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Consumer reaction to service failure and recovery: the moderating role of attitude toward complaining

Celso Augusto de Matos

Unisinos Business School, University of the Sinos Valley (UNISINOS), Sapucaia do Sul, Brazil

Carlos Alberto Vargas Rossi

School of Management, Federal University of Rio Grande do Sul (PPGA-EA-UFRGS), Porto Alegre, Brazil

Ricardo Teixeira Veiga

Federal University of Minas Gerais (UFMG), Belo Horizonte, Brazil, and

Valter Afonso Vieira

Federal University of Paraná, Universidade Federal do Paraná (UFPR), Paraná, Brazil

Abstract

Purpose – The paper seeks to investigate, in a context of service failure and recovery, how consumer satisfaction is affected by problem severity and company responsiveness, how satisfaction influences repatronage intentions, word-of-mouth, and complaint intentions, and how consumer attitude toward complaining (ATC) moderates these relationships.

Design/methodology/approach – An integrated model is proposed, following recent developments in the service recovery literature. This model is tested using data from a survey with 204 complaining customers.

Findings – Service recovery affected satisfaction more strongly for consumers with high ATC, indicating a moderating role of ATC. This moderator was also supported in the link between satisfaction and complaining intentions. Also, failure severity and perceived justice influenced satisfaction, which affected repurchase intentions, word-of-mouth, and complaining intentions.

Practical implications – Service managers should consider the differences between customers with low versus high ATC when providing recovery for a service failure. For instance, the importance of responsiveness in service recovery is even greater for those customers with high ATC, and those customers with low ATC have their complaint decision more dependent on their satisfaction level. Also, it is important to improve the customers' perceived fairness in the complaint resolution process.

Originality/value – This paper investigates the key antecedents and consequences of satisfaction in a context of service failure and recovery by integrating previous research in a comprehensive model. ATC is proposed and tested as a moderator when complainers and non-complainers are compared in the level of the strength of the relationships. Previous research has not found a moderation effect in this level.

Keywords Service failures, Complaints, Consumer behaviour, Brazil

Paper type Research paper

An executive summary for managers and executive readers can be found at the end of this article.

Complaint management has been considered an important tool for managers to deal with failures, especially in the services sector, where customers evaluate a performance and not a tangible product (Grönroos, 1988; Stauss and Seidel, 2004). Because most of the customers do not complain when they experience dissatisfaction derived from a service failure (Tax and Brown, 1998), but just change the service provider, it becomes clear that monitoring customer satisfaction over

time is not enough. Companies must better understand how customers react to service failure and to the service providers' efforts towards recovery.

In the services marketing literature, research about service failure and recovery has investigated:

- how customers react to different levels of problem severity and service recovery (Maxham, 2001; Smith and Bolton, 1998);
- the impact of relationship type on customer loyalty (Mattila, 2001);
- whether a highly satisfying service recovery encounter enhances a customer's overall satisfaction with a service

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organization, known as the “recovery paradox” (Maxham, 2001; McCollough *et al.*, 2000; McCollough, 1995; Michel, 2001; Smith and Bolton, 1998); and

- how customers perceptions vary over time (Maxham and Netemeyer, 2002).

More specifically, recent developments in this literature have considered attitude toward complaining (ATC) as an important variable to better understand the drivers of complaint intentions (Voorhees and Brady, 2005). ATC is defined as “the [customers’] overall affect of the ‘goodness’ or ‘badness’ of complaining to sellers and is not specific to a given episode of dissatisfaction” (Singh and Wilkes, 1996, p. 353). Thus, ATC is not restricted to specific situations of dissatisfaction, but it is the individual’s general predisposition toward seeking redress from sellers once dissatisfaction with a product or service is experienced (Bodey and Grace, 2007; Kim *et al.*, 2003; Richins, 1987).

A moderating role has been proposed for ATC, based on the attitude theory of reasoned action (Fishbein and Ajzen, 1975), predicting that these predisposed attitudes would moderate the effects of dissatisfaction responses on intentions to complain (Voorhees and Brady, 2005). But at the same time, despite the robustness of the attitude theory, there are conflicting results when considering the moderating role of ATC in the effects of satisfaction on consumer responses (e.g. complaint intentions) in a service failure context. While some studies have found that complaining behavior is significantly more (less) likely for consumers with higher (lower) ATC (Bailey, 2004; Bearden and Mason, 1984; Kau and Loh, 2006; Kim *et al.*, 2003; Richins, 1982), others have found that ATC is *not* a significant predictor of repatronage intentions and word-of-mouth (e.g. Blodgett *et al.*, 1993); and still others have more recently investigated the potential moderating effects of ATC in the satisfaction-complaining behavior link, but without significant results (e.g. Voorhees and Brady, 2005).

Because of these conflicting results, the main purpose of this research is to test the moderating effect of ATC in the satisfaction-complaint intentions link, as well as in the relationships of failure-satisfaction, and recovery-satisfaction. Along with these moderation tests, we also investigate:

- the direct effects of problem severity, company responsiveness, and perceived justice on customers’ satisfaction; and
- the influence of satisfaction on repatronage intentions, word-of-mouth and complaining intentions.

We remind the reader that we reassess relationships already tested in the marketing literature, but that our test of ATC as a moderator and the development of a comprehensive model are the main contributions of our paper.

The article is organized as follows. The next section presents the conceptual model with the proposed relationships. Then, the survey is presented with the specific procedures and findings. Finally, results are discussed and compared to previous findings from the literature, and research limitations, implications for managers and opportunities for future research are also presented.

Conceptual model and hypotheses

In this section, we present the theoretical background of the proposed model and the expected direction of the relationships between the constructs. Figure 1 illustrates the

constructs and relationships investigated in the research model. This model includes the main variables involved in a situation of service failure/recovery. Once customers go through a failure followed by a recovery, they will form a satisfaction with that experience. Their level of satisfaction (positive versus negative) will depend on how severe the failure was, how responsive the recovery was and how fair the recovery process was. These aspects are contemplated in the model by the variables of failure, recovery and perceived justice (see Figure 1). The level of satisfaction will have an effect on the behavioral responses of the customers, represented in the model by the repurchase intentions, the propensity of giving positive recommendations of the service provider (word-of-mouth) and the complaint intentions. These behavioral responses should be influenced on how the customers perceive the stability of the problem, i.e. in what extension the problem is more or less likely to occur again in the future with the same service provider. In this model, we revisit relationships already tested in the literature and integrate them. Our key contribution, however, is the proposed moderating effect of ATC, hypothesizing that there is a difference of effects when comparing customers with low versus high ATC.

Satisfaction in the context of service failure and recovery

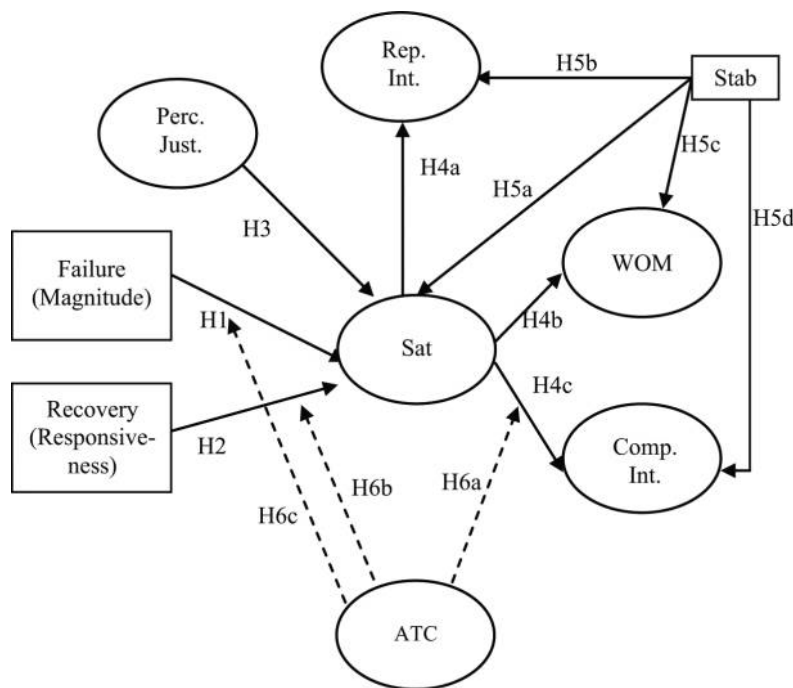
Satisfaction is one of the most investigated concepts in the marketing literature (Szymanski and Henard, 2001). A common assumption of these studies is that a satisfied customer has a greater propensity to engage in favorable behavioral intentions, such as repurchasing behavior and positive word-of-mouth, and a greater tolerance when experiencing a failure in the performance of the product or service (Bearden and Teel, 1983; Oliver, 1980; Ranaweera and Prabhu, 2003a; Richins, 1983). Satisfaction can be considered at at least two levels:

- 1 transaction-specific satisfaction; and
- 2 cumulative satisfaction.

While the former is related to the post-choice evaluative judgment of a specific consumption experience (Oliver, 1981), the latter refers to the customers’ evaluations of multiple experiences with the same product or service provider (Bolton and Drew, 1991).

In the services marketing literature, service failure and recovery encounters are considered critical “moments of truth” in the relationship between service provider and customers (Grönroos, 1988). Indeed, research demonstrates that the main reason for customer switching behavior in the service sector is related to service failures and failed recoveries (Keaveney, 1995). Also, the higher the severity of the failure, the lower the transaction-specific satisfaction (Mattila, 1999; Thøgersen *et al.*, 2003), just as less favorable recoveries tend to be more memorable (Kelley *et al.*, 1993). Service failure can also work as a stimulus for customers to update their level of cumulative satisfaction, and because of this, the negative experience produced by the failure might have an influence on future assessments of satisfaction by the customers (Smith and Bolton, 1998). In this research, we are working only with transaction-specific satisfaction because our objective is to investigate the reactions of customers at specific situations of failure and recovery. Given previous research (e.g. Mattila, 1999) showing that more severe failures produce lower satisfaction, we expect that:

Figure 1 The research model



Notes: “-----” denotes moderating effects. **PercJust:** Perceived Justice, **Sat:** Satisfaction after service recovery, **Rep. Int.:** Repatronage Intentions, **WOM:** Positive Word-of-Mouth, **Comp. Int.:** Future Complaint Intentions, **ATC:** Attitude toward complaining, **Stab:** Stability Attributions. Boxed constructs indicate variables measured with single indicators

H1. There will be a negative relationship between problem severity and satisfaction after service recovery.

Responsiveness, defined as the willingness of the service firm to remedy the problem and to provide a complaint handling mechanism (Richins, 1987), is an important factor that might motivate customers to communicate their bad experiences (Tax and Brown, 1998) and to seek for correction or compensation for the service failure (Richins, 1987). Experimental studies have demonstrated that excellent service recoveries can enhance customer satisfaction, as customers receiving higher service recovery manifest higher levels of satisfaction when compared to those receiving moderate and low service recovery (Smith and Bolton, 1998) or no service recovery (Brown *et al.*, 1996). Results from surveys also indicate that service recovery positively influences satisfaction (Lin and Ding, 2005). It is on this basis that the following hypothesis is proposed:

H2. There will be a positive relationship between company responsiveness and satisfaction after service recovery.

Perceived justice and satisfaction

In the context of complaining behavior, perceived justice refers to the degree to which consumers feel that they have been treated fairly regarding the complaint handling process following a service failure (Blodgett *et al.*, 1993; Maxham and Netemeyer, 2002; Tax *et al.*, 1998). Perceived justice is usually considered as a three-component construct, formed by a distributive dimension, the perceived fairness of the redress offered by the service provider; a procedural

dimension, the perceived fairness of the retailer's return and exchange policy, and an interactional dimension, referring to the manner in which the service provider responded to the consumer's complaint.

These dimensions of perceived justice are significant antecedents of customer satisfaction, with results indicating that customers who perceive more fairness during a service recovery process tend to present higher satisfaction evaluations (Blodgett *et al.*, 1997; Kau and Loh, 2006; Maxham and Netemeyer, 2002; Smith *et al.*, 1999; Tax *et al.*, 1998; Voorhees and Brady, 2005). Based on these findings, we propose that:

H3. There will be a positive relationship between perceptions of justice with the service recovery and the customer satisfaction after service recovery.

Behavioral consequences of satisfaction after service failure and recovery

A common finding in the satisfaction literature is the positive correlation between the customer cumulative satisfaction and his/her repatronage intentions and positive word-of-mouth (Anderson, 1998; LaBarbera and Mazursky, 1983; Oliver, 1980, 1997).

In the context of service failure and recovery, research shows that customers with higher cumulative satisfaction have higher repatronage intentions (Maxham and Netemeyer, 2002; Smith and Bolton, 1998) and higher positive word-of-mouth intentions (Maxham and Netemeyer, 2002). Studies considering customer satisfaction with complaint handling (i.e. as a transaction specific judgment) have also found a

positive link between this construct and the customer's repurchase intentions and propensity to positive word-of-mouth (Andreassen, 1999; Lin and Ding, 2005; Maxham and Netemeyer, 2002). Because of this, we expect that:

- H4a.* Satisfaction after the service recovery will have a positive influence on repatronage intentions.
H4b. Satisfaction after the service recovery will have a positive influence on consumer propensity to positive word-of-mouth.

Previous research have found an inverse relationship between satisfaction and complaining behavior (Bearden and Teel, 1983; Voorhees and Brady, 2005), meaning that the less satisfied the customers are with the service provider, the greater their propensity to engage in complaining behavior. Thus, in a service failure and recovery context, it is expected that those customers who are less satisfied after the service recovery will be more likely to manifest a complaint behavior. Hence, we propose that:

- H4c.* Satisfaction after the service recovery will have a negative influence on future complaint intentions.

The role of stability attributions

Stability attributions refer to the customers' inference of whether similar failures are likely to occur in the future, given customers dissatisfaction with a product or service (Blodgett *et al.*, 1993; Folkes, 1984). When customers experience a service failure, they ask themselves whether it is a recurring problem and if they think the problem is expected to occur again, they are likely to avoid this service provider in the future (Folkes, 1984). Indeed, empirical studies show that customers who perceive that a service failure is likely to occur in the future present lower repatronage intentions (Folkes, 1984, 1988). Smith and Bolton (1998) found a significant negative effect of stability attributions on cumulative satisfaction and repatronage intentions in a sample of restaurant customers. In their study, if a customer believes that the unavailability of the requested food item is due to a frequent neglect of this item in the menu, he/she will be less satisfied and less likely to repatronize from this restaurant. Based on this discussion, we expect that:

- H5a.* A customer's satisfaction after recovery will be lower (higher) when he or she believes that the service failure is likely (or unlikely) to happen again.
H5b. A customer's repatronage intentions will be lower (higher) when he or she believes that the service failure is likely (or unlikely) to happen again.

Previous studies have demonstrated a significant effect of stability attributions on repatronage intentions (Smith and Bolton, 1998; Blodgett *et al.*, 1993). Because there is ample evidence for the relationship between repatronage intentions and word-of-mouth in the marketing literature (e.g. Blodgett *et al.*, 1993; Davidow, 2003; Ranaweera and Prabhu, 2003a; Söderlund, 2006), we propose to expand the effects of stability attributions to include word-of-mouth. If customers who believe that the experienced service failure is likely to occur again in the future have low intentions to repurchase from the service provider (Smith and Bolton, 1998) and repurchase intentions are significantly related to word-of-mouth, we might expect that these customers also have low intentions to give recommendations of the service provider to friends and relatives. Thus, we propose that:

- H5c.* A customer's positive WOM intentions will be lower (higher) when he or she believes that the service failure is likely (or unlikely) to happen again.

Empirical research has also found that stability attributions (as one of the dimensions of causal attributions) has a significant relationship with customers' anger reactions, including anger toward the firm and desire to hurt the firm's business (Folkes, 1984). This is a suggestion that the customer-perceived stability of the failure is also related to his/her complaint intentions. Based on this finding, we propose extending the effects of stability attributions to complaint intentions. It is expected that customers who believe the service failure is likely to occur again in the future will be likely to complain about this failure. Based on this discussion, we propose that:

- H5d.* A customer's future complaint intentions will be higher (lower) when he or she believes that the service failure is likely (or unlikely) to happen again.

Interestingly, Smith and Bolton (1998) did not find a significant role of stability attributions on the sample of hotel customers. This result might be related to how failure was manipulated in each sample and may suggest that other variables associated with the service setting can cause these different patterns (e.g. availability of alternative providers). Because in our study we consider different service contexts, we decided to maintain the hypothesis of significant role of stability attributions.

Moderating effects of attitude toward complaining

Our next three hypotheses are based on consumer attitude and its role as moderator. Attitude is defined as a "a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor" (Eagly and Chaiken, 1993, p. 1). Attitude toward complaining (ATC) encompasses a general feeling of the "goodness" or "badness" of complaining and is not restricted to a specific episode of dissatisfaction (Kim *et al.*, 2003). ATC can be also understood as the personal tendency of dissatisfied consumers to seek compensation from the firm (Kim *et al.*, 2003). In other words, it is an individual's predisposition toward seeking redress from sellers when dissatisfied with products or services (Richins, 1987). Following the attitude model of reasoned action (Ajzen and Fishbein, 1975), it is expected that consumers with higher ATC will have higher complaining intentions. Indeed, this link is supported by empirical research (Bodey and Grace, 2007; Singh and Wilkes, 1996).

Most of the current research in the context of service failure investigating ATC as a moderator do so only in the constructs means level by:

- testing how satisfaction and repatronage intentions differ between groups of consumers more likely to complain and those less likely to complain (Bailey, 2004; Bearden and Mason, 1984);
- comparing complainants and non-complainants in their actual complaining behavior (Kau and Loh, 2006); or
- comparing consumer characteristics across groups with high and low propensity to complain (Bodey and Grace, 2006).

In another approach, authors test how ATC predicts complaint intention (Blodgett *et al.*, 1995; Bodey and Grace, 2007; Halstead and Dröge, 1991; Kim *et al.*, 2003; Richins, 1982) and find a significant positive relationship.

Only more recently, however, has ATC been considered as a moderator in the level of the strength of two constructs. Voorhees and Brady (2005), for instance, investigated whether the link between satisfaction and complaining intentions differed between consumers with low and high ATC. In this approach, it has been proposed that customers with high ATC are more likely to complain regardless of their satisfaction. In other words, consumers are more likely to complain if they have a high predisposition toward complaining, regardless of their levels of dissatisfaction or perceived justice (Voorhees and Brady, 2005).

However, their findings did not support the moderating effect, as the regression coefficient in the satisfaction-complaint intentions relationship was not statistically different across the groups. Hence, it is also our aim in this study to retest this moderating effect. We expect that consumers with higher ATC will have higher complaining intentions regardless of their satisfaction. In other words, these customers with high ATC have greater propensity to manifest a complaint even when they are not very dissatisfied. As a result, satisfaction is not a good predictor of complaint intentions for these high ATC customers, since they usually complain, regardless of their satisfaction level. On the other hand, customers who see complaining as a great discomfort (i.e. those with low ATC) will need to experience a significant dissatisfaction in order to overcome the discomfort and make a complaint. Thus we expect that satisfaction will be more important in predicting complaining intentions for the group with low ATC:

H6a. The effects of satisfaction on complaint intentions will be higher (lower) for those consumers with lower (higher) ATC.

Other studies have investigated ATC using another approach, testing how the level of dissatisfaction moderates the effects of ATC as antecedent of complaining intentions (Singh and Pandya, 1991; Singh and Wilkes, 1996). However, in our study we test attitude as the moderator, based on the attitude literature (Ajzen and Fishbein, 1975) that considers it a relatively stable and enduring predisposition to behave or react in a certain way toward social objects. In this context, it is reasonable to expect ATC as an antecedent of the states of dissatisfaction and complaining intentions following a service failure encounter.

These next two moderation hypotheses extend previous research (Voorhees and Brady, 2005), which tested ATC as moderator only in the satisfaction → complaining intentions relationship. Extending the rationale of the previous hypothesis to the effects of service recovery on satisfaction, it is reasonable to expect that customers who are more assertive toward complaining depend more on the level of company responsiveness to form their final satisfaction. In other words, if customers with high ATC complain more than customers with low ATC for a given dissatisfaction level, those customers that usually complain (high ATC), regardless of their dissatisfaction, may also have greater expectations of recovery. If they demand more correction of failures from companies, they are likely to use this feedback (or lack of it) more as an important component to form their satisfaction. Because they are more likely to seek redress, they will probably give more weight to the company's response. Hence, we propose that:

H6b. The effects of service recovery on satisfaction will be higher (lower) for those consumers with higher (lower) ATC.

This same rationale can be extended to the effects of service failure on satisfaction. In this logic, we could expect that less severe failures may be able to have a greater negative impact on satisfaction for customers with higher ATC, because these customers are more assertive toward complaining. In other words, if these customers with high ATC are more likely to complain regardless of their dissatisfaction level and have greater demand for corrections, giving high importance for this feedback to form their satisfaction, it is probable that these customers are also more susceptible to perceive a given failure, even a less severe one, as a sufficient condition for being dissatisfied and complaining. Thus we expect that customers who are more likely to complain will have their satisfaction affected more by a service failure encounter. As they are more assertive toward complaining, they are more likely to be influenced by failed service encounters. Hence, we propose that:

H6c. The effects of service failure on satisfaction will be higher (lower) for those consumers with higher (lower) ATC.

Method

Data collection procedures and sample

A survey was conducted among graduate and undergraduate students in three universities. They answered a questionnaire asking them to remember a recent negative experience with a service provider and their reactions following the service failure. Error associated with this retrospective design was reduced by:

- allowing respondents to select a service of their own choosing;
- asking for more recent service events; and
- allowing respondents the time needed to complete the questionnaire.

These procedures are common in the service research literature (e.g. Bansal and Voyer, 2000; Holloway and Beatty, 2003; Keaveney, 1995; Pujari, 2004; Warden *et al.*, 2003).

A total of 450 individuals were contacted and 252 (or 56 percent of the total) stated having experienced a service failure. Using a list-wise procedure in this subgroup, considering open-ended and closed-ended questions, 43 cases were excluded due to missing values. After the exclusion of those classified as outliers (five, or 2.4 percent), 204 were used in the subsequent quantitative and qualitative analysis.

Measures

The survey instrument was designed to measure the following variables, in the same order as presented in the questionnaire:

- attitude toward complaining (ATC);
- whether he/she had experienced a problem with a service provider;
- the name of the service provider (open-ended);
- a brief description of the problem (open-ended);
- whether he/she complained and if so how the complain was made (open-ended), problem severity;
- company responsiveness;

- perceived justice;
- satisfaction with the service provider; and
- the behavioral variables (repatronage intentions, word-of-mouth, and complaining intentions).

Demographic questions, regarding gender, age, and education, were also provided at the end of the instrument (see the Appendix for a list of the scale items).

ATC was measured by four items (seven-point Likert scale, adapted from Blodgett *et al.*, 1993; Day, 1984; Voorhees and Brady, 2005; Wirtz and Mattila, 2004). These items were presented at the beginning of the instrument in order to reduce the influence of the emotions felt by the respondent when remembering his/her negative experience, a common procedure recommended for covariates (Wildt and Ahtola, 1976). Problem severity and company responsiveness were measured with single items, varying from not at all severe to very severe and not at all responsive to very responsive.

Perceived justice was measured as a unidimensional construct in the same way conducted by Blodgett *et al.* (1993), with four items adapted from these authors and from Goodwin and Ross (1992). We used a seven-point Likert scale, with the anchors “strongly disagree” and “strongly agree”. Due to questionnaire length, stability attributions were measured by a single item adapted from Smith and Bolton (1998). The respondent was asked how likely he or she thought it would be that a similar problem would occur in the future with the service provider he or she mentioned (not at all likely/very likely).

Satisfaction after the recovery effort was the next construct measured (four items, using a seven-point Likert scale with the anchors “strongly disagree” and “strongly agree”, adapted from Smith and Bolton, 1998) followed by repatronage intentions with this company (three items, using a seven-point Likert scale adapted from Smith and Bolton, 1998; Zeithaml *et al.*, 1996). After that, participants answered questions about their chances to engage in positive word-of-mouth, using three items adapted from Zeithaml *et al.* (1996) and Mattila (2004). Finally, respondents were asked about their future complaining intentions, measured by three items (Voorhees and Brady, 2005; Kim *et al.*, 2003).

After data collection, the analysis followed these steps:

- descriptive statistics for the demographic variables and content analysis for the open-ended questions;
- reliability and validity of the scale items; and
- estimation of model parameters, test of moderation and interpretation. Data analysis was performed using SPSS® 11.0 and AMOS® 4.0.

Results

Of the 204 participants, 111 (55 percent) were male and 92 (45 percent) female. Most of the respondents (106 or 52 percent) were under 25 years, followed by those in the 31–40 range (47, or 23 percent) and those in the 26–30 range (37, or 18 percent) and 13 (6 percent) older than 41. About half the sample were undergraduates (103, or 51 percent), followed by graduates (76, or 37 percent) and those who had just finished a college degree (23, or 11 percent).

Failed service encounters

A content analysis was performed on the open-ended questions evaluating service categories, types of service failure, and the actions taken by consumers as a consequence of the service failure. After a coding scheme

was developed, two external judges were used to independently categorize the responses. Judges were allowed to create new categories if they deemed it necessary. The mean level of agreement was 90 percent of all categorizations across the 204 surveys (minimum of 75 percent and maximum of 99 percent). Disagreement was resolved by discussion. This approach was similar to other service failure research (e.g. Holloway and Beatty, 2003; Pujari, 2004; Warden *et al.*, 2003; Zeelenberg and Pieters, 1999).

Table I presents the service categories and their frequency in this study. Most of the respondents (41 percent) presented problems in the telecommunications sector, followed by internet/computer service (10 percent), financial services (8 percent), repair services (8 percent) and others.

Regarding the types of service failures experienced, differences between bought service and delivered service represented the most commonly reported failure type, with 26.5 percent of the total, followed by payment problems (24.5 percent), delay in delivering the service (17 percent) and others (see upper Part of Table II).

In total, 192 (94 percent) respondents affirmed that they had complained about the problem experienced. Of these complaints, 77 percent were made directly to the company either by telephone/fax (51 percent), mail/e-mail/chat (8 percent) or personally (18 percent). Only 7 percent complained to a consumer agency. Fifteen percent did not specify the means by which they complained, but only reported that they had to complain to solve their problem (see lower part of Table II). In the content analysis of this question, multiple answers were allowed, as respondents could simultaneously complain to the company by different means, comment this to friends/relatives, and make a formal complain to the consumer agency.

In general, respondents perceived problem severity to be relatively high ($M = 5.82$, $SD = 1.49$) and company responsiveness as relatively low ($M = 2.63$, $SD = 1.71$). It is interesting to note that ANOVA tests showed that this evaluation of severity and responsiveness did not differ across the service categories or types of failure, meaning that, despite the heterogeneity of service failures and recoveries presented by respondents, these incidents are relatively similar in terms of perceived problem severity and company responsiveness.

Measurement properties

Reliability of the scales was assessed both by the internal consistency index, using Cronbach's α , and the composite

Table I Service categories with failed encounters

Service category	Frequency	Percentage
Telecommunications	84	41.2
Internet/computer services	21	10.3
Financial services (bank, credit card)	17	8.3
Repair/technical assistance	17	8.3
Transportation (both of people and goods)	15	7.4
Entertainment	10	4.9
Food	9	4.4
Stores (electronics, home utilities)	5	2.5
Medical services	4	2.0
Educational services	4	2.0
Others (public services, car wash, etc.)	18	8.8
Total	204	100

Table II Types of service failure and mechanisms used to complain

Service failure	Frequency	Percentage
Differences between bought service and delivered service	54	26.5
Payment problems	50	24.5
Excessive delay in delivering the service	35	17.2
Problems with product quality, return, technical assistance	18	8.8
Lack of flexibility and options for the customer	14	6.9
Lack of corrective and complete information	14	6.9
Difficulty in canceling services	11	5.4
Others	8	3.9
Total	204	100.0
<i>Mechanisms used to complain</i>		
To the company	169	77
Telephone/fax	111	51
Face-to-face	40	18
Mail/e-mail/chat	18	8
Consumer agency	15	7
Friends and relatives	3	1
Not specified	33	15
Total	220	100.0

Note: These categories were derived from the content analysis of three open-ended questions, which asked the customer to describe the failure experienced, whether he/she had complained, and if so, the mechanism of complaining. The total score is not the same between the two questions because multiple answers could be given for the mechanisms used to complain (i.e. some customers manifested more than one mechanism of complaining)

reliability, using confirmatory factor analysis (Fornell and Larcker, 1981). Results for these statistics are presented in the Appendix and indicate acceptable levels of reliabilities. ATC and future complaint intentions presented relatively lower values for reliability (0.65 and 0.55, respectively) and average variance extracted (0.38 in both constructs). These findings are in agreement with the difficulty in measuring and explaining consumer complaining responses, as documented in the literature (Bearden and Mason, 1984; Singh, 1988; Bloemer *et al.*, 1999; Zeelenberg and Pieters, 1999).

Because of this difficulty in measuring ATC with greater reliability, we tested two alternatives when computing the ATC score for the moderation analysis:

- a summated score using the two items that remained after the purification process; and
- the item with the highest loading.

As both procedures led to similar results, the first is presented. Likewise, the construct future complaint intentions was initially transformed to an observable variable, but as there were no changes in the main results (similar pattern in fit indexes and estimated parameters), we decided to keep this construct as latent with two indicators.

Correlations between constructs were higher in the satisfaction-repatronage intentions relationship (0.86) and the repatronage intentions-word of mouth link (0.84). But even in these cases, the average variance extracted (AVE) was

higher than the squared correlation, suggesting discriminant validity (see Table III).

A descriptive analysis of the constructs indicate that respondents presented low satisfaction with the company responsible for the service failure, perceived a low justice in the service recovery process, and found that a similar failure encounter was likely to happen again with the same company. As a consequence, they were unlikely to repurchase from the same company and recommend it to other consumers and more likely to engage in complaining behavior in the future (see means column in Table III).

Direct effects

H1-H5d were tested by checking the direction and significance of the regression coefficient in each relationship of the structural model (see Table IV). Severity of the problem affected satisfaction, supporting *H1* ($p < 0.05$) and indicating that the higher the perceived severity in the failure, the lower the customer satisfaction.

Recovery, on the other hand, did not present a significant direct effect on satisfaction ($p < 0.12$), not supporting *H2*. It will be presented in the next section that there was an influence of a moderating effect of ATC in the recovery \rightarrow satisfaction relationship.

The effects of perceived justice on satisfaction were positive and significant ($p < 0.001$), meaning that the more the consumer perceived the company as acting with justice and fairness, the more satisfied he/she would be. This result supports *H3*. The high value for the standardized coefficient ($\beta = 0.54$) suggests the importance of this variable as predictor of customer satisfaction in the situation of service failure/recovery.

H4a-H4c deal with the consequences of satisfaction after service failure/recovery. Consumers with higher satisfaction indicated a higher level of repatronage intentions ($\beta = 0.88$, $p < 0.001$) and word-of-mouth ($\beta = 0.79$, $p < 0.001$), supporting *H4a* and *H4b*. Also, customers with lower (higher) satisfaction were more (less) likely to complain ($\beta = -0.19$, $p < 0.05$), supporting *H4c*.

Stability attributions were not a significant antecedent of satisfaction ($p < 0.65$), failing to support *H5a*. A similar pattern was found in the influence of stability attributions on repatronage intentions ($p < 0.71$) and complaint intentions ($p < 0.10$), not supporting *H5b* and *H5d*. These results are similar to those found by Smith and Bolton (1998) in the hotel setting, although their investigation provided significant results in the restaurant setting. On the other hand, stability attributions had a significant effect on word-of-mouth ($\beta = -0.15$, $p < 0.001$), supporting *H5c* and indicating that customers who thought that the service failure was more (less) likely to happen again in the future had lower (higher) propensity to spread positive word-of-mouth about the company.

The variances explained in the endogenous constructs were higher in repurchase intentions (0.78), followed by word-of-mouth (0.71), satisfaction (0.57) and complaining intentions (0.07). This low R^2 in complaining intentions is similar to the study by Zeelenberg and Pieters (1999), who found $R^2 = 0.05$. Hence, our result is in agreement with this difficulty in predicting consumer complaining behavior, as already investigated in this literature (Singh, 1988).

Good fit indexes were found for CFI (0.96), RMSEA (0.07) and χ^2/df (2.06) and acceptable levels for GFI (0.89) and AGFI (0.84). We note that GFI and AGFI are slightly

Table III Means, standard deviations, correlations, squared correlations and average variance extracted

	M	SD	1	2	3	4	5	6	7
1. Satisfaction	3.08	1.53	0.77	0.72**	0.86**	0.79**	−0.25**	−0.17*	−0.25**
2. Perceived justice	3.11	1.69	0.52	0.52	0.67**	0.69**	−0.20**	−0.02	−0.31**
3. Repatronage intentions	2.73	1.82	0.73	0.44	0.86	0.84**	−0.16*	−0.02	−0.24**
4. Positive word-of-mouth	2.20	1.60	0.62	0.47	0.70	0.92	−0.15*	0.04	−0.35**
5. Future complaint intentions	5.41	1.60	0.06	0.04	0.02	0.02	0.36	0.14*	0.20**
6. Attitude toward complaining	4.38	1.46	0.03	0.00	0.00	0.00	0.02	0.38	0.07
7. Stability attributions	5.41	1.98	0.06	0.10	0.06	0.12	0.04	0.00	N/A

Notes: M, means; SD, standard deviations. Values on the diagonal are the average variance extracted (AVE) of each construct, values above the diagonal are the correlation and values below the diagonal are the shared variance. N/A, not applicable because a single item was used for this construct. All scales were measured using seven-point scales. * $p < 0.05$; ** $p < 0.01$

Table IV Parameter estimation for the direct effects

Hypothesis	Path	β	t-value
H1	Failure → Sat.	−0.11	−1.92*
H2	Recovery → Sat.	0.20	1.56
H3	Perc. Just → Sat.	0.54	3.61***
H4a	Sat → Rep. Int.	0.88	13.23***
H4b	Sat → WOM	0.79	12.99***
H4c	Sat → Comp. Int.	−0.19	−1.96*
H5a	Stab → Sat.	−0.03	−0.46
H5b	Stab → Rep. Int.	−0.02	−0.37
H5c	Stab → WOM	−0.15	−3.35***
H5d	Stab → Comp. Int.	0.15	1.63

Notes: β , standardized coefficient. Maximum likelihood (ML) estimation was used. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$. R^2 : Sat = 0.57; Comp. Int. = 0.07; WOM = 0.71; Rep. Int. = 0.78. Fit indexes: GFI = 0.89, AGFI = 0.84, $\chi^2/df = 2.06$, CFI = 0.96, RMSEA = 0.07

below the recommend threshold of 0.90 (Byrne, 2001), although CFI are higher than 0.90 and RMSEA lower than 0.08.

Moderating effects

The moderating effects predicted in H6a, H6b, and H6c were tested by multigroup analysis in structural equation modeling. The full sample was divided into two groups using a median split of the ATC scale, which is a common procedure in the literature (Bell and Luddington, 2006; Evanschitzky and Wunderlich, 2006; Voorhees and Brady, 2005). These two groups include those consumers less assertive to complaining (low ATC, $n = 89$) and those more predisposed to complain (high ATC, $n = 97$). The results are summarized in Table V.

There was a negative effect of satisfaction on complaint intentions only in the low ATC group. The chi-square difference test for both models, restricted and unrestricted, produced significant result ($\Delta\chi^2 = 18.98$, $\Delta df = 1$, significance = 0.000), supporting H6a and indicating that the influence of satisfaction on complaint intentions is stronger for consumers who have a low attitude toward complaining.

Likewise, a support was found for H6b, since the level of responsiveness in the service recovery had a positive influence on satisfaction for both groups, but with a significantly higher coefficient in the high ATC group ($\Delta\chi^2 = 58.65$, $\Delta df = 1$, significance = 0.000).

Table V Moderating effects of attitude toward complaining

Hypothesis	Path	Low ATC customers		High ATC customers	
		B	t	B	t
H6a	Sat → Comp. Int.	−0.46	−3.34**	0.03	0.26
H6b	Recovery → Sat.	0.36	4.78***	0.62	8.42***
H6c	Failure → Sat.	−0.16	−2.18*	−0.08	−0.78

Notes: B, unstandardized coefficient. Maximum likelihood (ML) estimation was used. Sample size: low ATC, $n = 89$; high ATC, $n = 97$. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

In contrast, when considering the relationship between failure and satisfaction, significance was found only for those consumers less predisposed to complain. For these low ATC customers, the higher the severity of the problem, the lower the satisfaction ($\Delta\chi^2 = 23.61$, $\Delta df = 1$, $p < 0.000$). This result does not support H6c.

An additional analysis, using ANOVA, tested whether satisfaction was different when comparing two groups:

- 1 consumers with low ATC who had complained ($n = 83$); and
- 2 consumers with high ATC who had complained ($n = 93$).

It could be predicted that the first group would present lower satisfaction and because of this they overcome their low propensity and acted as complainers (Singh and Pandya, 1991). But the result showed no significant difference in the mean scores ($M_{\text{low ATC}} = 3.23$; $M_{\text{high ATC}} = 2.89$; $F_{1,174} = 2.06$, $p < 0.153$). The same pattern was found for the other outcome variables (perceived justice, repatronage intentions, word-of-mouth and complaining intentions) and for the respondent evaluation of failure severity and company responsiveness.

Discussion, conclusions and managerial implications

Service failure and recovery is an important research subject in the services marketing literature. Although studies on this topic have investigated how customers react to service failure and recovery, as well as how situational variables affect satisfaction and repatronage intentions (Harris et al., 2006; Mattila, 2001; Maxham, 1998; Smith and Bolton, 1998), more recent research testing moderating effects has found mixed results, such as a significant role of company

responsiveness and a non-significant effect of attitude toward complaining (ATC) on the satisfaction-complaining intentions relationship (Voorhees and Brady, 2005).

In this context, the main purpose of this research was to test the moderating effect of ATC in the satisfaction-complaint intentions link, as well as in the relationships of failure-satisfaction, and recovery-satisfaction. By reviewing and integrating the relevant literature on service failure/recovery, we developed a conceptual model that:

- revisits relationships that have already been tested (e.g. direct effects between failure severity, company responsiveness, satisfaction, repatronage intentions, complaining intentions and word-of-mouth); and
- investigates the moderating effects of ATC.

Our findings indicate that failure severity and perceived justice influence satisfaction, which affects repatronage intentions, word-of-mouth, and complaint intentions. Our main contribution is to demonstrate that ATC is a significant moderator, especially considering the relationships of recovery → satisfaction and satisfaction → complaining intentions. The effect of service recovery on satisfaction was stronger for consumers with higher ATC. Figure 2 presents a summary of these results.

Satisfaction was not directly influenced by company responsiveness, except when considering the moderating effect of ATC (we discuss the moderating effects ahead). Significant direct effects included:

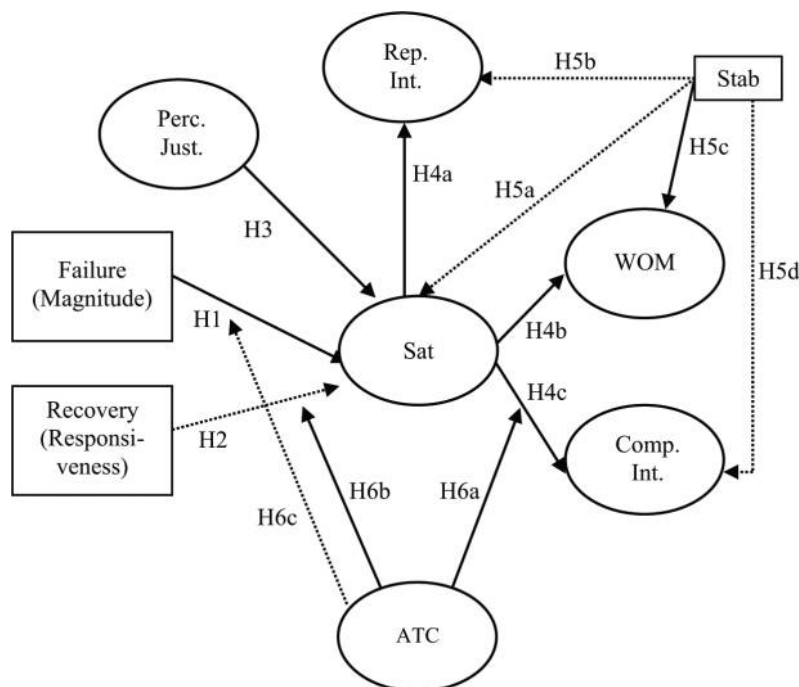
- the negative influence of failure severity on satisfaction (in agreement with Mattila, 1999);
- the positive influence of perceived justice on satisfaction, which is in agreement with previous research (Tax *et al.*, 1998); and

- the consequences of satisfaction, including a positive relationship with repatronage intentions and word-of-mouth, and a negative relationship with complaining intentions (consistent with Andreassen, 1999; Maxham and Netemeyer, 2002; Smith and Bolton, 1998; Voorhees and Brady, 2005).

Stability attributions did not have a significant effect on satisfaction and repatronage intentions, similar to the results found by Smith and Bolton (1998) in the hotel setting. The same non-significant pattern was found in the effects of stability attributions on complaining intentions. On the other hand, stability attributions had a significant influence on word-of-mouth, indicating that a customer's propensity to spread positive word-of-mouth was lower (higher) when he/she believes that the service failure is more (less) likely to happen again.

Although support was found for the direct effect of failure severity on satisfaction, a contrary result was found for the moderating effect of ATC in this relationship. We predicted that customers who were more likely to complain would have their satisfaction more affected by a service failure encounter. Results showed the opposite, that the relationship was significant only for the low ATC customers. This finding suggests that the satisfaction level of high ATC customers do not depend on the severity of the failure. A possible explanation may be that if these customers with higher propensity to complain are more likely to complain regardless of their satisfaction (as proposed by Voorhees and Brady, 2005, and as we found in *H6a*), negative influences on satisfaction seems not to be as important for them, as they are "ready" to complain. Another possible explanation is that customers who have high ATC may form their satisfaction

Figure 2 The research model – synthesis of results



Notes: Denotes relationships that were *not* supported.

→ Denotes relationships that were supported

differently from those with low ATC. Future studies should investigate this process further in the context of services failures.

Voorhees and Brady (2005) also found unexpected moderating effects of ATC, but on the link satisfaction → complaining intentions, and they called attention that future studies should reinvestigate these effects. We tested this hypothesis and found a significant result, corroborating what they had proposed, i.e. that customers with higher ATC are more likely to complain regardless of their level of satisfaction. And because of this, satisfaction is a stronger predictor of complaining intentions for customers with low ATC. Our study provided support for this proposition.

In agreement with predictions, the effect of company responsiveness on satisfaction was stronger for those consumers with high propensity to complain. This finding is strong evidence that company responsiveness is important for achieving customer satisfaction in a service recovery situation and it is even more important for those customers who are more likely to complain (high ATC). It is another evidence that ATC is an important moderator in the consumer reactions to service failure and recovery (Bodey and Grace, 2006; Voorhees and Brady, 2005).

One important finding for managers dealing with service failures and recoveries is the moderation effect of ATC. Results showed that the effect of service recovery on satisfaction was stronger for those consumers who have higher propensity to complain. This finding suggests that not only responsiveness is important for a provider to accomplish customer satisfaction in a context of service failure, but also that it is even more important for achieving satisfaction of those consumers who are more likely to complain (high ATC). Thus, managers dealing with failure/recovery situation could segment customers according to their ATC level. As those with high ATC are more likely to complain (e.g. to other customers and spread negative word-of-mouth), the company should create special mechanisms/channels to listen to these “loud” voices. Customers with low ATC should not be ignored, either. Managers should think that maybe they do not complain very easily because they switch service provider on the first incident of service failure. If so, managers should think about raising the switching costs of these customers, especially strengthening the provider-customer relationship in the affective dimension (Jones *et al.*, 2007).

Managers should also consider that customer perceived justice has a significant effect on satisfaction. Thus, managers should make every effort to guarantee to the customer a fair complaint handling process. This principle will be of great importance, as satisfied customers will be more likely to repatronage and engage in positive word-of-mouth. Also, if customers perceive that the experienced problem is not probable to occur again in the future, they will be more likely to engage in positive word-of-mouth. Thus, managers can also work on these stability attributions to make customers feel more confident in their service provider.

Our study provided results from a wide variety of service settings, contributing to external validity (generalizability) and to strengthen the implications of the results, both for academicians and managers. We note that no difference of the ATC score was found between the categories of the variables gender, age and education, meaning that these variables did not influence ATC. New studies could investigate if there are differences of ATC and complaint intentions across service industries and how these attitudes

and intentions are related to other variables of the context (e.g. switching cost). A limitation of our study is the cross-sectional design, in which predictor and response variables are measured at the same time. Future studies could consider the use of a longitudinal approach in order to check, for instance, how intentions of complaining behavior result in actual complaining behavior and what variables are related to this process.

Another limitation is the relatively low reliability found for the scales of attitude toward complaining and future complaining intentions, although similar findings have been presented in the literature (Bearden and Mason, 1984; Singh, 1988; Zeelenberg and Pieters, 1999), indicating the difficulty in measuring constructs related to consumer complaining behavior. Nevertheless, future studies should emphasize the development of more reliable scales for these constructs.

In general, the results presented here suggest that studies dealing with service failure and recovery should take into account consumer's attitude toward complaining (ATC) as a way to improve explanation in the proposed models and to understand the boundary conditions of the investigated relationships. Future studies should also investigate how service failure and recovery affect real consumer complaining behavior, instead of intentions of complaining behavior. For example, word-of-mouth could be fully investigated, including negative comments over a bad service provider and positive ones related to an excellent recovery. Also, new moderators should be included in the model (e.g. the availability of alternative service providers and different levels of switching costs), increasing its external validity further (Lynch, 1999).

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Appendix

Table AI Summary of construct measures

Construct/item	λ^a	t-value	R^2	α^b	CR ^c	AVE ^d
Attitude toward complaining (AtCompl)				0.61	0.62	0.31
When I am dissatisfied, it feels good to get my dissatisfaction off my chest by complaining	0.61	— ^e	0.37	0.65 ^f	0.65 ^f	0.38 ^f
It bothers me if I do not complain about an unsatisfactory purchase	0.67	5.02	0.45			
I am not reluctant to complain when I am unsatisfied with a purchase ^h	0.28	3.06	0.08			
In general, I am more likely to complain than most people I know	0.57	5.06	0.33			
Perceived justice (PerJust.)				0.68	0.69	0.40
Overall, the company action toward the problem was guided by a sense of justice	0.80	— ^e	0.65	0.74 ^f	0.76 ^f	0.52 ^f
The company was arbitrary in the way it solved the problem (R) ^h	0.19	2.46	0.04			
The company used the logic to solve the problem	0.79	7.33	0.62			
Overall, the way the problem was solved by the company was not fair (R)	0.54	6.52	0.29			
Satisfaction after service recovery (Sat.)				0.93	0.93	0.77
Based on this experience, how do you evaluate your decision to choose this service provider?						
A terrible choice – a wonderful choice	0.82	— ^e	0.67			
I am very unsatisfied – I am very satisfied	0.88	15.29	0.77			
Service is awful – Service is great	0.86	14.88	0.75			
I feel very unhappy with this service – feel very happy with this service	0.94	16.79	0.88			
Repatriation intentions (Rep. Int.)				0.94	0.95	0.86
After this experience with this company, what are the chances that you:						
Choose this company the next time you need	0.86	— ^e	0.74			
Keep using the services of this company	0.96	20.60	0.91			
Use the services of this company more often in the future	0.97	21.11	0.94			
Positive word-of-mouth (WOM)				0.97	0.97	0.92
After this experience with this company, what are the chances that you:						
Say positive things about this company to other people	0.91	— ^e	0.84			
Recommend to friends and relatives that they use the services of this company	0.98	28.90	0.97			
Recommend this company if someone ask you information.	0.98	28.09	0.95			
Future complaint intentions (Comp. Int.)				0.46	0.50	0.26
If the problem you cited happens to you again, what are the chances that you:				0.53 ^f	0.55 ^f	0.38 ^f
Forget the problem and do not complain more (R) ^h	0.04	— ^e	0.00			
Complain directly to the company ^h	0.38	0.44	0.14			
Tell your friends and relatives about your bad experience	0.84	0.44	0.70			
Make a formal complaint to the consumer agency	0.46 ^g	0.44	0.21			

Notes: ^aStandardized factor loading; ^bCronbach's α ; ^ccomposite reliability; ^daverage variance extracted; ^eitem was fixed to 1 to set the scale; ^frecomputed values after scale purification; ^gafter excluding the first two items from this scale the factor loadings for the two remaining items were 0.62 and 0.61, respectively; ^hitem excluded in the purification process; (R) reverse coded items. Global goodness of fit statistics: before purification $\chi^2 = 365.63$, $df = 242$, $\chi^2/df = 1.51$, GFI = 0.88, AGFI = 0.84, CFI = 0.96, RMSEA = 0.05; after purification $\chi^2 = 209.143$, $df = 156$, $\chi^2/df = 1.34$, GFI = 0.91, AGFI = 0.87, CFI = 0.98, RMSEA = 0.04

About the authors

Celso Augusto de Matos received his PhD from the Federal University of Rio Grande do Sul, Brazil. He is a Lecturer in the Unisinos Business School, UNISINOS, Rio Grande do Sul, Brazil. His research interests are consumer behavior in services, word-of-mouth communication, and marketing research. His research has been published in *Journal of the Academy of Marketing Science*, *Journal of Service Research*, *Journal of Consumer Marketing*, and *International Journal of Consumer Studies*. Celso Augusto de Matos is the corresponding author and can be contacted at: celsomatos@yahoo.com.br

Carlos Alberto Vargas Rossi is a Professor of Marketing at the School of Management, Federal University of Rio Grande do Sul, Brazil (PPGA-EA-UFRGS). His research interests are in the areas of consumer behavior and marketing theory. His research has been published in *Journal of the Academy of*

Marketing Science, *Journal of Service Research*, *Journal of Consumer Marketing*, *International Journal of Consumer Studies*, and at the ACR, AMA, and EMAC conferences.

Ricardo Teixeira Veiga is a Professor of Marketing at the Federal University of Minas Gerais, Brazil (CEPEAD-UFMG). His research interests include services marketing, tourism research, and theories of attitudes. His research has been published in Academy of Marketing Science conferences and in a number of Brazilian journals and proceedings.

Valter Afonso Vieira received his PhD from the Universidade de Brasília (UnB). He is a lecturer at the Universidade Federal do Paraná (UFPR), Brazil. His research interests are in services marketing, relationship marketing and marketing research. His research has been published by *Journal of Fashion Marketing and Management*, *Brazilian Administration Review*, the Association for Consumer Research (ACR) and in a number of Brazilian journals and proceedings.

Executive summary and implications for managers and executives

This summary has been provided to allow managers and executives a rapid appreciation of the content of the article. Those with a particular interest in the topic covered may then read the article in toto to take advantage of the more comprehensive description of the research undertaken and its results to get the full benefit of the material present.

You get a service which turns out to be not up to the standard you paid for, and you complain. The louder the better maybe. After all, there's got to be some truth in such sayings as "He who shouts loudest gets heard" and "The wheel that squeaks the loudest is the one that gets the grease". Or has there? Maybe not. For every popular saying offering basic truths, there's usually one with an opposing message – such as "There are times when silence has the loudest voice".

Which is why service providers need to walk a fine line between the very different groups of people who make up that bigger group we call our customers. Managers need to know how to tell the difference between attitudes. True, the loud voices of the customers who are more likely to complain and spread negative word-of-mouth need to be heard and their complaint rectified swiftly, but attention must also be paid to the silent, but just as (or maybe more) damaging, ones who feel their best course of action is not to complain but to go to another provider. A "don't get mad, get even" attitude among your customers is definitely undesirable.

But it is often a matter of attitude towards what's upset them and attitude to how the matter might best be dealt with. Managers need to find out as best they can about different people with different attitudes. Also, in common with many aspects of business/customer relationships, perceived fairness is very important to customers – and so it should be. Everyone makes mistakes, services providers included, but they're more easily forgiven if what happens next is seen as being a fair and timely response. Again, it comes down to attitudes.

However, there have been conflicting results in research into attitudes, with some studies finding that complaining behavior is significantly more (less) likely for consumers with higher (lower) ATC, and others finding that ATC is, on the contrary, not a significant predictor of repatronage intentions and word-of-mouth.

In "Consumer reaction to service failure and recovery: the moderating role of attitude toward complaining" Celso Augusto de Matos *et al.* test the moderating effect of consumer attitude towards complaining (ATC) in the satisfaction-complaint intentions link, as well as in the relationships of failure-satisfaction, and recovery-satisfaction. They develop a conceptual model that revisits relationships that have already been tested (e.g. direct effects between

failure severity, company responsiveness, satisfaction, repatronage intentions, complaining intentions and word-of-mouth) and investigates the moderating effects of ATC.

With findings indicating that failure severity and perceived justice influence satisfaction, which affects repatronage intentions, word-of-mouth, and complaint intentions, their main contribution is to demonstrate that ATC is a significant moderator, especially considering the relationships of recovery towards satisfaction and satisfaction towards complaining intentions. The effect of service recovery on satisfaction was stronger for consumers with higher ATC.

In other words, discovering which of your customers are more predisposed towards seeking redress for dissatisfaction is important. Results showed that the effect of service recovery on satisfaction was stronger for those consumers who have higher propensity to complain. This suggests that not only responsiveness is important for a provider to accomplish customer satisfaction in a context of service failure, but also that it is even more important for achieving satisfaction in those consumers who are more likely to complain (high ATC). Thus, managers dealing with failure/recovery situation could segment customers according to their ATC level. As those with high ATC are more likely to complain (e.g. to other customers and spread negative word-of-mouth), the company should create special mechanisms/channels to listen to these "loud" voices. But customers with low ATC should not be ignored, either. Managers should think that maybe they do not complain very easily because they switch the service provider on the first incident of service failure. If so, managers should think about raising the switching costs of these customers.

In general, the results suggest that studies dealing with service failure and recovery should take into account consumer's attitude toward complaining (ATC) as a way to improve explanation in the proposed models and to understand the boundary conditions of the investigated relationships.

Managers should consider that customer perceived justice has a significant effect on satisfaction. Consequently, they should make every effort to guarantee to the customer a fair complaint-handling process. This principle will be of great importance, as satisfied customers will be more likely to stay as customers and engage in positive word-of-mouth. Also, if customers believe that the problem they've experienced is not likely to happen again, they are more likely to engage in positive word-of-mouth. Note to managers: do whatever's needed to give your customers more confidence in you.

(A précis of the article "Consumer reaction to service failure and recovery: the moderating role of attitude toward complaining". Supplied by Marketing Consultants for Emerald.)

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