國立交通大學

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博 士 論 文
No.033

人格特質在網路消費者抱怨行為及服務補救期望上

所扮演之角色

The Role of Personalities in Online Consumer

Complaint Behavior and Service Recovery Expectation

研 究 生：張巧真

指導教授：黃仁宏　教授

中 華 民 國 九 十 七 年 四 月

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國 立 交 通 大 學

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博 士 論 文

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摘　　　要

　　過去許多研究多半在探討一般實體商店的消費者抱怨行為及服務補救之議題，顯少有學者針對網路服務疏失對消費者抱怨行為及其服務補望期望的影響作進一步的探討。本研究以網路服務疏失為背景，針對消費者個人的人格特質是否會對抱怨行為及服務補救期望造成調節效果加以探討。研究問卷發放 320 份於曾使用網路購物的消費者，詢問填答者對網路服務疏失發生時，其抱怨行為的可能反應，及對業者所做的服務補救之看法。由 ANOVA 分析指出，在程序型的服務疏失發生時，A 型且為外控人格的消費者較易有主動向業者抱怨的行為產生，並且會期待業者給予心理上的服務補救方法來降低其不滿意的程度；另一方面，在結果型的服務疏失發生時，A 型且為外控人格的消費者則傾向於從事積極性抱怨行為，並且希望業者能運用實質補償的服務補救方法來挽回消費者。此外，根據研究結果提出理論上及實務上之建議。

關鍵詞：A 型人格、內外控、服務疏失、抱怨行為、服務補救。

The Role of Personalities in Online Consumer Complaint Behavior and Service Recovery Expectation

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Abstract

Although service failure and recovery issues have received considerable attention in the literature, these topics have received only limited attention in the context of online retailing. This study investigates the relationship between type of service failures in online environment and their effect on consumer complaint behaviors and service recovery expectations. In addition, we explore the impact of personality factors — in terms of Type A behavior patterns and external locus of control — on the relationships between e-service failures with consumer complaint behaviors and service recovery expectations. Data were collected by using a questionnaire from 320 respondents. Results of ANOVA analysis show that e-service process failures are more likely than e-service outcome failures to lead to voice responses of consumer complaint behaviors. For e-service process failures, consumers with Type A/External locus of control are more inclined to voice their dissatisfaction and more likely to expect an apology than are other types of consumers. For e-service outcome failures, they are more prone to present private responses and third-party responses than to voice their dissatisfaction and more likely to ask for a monetary service recovery than for a psychological service recovery. Practical and research implications are offered.

Keywords: Type A Behavior Pattern, Locus of Control, e-Service Failure, Consumer Complaint Behavior, Service Recovery.

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張巧真（Aka）

于　人間四月天

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Chapter 1 Introduction

1.1 Research Background

With the emergence of the Internet as an important channel, traditional brick-and-mortar retailers are also forced to offer their products on the Internet. Service failures are inevitable even in the best-run online retailers. They may be quite different from the problems typically at the root of traditional service failures, such as delivery problems and online credit card security problems. However, failure problems can be categorized as process failures and outcome failures, differentiated by how the customer receives the core service and what the customer actually receives from the core service (Smith, Bolton, & Wagner, 1999; Mohar & Bitner, 1995; Hoffman, Kelly, & Rotalsky, 1995).

Empirical evidence has confirmed that consumers would have a different response to certain types of failures because e-service processes and e-service outcome failures influence different categories of loss (Smith, Bolton, & Wagner, 1999). After experiencing an e-service failure, consumers would evaluate their loss by mental accounting and respond accordingly. In particular, consumers may perceive bad feelings from emotional loss (or social loss), e.g., a self-esteem injury, or economic loss, e.g., consumers' rights are lost. Therefore, online retailers not only have to understand how different e-service failure types affect consumer complaint behaviors, but also need to put forth service recovery efforts to reduce consumer complaints (Holloway & Beatty, 2003). Typically, a psychological service recovery (i.e., an apology) and a monetary service recovery (i.e., a remedy) can meet a dissatisfied consumer's needs and expectations (Schweikhart, Strasser, & Kennedy; 1993). We develop an analytical model in this paper to ascertain the influence of e-service failures on consumer complaint behaviors and service recovery expectations.

1.2 Research Objective

From a managerial perspective, learning how to perform effective service recovery based on type of customer is even more valuable. Individual differences in personality act to influence behavior across a diverse array of situations and are expected to be related to the responses of complaint behaviors and service recovery expectations after complaining. The research aims to shed light on the moderating effects of personalities on the relationships between e-service failures with consumer complaint behaviors and service recovery expectations.

1.3 Organization of the Dissertation

This dissertation is organized in the following manner, as showed in Figure 1: Chapter 1 presents the motive and objective of the study. Chapter 2 reviews the relevant literature, thus forming a conceptual framework and hypotheses. Chapter 3 gives a brief introduction of methods. Chapter 4 shows the results of the study. Chapter 5 provides the detailed discussion for this study.

Chapter 1 Introduction
- Research Background
- Research Objective

Chapter 2 Literature Review
- E-service Failures
- Consumer Complaint Behaviors
- Service Recovery Expectations
- Moderating Role of Personalities

Chapter 3 Methodology
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- Research Design
- Sample and Procedure
- Measures

Chapter 4 Results
- Relationships with Consumer Complaint Behaviors
- Relationships with Service Recovery Expectations
- Relationships with Personalities

Chapter 5 Discussion and Implications
- Managerial Implications
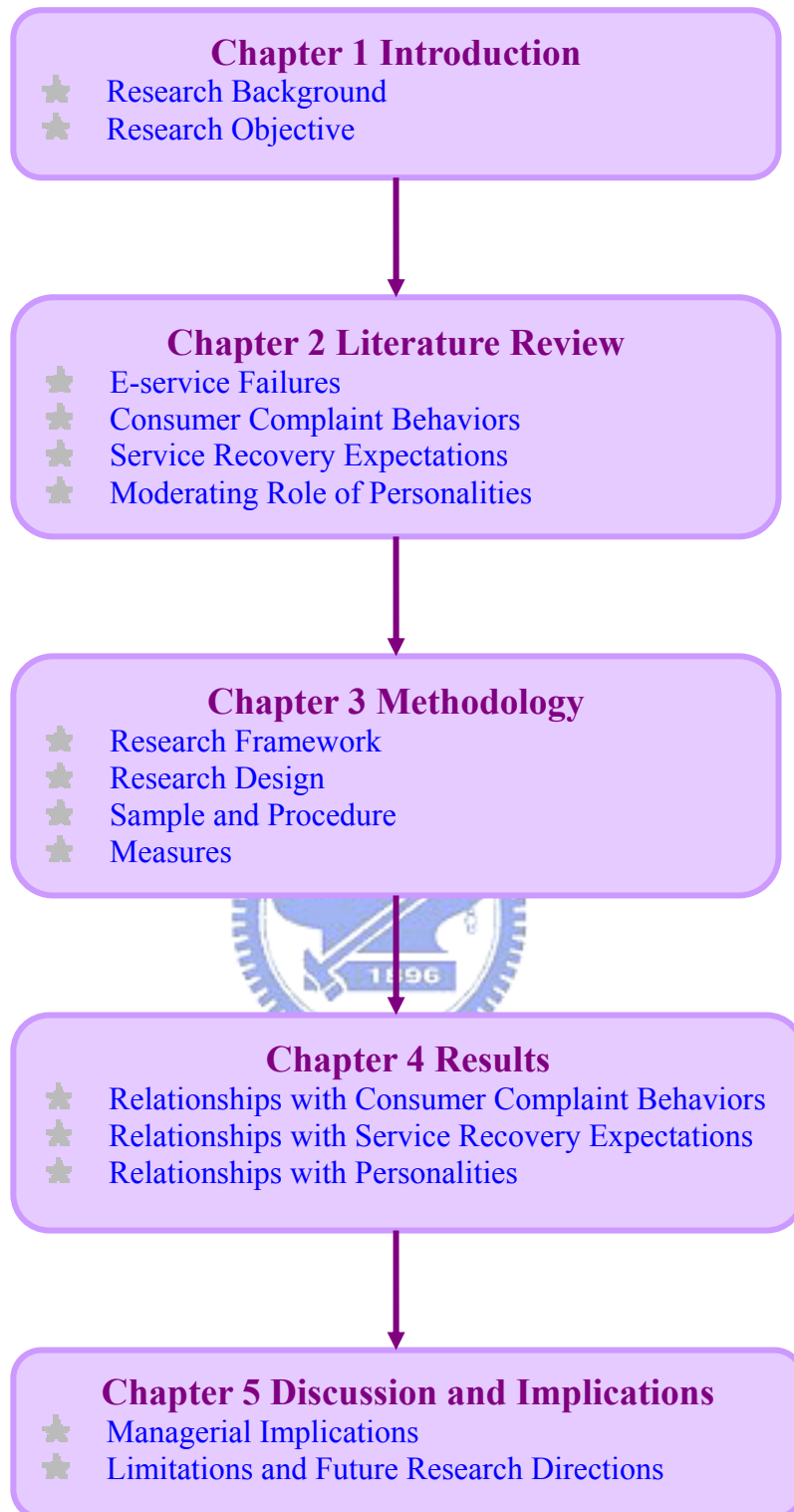- Limitations and Future Research Directions

Figure 1. Research flow chart

Chapter 2 Literature Review

This chapter reviews the theoretical background of service failures and e-service failures. Reviews of customers' responses to dissatisfaction and service recovery strategies are presented. Other concepts discussed include the personalities in terms of Type A behavior pattern, locus of control, and the moderating role of personalities.

2.1 E-Service Failures

A major service failure is defined as a mistake, problem or error that occurs in the delivery of the service (Bitner, Booms, & Tetreault; 1990; Colgate & Norris, 2001; Hoffman, Kelley, & Rotalsky, 1995). Service failures can occur anytime during the customer's relationship with a service provider (Kelley & Davis, 1994). Such failures resulted in significant costs to the retailers, such as lost customers and negative word of mouth (Bitner, Brown, & Meuter, 2000; Mattila, 2001), reduced customer loyalty (Shankar, Smith, & Rangaswamy, 2003), and service switching (McCollough, Berry, & Yadav, 2000; Roos, 1999). Although these studies have examined mutual customer evaluations, none has employed an analytical framework for dealing with the types of service failures that may exist in the relationships with consumer complaint behaviors and service recovery expectations.

Service failures cause loss of customers, which must be of concern to companies — especially within the online environment, where it is relatively easy to switch to another vendor (Goetzinger, Park, & Widdows; 2006). Holloway and Beatty (2003) observed significant online failure problems. These include delivery problems, web site design problems, customer service problems, payment problems, security problems, miscellaneous, and other problems. Among the problems, some service failures existed in the online context only. Examples include deferred delivery problems and complex online service communications.

The services marketing literature classifies two types of service encounter failures: process and outcome (Hoffman, Kelley, & Rotalsky, 1995; Mohr & Bitner, 1995; Smith, Bolton, & Wagner, 1999). The process perspective involves how consumers receive the service; that is, the manner in which it is delivered (Gronroos, 1988; Parasuraman, Ziethaml, & Berry, 1985). The outcome context of a service encounter contains what consumers actually receive from the service.

Further, social exchange indicates that exchange relationships should be balanced; indeed, resources should be exchanged in an equilibrium amount (Walster at al., 1978). Service failures can bring about a disequilibrium amount in the exchange relationship between retailers and customers (Jayasimha, Nargundkar, & Murugaiah; 2007). To restore equilibrium, the retailers must offer the customers a gain of an amount sufficient to cover the loss (Yi & Lee, 2005). Among the disequilibrium exchanges, process failures give rise to symbolic exchanges such as status, esteem, or empathy, whereas outcome failures result in utilitarian exchanges such as money, goods, or time (Bagozzi, 1975; Smith, Bolton, & Wagner, 1999). In other words, in the event of e-service process failures, the delivery of the core service is flawed or deficient in some way. For instance, the customer forms a bad attitude toward an online retailer because of the unresponsiveness on the part of the retailer when the customer attempts to contact the retailer. In such instances, the failures result in customers' negative mental perception, which is a symbolic exchange. In the event of e-service outcome failures, the organization does not fulfill the basic service need or perform the core service. For example, an item the customer ordered online is unavailable for delivery because of a stock-out. It has been considered that this is connected with physical damage to a consumer's property or right during the purchase experience, related to utilitarian exchanges. Due to different failure types that generate different damaged effects this work anticipates that

service failure types influence consumer complaint behaviors and service recovery expectations.

2.2 Consumer Complaint Behaviors

Consumer complaint behavior is defined as any expression of dissatisfaction with the service providers' service, product, advertisement or policy by oral or written communication that requires some action by the service provider beyond the initial contact (Day, 1977; Singh, 1988). Crie (2003) pointed out that consumer complaint behavior really constitutes a subset of all possible responses to dissatisfaction around a purchase experience, during consumption or during possession of the good (or service). A dissatisfied customer may use multiple options when responding to complaints; the options are not mutually exclusive (Blodgett, Hill, & Tax, 1997).

Numerous attempts have been made to categorize the possible responses to consumer dissatisfaction (Bearden & Teel, 1980; Best & Andreasen, 1977; Day, 1984; Singh & Howell, 1985). Day and Landon (1977) indicated consumer complaint behavior as a two-step process, where the first level distinguishes behavioral responses from non-behavioral responses, and the second level groups behavioral responses into either public or private responses. Over the years, some efforts have been made regarding some modifications on the actions of dissatisfied consumers. Singh (1988) took a further step and found empirical support for the dimensional taxonomy in which the response of consumer complaint behaviors could be generally viewed as falling into one of three categories: voice responses, private responses, and third-party responses. Voice responses were directed to objects that are external to the consumer's social circle and were directly involved in the dissatisfying exchange (e.g., seeking redress from the seller); private responses were those in which the objects are not external to the consumer's social circle and were not directly involved in the dissatisfying experience (e.g., word-of-mouth communication or exit); and third-party responses included

objects that were external to the consumer but not directly involved in the unsatisfying transaction (e.g., reporting to a consumer agency or taking legal action). Generally, four sets of responses can be summarized from the literature.

First, a dissatisfied consumer can take no actions following a bad buying experience. Doing nothing or not repurchasing a firm's products or services were legitimate responses to dissatisfaction (Day, 1984; Day et al., 1981; Richins, 1983). Singh (1990) classified consumers engaging in such behavior as "passive".

Second, consumers can also take some form of private action. Phau and Sari (2004) indicated that private actions referred to actions involving only people inside the consumer's group in informal ways. This may include changing the brand/supplier, ceasing to use the product or service, or warning family and friends. Private actions were more likely to be driven by "getting even and punitive aims" (Singh & Wilkes, 1996). This group was classified as "voices" (Singh, 1990).

Third, consumers can take some form of public action. Public actions involved people and organizations outside the consumer's group in more formal ways (Phau & Sari, 2004). The main purpose of these consumer complaints was to "recover economic loss by getting an exchange or a refund and rebuild self-image" (Krapfel, 1985). This group was classified as "irates" (Singh, 1990).

Finally, consumers can take a variety of different private and public actions. Consumers may blame sellers and manufacturers for their unsatisfactory product or service (Phau and Sari, 2004). This last group was classified as "activists" (Singh, 1990).

E-service failures bring about different consumer complaint responses depending on what loss occurred. Smith, Bolton and Wagner (1999) found that e-service process failures would influence personal social resource (e.g., status, esteem) loss, whereas e-service outcome failures would bring about customer's economic loss (e.g., the loss of time or

money).   In contrast to e-service outcome failures, we predict that e-service process failures tend to lead to consumers' voice responses (e.g., customers express their dissatisfaction to online retailers) because they need to maintain their self-respect and request the retailer to improve after complaining. In addition, e-service outcome failures might increase the consumer's purchasing cost and concern with their economic loss, which directly leads to customer switching behavior (McCollough, Berry, & Yadav, 2000; Roos, 1999). We infer that if consumers encounter e-service outcome failures, they will not give a second chance to online retailers and will refrain from their complaint behaviors. Thus, the first hypothesis is proposed:

Hypothesis 1. E-service process failures would be more likely than e-service outcome failures to lead to voice responses of complaint behaviors.

2.3 Service Recovery Expectations

As stated earlier, e-service failure is bound to occur at some point in time for online retailers in the online service industry. Though it is unlikely that online retailers can eliminate all e-service failures, they can learn to effectively respond to failures once they do occur. This response is often referred to as service recovery. It is defined as the process by which a service provider attempts to rectify a service delivery failure (Kelley & Davis, 1994). Goetzinger, Park and Widdows (2006) showed that although service failures and complaints are a challenge, the service provider can also view it as an opportunity if treated correctly.

In order to provide subsequent service recoveries, online retailers should adopt a customer's perspective and not merely a provider's perspective — inasmuch as adequate service expectations were highlighted as "the level of service the customer will accept" (Zeithaml, Berry, & Parasuraman; 1993). From a customer's perspective, service recovery expectation is defined as "the method by which the subject believes the service failure should be solved" (Harris, et al., 2006, p. 427). Service recovery expectations consist of consumer

predictions of how effectively the service provider will resolve service failures once they occur (Kelley & Davis, 1994). Effective service recovery will prevent customer defections, enhance customer satisfaction, increase repurchase intentions, and build customer relationships (Fornell & Wernerfelt, 1987; Spreng, Harrell, & Mackoy, 1995).

Many attempts have been made to categorize the service recovery (Kelley, Hoffman, & Davis; 1993; Kelley & Davis, 1994; Hui & Au, 2001). Kelley, Hoffman and Davis (1993) focused on the classification of the recoveries reported by the retailer's respondents. These recovery strategies included discount, correction, manager/employee intervention, correction plus, replacement, apology, refund, customer initiated correction, store credit, unsatisfactory correction, failure escalation, and nothing. They found that the higher recovery effect came from discount strategy, and the lower recovery effect came from the nothing strategy. Hoffman and Kelley (1996) classified the service recoveries in the service encounters as compensatory, refund, replacement, corrective, managerial intervention, apologetic, and disregard. Lewis and McCann (2004) examined a hotel's effective service recovery listing of ten recovery actions, showing that an apology was the most commonly used strategy. Schweikhart et al. (1993) indicated that the recovery activities undertaken during the immediate and follow-up recovery phases took two forms: psychological and tangible. Hart, Heskett and Sasser (1990) proposed that service recovery can involve compensation, response speed, and apology. Levesque and McDougall (2000) suggested that service recovery strategies typically consisted of three types of actions that are used either singly or in combinations: (1) apologize (acknowledging the problem), (2) assistance (fixing the problem), and (3) compensation (paying for the costs of the problem). Smith and Bolton (1998) manipulated three levels of compensation and two levels of apology (present or not present) to measure the expected service failure recovery. Boshoff (1999) developed an instrument (RECOVSAT) that measures satisfaction with transaction-specific service recovery, including

communication, empowerment, feedback, atonement, explanation, and tangibles. Therefore, the recovery efforts are generally categorized into two main forms: psychological (e.g., an apology) and monetary compensation (e.g., a remedy). The most common and frequently used service recovery actions are apology and remedy (Bitner, Booms, & Tetreault, 1990; Hart et al., 1990; Hoffman, Kelley, & Rotasky, 1995).

Smith, Bolton and Wagner (1999) found that customers evaluate recovery efforts differently depending on whether a failure occurred in the service process (i.e., the service delivery) or in the service outcome (i.e., the core service). If a service failure leads to social resource loss, they will prefer to receive a social resource as part of a psychological recovery effort (e.g., an apology). If a service failure leads to a loss of economic resources, they will want to receive a monetary recovery effort (e.g., a remedy). The following hypotheses are proposed:

Hypothesis 2a. For e-service process failures, dissatisfied consumers would expect a psychological service recovery more than a monetary service recovery.

Hypothesis 2b. For e-service outcome failures, dissatisfied consumers would expect a monetary service recovery more than a psychological service recovery.

2.4 Moderating Role of Personalities

To understand why consumers behave the way they do, it is important to look at what factors affect individuals' subsequent behaviors. For example, personality characteristics have been found to be important within the realms of consumer behavior (Bodey & Grace, 2006). Previous research has linked personality with complaint behavior. For instance, Bodey and Grace (2007) indicated that intrinsic factors, such as personality traits, are instrumental in affecting the degree of complaints. Complainers have been characterized as more risk assertive (Richins, 1983), more aggressive (Richins, 1983; Keng, Richmond, & Han, 1995; Bennett, 1997), more self-monitoring (Bearden & Crockett, 1981), more self-confident

(Gronhaug & Zaltman, 1981), and more individualistic (Keng, Richmond, & Han, 1995) than those who do not complain. These overall characteristics can be described as Type A personalities (Bennett, 1997).

Type A Behavior Pattern (TABP)

TABP has its origin in Friedman and Rosenman's (1974) description of behaviors made from observations carried out in the 1950s. A Type A behavior pattern is characterized by competitive-achievement striving, time urgency, hostility-aggression, and impatience (Keltikangas-Jarvinen & Jokinen, 1989; Nay & Wagner, 1990). Among the characteristics included in TABP were: competitiveness, aggressiveness, irritability, work orientation, worrying about deadlines, and urgency. Behaviors that were highly characteristic of Type A included rapid speech, frequent interruptions of others, and polyphonic activity (e.g., doing several things at once). Conversely, Type B characteristics were found to exhibit the opposite pattern of personality traits and behaviors (Jex et al., 2002). Several studies have confirmed that Type A people are much more likely than are Type B people to lose their tempers and/or take on aggressive encounters (Baron & Byrne, 1994; Berman, Gladue, & Taylor, 1993; Jex et al., 2002). In the complaint behavior context, Type A person might be considered more likely than the Type B person to engage in aggressive complaints, although how he or she will interact with the supplying company after complaining is unclear (Bennett, 1997).

Locus of Control (LOC)

Originally developed within the framework of Rotter's (1954) social learning theory, the locus of control construct refers to the degree to which an individual believes the occurrence of reinforcements is contingent on his or her own behavior. The factors involved with reinforcement expectancy are labeled as "external" and "internal" control. Internal locus of control refers to the perception of positive or negative events as being a consequence of one's own actions and thereby under one's own personal control, while external locus of control

refers to the perception of positive or negative events as being unrelated to one's own behavior in certain situations and thereby beyond personal control.

As a general principle, the locus of control variable may be thought of as affecting behavior as a function of expectancy and reinforcement within a specific circumstance (Carlise-Frank, 1991). For example, Busseri, Lefcourt and Kerton (1998) proposed that shoppers with internal locus of control may come to view successful shopping as less difficult than would externally-oriented shoppers. Externally-oriented shoppers evaluated negative service encounters more unfavorably than did internally-oriented shoppers. Consumers with external locus of control believed in fate, luck or chance and relied on the power of others, and thus were likely to hire legal professionals to address the failed service (Rinehart, 1998). In short, consumers with external locus of control inherently have a more negative effect on attitude toward the service firm than will consumers with internal locus of control (Gotlieb et al., 2004). In the context of service failures, consumers with external locus of control would reinforce the negative attitude.

A Typology Resulting from Type A/B and External/Internal locus of control

Kirkcaldy et al. (1993, 1994) propose the four-fold classification of A/B and E/I: Type A/External locus of control, Type A/Internal locus of control, Type B/External locus of control, and Type B/Internal locus of control.

1. Type A/External locus of control: This group consists of people who are clearly deeply frustrated types. Although competitive, achievement-oriented, aggressive and frenetic, they believe this success is beyond their control; it is either in the hands of fate or powerful others.

2. Type A/Internal locus of control: The combination of Type A, achievement-orientation and competitiveness with internality is likely to make these people relatively satisfied; they believe that with effort and ability they can achieve what they want.

3. Type B/External locus of control: These types are likely to feel relatively helpless or hopeless. They are not competitive or achievement-oriented, possibly because they believe success in life is frequently a matter of chance or fate.

4. Type B/Internal locus of control: These types are not particularly achievement-oriented and striving, yet have a strong feeling that they are in control in their lives. Thus they are likely to be relaxed.

From an applied point of view, consumers with Type A/External locus of control are clearly deeply frustrated types (Kirkcaldy, Cooper, & Furnham, 1999) and anxiety-oriented (Novack & Sassenrath, 1980). Although e-service failures lead to consumer complaint behaviors, some people would keep silent and others would engage in aggressive responses. When consumers complain to retailers, the group of Type A/External locus of control would be inclined to be nervous. Their responses may be more aggressive than the others. We expect that the group consumers would reinforce the significant effects produced by the relationship between e-service failures and service recovery expectations. Indeed, they need a

psychological service recovery from retailers to redeem their social resource loss from e-service process failures; they also expect a monetary service recovery to restore their economic loss from e-service outcome failures. Thus, we also predict that Type A/External locus of control group would experience greater stress and have less satisfaction than would other groups when they perceive dissatisfaction from service failures. That is, personalities of Type A/External locus of control would intensify their consumer complaint behaviors and service recovery expectations. The hypotheses are proposed:

Hypothesis 3a. When e-service process failures occur, customers with Type A/External locus of control are more likely to engage in voice responses of complaint behaviors than others.

Hypothesis 3b. When e-service outcome failures occur, customers with Type A/External locus of control are more likely to engage in private responses of complaint behaviors than others.

Hypothesis 3c. When e-service outcome failures occur, customers with Type A/External locus of control are more likely to engage in third-party responses of complaint behaviors than others.

Hypothesis 4a. In the context of e-service process failures, dissatisfied consumers with Type A/External locus of control are more likely to expect a psychological service recovery than others.

Hypothesis 4b. In the context of e-service outcome failures, dissatisfied consumers with Type A/External locus of control are more likely to expect a monetary service recovery than others.

Chapter 3 Methodology

This chapter presents the research framework and describes the research design and the procedures used to achieve the research objectives. The first section develops the research framework based on previous literature. The second section reviews research methods for the study of service recovery and presents the research design for the study. The third section discusses the population and sample for the study. The fourth section discusses instrument development, measurement of variables, and a description of the test. Descriptions of the data collection procedures and data analyses are then presented.

3.1 Research Framework

Figure 2 introduces a research framework, depicting the relationships between e-service failures with consumer complaint behaviors and service recovery expectations. The first part of the framework discusses the e-service failure types. The second part of the framework indicates the relationship between e-service failures and consumer complaint behaviors. The third part of the framework emphasizes the personality traits of Type A and locus of control. These traits are selected because they are theoretically related to consumer complaint behaviors and service recovery expectations. The moderating effects of Type A and locus of control of customers are also discussed.
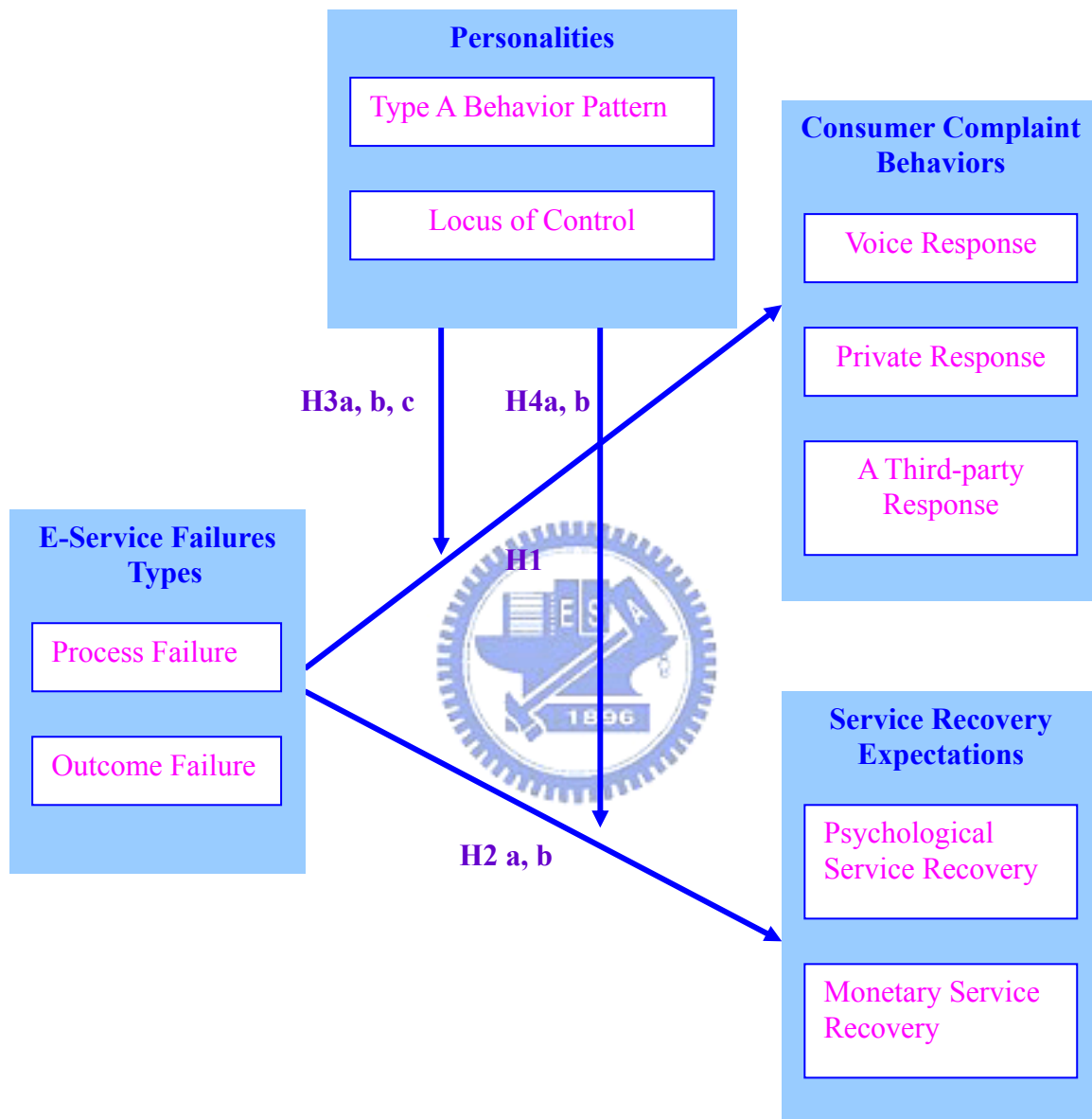
Figure 2. Research framework

3.2 Research Design

A two-group quasi-experimental research design was used in an effort to capture the difference in e-service failure types. Respondents in Group 1 evaluated an e-service process failure and completed a questionnaire regarding what complaint behavior they would react with and what recovery they would expect from online retailers. In Group 2, respondents evaluated an e-service outcome failure and complete the same questionnaire as did Group 1. The two different scenarios were manipulated for purchasing a digital camera on the website (refer to Appendix A & B for English version and Appendix C & D for Chinese version). The scenario-based method can minimize a participant's memory bias, which is common in self-reports of service failure (Smith, Bolton, & Wagner, 1999). We used the Friedman and Rosenman (1974) scale and the Barnett and Lanier (1995) scale to measure Type A/B and External/Internal locus of control and divided the respondents into the four groups: Type A/External, Type A/Internal, Type B/External, Type B/Internal.

3.3 Sample and Procedure

A total of 320 undergraduate students from a university in northern Taiwan participated in the experiment. The use of a student sample was considered appropriate as similar studies have used student samples (e.g., Bennett, 1977; Bodey & Grace, 2006; 2007). Each subject was randomly assigned to one of the two scenarios: e-service process failure and e-service outcome failure. In this study the two sample groups possessed the essential personal and setting characteristics (i.e., at least one more online shopping time) that defined respondents in the same target population. Table 1 presents the sample characteristics of basic demographic variables. The sample consisted of 48.1 % male and 51.9 % female. The ages of the subjects ranged from 21 to 30 years old. For respondents' personality characteristic categories, Kirkcaldy, Cooper and Furnham (1999) suggested that a median-split was used to categorize four groups for Type A/B and External/Internal locus of control. Thus, we used

splitting below and above 65.0 for TABP and 5 for LOC (n = 80 for Type A/External locus of control, n = 82 for Type A/Internal locus of control, n = 77 for Type B/External locus of control, and n = 81 for Type B/Internal locus of control) to generate four Type A/B and External/Internal locus of control groups.

Table 1. Characteristics of sample

	Percentages
Gender	
Male	48.1
Female	51.9
Age	
21 - 30 years	100
Income (New Taiwan dollars)	
Less than $10,000	63.7
$ 10,001 - $ 30000	36.3
Occupation	
Undergraduate Students	56.9
Graduate Students	43.1
Times of Online Shopping	
Never	0
1 - 5	20.7
6 – 10	33.2
Over 11	46.1

3.4 Measures

The questionnaire was divided into four sections. In the first and second sections, respondents were asked to respond to their complaint actions and service recovery expectations following e-service failure situations. In the third section, respondents were presented with questions that measured their personalities, including Type A behavior pattern and locus of control. The fourth section contained questions regarding demographic characteristics of the respondents, such as their gender, age, educational level and disposable income per month.

Type A Behavior Pattern. A revised version of the Friedman and Rosenman Scale was used to assess TABP (Friedman & Rosenman, 1974). The participants indicated their responses to each item on a five-point "always-never" Likert-type scale. Higher scores indicated high TABP. The high and low groups were obtained by a split at the overall mean value (M = 64.91). One item with low item-to-total correlations was deleted from the final measurement instruments. The Cronbach's alpha coefficient for the items was .86 (Table 2).

Locus of control. Locus of control was measured by items adapted from Rotter's scale, which consists of two subscales (Rotter, 1966). The full version of locus of control contains 29 items and was considered too lengthy for this work. An alternative abbreviated locus of control constructs was assessed using the 11-item Barnett-Lanier locus of control scale (Barnett & Lanier, 1995). This scale requires yes-no responses from respondents, with higher scores indicating more external locus of control. Similar to Type A, the high and low groups were obtained by a split at the overall mean value (M = 5.2). Barnett and Lanier (1995) indicated that single-factor solutions provided higher internal consistency and easier interpretability. The internal consistency of this scale for the sample in this study was .77 (Table 3).

Table 2. Results of Type A and reliability analysis

Dimensions and items	Mean	SD
Do you find yourself rushing your speech?	3.28	1.11
Do you hurry other people's speech by interrupting with "umhm umhm", or by completing their sentences for them?	3.08	2.62
Do you hate to wait in line?	3.10	1.29
Do you seem to be short of time to get everything done?	3.17	1.36
Do you detest wasting time?	3.36	1.17
Do you eat too fast?	3.35	1.31
Do you drive over the speed limit?	3.39	1.19
Do you try to do more than one thing at a time?	3.12	1.28
Do you become impatient if others do something too slowly?	3.51	1.11
Do you seem to have little time to relax and enjoy the time of day?	2.99	1.07
Do you find yourself over committed?	3.44	1.14
Do you jiggle your knees or tap your fingers?	3.44	1.13
Do you think about other things during conversations?	3.15	1.15
Do you walk fast?	3.31	1.36
Do you hate dawdling after a meal?	3.04	1.99
Do you become irritable after a meal?	3.06	1.37
Do you detest losing in sports or games?	2.97	1.28
Do you find yourself with clenched fists or tight neck or jaw muscles?	3.40	1.36
Does your concentration sometimes wander while you think about what's coming up later?	3.55	1.32
Are you a competitive person?	3.22	1.32

Total Cronbach's alpha coefficient was .86

Table 3. Results of LOC and reliability analysis

Dimensions and items	Mean	SD
1. a. Many of the unhappy things in people's lives are partly due to bad luck. b. People's misfortunes result from the mistake the make.	0.51	0.50
2. a. In the long run, people get the respect they deserve in this world. b. Unfortunately, an individual's worth often passes unrecognized no matter how hard he tries.	0.52	0.50
3. a. Without the right breaks, one cannot be an effective leader. b. Capable people who fail to become leaders have not taken advantage of their opportunities.	0.52	0.50
4. a. Becoming a success is a matter of hard work, luck has little or nothing to do with it. b. Getting a good job depends mainly on being in the right place at the right time.	0.37	0.48
5. a. What happens to me is my own doing. b. Sometimes I feel that I don't have enough control over the direction my life is taking.	0.40	0.49
6. a. When I make plans, I am almost certain that I can make them work. b. It is not always wise to plan too far ahead, because many things turn out to be a matter of good or bad fortune anyhow.	0.16	0.36
7. a. In my case, getting what I want has little or nothing to do with luck. b. Many times we might just as well decide what to do by flipping a coin.	0.15	0.36
8. a. Who gets to be boss often depends on who was lucky enough to be in the right place first. b. Getting people don't realize the extent to which their lives are controlled by accidental happenings.	0.70	0.46
9. a. Most people don't realize the extent to which their lives are controlled by accidental happenings. b. There is really no such thing as "luck".	0.49	0.50
10. a. In the long run, the bad things that happen to us are balanced by the good ones. b. Most misfortunes are the result of lack of ability, ignorance, laziness, or all three.	0.59	0.49
11. a. Many times I feel that I have little influence over the things that happen to me. b. It is impossible for me to believe that chance or luck plays an important role in my life.	0.82	0.39
Total Cronbach's alpha coefficient was .77		

Consumer Complaint Behaviors. The revised form of consumer complaint behavior constructs by Singh (1988) is a 10-item five-point scale with scoring range of 1 (strongly disagree) to 5 (strongly degree). After participants read an e-service process failure or e-service outcome failure description, they were asked to rate on a five-point (1-5) scale the possible complaint actions. Using maximum likelihood estimation followed by a varimax rotation and with a screen plot being used to determine the numbers of factors, produced three subscales (Table 4). The factor loadings and communality values can be inspected. The subscales were named and were consistent with the Singh (1988) scale, consisting of "voice responses" (item 1, item 2, and item 4), "private responses" (item 3, item 5, and item 6), and "third-party responses" (item 7, item 8, item 9, and item 10). An average score on each subscale was computed for each respondent. For each of the three subscales, greater scores indicate higher levels of voice responses, private responses, and third-party responses. The Cronbach's alphas of consumer complaint behaviors were .83 for voice responses, .92 for private responses, and .96 for third-party responses, showing acceptable construct validity.

Table 4. Summary of exploratory factor analysis results for consumer complaint behavior

measure using maximum likelihood estimation (N = 320)

	Factor Loadings		
Item	Third-Party Responses	Private Responses	Voice Responses
Forget about the incident and do nothing.*	0.55	0.34	**0.81**
Definitely complain to the store manager on the next trip.	0.51	0.19	**0.79**
Decide not to shop that store/manufacturer again.	0.54	**0.79**	0.32
Go back to the store immediately to complain.	0.70	0.39	**0.79**
Speak to friends and relatives about the bad experience.	0.45	**0.93**	0.31
Convince friends and relatives not to shop the store again.	0.44	**0.95**	0.32
Complain to a consumer agency and ask them to force the store to take care of the problem.	**0.92**	0.50	0.64
Write a complaint letter to the local newspaper.	**0.90**	0.49	0.59
Report to the consumer agency so they can warn other consumers.	**0.98**	0.47	0.67
Take some legal action against the store.	**0.93**	0.45	0.63

* Reverse coded item.

Notice: Values for items with greater weight and greater intercorrelation are highlighted in bold items.

Service Recovery Expectations. The service recovery expectation construct is assessed using a 4-item five-point rating scale ranging from very dissatisfied to very satisfied. The most frequently used elements of service recovery were an apology and compensation (Harris, Mohr, & Bernhardt, 2006; Kelley, Hoffman, & Davis, 1993). Thus, two service recovery expectations were chosen in this study: a psychological strategy and a monetary strategy. In the psychological recovery scenario, customers were offered an apology only by phone or e-mail, while the monetary recovery scenario was operationalized as a 20% discount on the next purchase, or a tangible gift.

Realism Checks. Researchers have suggested realism checks to make sure that research participants perceive the scenarios realistically (Goodwin & Ross, 1992; Sundaram et al., 1997). To evaluate the perceived realism of scenarios, participants were asked to respond to two items: "I think that a similar problem would occur to someone in real life" and "I think the situations given in the scenario are: (very unrealistic to very realistic)". Mean scores of 5.31 (process e-service failure scenario) and 5.79 (outcome e-service failure scenario) on the 7-point scale suggest that the respondents perceived the scenario as highly realistic. Table 5 lists means and standard deviations of realism of scenarios.

Table 5. Realism of scenarios

	Mean	Standard Deviation
Process E-Service Failure Scenario	5.31	0.55
Outcome E-Service Failure Scenario	5.79	0.56

Chapter 4 Results

The purpose of this chapter is to present the findings from the survey that was conducted. SPSS 15.0 is performed to help us analyze these data. This chapter presents the results of ANOVA analyses to test the research hypotheses.

Relationships with Consumer Complaint Behaviors

To test Hypothesis 1, a series of one-way ANOVA were computed over the two types of e-service failures, with consumer complaint behaviors as the dependent variable. Table 6 indicates that e-service process failure with regards to voice responses ($P < .05$) yielded significant differences, thus Hypothesis 1 was supported. As compared with e-service outcome failures, e-service process failures would lead to more consumers' voice responses than private responses and third-party responses. In other words, e-service outcome failures have no significant effects among different responses of complaint behaviors because of reluctant dissatisfaction and switching behavior.

Table 6. One-way ANOVA of consumer's dissatisfaction, based on service failure type

	Failure Type		$F_{(1,318)}$	P-value
	Process	Outcome		
Complaints				
Voice Responses	**4.01**	3.82	5.91	0.02*
Private Responses	3.90	3.96	0.81	0.37
Third-Party Responses	3.21	3.05	1.49	0.22

High scores indicate high complaint responses; bold print signifies the highest group mean score.
*$P < .05$

4.2 Relationship with Service Recovery Expectations

Using service recovery expectations as the dependent variables, one-way ANOVA was computed over the two types of e-service failures. Table 7 shows that different types of e-service failures significantly affected psychological and monetary service recovery expectations. E-service process failures appeared to influence psychological service recovery expectations ($M = 4.28$) more strongly than monetary service recovery expectations ($M =$

3.31), thus Hypothesis 2a was supported. For the sample of e-service outcome failures, both

psychological and monetary service recovery expectations were significant ($F_{(1,318)}$ = 609.87,

P < .001). E-service outcome failures had more significant effects on monetary service

recovery expectations (M = 4.83) than psychological service recovery expectations (M =

3.23). Hypothesis 2b thus was supported.

Table 7. One-way ANOVA of service recovery expectation, based on service failure type

	Failure Type		$F_{(1,318)}$	P-value
	Process	Outcome		
Service Recovery				
Psychological Recovery	**4.28**	3.31	273.45	0.000***
Monetary Recovery	3.23	**4.70**	609.87	0.000***

High scores indicate high service recovery expectations; bold print signifies the highest group
mean score.
*P < .05; **P < .01; ***P < .001

4.3 Relationship with Personalities

Results of the 2×4 ANOVA are summarized in Table 8. Across all consumer complaint

behavior subscales, the highest levels of voice responses were reported by individuals with a

combination of Type A personality and an External locus of control in the context of e-service

process failures, whereas the highest levels of private responses and third-party responses

were presented by the same group in the context of e-service outcome failures. Thus,

Hypothesis 3a, Hypothesis 3b, and Hypothesis 3c were supported.

The fourth stage of our analysis was the computation of four separate 2 × 4 ANOVA,

using the two subscales of service recovery expectations as dependent variables and

personality Type A/B and External/Internal locus of control as the main effect variables (Table

9). In the context of e-service process failures, consumers with Type A/External locus of

control have a more moderating effect on psychological service recovery expectations than

the others. In the context of e-service outcome failures, they also have a more moderating

effect on monetary service recovery expectations than the other groups. Thus, Hypothesis 4a

and Hypothesis 4b were supported. This study finds that when e-service process failures occur, consumers prefer a psychological service recovery. However, consumers expected a monetary service recovery to reduce their dissatisfactions when they met e-service outcome failures. These findings would more significant among Type A/External locus of control group than among the other groups. Finally, Table 10 presents summary of results for hypotheses testing.

Table 8. 2×4 ANOVA of consumer's dissatisfaction, based on service failure type and personality (Type A/B behavior pattern and External/Internal locus of control)[a]

	AE (N = 80)		AI (N = 82)		BE (N = 77)		BI (N = 81)		F (Failure type)	F (Type A/B × External/Internal locus of control)	F (Failure type × Type A/B × External/Internal locus of control)
	Process	Outcome	Process	Outcome	Process	Outcome	Process	Outcome			
Complaints											
Voice Responses	**4.73**	4.56	4.02	3.37	3.32	4.30	4.01	3.83	15.10***	128.79***	85.76***
Private Responses	3.88	**4.83**	4.08	3.58	3.79	3.89	3.85	3.56	1.54	33.13***	40.50***
Third-Party Responses	4.13	**4.82**	4.10	3.04	2.11	2.96	2.44	1.36	8.08**	483.99***	106.35***

High scores indicate high complaint responses; bold print signifies the highest group mean score.

* P < .05; ** P < .01; *** P < .001

[a]The last three columns summarize F scores (1, 318) for failure type, personality and their interaction.
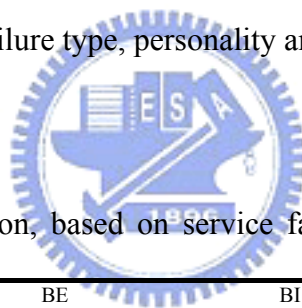
Table 9. 2×4 ANOVA of service recovery expectation, based on service failure type and personality (Type A/B behavior pattern and External/Internal locus of control)[a]

	AE (N = 80)		AI (N = 82)		BE (N = 77)		BI (N = 81)		F (Failure type)	F (Type A/B × External/Internal locus of control)	F (Failure type × Type A/B × External/Internal locus of control)
	Process	Outcome	Process	Outcome	Process	Outcome	Process	Outcome			
Service Recovery											
Psychological Recovery	**4.81**	3.75	4.57	3.05	3.99	3.00	3.73	3.45	562.21***	73.96***	40.54***
Monetary Recovery	3.71	**4.80**	2.94	4.46	3.21	4.78	3.06	4.76	745.81***	16.62***	6.24***

High scores indicate greater levels of service recovery expectations; bold print signifies the highest group mean score.

* P < .05; ** P < .01; *** P < .001

[a]The last three columns summarize F scores (1, 318) for failure type, personality and their interaction.

Table 10. Summary of results for hypotheses

Hypotheses	Result
Hypothesis 1. E-service process failures would be more likely than e-service outcome failures to lead to voice responses of complaint behaviors.	Supported
Hypothesis 2a. For e-service process failures, dissatisfied consumers would expect a psychological service recovery more than a monetary service recovery.	Supported
Hypothesis 2b. For e-service outcome failures, dissatisfied consumers would expect a monetary service recovery more than a psychological service recovery.	Supported
Hypothesis 3a. When e-service process failures occur, customers with Type A/External locus of control are more likely to engage in voice responses of complaint behaviors than others.	Supported
Hypothesis 3b. When e-service outcome failures occur, customers with Type A/External locus of control are more likely to engage in private responses of complaint behaviors than others.	Supported
Hypothesis 3c. When e-service outcome failures occur, customers with Type A/External locus of control are more likely to engage in third-party responses of complaint behaviors than others.	Supported
Hypothesis 4a. In the context of e-service process failures, dissatisfied consumers with Type A/External locus of control are more likely to expect a psychological service recovery than others.	Supported
Hypothesis 4b. In the context of e-service outcome failures, dissatisfied consumers with Type A/External locus of control are more likely to expect a monetary service recovery than others.	Supported

Chapter 5 Discussion and Implications

Our findings support the hypothesis that e-service process failures will cause consumers to voice their dissatisfaction more often than through private responses and third-party responses. The result is inconsistent with Mohr and Bitner's (1995) argument in the brick-and-mortar setting that sometimes the outcome of a purchase can produce more important effects than process variables (e.g., employee courtesy). One possible reason is that e-service process failures may result in consumer loss of social resources (e.g., an online retailer's rude service injures someone's esteem) in the purchase process. When receiving impolite treatment from online retailers, consumers tend to express their dissatisfaction actively to retain their self-respect. Further, Bodey and Grace (2006) proposed that given potentially damaging effects, such as negative word-of-mouth and switching (Blodgett, Granbois, & Walters 1993; Keaveney, 1995), the service provider should understand what factors do influence consumers to voice their complaints. In addition, Maxham III and Netemeyer (2002) suggest that service providers should focus on the various service failures and service recoveries because customers will likely experience multiple failures over the course of a provider-customer relationship. Our findings show that e-service process failures require a psychological service recovery to remedy a customer's negative mental perception, whereas e-service outcome failures need a monetary service recovery to decrease dissatisfaction. This finding is in agreement with Tuli, Kohli and Bharadwaj (2007), who proposed that a customer problem solution should be an integrated combination of business and customer aspects. This work fills the void in the literature by showing that dissatisfied customers may expect a psychological service recovery or a monetary service recovery, owing to either e-service process failures or e-service outcome failures.

As for personalities, Type A/External locus of control has a moderating effect on the relationship between e-service process failures and consumer complaint behaviors.

Consumers with Type A/External locus of control have competitive, achievement-oriented characteristics; they believe that success is beyond their control. To maintain respect, their frustrated personality prompts them to voice their dissatisfaction with the purchase process. On the other hand, e-service outcome failures influence economic or time loss directly, so unhappy consumers will prefer to exit the service rather than voice their grievances to online retailers. They may express an unsatisfactory purchasing experience to their friends or to third-parties. This is because they tend to depend on the existence of powerful others, such as family or friends and expert opinions.

In addition, the findings of this study, apart from the Type A/External locus of control group, show that some consumers in other groups are prone (Kirkcaldy et al., 1993; Kirkcaldy, Furnham, & Cooper 1994; 1999; Kirkcaldy, Shephard, & Furnham, 2002); the impact of these characteristics upon consumer complaint behaviors and service recovery expectations was less clearly established.

Another noteworthy finding is that personality also has significant moderating effects on the relationship between e-service failures and service recovery expectations. Consumers with Type A/External locus of control expect a psychological service recovery for e-service failures and a monetary service recovery for e-service outcome failures more strongly than do other types of consumers. One possible explanation is Type A's "speed and impatience" characteristics (Nakano, Mochizuki, & Sato, 1996). These make Type A people intolerant of process failure problems. When they encounter e-service outcome failures, their hostility-aggression orientation makes them reluctant to face a benefit conflict. This type of consumer tends to be aggressive regarding a claim to protect their rights. Thus, compensation can match complaint recovery expectations well. This result is congruent with the findings of Smith, Bolton and Wagner (1999), who indicated that customers may not be homogeneous or consistent in their response tendencies toward service failure/recovery encounters.

5.1 Managerial Implications

Based on our findings, specific suggestions are presented for online retailers. The first suggestion is to take consumer personalities into account when developing consumer complaint behaviors and service recovery strategies. This proposition is consistent with the suggestions of Bennett (1997), who indicated that complaint behavior can be influenced by personality characteristics. Thus, online retailers have to be circumspect and realize that some customers may be uncomfortable with the whole process of complaining — choosing to exit rather than voice their complaints.

We suggest that online retailers should design an online customer questionnaire and offer incentives (i.e., a coupon or a purchase discount) to customers for providing personality data in advance. Although different e-service failure types can occur, online retailers can perform effective service recoveries according to their customers' different personalities, which determine how to reduce their levels of dissatisfaction. Because some customers, such as consumers with Type A/External locus of control, are likely to expect high service recovery efforts, online retailers should provide efficient service recoveries to meet the dissatisfied customers' wants and expectations.

In addition, if e-service failures occur, online shoppers are more likely to spread negative word-of-mouth communications in the online community than will offline shoppers (Sun et al., 2006) to avoid engaging in aggressive behaviors — because they believe that by doing so they will face a conflict. Although personality is the major factor influencing individual behaviors (Teng, Huang, & Tsai, 2007), few studies have examined the combination effects of Type A and locus of control on consumer's behaviors. Previous studies had discussed such personality characteristics in organizational behaviors (Bodey & Grace, 2006). The second managerial suggestion is that online retailers should provide a self-recovery mechanism to online shoppers for solving consumer problems as early and as quickly as possible.

5.2 Limitations and Future Research Directions

The present study illustrates the importance of knowing individual differences when understanding consumer complaint behaviors and service recovery expectations in the context of service failures. However, one limitation of this work is that this study employed hypothetical service failure scenarios instead of real failure situations that the respondents actually encountered. Because respondents were not actually in the online retail setting, they might not have worried as much about a complex service connection and product unavailability as they would in the real world. Future studies can extend this study to include actual complaint experiences and outcomes.

This study also concentrated on analyzing one product category (online groceries). This could mean that the results may suffer from a lack of generalizability when other product categories are considered (Shim et al., 2001). A large cross-section of product categories should be studied to improve the generalizability of the results.

In addition, samples large enough to split by demographic factors could be used in future research. Evidence in other consumer research has suggested that demographic effects can indeed be significant in understanding the impact of service failure on consumer dissatisfaction and service recovery expectation.

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Appendix A

Service Failure Scenario (Process E-Service Failure)

You bought a digital camera at a price of NT $8,000 in the online retailing store. The digital camera was expected to arrive on October 3rd in order to use for photographing during the weekend of October 6th. However, you received a bad digital camera, which was possibly damaged in the delivery process. You needed to get a new one and contacted customer service center by e-mail. The provider you contacted was not responding. When you contacted the customer service center again, your problem was not solved. The communications between you and service provider greatly perplexed you.

The following statements are about the scenarios described. Please circle the number that most closely corresponds to how you think about the scenarios.

1. I think the situations given in the scenario are:

Very unrealistic			Neither			Very realistic
1	2	3	4	5	6	7

2. I think that a similar problem would occur to someone in real life.

Very unrealistic			Neither			Very realistic
1	2	3	4	5	6	7

The following statements are related to your thoughts and attitude about the complaint responses of the online shopping described in the scenario. Please indicate your level of agreement with the following statements.

		Strongly disagree	Neither			Strongly agree
1.	Forget about the incident and do nothing……………...	1	2	3	4	5
2.	Definitely complain to the store manager on the next trip……………………………………………………	1	2	3	4	5
3.	Decide not to shop that store/manufacturer again……..	1	2	3	4	5
4.	Go back to the store immediately to complain…………	1	2	3	4	5
5.	Speak to friends and relatives about the bad experience.	1	2	3	4	5

		Strongly disagree		Neither		Strongly agree
6.	Convince friends and relatives not to shop the store again……………………………………………………	1	2	3	4	5
7.	Complain to a consumer agency and ask them to force the store to take care of the problem……………………	1	2	3	4	5
8.	Write a complaint letter to the local newspaper………..	1	2	3	4	5
9.	Report to the consumer agency so they can warn other consumers……………………………………………	1	2	3	4	5
10.	Take some legal action against the store……………….	1	2	3	4	5

Based on your opinions about this online shopping experience, including the service problem and handling of events described in the scenarios, please rate your level of overall satisfaction/dissatisfaction toward this customer service center. Once again imagine that you are in the situation.

		Very dissatified		Neither		Very satisfied
1.	The customer service center sends an e-complaint apology letter…………………………………………	1	2	3	4	5
2.	The customer service center offers an apology only by phone………………………………………………	1	2	3	4	5
3.	The customer service center offers a 20 % discount on your next purchase…………………………………	1	2	3	4	5
4.	The customer service center gives a tangible gift as compensation……………………………………………	1	2	3	4	5

The following statements are related to your characters. Please indicate your opinions with the following statements.

		Never		Neither		Always
1.	Do you find yourself rushing your speech?......................	1	2	3	4	5
2.	Do you hurry other people's speech by interrupting with "umhm umhm", or by completing their sentences for them?...	1	2	3	4	5
3.	Do you hate to wait in line? ……………………………..	1	2	3	4	5
4.	Do you seem to be short of time to get everything done?	1	2	3	4	5
5.	Do you detest wasting time?..	1	2	3	4	5
6.	Do you eat too fast?..	1	2	3	4	5
7.	Do you drive over the speed limit?.................................	1	2	3	4	5
8.	Do you try to do more than one thing at a time?...............	1	2	3	4	5
9.	Do you become impatient if others do something too slowly?..	1	2	3	4	5

		Never		Neither		Always
10.	Do you seem to have little time to relax and enjoy the time of day?...	1	2	3	4	5
11.	Do you find yourself over committed?	1	2	3	4	5
12.	Do you jiggle your knees or tap your fingers?	1	2	3	4	5
13.	Do you think about other things during conversations? ...	1	2	3	4	5
14.	Do you walk fast? ………………………………..	1	2	3	4	5
15.	Do you hate dawdling after a meal? ………………….	1	2	3	4	5
16.	Do you become irritable after a meal? ………………….	1	2	3	4	5
17.	Do you detest losing in sports or games? ………………	1	2	3	4	5
18.	Do you find yourself with clenched fists or tight neck or jaw muscles?...	1	2	3	4	5
19.	Does your concentration sometimes wander while you think about what's coming up later?................................	1	2	3	4	5
20.	Are you a competitive person?..	1	2	3	4	5

The following statements are related to your characters. Based on your opinions, please choose one answer (a or b) for the each statement.

1. ☐a. Many of the unhappy things in people's lives are partly due to bad luck.
   ☐b. People's misfortunes result from the mistake the make.
2. ☐a. In the long run, people get the respect they deserve in this world.
   ☐b. Unfortunately, an individual's worth often passes unrecognized no matter how hard he tries.
3. ☐a. Without the right breaks, one cannot be an effective leader.
   ☐b. Capable people who fail to become leaders have not taken advantage of their opportunities.
4. ☐a. Becoming a success is a matter of hard work, luck has little or nothing to do with it.
   ☐b. Getting a good job depends mainly on being in the right place at the right time.
5. ☐a. What happens to me is my own doing.
   ☐b. Sometimes I feel that I don't have enough control over the direction my life is taking.
6. ☐a. When I make plans, I am almost certain that I can make them work.
   ☐b. It is not always wise to plan too far ahead, because many things turn out to be a matter of good or bad fortune anyhow.
7. ☐a. In my case, getting what I want has little or nothing to do with luck.
   ☐b. Many times we might just as well decide what to do by flipping a coin.
8. ☐a. Who gets to be boss often depends on who was lucky enough to be in the right place first.
   ☐b. Getting people don't realize the extent to which their lives are controlled by accidental happenings.
9. ☐a. Most people don't realize the extent to which their lives are controlled by accidental happenings.
   ☐b. There is really no such thing as "luck".

10. ☐a. In the long run, the bad things that happen to us are balanced by the good ones.

      ☐b. Most misfortunes are the result of lack of ability, ignorance, laziness, or all three.

11. ☐a. Many times I feel that I have little influence over the things that happen to me.

      ☐b. It is impossible for me to believe that chance or luck plays an important role in my life.

INFORMATION ABOUT YOURSELF

INSTRUCTION: Please place a mark in the category that describes you best for the following questions. Your responses are for research purpose only.

1. What is your gender?

  (1) ☐Female   (2) ☐Male

2. What is your age?

  (1) ☐Less than 20 years old   (2) ☐21~30 years old

  (3) ☐31~40 years old   (4) ☐41~50 years old

  (5) ☐Above 50 years old

3. What is your highest level of education you have completed?

  (1) ☐Less than junior high school degree   (2) ☐High school degree

  (3) ☐College degree   (4) ☐Graduate degree

  (5) ☐Doctorial degree

4. Which categories describe your monthly income level?

  (1) ☐Less than NT $20,000   (2) ☐NT $20,001~$40,000

  (3) ☐NT $ 40,001~60,000   (4) ☐NT $60,001~$80,000

  (5) ☐Over NT $80,001

5. How many times did you purchase on the website in the past one year?

  (1) ☐Never   (2) ☐1~5 times

  (3) ☐6~10 times   (4) ☐Over 11 times

> **Please make sure that you answered all the questions. Thank you for your participation in this study.**

Appendix B

Service Failure Scenario (Outcome E-Service Failure)

You planned to order a digital camera on the purchasing website. The special price was shown as NT $8,000. You decided to order it but the website showed it as out-of-stock.

The following statements are about the scenarios described. Please circle the number that most closely corresponds to how you think about the scenarios.

3. I think the situations given in the scenario are:

Very unrealistic			Neither			Very realistic
1	2	3	4	5	6	7

4. I think that a similar problem would occur to someone in real life.

Very unrealistic			Neither			Very realistic
1	2	3	4	5	6	7

The following statements are related to your thoughts and attitude about the complaint responses of the online shopping described in the scenario. Please indicate your level of agreement with the following statements.

		Strongly disagree		Neither		Strongly agree
1.	Forget about the incident and do nothing…………….....	1	2	3	4	5
2.	Definitely complain to the store manager on the next trip………………………………………………………	1	2	3	4	5
3.	Decide not to shop that store/manufacturer again……...	1	2	3	4	5
4.	Go back to the store immediately to complain…………	1	2	3	4	5
5.	Speak to friends and relatives about the bad experience.	1	2	3	4	5
6.	Convince friends and relatives not to shop the store again……………………………………………………	1	2	3	4	5
7.	Complain to a consumer agency and ask them to force the store to take care of the problem……………………	1	2	3	4	5
8.	Write a complaint letter to the local newspaper………..	1	2	3	4	5
9.	Report to the consumer agency so they can warn other consumers……………………………………………	1	2	3	4	5
10.	Take some legal action against the store………………	1	2	3	4	5

Based on your opinions about this online shopping experience, including the service problem and handling of events described in the scenarios, please rate your level of overall satisfaction/dissatisfaction toward this customer service center. Once again imagine that you are in the situation.

	Very dissatified		Neither		Very satisfied
1. The customer service center sends an e-complaint apology letter……………………………………………..	1	2	3	4	5
2. The customer service center offers an apology only by phone……………………………………………….	1	2	3	4	5
3. The customer service center offers a 20 % discount on your next purchase………………………………….	1	2	3	4	5
4. The customer service center gives a tangible gift as compensation………………………………………..	1	2	3	4	5

The following statements are related to your characters. Please indicate your opinions with the following statements.

	Never		Neither		Always
1. Do you find yourself rushing your speech?………………	1	2	3	4	5
2. Do you hurry other people's speech by interrupting with "umhm umhm", or by completing their sentences for them?………………………………………………………	1	2	3	4	5
3. Do you hate to wait in line? ………………………………..	1	2	3	4	5
4. Do you seem to be short of time to get everything done?	1	2	3	4	5
5. Do you detest wasting time?...	1	2	3	4	5
6. Do you eat too fast?..	1	2	3	4	5
7. Do you drive over the speed limit?....................................	1	2	3	4	5
8. Do you try to do more than one thing at a time?...............	1	2	3	4	5
9. Do you become impatient if others do something too slowly?..	1	2	3	4	5
10. Do you seem to have little time to relax and enjoy the time of day?...	1	2	3	4	5
11. Do you find yourself over committed? …………………	1	2	3	4	5
12. Do you jiggle your knees or tap your fingers? ………….	1	2	3	4	5
13. Do you think about other things during conversations? ...	1	2	3	4	5
14. Do you walk fast? ………………………………………….	1	2	3	4	5
15. Do you hate dawdling after a meal? ……………………..	1	2	3	4	5
16. Do you become irritable after a meal? ………………….	1	2	3	4	5
17. Do you detest losing in sports or games? ……………….	1	2	3	4	5
18. Do you find yourself with clenched fists or tight neck or jaw muscles?..	1	2	3	4	5
19. Does your concentration sometimes wander while you think about what's coming up later?.................................	1	2	3	4	5
20. Are you a competitive person?...	1	2	3	4	5

The following statements are related to your characters. Based on your opinions, please choose one answer (a or b) for the each statement.

1. ☐a. Many of the unhappy things in people's lives are partly due to bad luck.
   ☐b. People's misfortunes result from the mistake the make.
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   ☐b. Unfortunately, an individual's worth often passes unrecognized no matter how hard he tries.
3. ☐a. Without the right breaks, one cannot be an effective leader.
   ☐b. Capable people who fail to become leaders have not taken advantage of their opportunities.
4. ☐a. Becoming a success is a matter of hard work, luck has little or nothing to do with it.
   ☐b. Getting a good job depends mainly on being in the right place at the right time.
5. ☐a. What happens to me is my own doing.
   ☐b. Sometimes I feel that I don't have enough control over the direction my life is taking.
6. ☐a. When I make plans, I am almost certain that I can make them work.
   ☐b. It is not always wise to plan too far ahead, because many things turn out to be a matter of good or bad fortune anyhow.
7. ☐a. In my case, getting what I want has little or nothing to do with luck.
   ☐b. Many times we might just as well decide what to do by flipping a coin.
8. ☐a. Who gets to be boss often depends on who was lucky enough to be in the right place first.
   ☐b. Getting people don't realize the extent to which their lives are controlled by accidental happenings.
9. ☐a. Most people don't realize the extent to which their lives are controlled by accidental happenings.
   ☐b. There is really no such thing as "luck".
10. ☐a. In the long run, the bad things that happen to us are balanced by the good ones.
    ☐b. Most misfortunes are the result of lack of ability, ignorance, laziness, or all three.
11. ☐a. Many times I feel that I have little influence over the things that happen to me.
    ☐b. It is impossible for me to believe that chance or luck plays an important role in my life.

INFORMATION ABOUT YOURSELF

INSTRUCTION: Please place a mark in the category that describes you best for the following questions. Your responses are for research purpose only.

1. What is your gender?

(1) ☐Female   (2) ☐Male

2. What is your age?

(1) ☐ Less than 20 years old   (2) ☐ 21~30 years old

(3) ☐ 31~40 years old   (4) ☐ 41~50 years old

(5) ☐ Above 50 years old

3. What is your highest level of education you have completed?

(1) ☐ Less than junior high school degree   (2) ☐ High school degree

(3) ☐ College degree   (4) ☐ Graduate degree

(5) ☐ Doctorial degree

4. Which categories describe your monthly income level?

(1) ☐ Less than NT $20,000   (2) ☐ NT $20,001~$40,000

(3) ☐ NT $ 40,001~60,000   (4) ☐ NT $60,001~$80,000

(5) ☐ Over NT $80,001

5. How many times did you purchase on the website in the past one year?

(1) ☐ Never   (2) ☐ 1~5 times

(3) ☐ 6~10 times   (4) ☐ Over 11 times

Please make sure that you answered all the questions. Thank you for your participation in this study.

Appendix C

一、服務失誤案例描述：

您在 9 月 28 日向知名購物網站購買一台售價 8,000 元的數位相機，您準備在 10 月 6 日週末與家人一同出遊時用來拍照使用，但您在 10 月 2 日收到時卻發現相機在運送過程中遭到損壞，並以電子郵件或撥打客服專線聯絡客服人員，客服人員冷漠回應，您的問題也沒有立刻獲得解決，讓有被忽視的感受。

您對以上的情境描述之看法為何？

	非常不同意	不同意	有點不同意	無意見	有點同意	同意	非常同意
1. 此情境的描述符合真實性……………………………………	□	□	□	□	□	□	□
2. 此情境在現實生活中很有可能發生………………………	□	□	□	□	□	□	□

當您遇到此服務失誤，您可能會有的反應為？

	非常不同意	不同意	無意見	同意	非常同意
1. 當作沒發生一樣，不作任何處理……………………………	□	□	□	□	□
2. 下次再向這家購物網站消費時，再將此次不滿意的經驗告知業者……………………………………………………..	□	□	□	□	□

	非常不同意	不同意	無意見	同意	非常同意
3. 決定以後不再向這個購物網站消費...........................	☐	☐	☐	☐	☐
4. 聯絡網站客服中心主管，表達您的不滿......................	☐	☐	☐	☐	☐
5. 告知你的親朋好友你這次的不愉快消費經驗...............	☐	☐	☐	☐	☐
6. 勸阻你的親朋好友不要向這個購物網站消費...............	☐	☐	☐	☐	☐
7. 將您的不滿投訴於消費者文教基金會，請他們去監督這個購物網站的運作...........................	☐	☐	☐	☐	☐
8. 將業者的疏失公開於消費者保護機構，讓其他消費者有所警惕...........................	☐	☐	☐	☐	☐
9. 投書於媒體，抱怨此次的不愉快消費經驗...................	☐	☐	☐	☐	☐
10. 採取合法行動以抵制該購物網站...........................	☐	☐	☐	☐	☐

在您可能會有的反應後，您對以下業者的處理方式之看法為何？

	非常不滿意	不滿意	無意見	滿意	非常滿意
1. 客服人員以 e-mail 的方式誠懇向您致歉....................	☐	☐	☐	☐	☐
2. 業者以電話聯繫您，並誠心致歉...............................	☐	☐	☐	☐	☐
3. 業者贈送您下次購物優惠 20%的折扣券....................	☐	☐	☐	☐	☐
4. 針對此次疏失，業者額外贈送小禮物補償您的損失.......	☐	☐	☐	☐	☐

二、下列各項題意為了解您個人的感受和行為，請您依照平日的感覺、想法，或是發生次數的多寡來填答。

	從不如此	甚少如此	偶爾如此	經常如此	總是如此
1. 說話時會越說越快………………………………………	☐	☐	☐	☐	☐
2. 常會打斷其他人的話……………………………………	☐	☐	☐	☐	☐
3. 覺得排很長的隊是件很痛苦的事………………………	☐	☐	☐	☐	☐
4. 讀書時無法慢慢地品味，而很想快點讀完抓到重點………	☐	☐	☐	☐	☐
5. 您不喜歡浪費時間……………………………………	☐	☐	☐	☐	☐
6. 吃飯的速度很快………………………………………	☐	☐	☐	☐	☐
7. 開車時受不了前面有一台慢吞吞的車擋著…………	☐	☐	☐	☐	☐
8. 常常同時做兩樣事情…………………………………	☐	☐	☐	☐	☐
9. 受不了其他人做事太慢了……………………………	☐	☐	☐	☐	☐
10. 對於一些他人覺得有趣值得花時間享受投入的事情，並不太注意………………………………………………	☐	☐	☐	☐	☐
11. 無所事事幾個小時或幾天時，會有莫名的罪惡感………	☐	☐	☐	☐	☐
12. 常常牙關緊閉，咬牙切齒……………………………	☐	☐	☐	☐	☐
13. 您總是和別人談話時想到其他的事…………………	☐	☐	☐	☐	☐
14. 走路的速度很快………………………………………	☐	☐	☐	☐	☐
15. 您討厭在飯後無所事事………………………………	☐	☐	☐	☐	☐
16. 您飽餐後會有易怒的情況……………………………	☐	☐	☐	☐	☐
17. 不喜歡浪費時間在會輸的競賽或遊戲………………	☐	☐	☐	☐	☐
18. 常常用肢體語言來輔助並強調自己說的話…………	☐	☐	☐	☐	☐
19. 相信自己的某些成功是因為做事情比別人快………	☐	☐	☐	☐	☐
20. 總想向有競爭性的人或事挑戰………………………	☐	☐	☐	☐	☐

三、以下的問題是有關個人心理感受的描述。在 a 或 b 必須選一項而且只能選一項，選擇您比較同意的敘述，在空格□打「✓」。

1. □a.人生中許多不愉快的事，有些原因是運氣不好
   □b.自己做錯事，所以才會造成不幸

2. □a.只要努力，還是會得到別人的尊敬
   □b.一個人不管怎麼努力，他的價值還是被忽視

3. □a.成為領導者，靠好的機會與運氣
   □b.有能力的人，將能成為領導者

4. □a.會成功是因為努力，和運氣沒有太大關係
   □b.能夠做好一件事，主要是天時地利的關係

5. □a.自己種了什麼因，就會得到什麼果
   □b.有時候，我覺得不能夠控制自己的人生方向

6. □a.我訂了計畫，都能確定我能使這些計畫成功
   □b.計畫訂得太好也沒有用，因為很多事情最後都得靠運氣

7. □a.我得到想要的東西，我不是靠運氣
   □b.怎麼做，很多時候用丟銅板來決定比較快

8. □a.能當老闆，通常是看誰的運氣比較好
   □b.要讓下屬把事情做好，要看管理者的能力，和運氣沒有關係

9. □a.大多數的人都不瞭解，他們一生中受偶發事件影響有多少
   □b.事實上，沒有所謂「運氣」這回事

10. □a.在我們身上發生的所有壞事和好事，最後會抵銷掉
    □b.大多數的不幸，是自己的無知、懶惰、缺乏能力所造成的

11. □a.發生在我身上的事情，我常常覺得無能為力
    □b.機會和運氣在我生命中不是這麼重要

四、基本資料：

1. 請問您的性別為：
   (1) □女　　　　　　　　　　(2) □男

2. 請問您的年齡為：
   (1) □20 歲以下　　　(2) □21~30 歲　　　(3) □31~40 歲
   (4) □41~50 歲　　　(5) □50 歲以上

3. 請問您的教育程度為：

(1) ☐國中以下   (2) ☐高中(職)   (3) ☐大學(專)

(4) ☐碩士   (5) ☐博士

4. 請問您每月的收入約為：

(1) ☐20,000 元以下   (2) ☐20,001~40,000 元   (3) ☐40,001~60,000 元

(4) ☐60,001 元~80,000 元   (5) ☐80,001 元以上

5. 在過去一年內，您曾經透過網際網路來購買產品或服務的次數有幾次？

(1) ☐0 次   (2) ☐1~5 次   (3) ☐6~10 次   (4) ☐11 次以上

問卷到此全部結束，請您檢查一下是否有漏填之答項，再次感謝您的合作！

Appendix D

一、服務失誤案例描述:

您在 9 月 28 日向知名購物網站購買一台售價 8,000 元的數位相機,打算在 10 月 6 日週末與家人一同出遊時用來拍照使用,10 月 2 日時您收到一封電子郵件告知目前商品缺貨,導致你必須花數天的等待時間,也無法在出遊期間有新相機可使用。

您對以上的情境描述之看法為何?

	非常不同意	不同意	有點不同意	無意見	有點同意	同意	非常同意
1. 此情境的描述符合真實性	□	□	□	□	□	□	□
2. 此情境在現實生活中很有可能發生	□	□	□	□	□	□	□

當您遇到此服務失誤,您可能會有的反應為?

	非常不同意	不同意	無意見	同意	非常同意
1. 當作沒發生一樣,不作任何處理	□	□	□	□	□
2. 下次再向這家購物網站消費時,再將此次不滿意的經驗告知業者	□	□	□	□	□
3. 決定以後不再向這個購物網站消費	□	□	□	□	□

	非常不同意	不同意	無意見	同意	非常同意
4. 聯絡網站客服中心主管，表達您的不滿………………	☐	☐	☐	☐	☐
5. 告知你的親朋好友你這次的不愉快消費經驗…………	☐	☐	☐	☐	☐
6. 勸阻你的親朋好友不要向這個購物網站消費…………	☐	☐	☐	☐	☐
7. 將您的不滿投訴於消費者文教基金會，請他們去監督這個購物網站的運作…………	☐	☐	☐	☐	☐
8. 將業者的疏失公開於消費者保護機構，讓其他消費者有所警惕…………	☐	☐	☐	☐	☐
9. 投書於媒體，抱怨此次的不愉快消費經驗………………	☐	☐	☐	☐	☐
10. 採取合法行動以抵制該購物網站………………	☐	☐	☐	☐	☐

在您可能會有的反應後，您對以下業者的處理方式之看法為何？

	非常不滿意	不滿意	無意見	滿意	非常滿意
1. 客服人員以 e-mail 的方式誠懇向您致歉………………	☐	☐	☐	☐	☐
2. 業者以電話聯繫您，並誠心致歉………………	☐	☐	☐	☐	☐
3. 業者贈送您下次購物優惠 20%的折扣券………………	☐	☐	☐	☐	☐
4. 針對此次疏失，業者額外贈送小禮物補償您的損失………	☐	☐	☐	☐	☐

二、下列各項題意為了解您個人的感受和行為，請您依照平日的感覺、想法，或是發生次數的多寡來填答。

		從不如此	甚少如此	偶爾如此	經常如此	總是如此
1.	說話時會越說越快…………………………………………	☐	☐	☐	☐	☐
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10.	對於一些他人覺得有趣值得花時間享受投入的事情，並不太注意………………………………………………………	☐	☐	☐	☐	☐
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