gronroos (1990) elaborated The Six Criteria of Good Perceived Service Quality as follows:

1. **Professionalism and skills** – the customers realize that the service provider, its employees, operational systems and physical resources, have the knowledge and skills required to solve their problems in a professional way (outcome related criteria).
2. **Attitudes and behavior** – the customers feel that the service employees (contact persons) are concerned about them and are interested in solving their problems in a friendly and spontaneous way (process-related criteria).
3. **Accessibility and flexibility** – the customers feel that the service provider, its location, operating hours, employees, and operational system, are designed and operated so that it is easy to get access to the service and so that they are prepared to adjust to the demands and wishes of the customer in a flexible way (process-related criteria)
4. **Reliability and trustworthiness** – the customers know that whatever takes place or has been agreed upon, they can rely on the service provider, its employees and systems to keep promises and perform with the best interest of the customers at heart (process-related criteria).
5. **Recovery** – the customers realize that whenever something goes wrong or something unpredictable unexpectedly happens the service provider will immediately and actively take actions to keep them in control of the situation and find a new acceptable solution (process-related criteria).
6. **Reputation and Credibility** – the customers believe that the operations of the service provider can be trusted and give adequate value for money and that it stands for good performance and values, which can be shared by customers and the service provider (image-related criteria).

3.6 Attribution Theory

One approach to better understanding complainants responsive behavior is to understand the perceptions of the recovery's cause. Consumer responses are not simply based on outcomes. The inferred reason, or attribution, for what occurred can influence how the consumer will respond. Attribution theory suggests that customers make judgements about cause and effect relationships that influence their subsequent emotions, attitudes, and behaviors based on three dimension of causal attributions: locus, control, and stability.

Locus of causality is the consumer's perception of where the responsibility for the incident rests. Is it due to the customer (internal locus) or a factor outside of the customer such as the environment or a service employee (external locus)?

Stability refers to the perception that circumstances either will remain the same (stable) or are likely to change (unstable). Stable outcomes are presumed to recur in the future; while unstable conditions create uncertainty about future outcomes.

Controllability is related to credit and blame. Thus, if the service contact person has control to fix a service problem but fails to do so, the customer should blame that employee.

In sum, consumers make inferences about the causes of successes and failures in order to exercise control over their world. These causes can be classified within the three principal dimensions of locus (who is responsible?), stability (is the cause likely to recur?), and controllability (did the responsible party have control over the cause?)

Several researchers have investigated the types of attributions that lead to complaining and negative word-of-mouth behavior in failure situations. In general,

research findings indicate that the more consumers believe a service failure is due to seller (external locus), is likely to happen again (stable), and could have been avoided (controllability), the more likely they are to complain (Swanson and Kelly, 2001).

Swanson and Kelly (2001) proposed that consumers' attributions are also important during service recovery. In evaluating recovery outcomes consumer identify the potential causes of the outcome and each party's responsibilities for the resolution of the failure. In addition, by engaging in casual search, consumers seek to identify whether an outcome is likely to occur again in similar circumstance.

3.7 Repatronage Intention

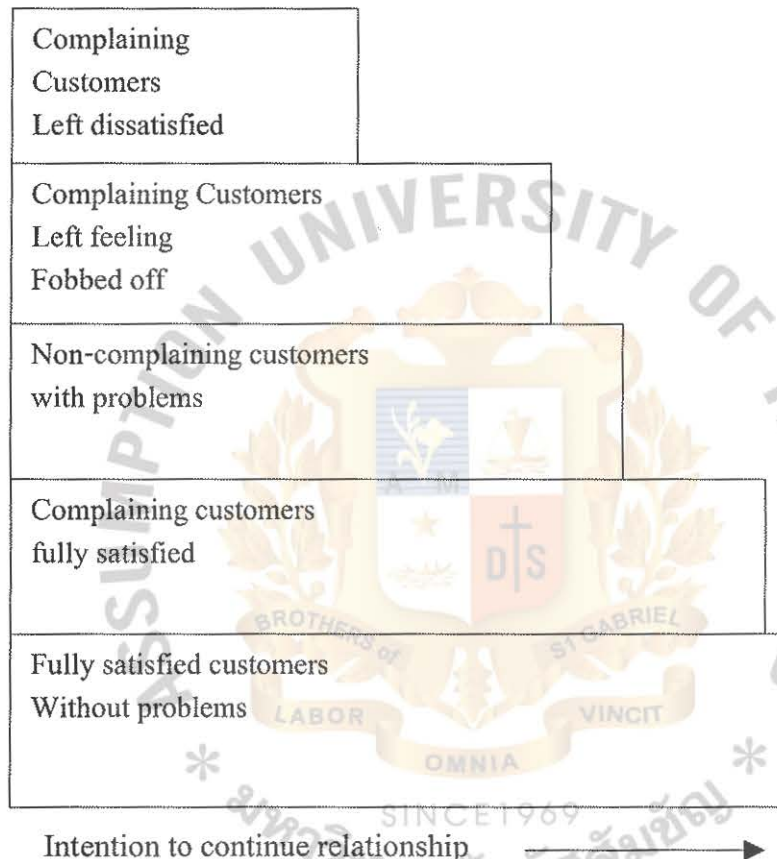
Technical Assistance Research Programme Inc (TARP) is an American market research company that has worked with many of the leading service companies on customer satisfaction and customer loyalty. The focus of their work has been to examine how customer satisfaction is influenced by a company's approach to customer complaints and their performance in recovering from their mistakes.

TARP takes four service scenarios and examines the willingness on the part of the customer to use the service provider again. The four scenarios are:

1. The service is delivered to meet the customers' expectations and there is full satisfaction.
2. There are faults in the service delivery and the customer complains and feels fully satisfied with the resulting actions taken by the service providers.
3. There are faults in the service delivery but the customer does not complain about them.

4. There are faults in the service delivery and the customer complains but feels he/she has been fobbed off or mollified. There is still no real satisfaction with the service provider.

Figure 3. Customers' intentions from service experience



Source : Armistead, C.G., & Clark, G. (1992). *Customer Service and Support: (Implementing Effective Strategies)*. London: Pitman Publishing.

The reaction of customers to the four experiences is very different and greatly influence whether a customer will continue to purchase from the service providers. Figure 3 shows some typical results from market research data of customer's intentions to continue to be customers of the service organization. Clearly they show

that dissatisfied customers who complaint but are not happy with what happens feel worse about the service providers than if they had not bothered to complain at all. The result for the customer is to reinforce the impression of the service company as being inadequate. On the other hand, good recovery from mistake results in customer's loyalty being maintained at the level which would have been achieved from the first-time perfect delivery of the service. Obviously the precise values for intention to repurchase will vary according to the costs involved for the customers but the trends for the different scenarios are always the same.

The other finding which has a bearing on this is associated with the effect of low customer satisfaction on word-of-mouth publicity about service experience. It has been found from market research that a customer who is satisfied with a service experience will typically tell five others whereas when they have not been satisfied they will tell ten people. When they have experienced good recovery they will tell three.

3.8 Word-of-mouth Communication.

The term word-of-mouth (WOM) is used to describe verbal communication (either positive and negative) between groups such as the product provider, independent experts, family and friends and the actual or potential consumer (Ennew, Banerjee and Li, 2000).

According to Mangold, Miller and Broackway (1999) studies, analysis of the open-ended questions revealed ten categories of stimuli that led to WOM. The receiver's (of the communication) felt need was the most frequently identified WOM stimulus with 50.3 percent of the stimuli falling into this category. Conincedental

WOM was the second most frequently identified category with 18.4 percent of the stimuli. *WOM that was stimulated by the communicator's satisfaction or dissatisfaction with the service* was the third most frequently identified category with 8.8 percent of the response. For example, one positive WOM occurred when a communicator shared her pleasure with the quality of pictures received from a particular photography studio. A negative communication occurred after a communicator failed to have his automobile transmission satisfactorily repaired even though he returned it to the repair shop on two different occasions. The remaining seven categories of stimuli that were identified collectively accounted for less than 10 percent of the total response.

In summary, Mangold, Miller and Broackway (1999) proposed that the factors that are likely to stimulate WOM included a strongly felt need on the part of the receiver, coincidental communication relating to a broader subject, or a high level of satisfaction or dissatisfaction on the part of the communicator.

Chapter 4

Research Frameworks

Before proceeding with this chapter it is worthwhile to recall that the objective of this research is to study the effect of complainant feelings and beliefs on responsive behavior. A review of the theoretical framework of the complaining behavior process will be used to illustrate what is the consumer behavior in response to customer service and to study the controlled effect of responsive behavior.

This chapter further includes the research hypothesis as well as the operationalization of the dependent variables, fixed factor, random factor and covariate.

4.1 Conceptual Model

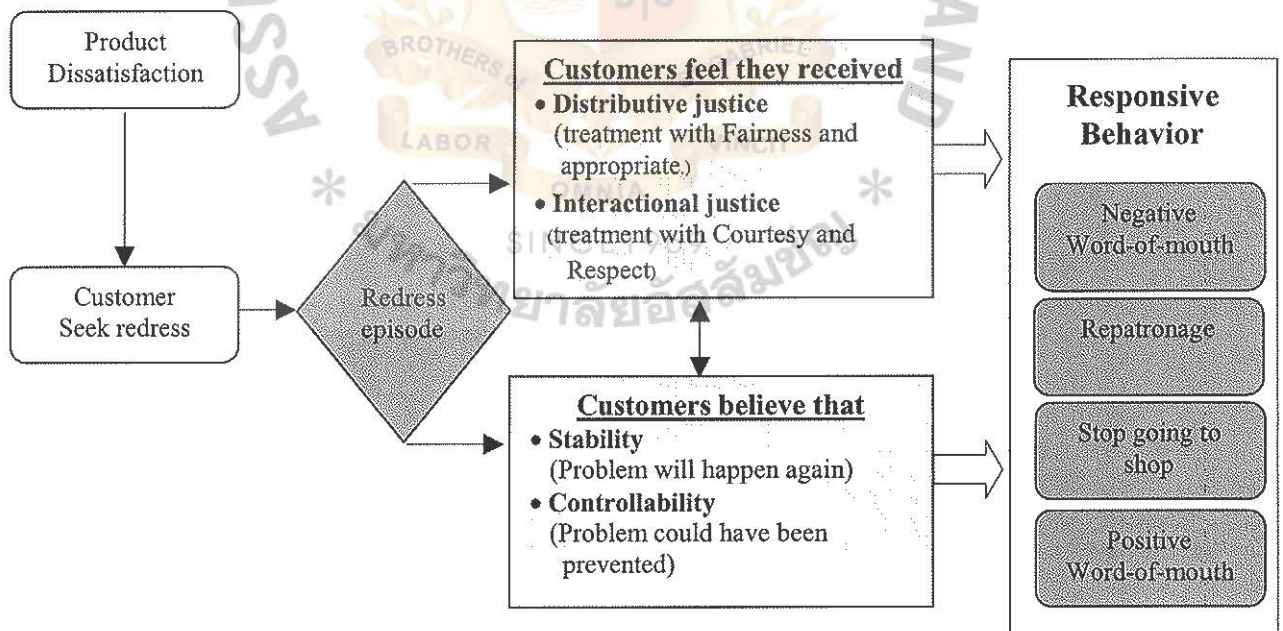
The researcher designed conceptual model on the theoretical model of the complaining behavior process developed by Blodgett, Wakefield and Barnes (1995), which is appropriate for this research. A conceptual model focusing on the effect of complainant feelings and beliefs to responsive behavior. Here is the framework, which is built to understand complainant feelings and beliefs associated with the responsive behavior of complainants at Hypermarkets in Bangkok.

At redress episode, it is the moment consumer come to complain with the customer service of Hypermarkets. There are many ways to seek redress and complainants may seek redress with a different purpose of redress seeking. The

complainant feelings and beliefs are influenced by the treatment received from customer service of Hypermarkets at redress episode. Complainant feelings are the major factors that relate to their responsive behavior. At the same time, the complainant beliefs also have interactive effect to the relationship between complainant feelings and their responsive behavior.

Complainant feelings consist of distributive justice and interactional justice are determined as fixed factor. Complainant beliefs consists of stability and controllability are determined as covariate factor. Redress episode is determined as random factor. The dependent variable are complainant responsive behaviors which consist of negative WOM, repatronage, Stop going to shop and Positive WOM.

Conceptual Model



4.2 Research hypothesis

According to the research objectives, sixteen hypothesis are developed as follows.

Dependent variables are responsive behaviors; measured as negative WOM,

repatronage, stop going to shop and positive WOM.

Independent variables

Fixed Factors are complainant feelings; measured as distributive justice and interactional justice.

Random Factors are redress seeking; measured as refund, repair, replacement and apology.

Covariates are complainant beliefs; measured as stability and controllability.

Ho-1 Stability has no effect on the relationship between redress seeking with the treatment of distributive justice and negative WOM.

Ha-1 Stability has effect on the relationship between redress seeking with the treatment of distributive justice and negative WOM.

Ho-2 Controllability has no effect on the relationship between redress seeking with the treatment of distributive justice and negative WOM.

Ha-2 Controllability has effect on the relationship between redress seeking with the treatment of distributive justice and negative WOM.

Ho-3 Stability has no effect on the relationship between redress seeking with the treatment of interactional justice and negative WOM.

Ha-3 Stability has effect on the relationship between redress seeking with the treatment of interactional justice and negative WOM.

- Ho-4 Controllability has no effect on the relationship between redress seeking with the treatment of interactional justice and negative WOM.
- Ha-4 Controllability has effect on the relationship between redress seeking with the treatment of interactional justice and negative WOM.
- Ho-5 Stability has no effect on the relationship between redress seeking with the treatment of distributive justice and repatronage.
- Ha-5 Stability has effect on the relationship between redress seeking with the treatment of distributive justice and repatronage.
- Ho-6 Controllability has no effect on the relationship between redress seeking with the treatment of distributive justice and repatronage.
- Ha-6 Controllability has effect on the relationship between redress seeking with the treatment of distributive justice and repatronage.
- Ho-7 Stability has no effect on the relationship between redress seeking with the treatment of interactional justice and repatronage.
- Ha-7 Stability has effect on the relationship between redress seeking with the treatment of interactional justice and repatronage.
- Ho-8 Controllability has no effect on the relationship between redress seeking with the treatment of interactional justice and repatronage.
- Ha-8 Controllability has effect on the relationship between redress seeking with the treatment of interactional justice and repatronage.

- Ho-9 Stability has no effect on the relationship between redress seeking with the treatment of distributive justice and stop going to shop.
- Ha-9 Stability has effect on the relationship between redress seeking with the treatment of distributive justice and stop going to shop.
- Ho-10 Controllability has no effect on the relationship between redress seeking with the treatment of distributive justice and stop going to shop.
- Ha-10 Controllability has effect on the relationship between redress seeking with the treatment of distributive justice and stop going to shop.
- Ho-11 Stability has no effect on the relationship between redress seeking with the treatment of interactional justice and stop going to shop.
- Ha-11 Stability has effect on the relationship between redress seeking with the treatment of interactional justice and stop going to shop.
- Ho-12 Controllability has no effect on the relationship between redress seeking with the treatment of interactional justice and stop going to shop.
- Ha-12 Controllability has effect on the relationship between redress seeking with the treatment of interactional justice and stop going to shop.
- Ho-13 Stability has no effect on the relationship between redress seeking with the treatment of distributive justice and positive WOM.
- Ha-13 Stability has effect on the relationship between redress seeking with the treatment of distributive justice and positive WOM.

Ho-14 Controllability has no effect on the relationship between redress seeking with the treatment of distributive justice and positive WOM.

Ha-14 Controllability has effect on the relationship between redress seeking with the treatment of distributive justice and positive WOM.

Ho-15 Stability has no effect on the relationship between redress seeking with the treatment of interactional justice and positive WOM.

Ha-15 Stability has effect on the relationship between redress seeking with the treatment of interactional justice and positive WOM.

Ho-16 Controllability has no effect on the relationship between redress seeking with the treatment of interactional justice and positive WOM.

Ha-16 Controllability has effect on the relationship between redress seeking with the treatment of interactional justice and positive WOM.

4.3 Concept and Variable Operationalization

A concept is a generalized idea about a class of objects, attributes, occurrence or process. Conceptual definition is a verbal explanation of the meaning of a concept. It defines what the concept is and what it is not. Concepts must be made operational in order to be measured. An operational definition gives meaning to a concept by specifying the activities or operations necessary to measure it. The operational definition specifies what the researcher must do to measure the concept under investigation. Operational definitions help the researcher to specify the rules for assigning numbers. The values assigned in the measuring process can be manipulated according to certain mathematical rules (Zikmund, 1994).

4.3.1 Dependent Variable:

Dependent variables are responsive behavior, which consists of negative word-of-mouth behavior, repatronage, stop going to shop and positive word-of-mouth behavior.

Concept	Conceptual Definition	Operational component	Level of Measurement
<u>Responsive behavior</u> Negative WOM	Consumer's verbal communication to others about dissatisfaction with the service.	<ul style="list-style-type: none"> Complainants told others about their dissatisfaction of poor customer service Complainants warned others not to shop at the store. 	Interval
<u>Responsive behavior</u> Repatronage	Consumer's intention to continue to be customer of the store.	<ul style="list-style-type: none"> Complainants continued to shop and repurchase at the store. 	Interval
<u>Responsive behavior</u> Stop going to shop	Consumer's intention to stop going shop at the store.	<ul style="list-style-type: none"> Complainants stopped going to shop at the store. 	Interval
<u>Responsive behavior</u> Positive WOM	Consumer's verbal communication to others about satisfaction with the service.	<ul style="list-style-type: none"> Complainants told others about their satisfaction of good customer service. 	Interval

4.3.2 Fixed Factors:

Fixed factors are complainant feelings, which consists of distributive justice and interactional justice.

Concept	Conceptual Definition	Operational component	Level of Measurement
<u>Feeling</u> Distributive justice	Complainant feeling whether the remedy offered was fair and appropriate.	Complainants feel that <ul style="list-style-type: none"> • They received an opportunity to explain the problem/case. • They were allowed to present evidence that they considered relevant. • The seller judged the problem on the relevant issues. • They were assured that customer service personnel could solve the problem in a proper way. 	Nominal
<u>Feeling</u> Interactional justice	Complainant feeling whether the customer was treated with courtesy and respect.	Complainants feel that they was treated with <ul style="list-style-type: none"> • Politeness • Respect • Consideration • Friendliness 	Nominal

4.3.3 Random Factors:

Random factors are redress seeking, which consists of refund, repair, replacement and apology.

Concept	Conceptual Definition	Operational component	Level of Measurement
<u>Redress seeking</u> Refund	The dissatisfied customers seek redress for refund.	<ul style="list-style-type: none"> Complainants want to return product and receive money back. 	Interval
<u>Redress seeking</u> Repair	The dissatisfied customers seek redress for repair	<ul style="list-style-type: none"> Complainants want to mend product that is broken, damaged or out of order. 	Interval
<u>Redress seeking</u> Replacement	The dissatisfied customers seek redress for replacement	<ul style="list-style-type: none"> Complainants want to exchange product that is in good condition. 	Interval
<u>Redress seeking</u> Apology	The dissatisfied customers seek redress for receiving apology.	<ul style="list-style-type: none"> Complainants want their complaint acknowledge and to receive apology. 	Interval

4.3.4 Covariate:

Covariates are complainant beliefs, which consists of Stability and controllability.

Concept	Conceptual Definition	Operational component	Level of Measurement
<u>Belief</u> Stability	Complainant believes that similar problems will occur in the future.	Complainants perceived that <ul style="list-style-type: none">• The seller was not concerned about complaint business.• The seller was not sincere to remedy the problem.	Interval
<u>Belief</u> Controllability	Complainant believes that the problem was controllable and could have been prevented.	Complainants believed that <ul style="list-style-type: none">• The problem was controllable and could have been prevented.• It was seller's responsibility to control over the cause of problem.	Interval

Chapter 5

Research Methodology

This is a study about the effect of complainant feelings and beliefs on responsive behavior in order to understand what is the responsive behavior in correspond to feelings and beliefs. Analysis of covariance design is used to identify the effect on responsive behavior and to study how controlled factor effect on responsive behavior. This chapter is primarily concerned with the methodology for the study, which includes methods of research used, respondents and sampling procedures, research instruments/questionnaire, collection of data/gathering procedures and statistical treatment of data.

5.1 Methods of Research Used

In order to clarify the hypotheses, the survey is used. The data is collected by individual consumer who has experience on product dissatisfaction within 12 months and seek redress at the Big C, Carrefour and Lotus.

The survey is limited only in Bangkok as following location; Big C – Ratburana, Big C – Rama 2, Carrefour - Suksawat, Carrefour – Rama 4, Lotus – Rama 3, and Lotus – Bangpakok

Questionnaires are used to present questions and record answers in quantitative field research surveys. The main advantages of questionnaire are that it can be collected in a completed form within a short period of time and can be obtained from the target respondents after immediate completion. Close-ended questions have

been practiced to get quick response from the respondents. These types of questions also help the researcher to code the information easily for subsequent analysis.

5.2 Respondents and Sampling Procedures

5.2.1 Target Population

This research used complaint data which were gathered from consumers who have shopped, purchased and dissatisfied product purchased from Big C, Carrefour, and Lotus in Bangkok within the past 12 months.

The upper bound of 12 months was chosen to safeguard against potential recall bias in the more distant past and to ensure that the Hypermarkets personnel had sufficient time to respond to complainants.

5.2.2 Sampling Method

The researcher used Mixed non-probability sampling design to determined the sample size as follows:

1. Judgment sampling: to ensure that the selected sample members conform to our criterion (Cooper and Schindler, 2000). In study of complaining behavior, the research wants to talk only with those who have experience on product dissatisfaction within 12 months and seek redress. This part is in the screening section in questionnaire to ensure that the respondent is consumer who have shopped, purchased and dissatisfied product purchased from Hypermarkets within the past 12 months and come back to seek redress. See appendix A for survey questionnaire.

2. Quota sampling: to ensure that the various subgroups in a population are presented on pertinent sample characteristics to the exact extent (Cooper and Schindler, 2002). Thus, the populations of respondents in this study were assigned into six groups. The proportion of population for each store is as follows:

<u>Location</u>	<u>Respondents</u>
Big C – Ratburana	40
Big C – Rama 2	40
Carrefour – Suksawat	40
Carrefour – Rama 4	40
Lotus – Rama 3	40
Lotus – Bangkok	40
Total	240

5.2.3 Sample Characteristics

Sampling Unit:

Individual consumers who have shopped in these Hypermarkets within past 12 months which is corresponding to the previous study of Blodgett, Wakefield and Barnes in 1995. The respondent was asked about the most recent redress seeking event and all questions answered in the survey questionnaire were referred to this event.

Sample size:

In this study, to determine the sample size, the previous studies are used as reference. Blodgett, Wakefield and Barnes (1995) studied the effects for customer service on consumer complaining behavior by collecting 200 respondents. Additional,

Dolinsky (1994) studies a consumer complaint framework with resulting strategies by collecting 225 respondents.

Therefore, to relate to the previous study, the researcher expects 240 respondents as the sample size for this research. The respondents are individual consumers who shopped at Big C, Carrefour and Lotus in Bangkok area within past 12 months

5.3 Pre-testing

Pre-testing of this research will be done with the data-collecting tool in order to test the reliability of the questionnaire by surveying respondents who have shopped and purchased at Big C, Carrefour and Lotus in Bangkok area in past 12 months.

The researcher has conducted a pretest with 20 respondents considered as target population. In this pretest, researcher has looked for evidence of ambiguous questions, wording, question format and sequence as well as the length of questionnaire. All respondents were asked to know whether above problems occurred. So that communication between the researcher and the respondents are not biased.

5.4 Collection of Data/Gathering Procedures

To collect the data, survey is used as instruments. Respondents are asked to answer on the *most recent complaining* within the past 12 months in which they were dissatisfied with a product purchased from Big C, Carrefour, or Lotus. The time frame was set to ensure that customer service personnel has sufficient time to respond to customer complaints and to prevent recall bias in the more distant past. Complaints is about product dissatisfaction on a wide variety of products, including clothing,

shoes, children's toys, cameras, jewelry, answering machines, and small household appliances etc. The three parts of the questionnaires are as shown below:

Part 1: The questionnaire scanning for respondents who were dissatisfied with the product purchased from Hypermarkets. In addition, they had sought redress within 12 months. These will be measured by dichotomous scale.

Part 2: The questions are separated into 3 sections.

Section 1: Questions number 4-7 are for exploring what type of product they sought redress, the person whom they complain to and the purpose of redress seeking. These will be measured by multiple choice single-response scale and fixed sum scale respectively.

Section 2: Questions number 8-9 are for exploring the complainant feelings. These will be measured by percentage rating scale as shown below:

Strongly disagree *Strongly agree*
0%-10-20-30-40-50-60-70-80-90-100%.

Section 3: Questions number 10 are for exploring complainant beliefs, which will be measured by percentage rating scale.

Part 3: The respondents will be asked to explore what type of responsive behavior, which they respond to Hypermarket complain handling. Those respondents who were satisfied with complaint handling will be asked if they had taken positive WOM and repatronage. Those who were dissatisfied will be asked if they had taken negative WOM, stop going to shop. The measurements are percentage rating scale.

Part 4: This part involves respondent characteristic consists of gender, age, education levels, income, occupation and location.

5.5 Statistical Treatment of Data

The Statistic Package for Social Science Version 10.0 (SPSS) is used for this research. The appropriated statistical technique is Analysis of covariance (ANCOVA) and descriptive analysis.

Analysis of Covariance (ANCOVA)

Analysis of covariance (ANCOVA) is used to discover how the uncontrolled variable affects the dependent variable and then to analyze the way in which the treatment variables produce departures from the results expected because of the uncontrolled variables (Brown and Earl, 1980). ANCOVA method is controlling for the effects of that uncontrolled variable which is the "Covariate". That is, in ANCOVA we look at the effects of categorical independents on an interval dependent variable, after the effects of interval covariate are controlled.

The F-test of significance is used to test each main and interaction effect, for the case of a single interval dependent and multiple groups formed by a categorical independent. If the computed F score is greater than 1, then there is more variation between group than within group, which we infer that the grouping variable does make a difference. If the F score is enough above 1, it will be found to be significant in a table of F values.

There are 4 assumptions that needed to address before conducting an ANCOVA analysis as follows:

1. Independence – the individual's scores on both the dependent variable and the covariate should be independent of those scores for all the other participants.
2. At least one categorical and at least one interval independent.
3. Normality - the dependent variable should have a normal distribution. If the covariate alone are normally distributed, then ANCOVA is robust to this assumption.
4. Linearity – a linear relationship should exist between the dependent variable and the covariable.

Descriptive Analysis

Descriptive analysis is used to describe the percentage, distribution, and frequency distribution of the respondent characteristics. As Zikmund (1994) proposed that descriptive analysis is applied to transform the raw data into a form that will make them easy to understand and interpret; rearranging, ordering, and manipulating data to generate descriptive information such as frequency distributions, percentage distributions, and means.

To summarize the research result, descriptive statistic will be used to explain the following information

1. Respondent characteristics, which consist of gender, age, education level, income, occupation and location.
2. Type of product which consumer always seek redress
3. The person whom consumer complain to

Chapter 6

Presentation, Analysis and Interpretation of Data

This chapter deals with analysis of collected data. Analysis is the application of logic to understand and interpret the data that has been collected about the subject. Descriptive analysis and hypothesis testing by Analysis of Covariance are two statistical techniques used in the analysis as they are best fit for providing optimal results that can meet the research problems and objectives.

Two sorts of analytical tools have been applied to pave the foundation of the Data Analysis part:

1. Descriptive Analysis
2. Analysis of Covariance (ANCOVA)

6.1 Descriptive Analysis

Descriptive analysis refers to the transformation of the raw data into a form that will make them easy to understand and interpret (Zikmund, 2000). The data in this section will be presented in the form of frequency distribution and percentage distribution.

This section composed of three separate parts as follows:

1. Respondent characteristics, which consist of gender, age, education level, income, occupation and location.
2. Type of product which consumer always seek redress
3. Contact person when complainant seek redress

6.1.1 Respondent Characteristics

Table 1: Gender

gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	66	27.5	27.5	27.5
	Female	167	69.6	69.6	97.1
	missing	7	2.9	2.9	100.0
	Total	240	100.0	100.0	

Table 1 shows the gender of respondents in this research. It is viewed that among the 240 respondents, 66 respondents of the sample size are male and 167 respondents are female, representing 27.5% and 69.6% respectively. The majority of the respondents in this research study are female and the minority of respondents are male.

Table 2: Age

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 18 yr	7	2.9	2.9	2.9
	18-25 yr	51	21.3	21.3	24.2
	26-35 yr	97	40.4	40.4	64.6
	36-45 yr	63	26.3	26.3	90.8
	46-55 yr	10	4.2	4.2	95.0
	more than 55 yr	8	3.3	3.3	98.3
	missing	4	1.7	1.7	100.0
	Total	240	100.0	100.0	

Table 2 shows the range of respondents' age. The majority of the respondents are aged between 26-35 years old counted for 40.4%, Whereas, the percentage of respondents aged between 36-45 years old and 18-25 years old are 26.3% and 21.3% respectively.

Table 3: Personal income

Personal income					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<10000	58	24.2	24.2	24.2
	10001-20000	96	40.0	40.0	64.2
	20001-30000	44	18.3	18.3	82.5
	30001-40000	19	7.9	7.9	90.4
	40001-50000	8	3.3	3.3	93.8
	>50000	11	4.6	4.6	98.3
	missing	4	1.7	1.7	100.0
	Total	240	100.0	100.0	

Table 3 illustrates personal income of respondents. The majority of the respondents are earned between 10001-20000 baht a month counted for 40.0%, Whereas, the percentage of respondents earned less than 10000 baht a month and 20001-30000 baht a month are 24.2% and 18.3% respectively.

Table 4: Education level

Education level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	lower than secondary	25	10.4	10.4	10.4
	secondary school or equivalent	35	14.6	14.6	25.0
	Vocational or equivalent	29	12.1	12.1	37.1
	Bachelor or equivalent	124	51.7	51.7	88.8
	Master degree or equivalent	23	9.6	9.6	98.3
	missing	4	1.7	1.7	100.0
	Total	240	100.0	100.0	

Table 4 illustrates 51.7% of respondents hold Bachelor Degree. While, 14.6% of them have secondary school or equivalent.

6.1.2 Type of product which consumer sought redress

Table 5 Type of product

type of product		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Food	54	22.5	22.5	22.5
	Personal articles	37	15.4	15.4	37.9
	Household articles	23	9.6	9.6	47.5
	Bedding	7	2.9	2.9	50.4
	Electrical appliance	74	30.8	30.8	81.3
	Cosmetics	3	1.3	1.3	82.5
	Apparel	30	12.5	12.5	95.0
	Baby article	5	2.1	2.1	97.1
	others	4	1.7	1.7	98.8
	missing	3	1.3	1.3	100.0
	Total	240	100.0	100.0	

Table 5 illustrates 30.8% of dissatisfied product is Electrical appliances. While, 22.5% and 15.4% are food and personal articles respectively.

6.1.3 The person whom consumer complain to

Table 6 Contact person

Contact person		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	sales person	86	35.8	35.8	35.8
	cashier	45	18.8	18.8	54.6
	personnel at customer service counter	106	44.2	44.2	98.8
	others	3	1.3	1.3	100.0
	Total	240	100.0	100.0	

Table 6 illustrates 44.2% of complainants contact to personnel at customer service counter to complain their product dissatisfaction. While, 35.8% and 18.8% contact to sales personnel and cashier respectively.

6.2 Analysis of Covariance (ANCOVA)

The objective of ANCOVA statistic is to discover how the uncontrolled variable affects the dependent variable and then to analyze the way in which the treatment variables produce departures from the results expected because of the uncontrolled variables (Brown and Earl, 1980). ANCOVA will be used in Hypothesis Testing by considering the significant Level: α is set at 0.05 in this research. In case the ANCOVA test shows that significant value of 0.000, which is less than 0.05. Therefore, it means that the null hypothesis is to be rejected and the alternative hypothesis is to be accepted. Null hypothesis is to be accepted and the alternative hypothesis is to be rejected at the significant value more than 0.05.

6.2.1 Hypothesis Testing Results

- Ho-1 Stability has no effect on the relationship between redress seeking with the treatment of distributive justice and negative WOM.
- Ha-1 Stability has effect on the relationship between redress seeking with the treatment of distributive justice and negative WOM.

Table 7 Hypothesis testing result for H₁

Tests of Between-Subjects Effects

Dependent Variable: Negative WOM

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	47005.005 ^a	3	15668.335	10.399	.000
Intercept	387402.8	1	387402.8	257.127	.000
DISTRIBU	23371.394	1	23371.394	15.512	.000
STABI	11617.251	1	11617.251	7.711	.006
DISTRIBU * STABI	2848.841	1	2848.841	1.891	.170
Error	355571.2	236	1506.658		
Total	1652864	240			
Corrected Total	402576.2	239			

a. R Squared = .117 (Adjusted R Squared = .106)

From the ANCOVA results, distributive justice and stability are significant. Thus, they relate to Negative WOM. That means there may be a difference in negative WOM level between the different type of distributive justice and the different level of stability.

The interactive effect of distributive justice and stability is not significant (.170), accept the null hypothesis and conclude that stability has no effect on the relationship between distributive justice and negative WOM.

Table 8 Analysis the effect of redress seeking

Tests of Between-Subjects Effects						
Dependent Variable: Negative WOM						
Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	352179.2	1	352179.2	351.712	.000
	Error	32145.913	32.103	1001.327 ^a		
STABI	Hypothesis	8666.211	1	8666.211	5.688	.018
	Error	358046.2	235	1523.601 ^b		
DISTRIBU	Hypothesis	28319.268	1	28319.268	239.739	.009
	Error	191.328	1.620	118.125 ^c		
REDRESS	Hypothesis	371.086	1	371.086	4.010	.303
	Error	88.770	.959	92.544 ^d		
DISTRIBU * REDRESS	Hypothesis	94.370	1	94.370	.062	.804
	Error	358046.2	235	1523.601 ^b		

a. .453 MS(REDRESS) + .547 MS(Error)

b. MS(Error)

c. .983 MS(DISTRIBU * REDRESS) + 1.662E-02 MS(Error)

d. 1.001 MS(DISTRIBU * REDRESS) - 1.278E-03 MS(Error)

Another analysis, redress seeking is not significant (.303). Thus, it is not relate to Negative WOM. The interactive effect of distributive justice and redress seeking is not significant (.804), it can be concluded that redress seeking has no effect on the relationship between distributive justice and negative WOM.

Ho-2 Controllability has no effect on the relationship between redress seeking with the treatment of distributive justice and negative WOM

Ha-2 Controllability has effect on the relationship between redress seeking with the treatment of distributive justice and negative WOM

Table 9 Hypothesis testing result for H₂

Tests of Between-Subjects Effects

Dependent Variable: Negative WOM

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	35624.224 ^a	3	11874.741	7.637	.000
Intercept	75083.315	1	75083.315	48.289	.000
DISTRIBU	1669.355	1	1669.355	1.074	.301
CONTROL	280.385	1	280.385	.180	.671
DISTRIBU * CONTROL	311.037	1	311.037	.200	.655
Error	366952.0	236	1554.881		
Total	1652864	240			
Corrected Total	402576.2	239			

a. R Squared = .088 (Adjusted R Squared = .077)

From the ANCOVA results, distributive justice and controllability are not significant. Thus, they do not relate to Negative WOM.

The interactive effect of distributive justice and controllability is not significant (.655), accept null hypothesis and conclude that controllability has no effect on the relationship between distributive justice and negative WOM.

Table 10. Analysis the effect of redress seeking

Tests of Between-Subjects Effects

Dependent Variable: Negative WOM

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	75929.431	1	75929.431	52.615	.000
	Error	230330.6	159.608	1443.106 ^a		
CONTROL	Hypothesis	37.926	1	37.926	.024	.876
	Error	366674.5	235	1560.317 ^b		
DISTRIBU	Hypothesis	33859.748	1	33859.748	299.835	.326
	Error	30.843	.273	112.928 ^c		
REDRESS	Hypothesis	588.433	1	588.433	4.770	.527
	Error	40.807	.331	123.368 ^d		
DISTRIBU * REDRESS	Hypothesis	202.599	1	202.599	.130	.719
	Error	366674.5	235	1560.317 ^b		

a. .121 MS(REDRESS) + .879 MS(Error)

b. MS(Error)

c. 1.066 MS(DISTRIBU * REDRESS) - 6.605E-02 MS(Error)

d. 1.058 MS(DISTRIBU * REDRESS) - 5.836E-02 MS(Error)

Another analysis, redress seeking is not significant (.527). Thus, it is not relate to Negative WOM. The interactive effect of distributive justice and redress seeking is not significant (.719), it can be concluded that redress seeking has no effect on the relationship between distributive justice and negative WOM.

- Ho-3 Stability has no effect on the relationship between redress seeking with the treatment of interactional justice and negative WOM
- Ha-3 Stability has effect on the relationship between redress seeking with the treatment of interactional justice and negative WOM

Table 11 Hypothesis testing result for H3

Tests of Between-Subjects Effects					
Dependent Variable: Negative WOM					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	80017.516 ^a	3	26672.505	19.515	.000
Intercept	406461.9	1	406461.9	297.388	.000
INTERACT	37989.003	1	37989.003	27.795	.000
STABI	8895.911	1	8895.911	6.509	.011
INTERACT * STABI	2773.704	1	2773.704	2.029	.156
Error	322558.7	236	1366.774		
Total	1652864	240			
Corrected Total	402576.2	239			

a. R Squared = .199 (Adjusted R Squared = .189)

From the ANCOVA results, interactional justice and stability are significant. Thus, they relate to Negative WOM.

The interactive effect of interactional justice and stability is not significant (.156), accept null hypothesis and conclude that stability has no effect on the relationship between interactional justice and negative WOM.

Table 12 Analysis the effect of redress seeking**Tests of Between-Subjects Effects**

Dependent Variable: Negative WOM

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	386206.2	1	386206.2	181.896	.002
	Error	5506.026	2.593	2123.222 ^a		
STABI	Hypothesis	5802.232	1	5802.232	4.266	.040
	Error	319596.2	235	1359.984 ^b		
INTERACT	Hypothesis	66712.049	1	66712.049	14.665	.160
	Error	4612.632	1.014	4548.914 ^c		
REDRESS	Hypothesis	3232.955	1	3232.955	.699	.557
	Error	4624.317	1.000	4622.914 ^d		
INTERACT * REDRESS	Hypothesis	4624.598	1	4624.598	3.400	.066
	Error	319596.2	235	1359.984 ^b		

a. .408 MS(REDRESS) + .592 MS(Error)

b. MS(Error)

c. .977 MS(INTERACT * REDRESS) + 2.318E-02 MS(Error)

d. .999 MS(INTERACT * REDRESS) + 5.158E-04 MS(Error)

Another analysis, redress seeking is not significant (.557). Thus, it is not relate to Negative WOM. The interactive effect of interactional justice and redress seeking is not significant (.066), it can be concluded that redress seeking has no effect on the relationship between interactional justice and negative WOM.

Ho-4 Controllability has no effect on the relationship between redress seeking with the treatment of interactional justice and negative WOM.

Ha-4 Controllability has effect on the relationship between redress seeking with the treatment of interactional justice and negative WOM.

Table 13 Hypothesis testing result for H4

Tests of Between-Subjects Effects					
Dependent Variable: Negative WOM					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	71685.367 ^a	3	23895.122	17.043	.000
Intercept	70326.938	1	70326.938	50.159	.000
INTERACT	10631.846	1	10631.846	7.583	.006
CONTROL	93.442	1	93.442	.067	.797
INTERACT * CONTROL	690.289	1	690.289	.492	.484
Error	330890.9	236	1402.080		
Total	1652864	240			
Corrected Total	402576.2	239			

a. R Squared = .178 (Adjusted R Squared = .168)

From the ANCOVA results, interactional justice is significant (.006). Thus, it relates to Negative WOM. Controllability is not significant (.797). Thus, it does not relate to Negative WOM.

The interactive effect of interactional justice and controllability is not significant (.484), accept null hypothesis and conclude that controllability has no effect on the relationship between interactional justice and negative WOM.

Table 14 Analysis the effect of redress seeking

Tests of Between-Subjects Effects						
Dependent Variable: Negative WOM						
Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	69486.210	1	69486.210	43.335	.000
	Error	31020.912	19.346	1603.465 ^a		
CONTROL	Hypothesis	173.010	1	173.010	.125	.724
	Error	325225.5	235	1383.938 ^b		
INTERACT	Hypothesis	74470.394	1	74470.394	14.129	.171
	Error	5138.884	.975	5270.724 ^c		
REDRESS	Hypothesis	3620.814	1	3620.814	.688	.562
	Error	5137.568	.976	5266.029 ^d		
INTERACT * REDRESS	Hypothesis	5090.781	1	5090.781	3.678	.056
	Error	325225.5	235	1383.938 ^b		

- a. $9.814\text{E-}02 \text{ MS(REDRESS)} + .902 \text{ MS(Error)}$
- b. MS(Error)
- c. $1.049 \text{ MS(INTERACT * REDRESS)} - 4.854\text{E-}02 \text{ MS(Error)}$
- d. $1.047 \text{ MS(INTERACT * REDRESS)} - 4.728\text{E-}02 \text{ MS(Error)}$

Another analysis, redress seeking is not significant (.562). Thus, it is not relate to Negative WOM. The interactive effect of interactional justice and redress seeking is not significant (.056), it can be concluded that redress seeking has no effect on the relationship between interactional justice and negative WOM.

Ho-5 Stability has no effect on the relationship between redress seeking with the treatment of distributive justice and repatronage.

Ha-5 Stability has effect on the relationship between redress seeking with the treatment of distributive justice and repatronage.

Table 15 Hypothesis testing result for H₅

Tests of Between-Subjects Effects

Dependent Variable: Repatronage

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	41098.295 ^a	3	13699.432	8.526	.000
Intercept	68700.011	1	68700.011	42.758	.000
DISTRIBU	20316.253	1	20316.253	12.644	.000
STABI	13822.984	1	13822.984	8.603	.004
DISTRIBU * STABI	3625.400	1	3625.400	2.256	.134
Error	379189.2	236	1606.734		
Total	716321.0	240			
Corrected Total	420287.5	239			

a. R Squared = .098 (Adjusted R Squared = .086)

From the ANCOVA results, distributive justice and stability are significant. Thus, they relate to repatronage. That means there may be a difference in repatronage level between the different type of distributive justice and the different level of stability.

The interactive effect of distributive justice and stability is not significant (.134), accept null hypothesis and conclude that stability has no effect on the relationship between Distributive justice and repatronage.

Table 16 Analysis the effect of redress seeking

Tests of Between-Subjects Effects

Dependent Variable: repatronage

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	75943.431	1	75943.431	60.640	.000
	Error	14502.313	11.580	1252.361 ^a		
STABI	Hypothesis	10033.525	1	10033.525	6.172	.014
	Error	382012.5	235	1625.585 ^b		
DISTRIBU	Hypothesis	22290.077	1	22290.077	74.865	.049
	Error	360.119	1.210	297.738 ^c		
REDRESS	Hypothesis	801.983	1	801.983	2.932	.339
	Error	269.463	.985	273.570 ^d		
DISTRIBU * REDRESS	Hypothesis	275.295	1	275.295	.169	.681
	Error	382012.5	235	1625.585 ^b		

a. .453 MS(REDRESS) + .547 MS(Error)

b. MS(Error)

c. .983 MS(DISTRIBU * REDRESS) + 1.662E-02 MS(Error)

d. 1.001 MS(DISTRIBU * REDRESS) - 1.278E-03 MS(Error)

Another analysis, redress seeking is not significant (.339). Thus, it is not relate to repatronage. The interactive effect of distributive and redress seeking is not significant (.681), it can be concluded that redress seeking has no effect on the relationship between distributive justice and repatronage.

Ho-6 Controllability has no effect on the relationship between redress seeking with the treatment of distributive justice and repatronage.

Ha-6 Controllability has effect on the relationship between redress seeking with the treatment of distributive justice and repatronage.

Table 17 Hypothesis testing result for H₆

Tests of Between-Subjects Effects

Dependent Variable: Repatronage

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	27368.478 ^a	3	9122.826	5.479	.001
Intercept	22529.856	1	22529.856	13.532	.000
DISTRIBU	2011.537	1	2011.537	1.208	.273
CONTROL	326.807	1	326.807	.196	.658
DISTRIBU * CONTROL	38.993	1	38.993	.023	.878
Error	392919.0	236	1664.911		
Total	716321.0	240			
Corrected Total	420287.5	239			

a. R Squared = .065 (Adjusted R Squared = .053)

From the ANCOVA results, distributive justice and controllability are not significant. Thus, they do not relate to repatronage.

The interactive effect of distributive justice and controllability is not significant (.878), accept null hypothesis and conclude that controllability has no effect on the relationship between distributive justice and repatronage

Table 18 Analysis the effect of redress seeking

Tests of Between-Subjects Effects

Dependent Variable: repatronage

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	28014.930	1	28014.930	17.533	.000
	Error	154398.7	96.630	1597.834 ^a		
CONTROL	Hypothesis	178.097	1	178.097	.107	.744
	Error	391867.9	235	1667.523 ^b		
DISTRIBU	Hypothesis	27637.486	1	27637.486	92.749	.190
	Error	158.807	.533	297.981 ^c		
REDRESS	Hypothesis	1089.681	1	1089.681	3.540	.426
	Error	177.696	.577	307.860 ^d		
DISTRIBU *	Hypothesis	382.830	1	382.830	.230	.632
REDRESS	Error	391867.9	235	1667.523 ^b		

a. .121 MS(REDRESS) + .879 MS(Error)

b. MS(Error)

c. 1.066 MS(DISTRIBU * REDRESS) - 6.605E-02 MS(Error)

d. 1.058 MS(DISTRIBU * REDRESS) - 5.836E-02 MS(Error)

Another analysis, redress seeking is not significant (.426). Thus, it is not relate to repatronage. The interactive effect of distributive and redress seeking is not significant (.632), it can be concluded that redress seeking has no effect on the relationship between distributive justice and repatronage.

Ho-7 Stability has no effect on the relationship between redress seeking with the treatment of interactional justice and repatronage.

Ha-7 Stability has effect on the relationship between redress seeking with the treatment of interactional justice and repatronage.

Table 19 Hypothesis testing result for H7

Tests of Between-Subjects Effects					
Dependent Variable: Repatronage					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	89148.529 ^a	3	29716.176	21.178	.000
Intercept	86533.400	1	86533.400	61.672	.000
INTERACT	39875.717	1	39875.717	28.419	.000
STABI	8662.464	1	8662.464	6.174	.014
INTERACT * STABI	2103.524	1	2103.524	1.499	.222
Error	331139.0	236	1403.131		
Total	716321.0	240			
Corrected Total	420287.5	239			

a. R Squared = .212 (Adjusted R Squared = .202)

From the ANCOVA results, interactional justice and stability are significant.

Thus, they relate to repatronage

The interactive effect of interactional justice and stability is not significant (.222), accept null hypothesis and conclude that stability has no effect on the relationship between interactional justice and repatronage.

Table 20 Analysis the effect of redress seeking

Tests of Between-Subjects Effects

Dependent Variable: repatronage

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	106916.6	1	106916.6	37.171	.027
	Error	5643.309	1.962	2876.370 ^a		
STABI	Hypothesis	6063.684	1	6063.684	4.363	.038
	Error	326639.4	235	1389.955 ^b		
INTERACT	Hypothesis	77306.463	1	77306.463	19.318	.139
	Error	4067.065	1.016	4001.832 ^c		
REDRESS	Hypothesis	5037.588	1	5037.588	1.240	.466
	Error	4063.876	1.000	4062.442 ^d		
INTERACT * REDRESS	Hypothesis	4063.821	1	4063.821	2.924	.089
	Error	326639.4	235	1389.955 ^b		

a. .408 MS(REDRESS) + .592 MS(Error)

b. MS(Error)

c. .977 MS(INTERACT * REDRESS) + 2.318E-02 MS(Error)

d. .999 MS(INTERACT * REDRESS) + 5.158E-04 MS(Error)

Another analysis, redress seeking is not significant (.466). Thus, it is not relate to Negative WOM. The interactive effect of interactional justice and redress seeking is not significant (.089), it can be concluded that redress seeking has no effect on the relationship between interactional justice and negative WOM.

Ho-8 Controllability has no effect on the relationship between redress seeking with the treatment of interactional justice and repatronage.

Ha-8 Controllability has effect on the relationship between redress seeking with the treatment of interactional justice and repatronage.

Table 21 Hypothesis testing result for H₈

Tests of Between-Subjects Effects					
Dependent Variable: Repatronage					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	80630.921 ^a	3	26876.974	18.675	.000
Intercept	28499.258	1	28499.258	19.802	.000
INTERACT	7381.672	1	7381.672	5.129	.024
CONTROL	105.729	1	105.729	.073	.787
INTERACT * CONTROL	8.199	1	8.199	.006	.940
Error	339656.6	236	1439.223		
Total	716321.0	240			
Corrected Total	420287.5	239			

a. R Squared = .192 (Adjusted R Squared = .182)

From the ANCOVA results, interactional justice is significant (.024). Thus, it relates to repatronage. Controllability is not significant (.787). Thus, it does not relate to repatronage.

The interactive effect of interactional justice and controllability is not significant (.940), accept null hypothesis and conclude that controllability has no effect on the relationship between interactional justice and repatronage.

Table 22 Analysis the effect of redress seeking

Tests of Between-Subjects Effects

Dependent Variable: repatronage

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	35887.212	1	35887.212	19.822	.001
	Error	20342.194	11.236	1810.473 ^a		
CONTROL	Hypothesis	.167	1	.167	.000	.991
	Error	332703.0	235	1415.757 ^b		
INTERACT	Hypothesis	86157.044	1	86157.044	20.195	.145
	Error	4131.980	.969	4266.185 ^c		
REDRESS	Hypothesis	5437.738	1	5437.738	1.276	.466
	Error	4131.961	.969	4262.742 ^d		
INTERACT * REDRESS	Hypothesis	4134.221	1	4134.221	2.920	.089
	Error	332703.0	235	1415.757 ^b		

a. $9.814\text{E-}02 \text{ MS(REDRESS)} + .902 \text{ MS(Error)}$

b. MS(Error)

c. $1.049 \text{ MS(INTERACT * REDRESS)} - 4.854\text{E-}02 \text{ MS(Error)}$

d. $1.047 \text{ MS(INTERACT * REDRESS)} - 4.728\text{E-}02 \text{ MS(Error)}$

Another analysis, redress seeking is not significant (.466). Thus, it is not relate to repatronage. The interactive effect of interactional justice and redress seeking is not significant (.089), it can be concluded that redress seeking has no effect on the relationship between interactional justice and repatronage.

Ho-9 Stability has no effect on the relationship between redress seeking with the treatment of distributive justice and stop going to shop.

Ha-9 Stability has effect on the relationship between redress seeking with the treatment of distributive justice and stop going to shop.

Table 23 Hypothesis testing result for H₉

Tests of Between-Subjects Effects

Dependent Variable: stop going to shop

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	45313.992 ^a	3	15104.664	9.534	.000
Intercept	387552.2	1	387552.2	244.612	.000
DISTRIBU	24584.614	1	24584.614	15.517	.000
STABI	12113.300	1	12113.300	7.646	.006
DISTRIBU * STABI	4110.211	1	4110.211	2.594	.109
Error	373907.2	236	1584.353		
Total	1656766	240			
Corrected Total	419221.2	239			

a. R Squared = .108 (Adjusted R Squared = .097)

From the ANCOVA results, distributive justice and stability are significant. Thus, they relate to stop going to shop. That means there may be a difference in stop going to shop level between the different type of distributive justice and the different level of stability.

The interactive effect of distributive justice and stability is not significant (.109), accept null hypothesis and conclude that stability has no effect on the relationship between distributive justice and stop going to shop.

Table 24 Analysis the effect of redress seeking

Tests of Between-Subjects Effects

Dependent Variable: stop going to 'shop

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	354345.6	1	354345.6	402.798	.000
	Error	206766.4	235.039	879.710 ^a		
STABI	Hypothesis	8492.694	1	8492.694	5.280	.022
	Error	378016.3	235	1608.580 ^b		
DISTRIBU	Hypothesis	24128.898	1	24128.898	891.521	.000
	Error	6293.849	232.547	27.065 ^c		
REDRESS	Hypothesis	.164	1	.	.	.
	Error	.	d	.		
DISTRIBU * REDRESS	Hypothesis	.334	1	.334	.000	.989
	Error	378016.3	235	1608.580 ^b		

a. .453 MS(REDRESS) + .547 MS(Error)

b. MS(Error)

c. .983 MS(DISTRIBU * REDRESS) + 1.662E-02 MS(Error)

d. Cannot compute the error degrees of freedom using Satterthwaite's method.

Another analysis, redress seeking is not significant. Thus, it is not relate to stop going to shop. The interactive effect of distributive and redress seeking is not significant (.989), it can be concluded that redress seeking has no effect on the relationship between distributive justice and stop going to shop.

Ho-10 Controllability has no effect on the relationship between redress seeking with the treatment of distributive justice and stop going to shop.

Ha-10 Controllability has effect on the relationship between redress seeking with the treatment of distributive justice and stop going to shop.

Table 25 Hypothesis testing result for H10

Tests of Between-Subjects Effects					
Dependent Variable: stop going to shop					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	32671.850 ^a	3	10890.617	6.649	.000
Intercept	67711.368	1	67711.368	41.340	.000
DISTRIBU	2981.086	1	2981.086	1.820	.179
CONTROL	4.974	1	4.974	.003	.956
DISTRIBU * CONTROL	.533	1	.533	.000	.986
Error	386549.3	236	1637.921		
Total	1656766	240			
Corrected Total	419221.2	239			

a. R Squared = .078 (Adjusted R Squared = .066)

From the ANCOVA results, distributive justice and controllability are not significant. Thus, they do not relate to stop going to shop.

The interactive effect of distributive justice and controllability is not significant (.986), accept null hypothesis and conclude that controllability has no effect on the relationship between distributive justice and stop going to shop.

Table 26 Analysis the effect of redress seeking

Tests of Between-Subjects Effects

Dependent Variable: stop going to shop

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	73928.678	1	73928.678	50.965	.000
	Error	342194.2	235.902	1450.581 ^a		
CONTROL	Hypothesis	.783	1	.783	.000	.983
	Error	386508.2	235	1644.716 ^b		
DISTRIBU	Hypothesis	29082.603	1	.	.	.
	Error	.	^c	.		
REDRESS	Hypothesis	35.001	1	.	.	.
	Error	.	^c	.		
DISTRIBU * REDRESS	Hypothesis	30.525	1	30.525	.019	.892
	Error	386508.2	235	1644.716 ^b		

a. .121 MS(REDRESS) + .879 MS(Error)

b. MS(Error)

c. Cannot compute the error degrees of freedom using Satterthwaite's method.

Another analysis, redress seeking is not significant. Thus, it is not relate to stop going to shop. The interactive effect of distributive and redress seeking is not significant (.892), it can be concluded that redress seeking has no effect on the relationship between distributive justice and stop going to shop.

Ho-11 Stability has no effect on the relationship between redress seeking with the treatment of interactional justice and stop going to shop.

Ha-11 Stability has effect on the relationship between redress seeking with the treatment of interactional justice and stop going to shop.

Table 27 Hypothesis testing result for H₁₁

Tests of Between-Subjects Effects

Dependent Variable: stop going to shop

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	84692.911 ^a	3	28230.970	19.916	.000
Intercept	396125.3	1	396125.3	279.455	.000
INTERACT	41002.038	1	41002.038	28.926	.000
STABI	8313.623	1	8313.623	5.865	.016
INTERACT * STABI	2969.074	1	2969.074	2.095	.149
Error	334528.3	236	1417.493		
Total	1656766	240			
Corrected Total	419221.2	239			

a. R Squared = .202 (Adjusted R Squared = .192)

From the ANCOVA results, interactional justice and stability are significant.

Thus, they relate to stop going to shop.

The interactive effect of interactional justice and stability is not significant (.149), accept null hypothesis and conclude that stability has no effect on the relationship between interactional justice and stop going to shop.

Table 28 Analysis the effect of redress seeking

Tests of Between-Subjects Effects

Dependent Variable: stop going to shop

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	380008.4	1	380008.4	257.060	.000
	Error	7954.839	5.381	1478.286 ^a		
STABI	Hypothesis	5263.523	1	5263.523	3.698	.056
	Error	334512.7	235	1423.458 ^b		
INTERACT	Hypothesis	69190.770	1	69190.770	27.939	.114
	Error	2543.864	1.027	2476.523 ^c		
REDRESS	Hypothesis	1558.003	1	1558.003	.623	.575
	Error	2502.429	1.001	2500.960 ^d		
INTERACT * REDRESS	Hypothesis	2501.516	1	2501.516	1.757	.186
	Error	334512.7	235	1423.458 ^b		

a. .408 MS(REDRESS) + .592 MS(Error)

b. MS(Error)

c. .977 MS(INTERACT * REDRESS) + 2.318E-02 MS(Error)

d. .999 MS(INTERACT * REDRESS) + 5.158E-04 MS(Error)

Another analysis, redress seeking is not significant (.575). Thus, it is not relate to stop going to shop. The interactive effect of interactional justice and redress seeking is not significant (.186), it can be concluded that redress seeking has no effect on the relationship between interactional justice and stop going to shop.

Ho-12 Controllability has no effect on the relationship between redress seeking with the treatment of interactional justice and stop going to shop.

Ha-12 Controllability has effect on the relationship between redress seeking with the treatment of interactional justice and stop going to shop.

Table 29 Hypothesis testing result for H12

Tests of Between-Subjects Effects					
Dependent Variable: stop going to shop					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	77260.696 ^a	3	25753.565	17.774	.000
Intercept	65145.891	1	65145.891	44.960	.000
INTERACT	12577.463	1	12577.463	8.680	.004
CONTROL	303.349	1	303.349	.209	.648
INTERACT * CONTROL	1081.634	1	1081.634	.746	.388
Error	341960.5	236	1448.985		
Total	1656766	240			
Corrected Total	419221.2	239			

a. R Squared = .184 (Adjusted R Squared = .174)

From the ANCOVA results, interactional justice is significant (.004). Thus, it relates to stop going to shop. Controllability is not significant (.648). Thus, it does not relate to stop going to shop.

The interactive effect of interactional justice and controllability is not significant (.388), accept null hypothesis and conclude that controllability has no effect on the relationship between interactional justice and stop going to shop.

Table 30 Analysis the effect of redress seeking

Tests of Between-Subjects Effects

Dependent Variable: stop going to shop

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	67821.663	1	67821.663	45.748	.000
	Error	82648.921	55.750	1482.490 ^a		
CONTROL	Hypothesis	235.701	1	235.701	.163	.687
	Error	339540.5	235	1444.853 ^b		
INTERACT	Hypothesis	76770.297	1	76770.297	25.543	.133
	Error	2870.001	.955	3005.522 ^c		
REDRESS	Hypothesis	1828.353	1	1828.353	.609	.583
	Error	2871.537	.956	3003.637 ^d		
INTERACT * REDRESS	Hypothesis	2933.269	1	2933.269	2.030	.156
	Error	339540.5	235	1444.853 ^b		

a. $9.814\text{E-}02 \text{ MS(REDRESS)} + .902 \text{ MS(Error)}$

b. MS(Error)

c. $1.049 \text{ MS(INTERACT * REDRESS)} - 4.854\text{E-}02 \text{ MS(Error)}$

d. $1.047 \text{ MS(INTERACT * REDRESS)} - 4.728\text{E-}02 \text{ MS(Error)}$

Another analysis, redress seeking is not significant (.583). Thus, it is not relate to stop going to shop. The interactive effect of interactional justice and redress seeking is not significant (.156), it can be concluded that redress seeking has no effect on the relationship between interactional justice and stop going shop.

Ho-13 Stability has no effect on the relationship between redress seeking with the treatment of distributive justice and positive WOM.

Ha-13 Stability has effect on the relationship between redress seeking with the treatment of distributive justice and positive WOM.

Table 31 Hypothesis testing result for H₁₃

Tests of Between-Subjects Effects					
Dependent Variable: Positive WOM					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	44128.614 ^a	3	14709.538	9.024	.000
Intercept	64949.062	1	64949.062	39.847	.000
DISTRIBU	21861.402	1	21861.402	13.412	.000
STABI	15113.745	1	15113.745	9.272	.003
DISTRIBU * STABI	4020.519	1	4020.519	2.467	.118
Error	384673.2	236	1629.971		
Total	714876.0	240			
Corrected Total	428801.9	239			

a. R Squared = .103 (Adjusted R Squared = .092)

From the ANCOVA results, distributive justice and stability are significant. Thus, they relate to positive WOM. That means there may be a difference in stop positive WOM level between the different type of distributive justice and the different level of stability.

The interactive effect of distributive justice and stability is not significant (.118), accept null hypothesis and conclude that stability has no effect on the relationship between distributive justice and positive WOM.

Table 32 Analysis the effect of redress seeking**Tests of Between-Subjects Effects**

Dependent Variable: positive WOM

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	72416.519	1	72416.519	60.370	.000
	Error	18875.696	15.736	1199.536 ^a		
STABI	Hypothesis	10958.366	1	10958.366	6.637	.011
	Error	388030.0	235	1651.192 ^b		
DISTRIBU	Hypothesis	23300.608	1	23300.608	73.267	.051
	Error	380.919	1.198	318.024 ^c		
REDRESS	Hypothesis	654.512	1	654.512	2.228	.378
	Error	289.585	.986	293.759 ^d		
DISTRIBU * REDRESS	Hypothesis	295.491	1	295.491	.179	.673
	Error	388030.0	235	1651.192 ^b		

a. .453 MS(REDRESS) + .547 MS(Error)

b. MS(Error)

c. .983 MS(DISTRIBU * REDRESS) + 1.662E-02 MS(Error)

d. 1.001 MS(DISTRIBU * REDRESS) - 1.278E-03 MS(Error)

Another analysis, redress seeking is not significant (.378). Thus, it is not relate to positive WOM. The interactive effect of distributive justice and redress seeking is not significant (.673), it can be concluded that redress seeking has no effect on the relationship between distributive justice and positive WOM.

Ho-14 Controllability has no effect on the relationship between redress seeking with the treatment of distributive justice and positive WOM.

Ha-14 Controllability has effect on the relationship between redress seeking with the treatment of distributive justice and positive WOM.

Table 33 Hypothesis testing result for H14

Tests of Between-Subjects Effects

Dependent Variable: Positive WOM

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	29194.034 ^a	3	9731.345	5.747	.001
Intercept	21159.332	1	21159.332	12.496	.000
DISTRIBU	1983.576	1	1983.576	1.171	.280
CONTROL	454.977	1	454.977	.269	.605
DISTRIBU * CONTROL	68.806	1	68.806	.041	.840
Error	399607.8	236	1693.253		
Total	714876.0	240			
Corrected Total	428801.9	239			

a. R Squared = .068 (Adjusted R Squared = .056)

From the ANCOVA results, distributive justice and controllability are not significant. Thus, they do not relate to positive WOM.

The interactive effect of distributive justice and controllability is not significant (.840), accept null hypothesis and conclude that controllability has no effect on the relationship between distributive justice and positive WOM.

Table 34 Analysis the effect of redress seeking

Tests of Between-Subjects Effects

Dependent Variable: positive WOM

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	26803.373	1	26803.373	16.719	.000
	Error	188989.3	117.883	1603.194 ^a		
CONTROL	Hypothesis	241.132	1	241.132	.142	.707
	Error	398747.2	235	1696.797 ^b		
DISTRIBU	Hypothesis	29036.616	1	29036.616	93.617	.187
	Error	167.319	.539	310.164 ^c		
REDRESS	Hypothesis	920.667	1	920.667	2.876	.447
	Error	186.729	.583	320.166 ^d		
DISTRIBU * REDRESS	Hypothesis	396.071	1	396.071	.233	.629
	Error	398747.2	235	1696.797 ^b		

a. .121 MS(REDRESS) + .879 MS(Error)

b. MS(Error)

c. 1.066 MS(DISTRIBU * REDRESS) - 6.605E-02 MS(Error)

d. 1.058 MS(DISTRIBU * REDRESS) - 5.836E-02 MS(Error)

Another analysis, redress seeking is not significant (.447). Thus, it is not relate to positive WOM. The interactive effect of distributive justice and redress seeking is not significant (.629), it can be concluded that redress seeking does has no effect on the relationship between distributive justice and positive WOM.

Ho-15 Stability has no effect on the relationship between redress seeking with the treatment of interactional justice and positive WOM.

Ha-15 Stability has effect on the relationship between redress seeking with the treatment of interactional justice and positive WOM.

Table 35 Hypothesis testing result for H15

Tests of Between-Subjects Effects

Dependent Variable: Positive WOM

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	92257.111 ^a	3	30752.370	21.565	.000
Intercept	81970.844	1	81970.844	57.482	.000
INTERACT	40903.462	1	40903.462	28.683	.000
STABI	9498.675	1	9498.675	6.661	.010
INTERACT * STABI	2169.928	1	2169.928	1.522	.219
Error	336544.7	236	1426.037		
Total	714876.0	240			
Corrected Total	428801.9	239			

a. R Squared = .215 (Adjusted R Squared = .205)

From the ANCOVA results, interactional justice and stability are significant. Thus, they relate to positive WOM.

The interactive effect of interactional justice and stability is not significant (.219), accept null hypothesis and conclude that stability has no effect on the relationship between interactional justice and positive WOM.

Table 36 Analysis the effect of redress seeking

Tests of Between-Subjects Effects

Dependent Variable: positive WOM

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	101949.0	1	101949.0	37.707	.023
	Error	5672.619	2.098	2703.741 ^a		
STABI	Hypothesis	6805.915	1	6805.915	4.812	.029
	Error	332341.0	235	1414.217 ^b		
INTERACT	Hypothesis	78582.245	1	78582.245	18.852	.141
	Error	4234.667	1.016	4168.315 ^c		
REDRESS	Hypothesis	4578.684	1	4578.684	1.082	.487
	Error	4233.683	1.000	4232.224 ^d		
INTERACT * REDRESS	Hypothesis	4233.678	1	4233.678	2.994	.085
	Error	332341.0	235	1414.217 ^b		

a. .408 MS(REDRESS) + .592 MS(Error)

b. MS(Error)

c. .977 MS(INTERACT * REDRESS) + 2.318E-02 MS(Error)

d. .999 MS(INTERACT * REDRESS) + 5.158E-04 MS(Error)

Another analysis, redress seeking is not significant (.487). Thus, it is not relate to positive WOM. The interactive effect of interactional justice and redress seeking is not significant (.085), it can be concluded that redress seeking has no effect on the relationship between interactional justice and positive WOM.

Ho-16 Controllability has no effect on the relationship between redress seeking with the treatment of interactional justice and positive WOM.

Ha-16 Controllability has effect on the relationship between redress seeking with the treatment of interactional justice and positive WOM.

Table 37 Hypothesis testing result for H₁₆

Tests of Between-Subjects Effects

Dependent Variable: Positive WOM

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	82972.981 ^a	3	27657.660	18.874	.000
Intercept	27169.421	1	27169.421	18.541	.000
INTERACT	7594.508	1	7594.508	5.183	.024
CONTROL	150.757	1	150.757	.103	.749
INTERACT * CONTROL	8.395	1	8.395	.006	.940
Error	345828.9	236	1465.377		
Total	714876.0	240			
Corrected Total	428801.9	239			

a. R Squared = .193 (Adjusted R Squared = .183)

From the ANCOVA results, interactional justice is significant (.024). Thus, it relates to positive WOM. Controllability is not significant (.749). Thus, it does not relate to positive WOM.

The interactive effect of interactional justice and controllability is not significant (.940), accept null hypothesis and conclude that controllability has no effect on the relationship between interactional justice and positive WOM.

Table 38 Analysis the effect of redress seeking

Tests of Between-Subjects Effects

Dependent Variable: positive WOM

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	34505.145	1	34505.145	19.281	.001
	Error	23353.674	13.050	1789.597 ^a		
CONTROL	Hypothesis	4.657	1	4.657	.003	.955
	Error	339142.3	235	1443.159 ^b		
INTERACT	Hypothesis	87977.941	1	87977.941	19.970	.146
	Error	4268.700	.969	4405.544 ^c		
REDRESS	Hypothesis	4973.209	1	4973.209	1.130	.485
	Error	4268.613	.970	4401.965 ^d		
INTERACT * REDRESS	Hypothesis	4268.396	1	4268.396	2.958	.087
	Error	339142.3	235	1443.159 ^b		

a. $9.814\text{E-}02 \text{ MS(REDRESS)} + .902 \text{ MS(Error)}$

b. MS(Error)

c. $1.049 \text{ MS(INTERACT * REDRESS)} - 4.854\text{E-}02 \text{ MS(Error)}$

d. $1.047 \text{ MS(INTERACT * REDRESS)} - 4.728\text{E-}02 \text{ MS(Error)}$

Another analysis, redress seeking is not significant (.485). Thus, it is not relate to positive WOM. The interactive effect of interactional justice and redress seeking is not significant (.087), it can be concluded that redress seeking has no effect on the relationship between interactional justice and positive WOM.

Chapter 7

Summary, Conclusions and Recommendations

The results analyzed in the descriptive and hypothesis testing (ANCOVA) are iterated and, further discussed in this chapter. Based on these statistical results and the objective stated for this research, conclusions are drawn as well as recommendations are contributed for both academic and business implication. The outline of this chapter is presented as follows:

7.1 Summary of Findings and Conclusions

7.1.1 Summary of Analysis and Hypothesis test.

7.2 Recommendations

7.2.1 The appropriate model of the complaining behavior process at Hypermarkets in Bangkok area.

7.2.2 Recommendations and Managerial Implication

7.2.3 Further Implication for Research

7.1 Summary of Findings and Conclusions

7.1.1 *Summary of Analysis and Hypothesis test*

Descriptive statistic:

Women were more likely to exercise the complaining than men were. Complainant at age of 26-35 is the majority of complainants. High-income consumers have more react to dissatisfaction than low-income customers do. The majority of respondents (51.7%) have high education at bachelor degree. 30.8% of complaint is dissatisfaction of Electrical appliance. Complainants seek redress at all section,

although at customer service counter was more likely to receive the complaint from customer.

Hypothesis test:

According to the statement of problems and research hypothesis, the findings are generated as shown in Table 39 and 40.

The results of hypothesis test in Table 39 and 40 are to support the objective 1 and 2 of this research. First objective is to identify the factors that relate to responsive behavior which is complainant feelings. The second objective is to study the controlled factors that effect on responsive behavior which is complainant belief, stability.

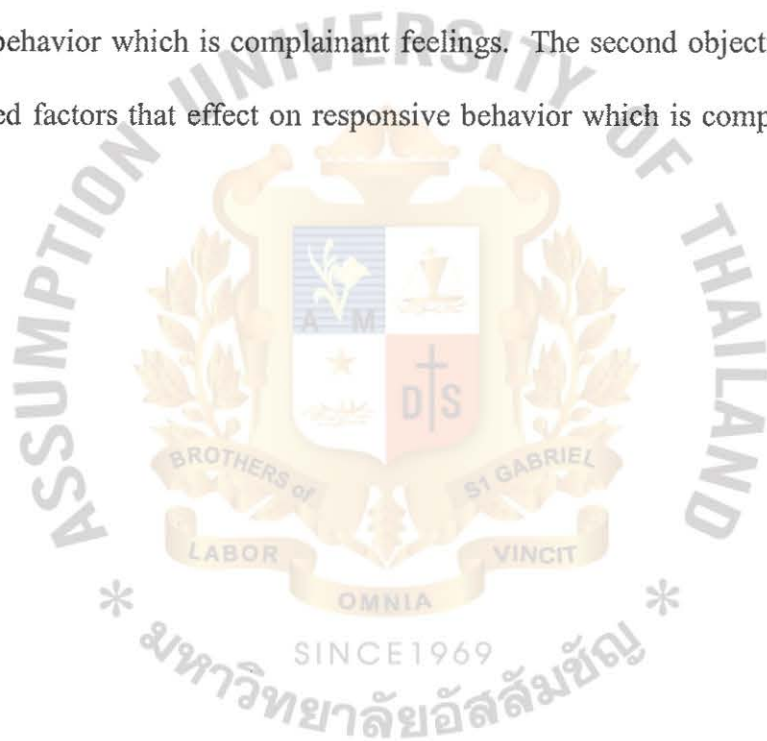


Table 39 ANCOVA Summary Table

		Independent Variable			Significant Level			
Hypothesis	Dependent V.	Fixed Factor	Covariate	Random	Fixed	Cov.	F*C	Hypothesis test
1	Negative WOM	Distributive	Stability	Redress seeking	.000	.006	.170	Accept H0
2	Negative WOM	Distributive	Controllability	Redress seeking	.301	.671	.655	Accept H0
3	Negative WOM	Interactional	Stability	Redress seeking	.000	.011	.156	Accept H0
4	Negative WOM	Interactional	Controllability	Redress seeking	.006	.797	.484	Accept H0
5	Repatronage	Distributive	Stability	Redress seeking	.000	.004	.134	Accept H0
6	Repatronage	Distributive	Controllability	Redress seeking	.273	.658	.878	Accept H0
7	Repatronage	Interactional	Stability	Redress seeking	.000	.014	.222	Accept H0
8	Repatronage	Interactional	Controllability	Redress seeking	.024	.787	.940	Accept H0
9	Stop going to shop	Distributive	Stability	Redress seeking	.000	.006	.109	Accept H0
10	Stop going to shop	Distributive	Controllability	Redress seeking	.179	.956	.986	Accept H0
11	Stop going to shop	Interactional	Stability	Redress seeking	.000	.016	.149	Accept H0

Table 40 ANCOVA Summary Table

Hypothesis	Dependent V.	Independent Variable			Significant Level			Hypothesis test
		Fixed Factor	Fixed	Cov.	Fixed	Cov.	F*C	
12	Stop going to shop	Interactional	Controllability	Redress seeking	.004	.648	.388	Accept H0
13	Positive WOM	Distributive	Stability	Redress seeking	.000	.003	.118	Accept H0
14	Positive WOM	Distributive	Controllability	Redress seeking	.280	.605	.840	Accept H0
15	Positive WOM	Interactional	Stability	Redress seeking	.000	.010	.219	Accept H0
16	Positive WOM	Interactional	Controllability	Redress seeking	.024	.749	.940	Accept H0

Remark: The Hypothesis testing is considered on the result of F*C which is the interactive effect of covariate on the relationship between fixed factor and dependent variable.

- Fixed is the relationship between fixed factor and dependent variable.
- Cov. is the relationship between covariate and dependent variable
- F*C is the interactive effect of fixed factor and covariate to dependent variable.

Summary of Hypothesis test

Elaborate interpretation of Hypothesis 1-4

The results from Hypothesis 1-4 point out that both distributive justice and interactional justice are related to negative word-of-mouth. It can be concluded that complainant feelings are related to negative word-of-mouth. Stability is related to negative word-of-mouth, but it has no effect on the relationship between complainant feelings and negative word-of-mouth.

Elaborate interpretation of Hypothesis 5-8

The results from Hypothesis 5-8 point out that both distributive justice and interactional justice are related to repatronage. It can be concluded that complainant feelings are related to repatronage. Stability is related to repatronage, but it has no effect on the relationship between complainant feelings and repatronage.

Elaborate interpretation of Hypothesis 9-12

The results from Hypothesis 9-12 point out that both distributive justice and interactional justice are related to stop going to shop. It can be concluded that complainant feelings are related to stop going to shop. Stability is related to stop going to shop, but it has no effect on the relationship between complainant feelings and stop going to shop.

Elaborate interpretation of Hypothesis 13-16

The results from Hypothesis 13-16 point out that both distributive justice and interactional justice are related to positive word-of-mouth. It can be concluded that complainant feelings are related to positive word-of-mouth. Stability is related to

positive word-of-mouth, but it has no effect on the relationship between complainant feelings and positive word-of-mouth.

7.2 Recommendations

7.2.1 The appropriate model of the complaining behavior process at Hypermarkets in Bangkok area.

Figures 4



According to the hypothesis testing 1-16 and another analysis of redress seeking purpose, the researcher elaborates all analysis and proposes the model of complaining behavior process at Hypermarkets in Bangkok area to support the objective three sets the chapter 1. This research aim to determine the appropriate model of complaining behavior process at Hypermarkets in Bangkok area. The model is proposed in figures 4.

In summary, on experiencing dissatisfaction with product purchased from Hypermarkets in Bangkok, complainants can respond in a variety of ways. It depends on complainant feelings and belief which are influenced by the treatment received from customer service of Hypermarkets.

The complainant feelings consist of distributive justice and interactional justice. The complainant belief is stability. Distributive justice is whether the customers feel they were treated with fairness and appropriate. Interactional justice is whether the customers feel they were treated with courtesy and respect.

The dot line between redress seeking and consumer feelings is proposed according to the result. The ANCOVA testing result shown that redress seeking is not related to any responsive behavior. In addition, there is no any implication show the relationship between redress seeking and complainant feelings therefore, the researcher put dot line to propose the further study of relationship between redress seeking and complainant feelings in figure 4.

The model proposed in figure 4 is different from the theoretical model proposed by Blodgett, Wakefield and Barns in 1995 which the survey was done in USA. Blodgett, Wakefield and Barns proposed that the Controllability is also the factor that effect to complainant responsive behavior. As the result of present research, controllability has no effect to responsive behavior of complainant of Hypermarkets in Bangkok.

7.2.2 Recommendations and Managerial Implication

This research found that complainant feelings and beliefs have effect on responsive behavior: negative word-of-mouth, repatronage, stop going to shop and positive word-of-mouth.

The controllability is expected to be a factor effect to complainant responsive behavior, but it does not in this present study. The controllability is whether the complainant believes that the problem could have been prevented and it is the responsibility of seller to control over the cause of problem. This implies that Thai complainants believe the problem they found is out of control. Besides, the complainant feelings may have higher impact on their responsive behavior than controllability.

As expected, the research found that complainant feelings and beliefs are the major factors that determine whether the complainant will repatronize the seller and whether that person will engage in positive word-of-mouth or engage in negative word-of-mouth. Therefore, Hypermarkets should explicitly train their employees how to interact with dissatisfied customer. Employees should be taught to respond in a very reassuring and empathic manner, and to give the customer an opportunity to present any relevant evidence to the problem.

In summary, Hypermarkets and other service providers can view this research conceptual model as an opportunity to solidify and strengthen their relationships with their customers. Sellers can implement complaint handling policies and procedures that are designed to maximize customer satisfaction, and can train their employees to implement these policies and procedures effectively. Hypermarkets and other service providers can take steps to assure customers that they will always stand behind their

products (or services), and will always respond to any complaints with courtesy and respect. All product or service provider should establish the customer service counter and train their customer service personnel in order to response to customer effectively and to be the center of information in term of customer database. This will be very useful for the business in the long term to make close relation with customer.

7.2.3 Further Implication for Research

The distinctive aspects of the exploratory study contribute several new insights whose implications the researcher subsequently explores. However, further research should focus on redress episode in terms of redress seeking purpose. To study the Path Analysis of redress seeking and complainant feelings, the Canonical Correlation technique is proposed. The Path Analysis will be used to identify whether the redress seeking and complainant feelings are connected.

In addition, further research should study on another service business such as hotel to understand its customer. This will be benefit to the hotel or other service provider to implement the effective complaint handling policies and procedure that are designed to maximize customer satisfaction.

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Appendix A



Questionnaire

Dear Sir/Madam

This questionnaire is designed as a partial fulfillment of thesis of MBA student, Assumption University of Thailand. This questionnaire is purposed to obtain information about “The Effects of complainant feelings and beliefs on responsive behavior” A study on shoppers of Big C, Carrefour and Lotus in Bangkok area. All the information you give me is completely treat as a confidential data. The interview will take about 10 minutes. Thank you for your cooperation.

Part 1 Please mark “x” at the appropriate answer

1. Have you ever bought products from this store?

☐ Yes (answer question 2)

☐ No (end of interview)
2. Have you ever experienced dissatisfaction of the products at this store within past 12 months?

☐ Yes (answer question 3)

☐ No (end of interview)
3. Do you seek redress or complain to the store when you have any problem on product?

☐ Yes (answer question 4)

☐ No (end of interview)

Big C	_____	Ratburana	_____	Rama II
Carrefour	_____	Rama 4	_____	Suksawat
Lotus	_____	Rama 3	_____	Sukhumvit

Part 2 Section 1

Please answer below question referred to the most recent redress seeking

4. Please specify the store you came to seek redress

☐ Big C ☐ Carrefour ☐ Lotus

Branch.....

5. Type of the dissatisfied product? (select 1 answer)

- ☐ Food
- ☐ Personal articles such as Soap, Toothpaste, Talcum powder
- ☐ Household articles such as Detergent, Bathroom cleaners
- ☐ Bedding
- ☐ Electrical appliances
- ☐ Cosmetics
- ☐ Apparel such as Clothing, Shoes
- ☐ Baby articles
- ☐ Others (please specify)

6. For redress seeking, you contacted to (select 1 answer)

- ☐ Salesperson
- ☐ Cashier
- ☐ Personnel at customer service counter
- ☐ Others (please specify).....

7. The purpose of redress sought

Please weight the score to specify the important level of each purpose

Replacement%
Repair%
Refund%
Acknowledgment and Apology%

The Total score does not exceed 100

Part 2 Section 2

Please mark the percentage to specify your idea.

0% means strongly disagree to 100% mean strongly agree.

8. When you were seeking for redress or complaining at store personnel, you felt that

	<i>Strongly disagree</i>	<i>Strongly agree</i>
8.1 They gave you an opportunity to explain the problem	0%-10-20-30-40-50-60-70-80-90-100%	
8.2 They allowed you to present any relevant evidence to the problem	0%-10-20-30-40-50-60-70-80-90-100%	
8.3 They judged the problem on the relevant issues	0%-10-20-30-40-50-60-70-80-90-100%	
8.4 They responded in a very assuring and empathetic manner to resolve problem	0%-10-20-30-40-50-60-70-80-90-100%	
8.5 The remedy offered was fair and appropriate	0%-10-20-30-40-50-60-70-80-90-100%	

9. When you were seeking for redress or complain at store personnel, they

	<i>Strongly disagree</i>	<i>Strongly agree</i>
9.1 treated you with courteous	0%-10-20-30-40-50-60-70-80-90-100%	
9.2 showed you respect	0%-10-20-30-40-50-60-70-80-90-100%	
9.3 considered on your benefit	0%-10-20-30-40-50-60-70-80-90-100%	
9.4 were well dress and neat in appearance	0%-10-20-30-40-50-60-70-80-90-100%	
9.5 treated you with courtesy and respect	0%-10-20-30-40-50-60-70-80-90-100%	

Part 2 Section 3

10. Please express your idea on product dissatisfaction

	<i>Strongly disagree</i>	<i>Strongly agree</i>
10.1 The seller was not concerned about your business	0%-10-20-30-40-50-60-70-80-90-100%	
10.2 The seller was not sincere to remedy the problem	0%-10-20-30-40-50-60-70-80-90-100%	
10.3 The problem was controllable and could have been prevented	0%-10-20-30-40-50-60-70-80-90-100%	
10.4 Seller had to control over the cause of problem	0%-10-20-30-40-50-60-70-80-90-100%	

Part 3 Please mark the percentage to specify your idea.

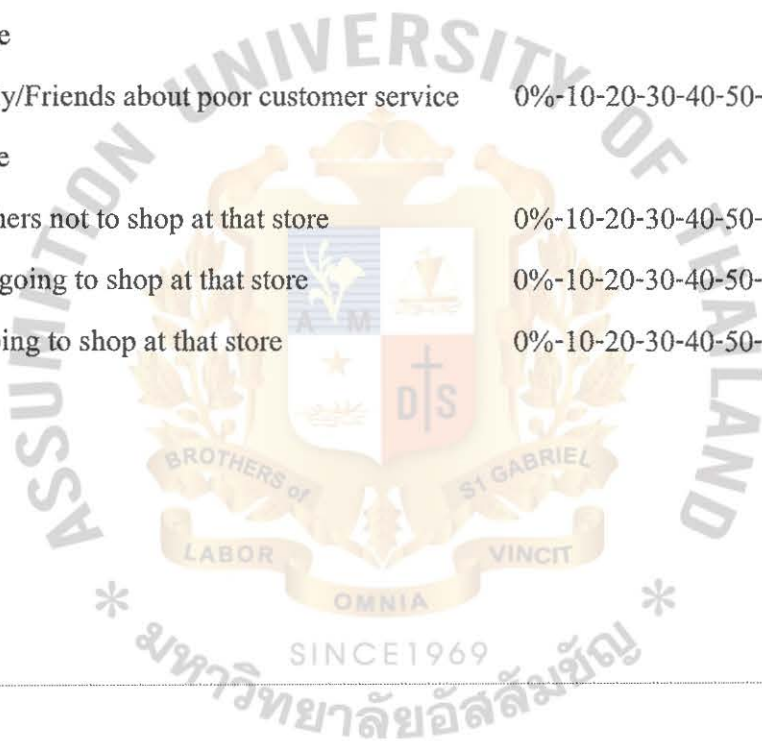
0% means strongly disagree to 100% mean strongly agree.

11. Are you satisfied with the complaint handling?

☐ Yes (go to only 12.1-12.2) ☐ No. (go to only 12.3-12.5)

12. These were your actions taken in response to that complaint handling

	<i>Strongly disagree</i>	<i>Strongly agree</i>
12.1 Told Family/Friends about good customer service of that store	0%-10-20-30-40-50-60-70-80-90-100%	
12.2 Told Family/Friends about poor customer service of that store	0%-10-20-30-40-50-60-70-80-90-100%	
12.3 Warned others not to shop at that store	0%-10-20-30-40-50-60-70-80-90-100%	
12.4 Continued going to shop at that store	0%-10-20-30-40-50-60-70-80-90-100%	
12.5 Stopped going to shop at that store	0%-10-20-30-40-50-60-70-80-90-100%	



Part 4: Personal Information

1. Gender

☐ Male

☐ Female

2. Age

☐ Less than 18 years old

☐ 18 - 25 years old

☐ 26 - 35 years old

☐ 36 - 45 years old

☐ 46 - 55 years old

☐ More than 55 years old

3. Education Level

☐ Below Secondary

☐ Secondary or equivalent

☐ Vocational or equivalent

☐ Bachelor degree or equivalent

☐ Master degree or equivalent

☐ Higher than Master degree

4. Personal income (per month)

☐ Less than 10,000 Baht

☐ 10,001-20,000 Baht

☐ 20,001-30,000 Baht

☐ 30,001-40,000 Baht

☐ 41,000 — 50,000 Baht

☐ More than 50,000 Baht

6. Occupation

☐ Students

☐ Government office

☐ Employee of state enterprise

☐ Business employee

☐ Business man / Business owner

☐ Retired

☐ Housewife

☐ Unemployment

☐ Others (Please specify)

7. The most convenient and nearest store for you (select 1 answer)

☐ Big C Ratburana

☐ Big C Prapadang

☐ Lotus Bangpakok

☐ Carrefour Suksawat

☐ Big C Rama 2

☐ Lotus Rama 2

☐ Lotus Rama 3

☐ Carrefour Rama 4

☐ Lotus Rama 4

☐ Others.....

แบบสอบถาม

เรียน ท่านผู้ตอบแบบสอบถาม

แบบสอบถามชุดนี้จัดทำขึ้นเพื่อใช้เป็นส่วนประกอบในการศึกษาและทำวิทยานิพนธ์ของนักศึกษาปริญญาโทมหาวิทยาลัยอัสสัมชัญ แบบสอบถามชุดนี้จัดทำขึ้นเพื่อต้องการสอบถามข้อมูลเกี่ยวกับ “ผลกระทบของความรู้สึกและความเชื่อของผู้เรียกร้องต่อพฤติกรรมตอบสนอง โดยทำการศึกษาลูกค้าที่มาซื้อของที่ห้างบิ๊กซี คาร์ฟูร์ และโลตัส ในเขตกรุงเทพฯ ” ข้อมูลที่ได้จะนำไปใช้เพื่อการศึกษาเท่านั้น ขอขอบพระคุณอย่างสูงในการให้ความร่วมมือตอบแบบสอบถามในครั้งนี้ การตอบแบบสอบถามใช้เวลาประมาณ 10 นาทีเท่านั้น

ส่วนที่ 1 กรุณาใส่เครื่องหมาย “X” ในช่องที่ท่านต้องการ

1. คุณเคยซื้อสินค้าจากห้าง บิ๊กซี / คาร์ฟูร์ / โลตัส หรือไม่
☐ เคย (ข้ามไปตอบข้อ 2)
☐ ไม่เคย (จบการสัมภาษณ์)
2. ภายในระยะเวลา 12 เดือนที่ผ่านมา คุณเคยมีประสบการณ์ที่ซื้อสินค้าไปแล้วมีปัญหา หรือคุณไม่พอใจกับสินค้านั้นหรือไม่
☐ เคย (ข้ามไปตอบข้อ 3) ☐ ไม่เคย (จบการสัมภาษณ์)
3. จากข้อ 2 เมื่อสินค้ามีปัญหาหรือคุณไม่พอใจกับสินค้า คุณกลับมาเรียกร้อง (Complain) หรือไม่
☐ เรียกร้อง (ข้ามไปตอบข้อ 4) ☐ ไม่เรียกร้อง (จบการสัมภาษณ์)

Big C	_____	Ratburana (1)	_____	Rama II	(2)
Carrefour	_____	Rama 4 (3)	_____	Suksawat	(4)
Lotus	_____	Rama 3 (5)	_____	Bangpakok	(6)

ส่วนที่ 2 หมวดที่ 1 : กรุณาใส่เครื่องหมาย “X” ในช่องที่ท่านต้องการ

กรุณาตอบคำถามต่อไปนี้ จนจบข้อสุดท้าย
โดยอ้างอิงเหตุการณ์การเรียกร้อง (Complain) ครั้งล่าสุดของท่าน

4. โปรดระบุห้างที่คุณเรียกร้อง (Complain) เกี่ยวกับสินค้านั้น
☐ บิ๊กซี ☐ คาร์ฟูร์ ☐ โลตัส
ระบบสาขา.....

5. สินค้าที่คุณเรียกร้อง จัดอยู่ในประเภทใด (ตอบเพียง 1 ข้อ)
☐ อาหาร
☐ ของใช้ส่วนตัว เช่น แป้ง สบู่ ยาสีฟัน
☐ ของใช้ในครัวเรือน เช่น ผงซักฟอก น้ำยาล้างห้องน้ำ
☐ เครื่องนอน
☐ เครื่องใช้ไฟฟ้า
☐ เครื่องสำอาง
☐ เครื่องแต่งกาย
☐ ผลิตภัณฑ์สำหรับเด็ก
☐ อื่น ๆ

6. บุคคลที่คุณติดต่อเพื่อเรียกร้องเกี่ยวกับสินค้านั้น (ตอบเพียง 1 ข้อ) *
☐ พนักงานขาย ตรงจุดขายสินค้านั้น ๆ
☐ พนักงานเก็บเงิน ตรงช่องชำระเงิน
☐ พนักงาน ตรงจุดบริการลูกค้า
☐ อื่น ๆ

7. วัตถุประสงค์ในการเรียกร้องครั้งนั้น
กรุณาใส่คะแนนลงในช่องว่าง เพื่อระดับความสำคัญของวัตถุประสงค์ที่เรียกร้องในครั้งนั้น
เพื่อขอเปลี่ยนสินค้า%
เพื่อซ่อมสินค้าให้อยู่ในสภาพที่ใช้งานได้%
เพื่อขอคืนสินค้าและเงินคืน%
ต้องการแจ้งให้ห้างทราบ / การขอโทษ%

ผลรวม ไม่เกินกว่า 100

ส่วนที่ 2 หมวดที่ 2 :

ให้กากบาทเปอร์เซ็นต์ เพื่อระบุว่าคุณเห็นด้วยหรือไม่ โดยเริ่มจาก 0% หมายถึงไม่เห็นด้วยเลย ถึง 100% หมายถึงเห็นด้วยอย่างยิ่ง

8. เมื่อคุณเข้าไปติดต่อเพื่อเรียกร้อง (Complain) เกี่ยวกับสินค้านั้นกับพนักงานคุณรู้สึกว่

	ไม่เห็นด้วยอย่างยิ่ง	เห็นด้วยอย่างยิ่ง
8.1 พนักงานเปิดโอกาสให้คุณได้อธิบายถึงปัญหาที่เกิดขึ้น	0%-10-20-30-40-50-60-70-80-90-100%	
8.2 พนักงานเปิดโอกาสให้คุณได้ให้ข้อมูลเพิ่มเติม ซึ่งเป็นสาเหตุ หรือเหตุการณ์ที่เกี่ยวข้องกับปัญหานั้น	0%-10-20-30-40-50-60-70-80-90-100%	
8.3 พนักงานแก้ไขปัญหาอย่างมีเหตุผล โดยคำนึงเหตุการณ์ที่คุณได้อธิบาย	0%-10-20-30-40-50-60-70-80-90-100%	
8.4 พนักงานสร้างความเชื่อมั่นให้กับคุณว่าเขาสามารถ แก้ปัญหานั้นได้	0%-10-20-30-40-50-60-70-80-90-100%	
8.5 พนักงานให้ความยุติธรรม และแก้ปัญหานั้นอย่าง เหมาะสม	0%-10-20-30-40-50-60-70-80-90-100%	

9. เมื่อคุณเข้าไปติดต่อเพื่อเรียกร้อง (Complain) เกี่ยวกับสินค้านั้น พนักงานปฏิบัติดังนี้

	ไม่เห็นด้วยอย่างยิ่ง	เห็นด้วยอย่างยิ่ง
9.1 พนักงานมีความสุภาพ อ่อนโยน และมีมารยาทที่ดี	0%-10-20-30-40-50-60-70-80-90-100%	
9.2 พนักงานแสดงท่าทีเคารพและอ่อนน้อม	0%-10-20-30-40-50-60-70-80-90-100%	
9.3 พนักงานแสดงความเป็นห่วงและคำนึงถึงสิทธิของลูกค้า	0%-10-20-30-40-50-60-70-80-90-100%	
9.4 พนักงานมีบุคลิกภาพที่เรียบร้อยดูดีและแต่งกายสุภาพ	0%-10-20-30-40-50-60-70-80-90-100%	
9.5 พนักงานปฏิบัติต่อคุณด้วยความเคารพ และสุภาพ อ่อนน้อม	0%-10-20-30-40-50-60-70-80-90-100%	

ส่วนที่ 2 หมวดที่ 3 :

10. ความคิดเห็นของคุณต่อปัญหาที่เกิดขึ้น

	ไม่เห็นด้วยอย่างยิ่ง	เห็นด้วยอย่างยิ่ง
10.1 ทางห้างไม่ใส่ใจหรือคำนึงถึงประโยชน์หรือผลเสีย ที่มีต่อลูกค้า	0%-10-20-30-40-50-60-70-80-90-100%	
10.2 ทางห้างไม่จริงใจในการแก้ไขปัญหาที่เกิดขึ้น	0%-10-20-30-40-50-60-70-80-90-100%	
10.3 เป็นเรื่องง่ายที่จะควบคุมและป้องกันปัญหานั้น	0%-10-20-30-40-50-60-70-80-90-100%	
10.4 เป็นหน้าที่ของห้างที่จะหาทางป้องกันมิให้เกิด ปัญหานั้น	0%-10-20-30-40-50-60-70-80-90-100%	

ส่วนที่ 3

ให้กากบาทเปอร์เซ็นต์ เพื่อบอกว่าคุณเห็นด้วยหรือไม่ โดยเริ่มจาก 0% หมายถึงไม่เห็นด้วยเลย ถึง 100% หมายถึงเห็นด้วยอย่างยิ่ง

11. คุณพอใจกับการจัดการและแก้ปัญหาหรือไม่

☐ พอใจ (ตอบข้อ 12.1-12.2 เท่านั้น)

☐ ไม่พอใจ (ข้ามไปตอบข้อ 12.3-12.5)

12. ต่อไปนี้เป็นสิ่งที่คุณปฏิบัติ หลังจากการเรียกร้อง (Complain) ครั้งนั้นสิ้นสุด

ไม่เห็นด้วยอย่างยิ่ง

เห็นด้วยอย่างยิ่ง

พอใจ

12.1 คุณเล่าให้คนในครอบครัวหรือเพื่อนฟัง
ถึงการแก้ปัญหาและการบริการลูกค้าในครั้งนั้น 0%-10-20-30-40-50-60-70-80-90-100%

12.2 คุณยังคงซื้อสินค้าที่ห้างนั้นอีก 0%-10-20-30-40-50-60-70-80-90-100%

ไม่พอใจ

12.3 คุณเล่าให้คนในครอบครัวหรือเพื่อนฟัง
ถึงการแก้ปัญหาและการบริการลูกค้าในครั้งนั้น 0%-10-20-30-40-50-60-70-80-90-100%

12.4 คุณเตือนคนในครอบครัวหรือเพื่อน
ไม่ให้ไปซื้อสินค้าที่ห้างนั้น 0%-10-20-30-40-50-60-70-80-90-100%

12.5 คุณไม่ซื้อสินค้าที่ห้างนั้นอีกเลย 0%-10-20-30-40-50-60-70-80-90-100%

ส่วนที่ 4 ข้อมูลส่วนตัว

1. เพศ

☐ ชาย

☐ หญิง

2. อายุ

☐ ต่ำกว่า 18 ปี

☐ 18 - 25 ปี

☐ 26 - 35 ปี

☐ 36 - 45 ปี

☐ 46 - 55 ปี

☐ มากกว่า 55 ปี

3. ระดับการศึกษาขั้นสูงสุด

☐ ต่ำกว่ามัธยมศึกษาตอนปลาย

☐ มัธยมศึกษาตอนปลาย หรือเทียบเท่า

☐ อนุปริญญา หรือเทียบเท่า

☐ ปริญญาตรี หรือเทียบเท่า

☐ ปริญญาโท หรือเทียบเท่า

☐ สูงกว่าปริญญาโท

4. รายได้เฉลี่ยต่อเดือน

☐ ต่ำกว่า 10,000 บาท

☐ 10,001-20,000 บาท

☐ 20,001-30,000 บาท

☐ 30,001-40,000 บาท

☐ 41,000 - 50,000 บาท

☐ มากกว่า 50,000 บาท

6. อาชีพ

☐ นิสิต/นักศึกษา

☐ รับราชการ

☐ รัฐวิสาหกิจ

☐ พนักงานบริษัทเอกชน

☐ เจ้าของกิจการ / ธุรกิจส่วนตัว

☐ เกษียณ

☐ แม่บ้าน

☐ว่างงาน

☐ อื่น ๆ (โปรดระบุ).....

7. ห้างใดต่อไปนี้ที่อยู่ใกล้บ้านและคุณสะดวกที่จะไปมากที่สุด

☐ บิ๊กซี ราษฎร์บูรณะ

☐ บิ๊กซี พระประแดง

☐ โลตัส บางปะกอก

☐ คาร์ฟูร์ สุขสวัสดิ์

☐ บิ๊กซี พระราม 2

☐ โลตัส พระราม 2

☐ โลตัส พระราม 3

☐ คาร์ฟูร์ พระราม 4

☐ โลตัส พระราม 4

☐ อื่น (โปรดระบุ).....

Appendix B



Univariate Analysis of Variance

Between-Subjects Factors

		N
NTILES of DIS1	1 2	105 135
NTILES of DIS2	1 2	118 122
NTILES of DIS3	1 2	134 106
NTILES of DIS4	1 2	123 117
NTILES of DIS5	1 2	124 116

Tests of Between-Subjects Effects

Dependent Variable: Negative WOM

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	130933.81 ^a	5	26186.761	20.495	.000
Intercept	1193354.5	1	1193354.5	933.986	.000
NTI001	1421.456	1	1421.456	1.113	.293
NTI002	5231.156	1	5231.156	4.094	.044
NTI003	6237.959	1	6237.959	4.882	.028
NTI004	22320.336	1	22320.336	17.469	.000
NTI005	9744.284	1	9744.284	7.626	.006
Error	298982.04	234	1277.701		
Total	1640608.0	240			
Corrected Total	429915.85	239			

a. R Squared = .305 (Adjusted R Squared = .290)

Univariate Analysis of Variance

Between-Subjects Factors

		N
NTILES of INT1	1 2	105 135
NTILES of INT2	1 2	114 126
NTILES of INT3	1 2	107 133
NTILES of INT4	1 2	126 114
NTILES of INT5	1 2	107 133

Tests of Between-Subjects Effects

Dependent Variable: Negative WOM

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	111617.67 ^a	5	22323.534	16.411	.000
Intercept	1047027.6	1	1047027.6	769.733	.000
NINT1	15118.929	1	15118.929	11.115	.001
NINT2	7110.366	1	7110.366	5.227	.023
NINT3	21.058	1	21.058	.015	.901
NINT4	2451.605	1	2451.605	1.802	.181
NINT5	13042.976	1	13042.976	9.589	.002
Error	318298.18	234	1360.249		
Total	1640608.0	240			
Corrected Total	429915.85	239			

a. R Squared = .260 (Adjusted R Squared = .244)

Univariate Analysis of Variance

Between-Subjects Factors

	N
NTILES 1	105
of DIS1 2	135
NTILES 1	118
of DIS2 2	122
NTILES 1	134
of DIS3 2	106
NTILES 1	123
of DIS4 2	117
NTILES 1	124
of DIS5 2	116

Tests of Between-Subjects Effects

Dependent Variable: repatronage

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	121367.25 ^a	5	24273.451	19.002	.000
Intercept	264478.43	1	264478.43	207.038	.000
NTI001	876.385	1	876.385	.686	.408
NTI002	5379.915	1	5379.915	4.211	.041
NTI003	5145.047	1	5145.047	4.028	.046
NTI004	21583.029	1	21583.029	16.896	.000
NTI005	9871.043	1	9871.043	7.727	.006
Error	298920.24	234	1277.437		
Total	716321.00	240			
Corrected Total	420287.50	239			

a. R Squared = .289 (Adjusted R Squared = .274)

Univariate Analysis of Variance

Between-Subjects Factors

		N
NTILES of INT1	1 2	105 135
NTILES of INT2	1 2	114 126
NTILES of INT3	1 2	107 133
NTILES of INT4	1 2	126 114
NTILES of INT5	1 2	107 133

Tests of Between-Subjects Effects

Dependent Variable: repatronage

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	100811.98 ^a	5	20162.396	14.768	.000
Intercept	317754.75	1	317754.75	232.740	.000
NINT1	10602.547	1	10602.547	7.766	.006
NINT2	3536.096	1	3536.096	2.590	.109
NINT3	3.319	1	3.319	.002	.961
NINT4	3463.259	1	3463.259	2.537	.113
NINT5	9997.975	1	9997.975	7.323	.007
Error	319475.52	234	1365.280		
Total	716321.00	240			
Corrected Total	420287.50	239			

a. R Squared = .240 (Adjusted R Squared = .224)

Univariate Analysis of Variance

Between-Subjects Factors

		N
NTILES of DIS1	1 2	105 135
NTILES of DIS2	1 2	118 122
NTILES of DIS3	1 2	134 106
NTILES of DIS4	1 2	123 117
NTILES of DIS5	1 2	124 116

Tests of Between-Subjects Effects

Dependent Variable: stop going to shop

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	132339.16 ^a	5	26467.831	20.717	.000
Intercept	1201089.6	1	1201089.6	940.101	.000
NTI001	1285.897	1	1285.897	1.006	.317
NTI002	5506.437	1	5506.437	4.310	.039
NTI003	6655.764	1	6655.764	5.210	.023
NTI004	22567.909	1	22567.909	17.664	.000
NTI005	9744.178	1	9744.178	7.627	.006
Error	298962.43	234	1277.617		
Total	1648252.0	240			
Corrected Total	431301.58	239			

a. R Squared = .307 (Adjusted R Squared = .292)

Univariate Analysis of Variance

Between-Subjects Factors

	N
NTILES 1	105
of INT1 2	135
NTILES 1	114
of INT2 2	126
NTILES 1	107
of INT3 2	133
NTILES 1	126
of INT4 2	114
NTILES 1	107
of INT5 2	133

Tests of Between-Subjects Effects

Dependent Variable: stop going to shop

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	111194.60 ^a	5	22238.921	16.257	.000
Intercept	1053801.7	1	1053801.7	770.335	.000
NINT1	15061.903	1	15061.903	11.010	.001
NINT2	6842.762	1	6842.762	5.002	.026
NINT3	19.544	1	19.544	.014	.905
NINT4	2638.080	1	2638.080	1.928	.166
NINT5	12443.703	1	12443.703	9.096	.003
Error	320106.98	234	1367.979		
Total	1648252.0	240			
Corrected Total	431301.58	239			

a. R Squared = .258 (Adjusted R Squared = .242)

Univariate Analysis of Variance

Between-Subjects Factors

		N
NTILES of DIS1	1 2	105 135
NTILES of DIS2	1 2	118 122
NTILES of DIS3	1 2	134 106
NTILES of DIS4	1 2	123 117
NTILES of DIS5	1 2	124 116

Tests of Between-Subjects Effects

Dependent Variable: positive WOM

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	124524.95 ^a	5	24904.990	19.153	.000
Intercept	254630.16	1	254630.16	195.820	.000
NTI001	1092.242	1	1092.242	.840	.360
NTI002	5758.763	1	5758.763	4.429	.036
NTI003	6409.193	1	6409.193	4.929	.027
NTI004	21242.307	1	21242.307	16.336	.000
NTI005	9401.347	1	9401.347	7.230	.008
Error	304276.90	234	1300.329		
Total	714876.00	240			
Corrected Total	428801.85	239			

a. R Squared = .290 (Adjusted R Squared = .275)

Univariate Analysis of Variance

Between-Subjects Factors

		N
NTILES of INT1	1 2	105 135
NTILES of INT2	1 2	114 126
NTILES of INT3	1 2	107 133
NTILES of INT4	1 2	126 114
NTILES of INT5	1 2	107 133

Tests of Between-Subjects Effects

Dependent Variable: positive WOM

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	104530.78 ^a	5	20906.155	15.086	.000
Intercept	307783.64	1	307783.64	222.102	.000
NINT1	10371.172	1	10371.172	7.484	.007
NINT2	3179.780	1	3179.780	2.295	.131
NINT3	19.667	1	19.667	.014	.905
NINT4	3596.570	1	3596.570	2.595	.109
NINT5	10476.608	1	10476.608	7.560	.006
Error	324271.07	234	1385.774		
Total	714876.00	240			
Corrected Total	428801.85	239			

a. R Squared = .244 (Adjusted R Squared = .228)



ANCOVA summary table

The Relationship between complainant feelings and beliefs and responsive behavior. Focusing on each component.

Independent Variable	Dependent Variable	Significant Level			
		NWOM	Repatronage	Stop	PWOM
They gave you an opportunity to explain the problem		0.293	0.408	0.317	0.360
They allowed you to present any relevant evidence		0.044	0.041	0.039	0.036
They judged the problem on the relevant issues		0.028	0.046	0.023	0.027
They responded in a very assuring and empathetic manner		0.000	0.000	0.000	0.000
The remedy offered was fair and appropriate		0.006	0.006	0.006	0.008
They treated you with courteous		0.001	0.006	0.001	0.007
They showed you respect		0.023	0.109	0.026	0.131
They considered on your benefit		0.901	0.961	0.905	0.905
They were well dress and neat in appearance		0.181	0.113	0.166	0.109
They treated you with courtesy and respect		0.002	0.007	0.003	0.006
The seller was not concerned about your business		0.005	0.004	0.005	0.004
The seller was not sincere to remedy the problem		0.114	0.142	0.103	0.141
The problem was controllable and could have been prevented		0.004	0.004	0.003	0.004
Seller had to control over the cause of problem		0.000	0.000	0.000	0.000

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Negative WOM * Distributive justice	240	100.0%	0	.0%	240	100.0%

Negative WOM * Distributive justice Crosstabulation

Count

		Distributive justice		Total
		yes	no	
Negative WOM	30	2		2
	40	2	2	4
	50	5	7	12
	60	5	4	9
	70	11	3	14
	80	8	6	14
	90	10	3	13
	100		5	5
	missing	141	26	167
Total		184	56	240

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	37.727 ^a	8	.000
Likelihood Ratio	34.406	8	.000
Linear-by-Linear Association	18.349	1	.000
N of Valid Cases	240		

a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .47.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Negative WOM * Interactional justice	240	100.0%	0	.0%	240	100.0%

Negative WOM * Interactional justice Crosstabulation

Count

		Interactional justice		Total
		yes	no	
Negative WOM	30	2		2
	40	2	2	4
	50	1	11	12
	60	3	6	9
	70	4	10	14
	80	7	7	14
	90	9	4	13
	100		5	5
	missing	137	30	167
Total		165	75	240

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	64.739 ^a	8	.000
Likelihood Ratio	64.764	8	.000
Linear-by-Linear Association	45.127	1	.000
N of Valid Cases	240		

a. 11 cells (61.1%) have expected count less than 5. The minimum expected count is .63.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
repatronage * Interactional justice	240	100.0%	0	.0%	240	100.0%

repatronage * Interactional justice Crosstabulation

Count

		Interactional justice		Total
		yes	no	
repatronage	0	2		2
	40	2	1	3
	50	11	5	16
	60	17	2	19
	70	16	11	27
	80	31	4	35
	90	30	4	34
	100	29	3	32
	missing	27	45	72
Total		165	75	240

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	58.109 ^a	8	.000
Likelihood Ratio	60.458	8	.000
Linear-by-Linear Association	45.759	1	.000
N of Valid Cases	240		

a. 4 cells (22.2%) have expected count less than 5. The minimum expected count is .63.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
stop going to shop * Distributive justice	240	100.0%	0	.0%	240	100.0%

stop going to shop * Distributive justice Crosstabulation

Count

		Distributive justice		Total
		yes	no	
stop going to shop	0	4	1	4
	10		1	1
	20	6	2	8
	30		6	6
	40	2	3	5
	50	11	6	17
	60	3		3
	70	3		3
	80	4	5	9
	90	6	2	8
	100	4	5	9
	missing	141	26	167
Total		184	56	240

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	47.261 ^a	11	.000
Likelihood Ratio	44.802	11	.000
Linear-by-Linear Association	18.300	1	.000
N of Valid Cases	240		

a. 17 cells (70.8%) have expected count less than 5. The minimum expected count is .23.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
stop going to shop * Interactional justice	240	100.0%	0	.0%	240	100.0%

stop going to shop * Interactional justice Crosstabulation

Count

		Interactional justice		Total
		yes	no	
stop	0	4		4
going	10		1	1
to	20	2	6	8
shop	30		6	6
	40		5	5
	50	6	11	17
	60		3	3
	70	1	2	3
	80	3	6	9
	90	8		8
	100	4	5	9
	missing	137	30	167
Total		165	75	240

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	77.640 ^a	11	.000
Likelihood Ratio	82.145	11	.000
Linear-by-Linear Association	45.666	1	.000
N of Valid Cases	240		

a. 16 cells (66.7%) have expected count less than 5. The minimum expected count is .31.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
positive WOM * Distributive justice	240	100.0%	0	.0%	240	100.0%

positive WOM * Distributive justice Crosstabulation

Count

		Distributive justice		Total
		yes	no	
positive WOM	0	5	3	8
	10	3	1	4
	20	3		3
	30	4		4
	40	6		6
	50	14	7	21
	60	16	1	17
	70	14	2	16
	80	35	4	39
	90	14	5	19
	100	27	4	31
	missing	43	29	72
Total		184	56	240

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.242 ^a	11	.004
Likelihood Ratio	30.682	11	.001
Linear-by-Linear Association	16.013	1	.000
N of Valid Cases	240		

a. 13 cells (54.2%) have expected count less than 5. The minimum expected count is .70.

Crosstabs

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
positive WOM * Interactional justice	240	100.0%	0	.0%	240	100.0%

positive WOM * Interactional justice Crosstabulation

Count

		Interactional justice		Total
		yes	no	
positive WOM	0	6	2	8
	10	3	1	4
	20	3		3
	30	3	1	4
	40	6		6
	50	13	8	21
	60	16	1	17
	70	15	1	16
	80	33	6	39
	90	14	5	19
	100	26	5	31
	missing	27	45	72
Total		165	75	240

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	55.397 ^a	11	.000
Likelihood Ratio	59.084	11	.000
Linear-by-Linear Association	46.122	1	.000
N of Valid Cases	240		

a. 9 cells (37.5%) have expected count less than 5. The minimum expected count is .94.

