

CIVILITY MATTERS

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While the proliferation of literature on the subject of growing incivility in society demonstrates the increasing importance given to civility by corporate America, there has been little academic investigation of the concept. The limited number of academic studies on civility reveals immense negative consequences for uncivil behavior. One question for marketers of businesses is whether lack of civility among front-end personnel can negatively influence sales. This dissertation is an attempt to fill this research gap by exploring responses to uncivil behavior under the theoretical framework of attribution theory. Using the CDSII scale based on attribution theory, experimental research design was used with current civil and uncivil behavior by the store employees and past experiences (positive, negative, and no-experience) with the store as stimulus. The consumers' perception of civility, attributions and behavioral intentions were measured and used as dependent variables. The results of the experiment showed that when a customer discerns employee behavior to be uncivil, the customer's perception of the level of the ability of the employee to control his own behavior decreases. The results of the study enhance the knowledge of two important consumer behaviors, namely complaining and switching behaviors by empirically studying their antecedents in a particular market interaction context. The results imply that it is important to eliminate or minimize any experience that the customer may construe as negative at a store. If practitioners can work towards eliminating or decreasing certain attributions of consumers, they can reduce the switching behaviors and thus impact customer retention rates and future sales. Though this study contributes to marketing theory and provides vital insights to practitioners, this study is but a starting point for further examination of the role of civility in consumer behavior and decision making.

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CHAPTER 1

INTRODUCTION

The word civility is derived from the Latin word *civitas*. *Civitas* means city (Forni, 2002). Civility implies how one would behave in a city with close proximity to other people. The word civilization also originates from *civitas* (Forni, 2002). Civility also implies interaction between neighbors and co-workers in an organized society that would be described as civilized. The concept of civility has been said to be based on the Mosaic law of “love thy neighbor” (Andersson and Pearson, 1999). By contemporary researchers civility has been described as the principle of respect-for-others in action (Forni, 2002). One scholar refers to civility as “a way of signaling the existence of self-control” (Wilson, 1993). Even though the norms differ across board, every society and community of the world has some norms and unwritten rules of civility regarding interactions between its people, (Elias, 1982; Goffman, 1967; Hartman, 1996).

Civility or the perceived lack thereof has been a recent topic of discussion amongst most of the so-called civilized world. There have been reports of incivilities inflicted to fellow drivers on the roads, to teachers in school, to colleagues, employees and customers (Wald, 1997; Farkas et al., 2002; Duffett et al., 1999; Johnson et al., 2002). Even though the society where these reports are made is writ with “radical individualism and cultural relativism” (Forni, 2002), reports on incivility still command public outrage (Farkas et al., 2002).

The National Highway Traffic Safety Administration reported that every year approximately 28,000 highway fatalities were in part due to unrestrained rage (Wald, 1997). Fifty-eight percent of the polled in a study on the state of civility said that it was very common to see careless and aggressive driving on the roads (Farkas et al., 2002). The study also revealed

that encountering reckless driving causes a good deal of stress and fear of driving (Farkas et al., 2002).

Another research investigation conducted to study the perceptions of civility and rudeness amongst the youth found that 9 out of 10 Americans felt that their kids and teenagers were rude and disrespectful (Duffett et al., 1999). A survey of high school students reported that less than one-third of the students felt that their classmates typically treated their peers or even their teachers respectfully (Johnson et al., 2002). Three out of four students who responded to this survey said that it is common place to hear profanity in the cafeteria and in the hallways at school (Johnson et al., 2002).

Unfortunately, grade school students are not far behind their seniors. A study conducted by the National Association of Secondary School Principals found that foul language by grade school students was commonly faced by their teachers and principals (Barber, 1997). As evidence of the old proverb, “an apple does not fall far from the tree” 71% of respondents of another study said that they had seen parents screaming and cursing players, referees and other parents at their children’s sporting events (Farkas et al., 2002). Evidently, 60% of the respondents also felt that even if parents try their best to teach civil behavior to their children, the ill-mannered and flamboyant role models that the society offers ruins the efforts (Farkas et al., 2002). An overwhelming 85% of the respondents blamed TV shows that used a lot of crude language and telecast offensive and disrespectful behavior (Farkas et al., 2002). An earlier study showed that 67% of Americans blame rock music partially for the prevailing rudeness in our society (Marks, 1996). The respondents referred to the curse words used or implied in the rock music, the lewd behavior displayed in the music videos and the general loudness of such music (Marks, 1996).

Evidently, uncouth behavior is not limited to drivers and the youth. Most of the society seems willing to use any vehicle of communication available to sound their unrestrained opinion through word or action. For instance, 39% of the polled said that in the past year they had been on the receiving end of spiteful and crude emails as well as chat room messages (Farkas et al., 2002). In the same study, 49% of the respondents said that they often came across people talking obnoxiously loud on their cell phones in public places (Farkas et al., 2002). Also, 44% of the polled said that they often come across people who use impolite and loud language out loud in public (Farkas et al., 2002). Interestingly, more than one-third of the respondents admitted to have used bad and discourteous language in public (Farkas et al., 2002).

A survey conducted by U.S. News and World Reports in 1996 reported that 89% of the respondents think that incivility is a major problem in the US (Marks, 1996). Also 80% of those polled felt that civility has worsened in the last 10 years (Marks, 1996). Ironically, this very study found that 99% of Americans adjudge their own behavior as civil (Marks, 1996).

Another survey conducted a few years later to study rudeness and explore attitudes regarding civility in the United States reported that 79% of the polled felt that the lack of respect and civility is a grave problem in our society (Farkas et al., 2002). While more than 50% of the polled felt that Americans had become more civil while dealing with African Americans, gays or the physically handicapped, a good part of the polled felt that the overall civility in America is only getting worse (Farkas et al., 2002). An overwhelming 88% of the respondents said that they came across rude and uncivil people often or sometimes (Farkas et al., 2002). Interestingly 41% of the respondents confessed to have behaved impolitely themselves, be it at their children's sports events, on the road or other public places (Farkas et al., 2002). A good 62% of the respondents claimed to feel bothered and angry when witnessing boorish and uncivil behavior in

public (Farkas et al., 2002). Paradoxically, most of those who were enraged by an act of incivility admitted to have snapped right back in an uncivil and rude manner (Farkas et al., 2002). Thus, the cycle goes on and the Golden Rule seems to be a concept not put to much practical use.

On a positive note, there is much reported unease on the growing incivility in our society, which indicates that civility is important to most people and to the society at large. A study showed that an overwhelming 91% of Americans believe that incivility can lead to violence (Marks, 1996). In an *ABC News/World News* poll conducted in 1999 an overwhelming 85% of Americans said that the world would be a better place if people used more please and thank you. Contrary to the basic American values of free speech, a surprising 43% of the polled thought that good manners and civility should be enforced by legally limiting freedom of speech.

These concerns for declining civility lead to a civility project undertaken by Johns Hopkins University to study the effects of the presence and absence of civility and respect in the military and the prisons. This was the initiative of a professor of Italian literature, who has also started teaching courses in civility, and the theory and history of manners. This is the first time in the history of American academia that civility is being taught as a course in a university. The Civility project that ran from 1997 to 2000 also inspired two Maryland counties to adopt a program for promoting civility.

Be it the offices of the mayor, the chief justice or even the president, attempts have been made to make society more civil. In 1997, the chief justice of New York's Court of Appeals dismayed by the pomposity and aggressiveness of lawyers and judges put in place a civility code for attorneys and judges (Caldwell, 1999). This was followed by an outburst of defiance by some lawyers who argued that attorneys are taught to be combative and antagonistic (Caldwell,

1999). Interestingly, some courts are now issuing sanctions on attorneys who behave in an uncivil fashion (Keating, 2008). Incidents of ridiculing the opponent's arguments are turning out to be costly for the clients and counsel (Keating, 2008).

In March 1997, the House of Representatives hired an expert on civil discourse to teach them civility and good manners (Ridley, 1997). In 1998, the mayor of New York undertook a campaign to improve the comportment of New Yorkers, be them civil servants, cab drivers, delivery men or the lone pedestrian (Caldwell, 1999). President Bush in his inaugural address on January 20, 2001 said, "Today, we affirm a new commitment to live out our nation's promise through civility, courage, compassion and character. America, at its best, matches a commitment to principle with a concern for civility. A civil society demands from each of us good will and respect, fair dealing and forgiveness. ... Civility is not a tactic or a sentiment. It is the determined choice of trust over cynicism, of community over chaos. And this commitment, if we keep it, is a way to shared accomplishment."

Several books have also been written on the subject. Some of the more popular ones are *The Culture of Narcissism* (1979), *Rudeness and Civility* (1990), *Culture of Complaint* (1994), *The De-moralization of Society* (1995), and *A Short History of Rudeness* (1999). As their titles indicate, most of these books trace the decrease of civility and the rise of rudeness in the society. Some other books have also been written about dealing with the issue of increasing incivility such as *Choosing Civility: The Twenty-five Rules of Considerate Conduct* (2002). Further, columns in popular press such as Miss Manners have sprung up that attempt at giving answers to questions on proper conduct and comportment.

Corporate America has not been too far behind in according civility its importance. AT&T's Hawthorne plant experiments revealed that the output of the factory was affected more

by the interpersonal dynamics and attitudes of the workers than by management planning, physical conditions and the like (Mayo, 1933). These experiments were held between 1924 and 1933. It was the first time in the history of corporate America that results of research showed a correlation between social behavior and organizational success. Since then countless studies have been conducted to research various aspects of inter-personnel, business personnel-to-consumer and business-to-business personnel behavior and its impact on an organization's output, profitability, market share etc.

Particularly, one aspect of social behavior, namely civility for corporate America has been written about in trade publications. Most of these publications have been concerning the banking, accounting, law, health and hospitality industries (Anonymous, 1997; Bushko and Raynor, 2000; Cales, 2000; Cooper, 2003; Cottrill, 1997; Fieg, 2005; Flatt and Williams, 1995 a and b; Lauer, 2003; Rasmussen, 1998 and 1997; Ward, 2003). Some publications have covered the importance of civility and mutual respect for doing business internationally (Jarvis and Way, 1994; Rasmussen, 1997). Others have lamented about vulgar and rude ads that display foul manners (Centaur, 2005). A few publications have stressed the importance of manners in business conversations, particularly first contact conversations on telephones as those can create lasting impressions for a long-term relationship (Anonymous 2003; Churchill, 1998; Jarvis, 1994).

In the recent years many business etiquette consulting retail stores have sprung up. These retail stores train the employees and executives of the client retail stores in respectful business protocol. Countless articles have been written in trade publications by such etiquette consultants that exhort employees to display more civil and courteous behavior ranging from saying hello with a smile to avoiding checking emails at a meeting. The successes of workplace etiquette

consulting retail stores have been covered by national television and radio. A common recommendation amongst most of the business etiquette consulting retail stores is to set in place civility guidelines that the employees are expected to comply with (Huber, 2008). They also suggest that companies start measuring civility of their employees as part of their annual performance evaluations (Huber, 2008). Books have also been written on improving civility in corporate America. Some of the more popular ones are *It's Your Move: Dealing Yourself the Best Cards in Life and Work*; *Rude Awakenings: Overcoming the Civility Crisis in the Workplace*; *The Etiquette Advantage in Business: Personal Skills for Professional Success*; *Kiss, Bow, or Shake Hands (The Bestselling Guide to Doing Business in More than 60 Countries)* and *Skinny Bits: Wisdom for a Flourishing Image Business*.

In a survey conducted on civility issues in corporate America, 4 out of 10 of the respondents admitted that a lot of their colleagues were uncivil and disrespectful (Farkas et al., 2002). Three out of ten respondents said that their supervisors behave rudely (Farkas et al., 2002). In another study, 800 US and Canadian employees were surveyed in a research study conducted in the field of organizational behavior to investigate the experience of incivility at work and its consequences (Pearson and Porath, 2005). Ten percent of the respondents observed uncivil behavior at work every day and 20% experienced incivility personally at least once a week (Pearson and Porath, 2005).

More vital to the field of marketing, another survey revealed that 46% of respondents admitted to have walked out of stores when encountering bad service in the past year (Farkas et al., 2002). Importantly, the study also revealed that customers typically ignored genuine mistakes but were not ready to overlook and forgive incidents of incivility (Farkas et al., 2002). They felt that because they were spending their money in stores or restaurants, they had a right to expect

respectful and polite behavior (Farkas et al., 2002). An alarming 77% of the respondents said that it was very common to come across “salespeople acting like the customers are not even there” (Farkas et al., 2002). The respondents also commented on clerks who give boorish and incomprehensible responses to requests by customers (Farkas et al., 2002). Some respondents pointed to store clerks who walked away, refusing to help because “it was not their department” (Farkas et al., 2002). Also, 52% of the respondents said that the uncivil and disrespectful behavior they encountered “stayed with them for some time” and were not easy to forget or let go of (Farkas et al., 2002). Ninety-two percent of the correspondents felt that an effective way to improve customer service would be for companies to encourage the customers to complain about uncivil and rude behavior of the employees to the management (Farkas et al., 2002). Also, 94% of the respondents felt that another effective way to improve customer service would be to encourage customers to recognize very helpful employees so that the company can reward the employees for their exceptional behavior (Farkas et al., 2002). Even though this was a status report and not an academic study, the results point to uncivil behaviors exhibited by front-end personnel and its unprofitable consequences such as the customer walking out the door or not being able to let-go of the incident.

Research Gap

While the proliferation of corporate civility consultants, books, status reports and trade publications on the subject give witness to the increasing importance given to civility by corporate America, there has been little academic investigation of the concept. However, the limited number of academic studies reveals immense negative consequences for uncivil behavior. For instance, the management literature gives evidence that the costs of incivilities include decreased productivity, helpfulness and performance (Pearson and Porath, 2005; Porath

and Erez, 2007). Also those experiencing or witnessing such behavior consequently behave in a manner not conducive to the organizational values (Pearson and Porath, 2005). Most of them tell their family, friends and colleagues about such encounters (Pearson et al., 2001). In addition, if the incivilities prevailing in an organization are not curtailed, it decreases loyalty to the organization and the employee turnover escalates (Pearson and Porath, 2005). Interestingly, the negative consequences of incivilities at work such as decreased work efforts go unnoticed by the management (Pearson and Porath, 2005). Further, there is evidence in the management literature that rudeness defined as incivilities with an ambiguous intention disrupt cognitive processes and in turn reduces performance on routine as well as creative tasks (Pearson and Porath, 2005).

There have been a few academic studies conducted in the field of services that allude to the importance of civility or aspects of civility such as politeness and courtesy for customer delight, service-encounter quality and customer satisfaction (Jayawardhena et al., 2007; Parasuraman et al., 1988; Sachdeva and Verma, 2004; Verma, 2003; Winstead, 2000). One of the dimensions of the construct service-encounter quality has been shown to be civility (Jayawardhena et al., 2007; Winstead, 2000). Evidently, when evaluating the quality of service, consumers of services take into account two key aspects of civility, namely courtesy and caring (cf. Parasuramana et al., 1988; Sachdeva and Verma, 2004). Also, civility in a service context is closely related to customer satisfaction (Winstead, 2000). Another study shows that respect, politeness, courtesy and friendliness are strongly correlated with customer delight (Verma, 2003). Because services are inter-personal by nature, it is no surprise that academic research in the services literature has been conducted to identify facets of this interaction. While service-encounter quality has been valued as a “key strategic competitive weapon” (Mattila & Enz,

2002), not much research has been done on the quality of encounters between the front-end personnel of businesses and their customers.

A vital question for marketers of businesses is whether lack of civility on part of their front-end personnel can negatively influence their sales. One empirical study shows that encountering uncivil behavior indirectly influences the consumer's wish to switch business (Paswan and Lewin, 2008). However, this study or any other study does not investigate the causal inferences customers make and how those inferences influence future behavioral intentions. This dissertation is an attempt to fill that research gap by exploring the responses to uncivil behavior under the theoretical framework of attribution theory.

Research Questions

This study has three main research questions that it attempts to answer. The foremost intent is to investigate consumer attribution processes when faced with uncivil behavior and to learn how that affects their intentions to do business with the particular entity in the future. The main research questions are as follows:

1. What are the attributions consumers make when faced with an uncivil behavior by an employee of a business?
2. What is the impact of the consumers' attributions on consumer-complaining behaviors?
3. What is the impact of the consumers' attributions on consumer-switching behaviors?

Figure 1 illustrates the behavioral model this dissertation intends to study.

Research Design

According to attribution theory people reflect on reasons for incidents or events (Heider, 1958, Kelley, 1967). Further, a person is more likely to engage in attribution search after a

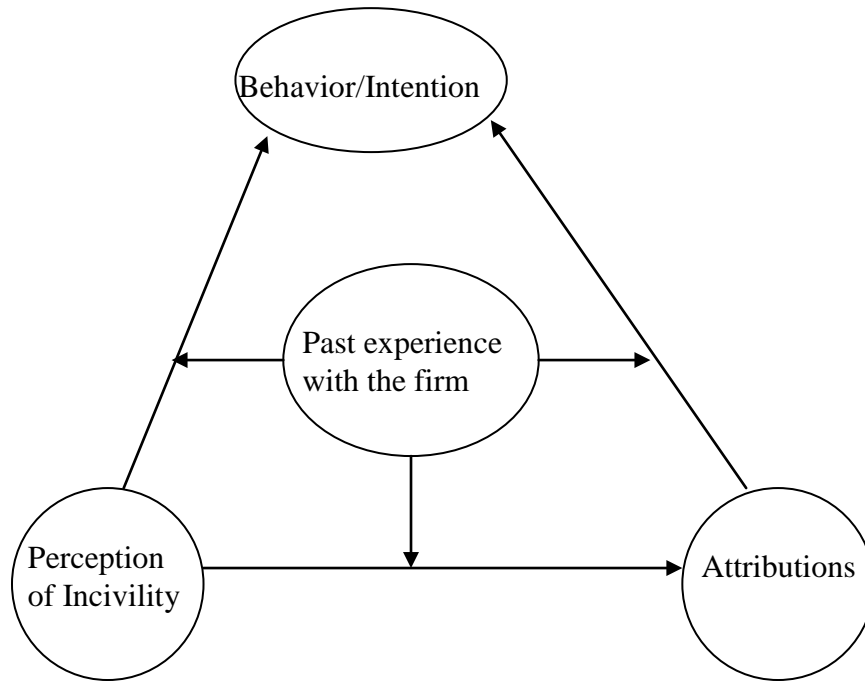


Figure 1. Study model.

negative event (Folkes, 1988). Therefore, it is appropriate to use attribution theory as an overarching theory for this study, which is concerned with attributions consumers make after encountering an uncivil behavior.

Experimental research is employed to explore the attributions made by the consumers. Experimental designs facilitate manipulation of the front-end personnel's behavior and enable gathering of all consumer responses (Winstead, 2000). Theoretical foundations and hypothesis development are presented in chapter 2.

Managerial and Academic Contributions

This study contributes both to the theory and practice of marketing. In the field of marketing little attention has been paid to the interaction between the front-end employees of a business and their customers. Also, issues of civility have neither been explored in the business-

to-business context, nor have these been explored in relation to store ambience and store image. This study can lay the foundation for such future studies.

The corporate world can use the findings of this research especially if this research establishes the impact of attributions on behavioral intentions such as switching or complaining behavior. The enhanced understanding of the reasons for losing customers, for complaining-behaviors and for bad word-of-mouth instances can be the impetus many companies need to refurbish their employee training efforts. This study can give store managers the theoretical backing they need to invest in employee training projects.

Dissertation Overview

Chapter 2 discusses the conceptualization of the construct of civility, the attributional theory framework and hypothesis development. Chapter 3 provides the details of the methodology used. Specifically, chapter 3 details the pretests, manipulation checks, final experiments and the analysis techniques used. Chapter 4 reviews the research goals and explains the findings of this study. Chapter 5 discusses the results and the limitations of the research. Finally, chapter 5 concludes with managerial contributions and implications for further research.

CHAPTER 2

UNCIVIL BEHAVIOR

While, response to blatantly rude behavior has been documented in the psychology literature as one that results in downright retaliation (Skarlicki and Folger, 1997), not much has been written about responses to subtly rude or uncivil behaviors. Much less has been documented in the marketing literature about consumer responses to subtle uncivil behavior in a marketing interaction context. Because of the higher propensity of humans to make attributions when facing a negative and unexpected behavior (Weiner, 1985, 1986; Folkes, 1982) it is imperative to study the causal inferences the customers make on facing uncivil behavior by front-end employees. Also, studying the causal structure is important because it is very hard to change attributions once they become a central part of the customer's belief structure (Anderson et al., 1980; Ross, Leper and Hubbard, 1975). Further, strongly held beliefs can influence future behavior (Alwitt and Berger, 1992). Also, a belief about one aspect of a product or service interaction can have a halo effect on other aspects about the product or service. For example, a study showed that when consumers held the belief that Gucci handbags are of high quality, the halo effect extended to other and all Gucci products, too (Joiner and Loken, 1998). In the case of this study, if one employee of a retail store has acted rudely with a consumer, the consumer may extrapolate the resulting belief about that employee to other acts of service at the store or to other employees of the store. This could be injurious for the retail store and its business.

Attribution Theory

Heider (1958) uses naïve psychology to explain the relations between two or more people. The focus is on everyday interactions between people that occur at a conscious level. Heider (1958) contends that even if all documented knowledge of psychology was wiped away,

every human would still have the ability to act and react like a naïve psychologist and make reasonable explanations for behaviors and feelings. As naïve psychologists, human use their common-sense to create a mental picture of a situation, opinions about other people, interpretation of other people's actions, predictions of their future actions and so on (Heider, 1958). Such perception about their world in turn guides their own reactions and adaptations (Heider, 1958).

The underlying concept of naïve psychology is that all people have the innate awareness of the environment they are in (Heider, 1958). This environment includes all the events that occur in a particular situation in their environment (Heider, 1958). Beyond this awareness, all people have the ability of perception and the vulnerability of being affected by what they perceive (Heider, 1958). Oftentimes, what mediates between an event and perception of an attitude, intention or a personality trait is nothing more than a gesture, a tone of voice, how something is said or other subtle and ambiguous physiognomies (Heider, 1958). In the same vein, Weiner's (1985) review of the psychology literature unequivocally points to the prevalence of spontaneous causal ascriptions in everyday life.

According to Heider (1958), the two most important characteristics of events that affect people are the perception of the event as being positive or negative and the causes for the events. In essence, Heider (1958) claims that the "attribution of action" or "the cognition of the conditions of action" play a major role in assessing the actor's guilt or responsibility and in the future expectation of the actor's behavior. Such attributions are important for the naïve psychologist as she or he is trying to make sense of every-day interpersonal experiences that are not very phenomenally explicit (Heider, 1958). If the action is considered purposive and intentional then the action is associated more intimately with the actor than if the action is

considered a result of ability/inability factors (such as clumsiness) or a result of factors beyond the actor's control (such as sudden fire alarm going off) (Heider, 1958).

Further, the perception of the event being beyond the power of the actor also affects the resulting attitudes of the observer and predictions about the actor's future behaviors (Heider, 1958). Finally, whether or not the actor ought to have behaved in a particular way is considered an important dimension that the naïve psychologist uses to appraise a person or situation (Heider, 1958). The dimension of ought stems from prevailing norms and expectations of behavior in relation to which the actual behavior is to be measured (Heider, 1958). A simple and common example of this dimension is that a person is expected to say thank you on being handed something that he or she needed. A quick thank you is a basic expectation because that is the general custom of the society we reside in. In a situation where the actor does not meet the prevailing expectations, the naïve psychologist makes a moral appraisal of the actor's words or deeds assessing if the actor behaved in a way he or she ought to have behaved.

While building on the theory prepared by Heider, Weiner empirically shows that causal ascriptions happen more often when the outcome is unexpected and/or negative (Weiner, 1985). When an outcome or action goes contrary to the basic script one has in mind about a certain interaction, one tends to engage in greater causal ascriptions (Weiner, 1985). For example, the script or expectation a customer might have at a retail store is that a front-end employee will be willing to help and will do so with a measure of civility. However, if the outcome of the interaction between a customer and a front-end employee turns out contrary to such an expectation and is indeed negative, it will promote greater attributional thinking on part of the customer.

In this study Weiner's attributional theory (1985) is being used to study the causal ascriptions made by customers on facing an uncivil behavior on part of an employee of a retail store in a business-to-customer scenario. Weiner (1985) defines cause as an answer to the why question regarding an outcome. This cause is imposed by the attributor. For example, if a customer encountered a rude behavior by a front-end employee; the why question will answer why the employee behaved rudely and not why the front-end employee interacted with the customer. In other words, it is the outcome of the action that is at the center of the causal attribution, not the action itself.

Further, Weiner (1985) distinguishes between cause and reason. Causes are antecedents of a particular outcome that does not necessarily justify or defend the outcome, whereas reasons are a justification of an outcome and may at times be the cause too (Weiner, 1986). For example, a reason or justification for a front-end employee to behave rudely may be that the previous customer behaved very rudely with the employee or that the employee was having a rough day. However, the cause for rude behavior could be the employee's propensity to behave in an uncivil manner. In this case, his dispositional tendency does not validate or excuse the rude outcome.

Weiner (1986) gives three dimensions of perceived causality that are reliable, meaningful and valid across different situations. This taxonomy defines how explanations are organized in the mind of human beings (Weiner, 1986). These three properties are locus of control, stability and controllability ("controllable by anyone" as defined by Weiner 1986-p. 50). Each of these is understood to be on a bipolar continuum, with internal locus and external locus, stable and unstable, and controllable and uncontrollable at the opposite ends of the three properties (Weiner, 1986).

As an example, customer needs assistance at a retail store and asks an employee to guide him to a particular section of products he is looking for. In response the employee does not look the customer in the face and mumbles the aisle number while continuing with whatever he was working on. Such lack of basic civil behavior surprises the customer because the pre-existing script in his mind regarding interaction with employees at retail stores is the opposite of the actual interaction that took place. The script defines such an interaction as cordial where the employee politely looks up from his work, meets the customer in the eye, respectfully points to the needed aisle and concludes with an offer to provide more help if needed. Another customer's script may involve the employee physically guiding or leading the customer to the needed aisle. However, the customer's experience in this situation has been negative and contrary to the mental script.

Such an experience if considered negative and unsettling by the customer may lead the customer to a host of emotions ranging from indignation to anger. According to the attributional theory, such an outcome will also result in immediate causal ascriptions about the employee's behavior (Weiner, 1985). The customer may conclude that the employee's behavior (if considered uncivil by the customer) stems from lack of basic manners or from lack of training by the management of the retail store. What is important for the business is to know what causal ascription the customer made about the employee's behavior and what impact those ascriptions can have on the customer's behavior in relation to their business. Specifically, would the customer indulge in behaviors unfavorable to their business such as negative word-of-mouth, complaining or switching behaviors?

Extant literature shows that when all possible reactions to uncivil behavior by employees of a retail store were solicited and exploratory factor analysis run on the data, three distinct

factors or dimensions of reactions were found (Paswan and Lewin, 2008). Those three dimensions of reactions are accepting, assertive, and switch business. An accepting reaction is when the respondent would just act like nothing happened and would not think much of the uncivil behavior. He or she would continue to carry on business as normal and just accept the said behavior as commonplace and the norm. The assertive reaction is when the respondent would assert his right to civil behavior and be vocal about it through formal complaints to the personnel in authority. He or she could do so by confronting the employee and demanding an apology, and even by escalating the issue to the corporate office. Such behaviors have been termed complaining behaviors for the purpose of this study. The switch business reaction is best described as when you switch your place of business from the retail store you encountered uncivil behavior to another retail store. Telling others about your experience, which is spreading the news about the issue you faced through word-of-mouth also falls under this dimension. These three are exhaustive behavioral outcomes on encountering uncivil behavior at a retail store and have been used for the purpose of this study.

Also, these behavioral outcomes are consistent with the framework for responses strategies on encountering negative behavior provided by Hirschman (1970). The taxonomy provided by Hirschman (1970) is popularly called the EVL taxonomy, where E stands for exit, V stands for voice and L stands for loyalty that influences the responses of exit and voice. In the classification of behavioral outcomes used for this study, switching behavior corresponds to exit and complaining behavior corresponds to voice. The influence of loyalty is not being measured in this study, but the influence of the type of past experience is being measured.

Controllability

Attributions will differ on the basis of how controllable the actions are considered by the observer (the customer in this study). Causal controllability is explained as the perception that the action was under the volitional control of the actor (the front-end employee in this study) (Weiner, 1979). If one feels that someone else or the actor himself could have done otherwise leading to a different outcome, one is essentially attributing the cause to be controllable.

In the Causal Dimension Scale II given by McAuley et al. (1992) the dimension of controllability has been split into two distinct dimensions namely personal controllability and external controllability. McAuley et al. (1992) state that the more salient of the two dimensions of controllability will have a vital influence on the ensuing behavior. Further, controllability is an important property of causal ascriptions also because it directly influences inferences about responsibility (Weiner, 2000).

The difference between external and personal controllability has been best explained by McAuley et al. (1992), who introduced these two dimensions through the revised Causal Dimension Scale II. The example they give is of a batter in baseball. He gets hit by the ball on his leg that is causing him pain. If he got hit because he mistakenly or carelessly stepped into the strike zone, then one would attribute the cause to personally controllable factors. Conversely, if the batter has hit a home run and at the next pitch the pitcher hits the batter's leg, then one is more likely to attribute the cause to externally controllable factors (i.e. a retaliatory pitcher delivering a vindictive pitch).

External Controllability

In this study, attribution of external controllability would be implied if the consumer feels that the employee's behavior was manageable by others. When the consumer thinks that others

had control or power over the employee's behavior and could have regulated it, they would in essence consider the behavior to be one externally controllable.

In the case of a retail store that the consumer has always had positive past experiences at, the consumer may interpret an incident of uncivil behavior as an anomaly. The consumer may assume that because they have always experienced good customer-service and the like at the store, the store has a good organizational culture and perhaps some code-of-conduct for its employees. On the other hand, if the consumer experiences uncivil behavior at a store which almost always seems to have poor customer-service and the like, they may consider that the behavior would have been different if the management had done otherwise. In this case, the customer may feel that better organization culture or training would have affected the outcome differently thereby attributing more external controllability to this scenario than one in which they had positive past experiences. Further, the consumer may be willing to accord some benefit-of-doubt to a retail store he has had no prior experiences at, thereby not assuming the worst about the retail store. Thus, I postulate that the consumer will attribute the behavior to more external controllability in case of a store he or she has had negative past experience in, than a store he or she has had no prior experience in. Further, in a store that the customer has had positive past experiences, the customer may consider this to be less externally controllable than a store he has had no prior experiences in.

H1a: Customers who perceive uncivil behavior by an employee of a retail store with which they have had negative past experience will attribute it to be more externally controllable than uncivil behavior by an employee of a retail store with which they have had positive past experience.

H1b: Customers who perceive uncivil behavior by an employee of a retail store with which they have had negative past experience will attribute it to be more externally controllable than uncivil behavior by an employee of a retail store with which they have had no prior experience.

H1c: Customers who perceive uncivil behavior by an employee of a retail store with which they have had no prior experience will attribute it to be more externally controllable than uncivil behavior by an employee of a retail store with which they have had positive past experience.

Personal Controllability

Studies conducted on aggressive behavior show a significant influence of lack-of-self-control on aggressive behaviors such as violence (Thomas and Fontao, 2008; Sullivan et al., 2008). These studies indicate the presence of the innate quality of self-control. Whether that inherent human trait of self-control is brought to the fore or not by an individual when provoked is another matter. While I am not dealing with aggressive behavior in this study, subtle uncivil behaviors may be considered a very watered down version of aggressive or grossly disrespectful behaviors that are influenced or moderated by the human quality of self control.

I postulate that even though the consumers will consider uncivil behavior on part of the employee to be personally controllable, the degree to which it will be perceived to be controllable will vary based on the consumer's past experiences at the store. If the past experiences at the store have always been negative, the feeling that the employee could have done otherwise will be less strong than if the past experiences at the store have been positive or there have been no prior experiences at the store. Because the consumer holds the retail store where he has had positive past experiences in higher esteem, he or she will attribute greater

personal controllability and self-control to the employee's behavior than at a store he has had no prior experiences at. This is because the consumer has a positive perception of the store and its environment defined by exemplary customer-service and overall department of it's employees.

H2a: Customers who perceive uncivil behavior by an employee of a retail store with which they have had no prior experience will attribute it to be more personally controllable than uncivil behavior by an employee of a retail store with which they have had negative past experience.

H2b: Customers who perceive uncivil behavior by an employee of a retail store with which they have had positive past experiences will attribute it to be more personally controllable than uncivil behavior by an employee of a retail store with which they have had negative past experience.

H2c: Customers who perceive uncivil behavior by an employee of a retail store with which they have had positive past experience will attribute it to be more personally controllable than uncivil behavior by an employee of a retail store with which they have had no prior experience.

Stability

This dimension attempts to understand if the observer or victim perceives the incident or outcome to be a one-time incident or to be temporally stable. Therefore, this dimension indicates if the perception of the causes for an outcome is considered temporary or constant and unchangeable over time. Service literature shows that customers are typically less dissatisfied by employee failure than by organizational failure (Bitner, 1990). The explanation is that there is a probability that one could encounter another employee the next time, thereby hoping that employee-failure will not happen again. On the other hand, if there has been an organizational

failure, one will be more greatly dissatisfied. Along the same lines, if the scenario is that of a retail store with which the customer has had positive past experience, the perception of the uncivil behavior may be that of a one-time or one-employee incident and the customer may be open to giving another chance to the retail store by coming back to it for business. On the other hand, if the scenario is that of retail store with which the customer has had negative past experience it may get easier to infer the temporal constancy and permanence of the cause. Further, if the customer encounters uncivil behavior at a retail store he or she has had no prior experience with, he or she may consider the cause of such behavior to be more stable relative to a retail store with which they have had positive past experiences. Yet, the customer may still perceive the cause to be less stable than at a retail store with which they have already had negative experiences in the past.

H3a: Customers who perceive uncivil behavior by an employee of a retail store with which they have had negative past experience will attribute it to be more stable than uncivil behavior by an employee of a retail store with which they have had positive past experience.

H3b: Customers who perceive uncivil behavior by an employee of a retail store with which they have had negative past experience will attribute it to be more stable than uncivil behavior by an employee of a retail store with which they have had no past experience.

H3c: Customers who perceive uncivil behavior by an employee of a retail store with which they have had no past experience will attribute it to be more stable than uncivil behavior by an employee of a retail store with which they have had positive past experience.

Locus of Causality

This dimension of causal attributions refers to the dichotomy of dispositional (internal) versus situational (external) factors responsible for the cause (Heider, 1958). For example if one is assessing the success of salespersons and the locus of causality is considered internal, it implies that the cause of success/failure lies within the salesperson such as his or her own abilities, traits and endeavor. However if the locus of causality is considered external, it implies that the cause is in the salespersons' environment such as ease of task or luck. In other words, the reason why the salesperson was successful or a failure lies in some aspect of the salespersons' environment, which is discrete from and external to the salesperson. Another instance is when causal ascriptions for the performance of one of the participants in a game of chess are being examined. The respondent could ascribe the relative skills of the participant's opponent as having some bearing over the outcome of the participant's performance in this particular game. If the opponent happened to be a very poor player and the participant was just fortunate to have him for an opponent, the locus of causality will lie relatively external to the participant.

In this study if the consumer perceives the employee's dispositional qualities responsible for the uncivil behavior, it would imply that the customer perceives the locus of causality to be internal. This implies that the behavior would be considered stemming from an aspect of the employee's innate personality. Conversely, if the consumer perceives the retail store is to blame for uncivil behavior due to poor training given to employees or disrespectful organizational culture, it would imply that the customer perceives the locus of causality to be external. In other words, the reason why the employee behaved such would lie distinct and separate from the entity of the employee as a person.

Because a customer would hold a retail store with which he has had positive experience in the past in higher esteem than a retail store he has had negative past experience with, he is more likely to assign an internal locus of causality to an uncivil employee of a retail store with which he has had a positive past experience. In case of the scenario of a retail store with which the customer has had no prior experience, the customer may assign greater internal locus of causality to the uncivil employee's behavior than external locus of causality because behavior is so intimately related to a person. The customer may believe that the retail store should have given training to its employees on basic civilities, yet the foremost responsibility of the behavior lies with the person. The CDSII scale by McAuley et al. (1992) used for attribution in this study assesses locus of causality from the internal perspective. Hence, in the hypotheses the term locus of causality implies internal locus of causality.

H4a: Customers who perceive uncivil behavior by an employee of a retail store with which they have had positive past experiences will consider the behavior to have more locus of causality than that of an employee of a retail store they have had negative past experiences with.

H4b: Customers who perceive uncivil behavior by an employee of a retail store with which they have had positive past experiences will consider the behavior to have more locus of causality than that of an employee of a retail store they have had no prior experiences with.

H4c: Customers who perceive uncivil behavior by an employee of a retail store with which they have had no prior experiences will consider the behavior to have internal locus of causality than that of an employee of a retail store they have had negative past experiences with.

Switching and Complaining Behaviors

In the case of a retail store with which the customers have had positive customer-service experience in the past, the customers will be more prone to indulge in complaining behaviors with the expectation that the retail store will address the employee and situation appropriately (Folkes et al., 1987). On the other hand, in the case of a retail store with which the customers have had negative customer-service experiences in the past or have had no past experience, the customers will be more prone to indulge in switching behaviors. This would be because the customers will not see any reason to necessarily come back to the store except in circumstances where they have no option.

Further, if the customers encounter uncivil behavior in a store they have had negative experiences in before; they will be more prone to indulge in complaining and switching behaviors than if they encountered the same in a store they had never been to before. This would be because the customers may be willing to give more benefit-of-doubt to a store that is new to them because they have had no experience there to compare the current experience with. Whereas, encountering uncivil behavior in a store they have had negative past experiences in will just add to the earlier accumulated negative experiences and will be an impetus to switching and complaining behaviors.

H5a: When the customers perceive the front-end employees' behavior as uncivil, they will be more likely to indulge in switching behaviors when they have had negative experiences at the store in the past than when they have had positive past experiences at the store.

H5b: When the customers perceive the front-end employees' behavior as uncivil, they will be more likely to indulge in switching behaviors when they have had negative

experiences at the store in the past than when they have had no prior experience at the store.

H5c: When the customers perceive the front-end employees' behavior as uncivil, they will be more likely to indulge in switching behaviors when they have had no prior experience at the store than when they have had positive past experience at the store.

H5d: When the customers perceive the front-end employees' behavior as uncivil, they will be more likely to indulge in complaining behaviors when they have had positive past experiences at the store than when they have had negative past experiences at the store.

H5e: When the customers perceive the front-end employees' behavior as uncivil, they will be more likely to indulge in complaining behaviors when they have had positive past experiences at the store than when they have had no prior experience at the store.

H5f: When the customers perceive the front-end employees' behavior as uncivil, they will be more likely to indulge in complaining behaviors when they have had negative past experiences at the store than when they have had no prior experience at the store.

Relation between Causal Ascriptions and Outcomes

Extant literature shows that when customers perceive behaviors of employees as controllable, the customers have a greater propensity to complain (Hamilton 1980). Along the same lines, if the customers think that the uncivil behavior was under the volitional control of the employee, there is a greater chance that the customers will behave more punitively toward the

employee and the business. On the other hand, if the customers perceive that the uncivil behavior was not under the control of the employee (as when the fire alarm suddenly goes off resulting in lack of calm by the employee), the customers will tend to act more forgiving.

H6a: Attributions of personal controllability in the scenario of a retail store with which the customer has had positive past experience is more likely to influence complaining behaviors positively than attributions in scenarios of a retail store with which the customer has had negative past experience.

H6b: Attributions of personal controllability in the scenario of a retail store with which the customer has had negative past experience is more likely to influence complaining behaviors positively than attributions in scenarios of a retail store with which the customer has had no prior experience.

H6c: Attributions of personal controllability in the scenario of a retail store with which the customer has had positive past experience is more likely to influence complaining behaviors positively than attributions in scenarios of a retail store with which the customer has had no prior experience.

H7a: Attributions of personal controllability in the scenario of a retail store with which the customer has had negative past experience is more likely to influence switching behaviors positively than attributions in scenarios of a retail store with which the customer has had positive past experience.

H7b: Attributions of personal controllability in the scenario of a retail store with which the customer has had negative past experience is more likely to influence switching behaviors than attributions in scenarios of a retail store with which the customer has had no past experience.

H7c: Attributions of personal controllability in the scenario of a retail store with which the customer has had no past experience is more likely to influence switching behaviors positively than attributions in scenarios of a retail store with which the customer has had positive past experience.

H8a: Attributions of external controllability in the scenario of a retail store with which the customer has had positive past experience is more likely to influence complaining behaviors positively than attributions in scenarios of a retail store with which the customer has had negative past experience.

H8b: Attributions of external controllability in the scenario of a retail store with which the customer has had negative past experience is more likely to influence complaining behaviors positively than attributions in scenarios of a retail store with which the customer has had no prior experience.

H8c: Attributions of external controllability in the scenario of a retail store with which the customer has had positive past experience is more likely to influence complaining behaviors positively than attributions in scenarios of a retail store with which the customer has had no prior experience.

H9a: Attributions of external controllability in the scenario of a retail store with which the customer has had negative past experience is more likely to influence switching behaviors positively than attributions in scenarios of a retail store with which the customer has had positive past experience.

H9b: Attributions of external controllability in the scenario of a retail store with which the customer has had negative past experience is more likely to influence

switching behaviors than attributions in scenarios of a retail store with which the customer has had no past experience.

H9c: Attributions of external controllability in the scenario of a retail store with which the customer has had no past experience is more likely to influence switching behaviors positively than attributions in scenarios of a retail store with which the customer has had positive past experience.

Future behavioral intentions are a factor of attitude toward that behavior (Fishbein and Ajzen, 1975). For instance, a future repurchase intention is a factor of the attitude toward the action of repurchase. If one has a positive attitude toward a certain action (interacting with a front-end employee at a store) and expects to get a favorable response in the future for that particular action, one is more likely to carry out with that action. On the other hand, if the expectation is that of an unfavorable response, one may not intend to carry out the action at all. Further, if causes are perceived as stable and the outcome is negative, the expectation and intent decrease (Day, 1982). If causes are perceived as stable and the outcome is positive, the expectation and intent increase (Day, 1982).

Extant literature also shows that when the behavior is perceived as stable, it increases complaining and switching behaviors (Folkes, 1984; Folkes et al., 1987). Thus, it is postulated that attributions of stability will positively impact complaining and switching behaviors. Such a behavioral response is expected when temporal stability and constancy is attributed, irrespective of the kind of experience the customer has had with the retail store in the past.

H10a: Attributions of stability will positively influence complaining behaviors whether the customer has had positive or negative experience at the store in the past.

H10b: Attributions of stability will positively influence complaining behaviors whether the customer has had positive or has had no experience at the store in the past.

H10c: Attributions of stability will positively influence complaining behaviors whether the customer has had negative or has had no experience at the store in the past.

H11a: Attributions of stability will positively influence switching behaviors whether the customer has had positive or negative experience at the store in the past.

H11b: Attributions of stability will positively influence switching behaviors whether the customer has had positive or has had no experience at the store in the past.

H11c: Attributions of stability will positively influence switching behaviors whether the customer has had negative or has had no experience at the store in the past.

Extant literature shows that locus of causality impacts complaining behaviors (Richins, 1983). Specifically, studies on product failures have found that if the locus of causality lies with the customer, retail stores do not need to give any redress to the customer (Folkes, 1984). On the other hand, if the locus of causality for product failure lies with a retail store, this often angers the customer and the customer expects the retail store to apologize and provide a refund (Folkes, 1984). In other words, customer prefer that whomever the locus of causality lies should take responsibility for it and take some action to set things straight.

If the customers perceive the locus of causality to be internal to the employee, there will be a greater propensity to complain in case of a retail store the customers have had positive experiences in the past with versus retail stores they have had negative experiences or no experiences. This will be so because the customers will trust the retail store with which they have had positive past experiences to address the circumstances appropriately (Folkes et al., 1987). At the same time the customers may want to give more opportunities to the retail store with which

they have had positive past experiences to display improvements in employee dispositions. This would prevent the customers from immediately engaging in switching behaviors (Bitner, 1990). However, in case of the scenario of a retail store with which the customers have had negative past experiences, there will be a greater propensity to indulge in switching behaviors. This would be so on account of the cumulative experiences at the retail store that do not give the customer any incentive to come back to this retail store unless extenuating circumstances demand so.

Further, in the scenario of a retail store they have had no prior experience with, if the customers perceive that the locus of causality lies internally with the employee they will indulge in more switching behaviors than if it were a scenario of a retail store they had positive past experiences with. This is because they did not hold the retail store with which they had no prior experience with in high esteem to begin. Conversely, in the scenario of a retail store with negative past experiences the propensity for switching behaviors may be greater than in the case of retail store with which there is no prior experience. This might be on account of a little chance that the customers might give some benefit-of-doubt to the retail store they have never been to before and they may want to go there again. On the other hand, another experience perceived as negative may just add to the pre-existing woes of the customers in the retail store which gave negative past experiences. This might also be the reason why customers will have a greater propensity to complain when in a store they have had negative past experience with versus in a store they have had no prior experience in.

H12a: In the retail store with which a customer has had positive past experiences, the attribution of locus of causality will positively influence complaining behaviors more than that in a retail store with which the customer has had negative past experiences.

H12b: In the retail store with which the customers have had negative past experiences, the attribution of locus of causality will influence the complaining behavior more positively more than that in a retail store with which customers have had no prior experience.

H12c: In the retail store with which customers have had positive past experiences, the attribution of locus of causality will influence complaining behaviors more positively than that in a retail store with which customers have had no prior experiences.

H13a: In the retail store with which the customers have had negative past experiences, the attribution of locus of causality will influence the switching behavior more positively than that in a retail store with which customers have had positive past experiences.

H13b: In the retail store with which the customers have had negative past experiences, the attribution of locus of causality will influence the switching behavior more positively than that in a retail store with which customers have had no prior experience.

H13c: In a retail store with which the customers have had no prior experiences, the attribution of locus of causality will influence the switching behavior more positively than that in a retail store with which customers have had positive past experiences.

Chapter Summary

Extant literature shows that causal ascriptions happen in people's minds in a spontaneous manner in every day life and these ascriptions happen more when faced with negative or

unexpected outcome (Weiner, 1986). These ascriptions of other's and their own actions in turn guide their ensuing reactions and adaptations (Heider, 1958). Weiner (1985) has given three dimensions of perceived causality namely controllability, stability and locus of causality. Hypotheses about customers' causal ascriptions moderated by customers' past experiences at the store when faced with uncivil behavior have been developed using the taxonomy given by Weiner (1985) and the Revised Causal Dimension Scale II given by McAuley et al. (1992). Hypotheses about the behavioral consequences of these ascriptions moderated by the customers' past experiences have been developed using the factors of consumer reaction given by Paswan and Lewin (2008).

Chapter 3 includes the scenarios and the questionnaire developed for the purpose, followed by details of the manipulation checks, analysis and hypotheses testing. Chapter 4 covers the implications, limitations and conclusions of the study.

CHAPTER 3

METHODOLOGY AND ANALYSES

Conceptualization of Uncivil Behavior

The conceptualization of uncivil behavior used in this study is similar to the definition used by Pearson and Porath (2000), where uncivil behavior is not downright rude and offensive. Thus, behaviors such as yelling, name-calling, furious outbursts of emotions have not been included in this study. The aim is to capture the causal ascriptions following subtle uncivil behaviors such as indifference, talking on a cell phone while attending to customers, inattentiveness, abrupt voice tones, interrupting the customer, negative gestures. The essence of such a behavior is lack of respect or regard for the other person. Such uncivil behaviors are also different from behaviors where the intent to hurt is very evident (Pearson and Porath, 2000). This ambiguousness regarding the intent of the behavior distinguishes uncivil behavior from rude, violent or aggressive behaviors (Pearson and Porath, 2000).

Experiment Design

This study is a 2 x 3 (Employee behavior [civil, uncivil]) x Consumer's previous experience with the retail store [positive, negative, no experience]) between subjects design experiment. The six scenarios form six experimental conditions as follows:

1. The customer has had good, positive customer-service experiences at the store in the past and the employee behaves in a civil, respectful fashion. The scenario was worded as follows:

You are at a clothing store that you have been going to for years. You have always had a pleasant experience with the customer service at the store. While at the store you are looking for a particular item that you are not able to find. You approach an employee and ask him to help you. With a friendly smile the employee guides you to the item you are looking for when he gets a call on his cell phone. He turns his cell phone off and

respectfully apologizes for its ringing. Then he continues to show you to the item you are looking for and asks if he can assist you with anything else.

2. The customer has had good, positive customer-service experiences at the store in the past and the employee behaves in a uncivil, disrespectful fashion. The scenario was worded as follows:

You are at a clothing store that you have been going to for years. You have always had a pleasant experience with the customer service at the store. While at the store you are looking for a particular item that you are not able to find. You approach an employee and ask him to help you. With a friendly smile the employee starts to show you to the item you are looking for when he gets a call on his cell phone. The employee takes the call and ignores you. He is laughing into the cell phone while you wait for him to guide you. While still chatting into his cell phone he points in the direction you need to go for the item you are looking for.

3. The customer has had some negative customer-service experiences at the store in the past and the employee behaves in a civil, respectful fashion. The scenario was worded as follows:

You are at a clothing store that you have been going to for years. You have had a few bad experiences with the customer-service at the store that has left you feeling not-too-good about the store. While at the store you are looking for a particular item that you are not able to find. You approach an employee and ask him to help you. With a friendly smile the employee guides you to the item you are looking for when he gets a call on his cell phone. He turns his cell phone off and respectfully apologizes for its ringing. Then he continues to show you to the item you are looking for and asks if he can assist you with anything else.

4. The customer has had some negative customer-service experiences at the store in the past and the employee behaves in a uncivil, disrespectful fashion. The scenario was worded as follows:

You are at a clothing store that you have been going to for years. You have had a few bad experiences with the customer-service at the store that has left you feeling not-too-good about the store. While at the store you are looking for a particular item that you are not able to find. You approach an employee and ask him to help you. With a friendly smile

the employee starts to show you to the item you are looking for when he gets a call on his cell phone. The employee takes the call and ignores you. He is laughing into the cell phone while you wait for him to guide you. While still chatting into his cell phone he points in the direction you need to go for the item you are looking for.

5. The customer has never been to this store before and the employee behaves in a civil, respectful fashion. The scenario was worded as follows:

You are at a clothing store that you have never been to before. While at the store you are looking for a particular item that you are not able to find. You approach an employee and ask him to help you. With a friendly smile the employee guides you to the item you are looking for when he gets a call on his cell phone. He turns his cell phone off and respectfully apologizes for its ringing. Then he continues to show you to the item you are looking for and asks if he can assist you with anything else.

6. The customer has never been to this store before and the employee behaves in a uncivil, disrespectful fashion. The scenario was worded as follows:

You are at a clothing store that you have never been to before. While at the store you are looking for a particular item that you are not able to find. You approach an employee and ask him to help you. With a friendly smile the employee starts to show you to the item you are looking for when he gets a call on his cell phone. The employee takes the call and ignores you. He is laughing into the cell phone while you wait for him to guide you. While still chatting into his cell phone he points in the direction you need to go for the item you are looking for.

	Behaves in a civil manner	Behaves in an uncivil manner.
Past positive experience at the store	A2	A1
Past negative experience at the store	A4	A3
No prior experience with the store	A6	A5

Figure 2. 2 X 3 between subjects matrix.

Pretest

The objective of the pre-test was to check the manipulations imbedded in the scenario - (1) familiarity (past experience, no prior experience) with the focal store; (2) type of experience at the store in the past (positive past experience, negative past experience) and (3) notice and interpretation of the employee's behavior (civil, uncivil). Undergraduate students of a major university in the southwest were solicited to fill out the pre-test survey. Each student was given one of the six scenarios to read through and then answer the survey questions. The scenarios were pre-ordered sequentially so that there would be a somewhat symmetrical distribution of all the scenarios. The responses to the items measuring the three manipulations were captured using a 7-point Likert scale anchored between *strongly disagree* (1) and *strongly agree* (7). Two hundred seventy-nine surveys were completed with an even distribution of respondents per scenario (Table 1).

Table 1

Respondents per Scenario

Scenario	Frequency	Percent
1	50	17.9
2	49	17.6
3	47	16.8
4	47	16.8
5	46	16.5
6	40	14.3
	279	100

The opening set of questions on the questionnaire was concerned with two manipulation checks. The first manipulation check verified if the subjects understood the cues embedded in the scenarios regarding the previous experience with the store. The subjects were asked what they think of their past experience at the store based on the scenario presented. A 9-point Likert scale

was used anchored by *strongly disagree* and *strongly agree*. The subjects were then asked to circle the number that most closely matched their opinion after reading the scenario. The statements on the questionnaire were as follows: “The store is familiar to me,” “I have experienced good customer service at this store in the past,” “I always thought this store provides good training for customer service,” “In the past I have experienced politeness from the employees of this store,” “I have continuously had pleasant experiences at this store,” “When you first arrived at the store you were sure the employees would behave in a civil manner” and “I always thought the employees of this store were respectful towards the customers.”

This was followed by the second manipulation check that verified if the subjects judged the behavior of the front-end employee as civil or uncivil based on the scenario. The subjects were asked to circle the number most closely matching their opinion on various statements pertaining to the front-end employee’s behavior. Similar to the first manipulation check a nine-point likert scale was used anchored by *strongly disagree* and *strongly agree*. The statements were as follows: “The employee was clearly impolite,” “The employee was clearly uncivil,” “The employee was not providing good customer service,” “The employee should have his cell phone off during the job” and “The employee did not act respectfully.”

Manipulation Checks

Familiarity with the Focal Store

To check if the manipulations of familiarity with the focal store were captured by two items (see Appendix), first a composite variable of the two items assessing familiarity was formed. The two items were “The store seems familiar to me” and “I have been going to this store for years”. One-way ANOVA test was run (please see Table 2 for results of ANOVA) and the Levene’s test showed unequal variances ($p = .008$). Hence Brown Forsyth statistics was used

instead of ANOVA F . In addition, Games-Howell statistics was used for post-hoc test for pair-wise comparisons. ANOVA showed significant differences between the manipulations ($F = 44.62, p = 0.00$). The results indicate that the score on items measuring past familiarity for the scenario of positive past experience and no prior experience are statistically significant (p value = 0.00). Similarly, there is a significant difference in the familiarity score for the scenario of negative past experience and no prior experience irrespective of current behavior of the employee (p value = 0.000). Hence, I concluded that the manipulation of familiarity was working.

Table 2

ANOVA Results: Means for Each Scenario for Familiarity Manipulation

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	5.39	5.65
No prior Experience	2.30	3.23
Negative Past Experience	4.66	4.93

BF Statistics = 44.62; p value = 0.00.

Type of Past Experience at the Store

To evaluate the manipulation of the type of past experience at the store, a composite variable of the three items assessing the experience was formed (F2, F3, F4 in Appendix). The three items were “In the past I have had good customer service at this store”, “In the past I have had pleasant experiences at this store” and “In the past I found the employees of this store to be polite.” One-way ANOVA test was used to check for the differences in different scenarios.

Once again, the variances of the groups were found to be significantly different from one another (Levene’s statistics = 7.40; p value = 0.00). Therefore, Brown Forsyth and Games-Howell statistics were used to assess overall difference in groups and pair-wise comparisons, respectively. The results indicated statistically significant difference across groups (Brown

Forsyth statistics = 35.17, p value = 0.00). There was a significant difference in the score for type of past experience between the scenario of positive past experience and negative past experience irrespective of the interpretation of the employee's current behavior (p value = 0.00).

In order to further ensure that the manipulations were working in the right direction, I compared positive past experience and negative past experience scenarios with no prior experience. There was a significant difference between positive past experience and no prior experience in both types of current employee behaviors ($p < .001$); and when the current behavior was uncivil there existed a significant difference between no prior experience and negative past experience ($p = .002$). However, lack of significant difference was found only between the scenario of no prior experience and current civil behavior and negative past experience and current civil behavior ($p = .999$).

Table 3

ANOVA Results: Means for Each Scenario for Type of Past Experience Manipulation

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	5.64	5.88
No prior Experience	2.63	3.92
Negative Past Experience	3.91	3.79

BF Statistics = 35.17; p value = 0.00.

Employee Behavior

To check for the manipulation of employee behavior, all 10 items (please see Appendix) were factor analyzed. One item (E9) that seemed more of a value judgment (The employee should have the cell phone off while on the job) was removed from consideration during the scale purification process. Another item (E1) that was common across all scenarios (The employee had the cell phone turned on while on the job) was also removed. For the purpose of assessing the manipulation of current employee behavior a composite variable was formed of the

remaining items (The employee took the call while attending you, The employee carried on the conversation into the cell phone, The employee ignored you, The employee turned the cell phone off and apologized to you (reverse-coded), The employee was clearly impolite, The employee was clearly uncivil, The employee was not providing good customer service, The employee did not act respectfully).

Results of one-way ANOVA (using Brown Forsyth since Levene’s statistics is significant at p value = 0.008) showed statistically significant difference between the manipulation of uncivil and civil behavior irrespective of the type of past experience or lack thereof at the store (Brown Forsyth statistics = 144.29, p value = 0.00). Further, Games-Howell post-hoc test (see Table 4) indicated that for all scenarios of the type of past experience or lack thereof, there existed a significant difference between the interpretation of current civil and uncivil behavior ($p < .001$). Thus, I concluded that the employee’s current civil behavior was perceived distinct from current uncivil behavior by the respondents.

Table 4

ANOVA Results: Means for Each Scenario for Current Employee’s Behavior Manipulation

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	5.87	1.87
No prior Experience	5.77	2.13
Negative Past Experience	5.58	1.65

BF Statistics = 137.80; p value = 0.00.

Scale anchor: 1 = *Strongly disagree* and 7 = *Strongly agree*.

Final Study

For the final study undergraduate students from a major Southwestern university were solicited. A total of 435 students from 9 different classes filled out the final survey. Each student was given one of the six scenarios to read and to fill out the ensuing survey. All the surveys

were pre-ordered sequentially based on the scenarios so as to achieve an even allocation of the scenarios across the sample. This resulted in a symmetrical distribution of respondents per scenario (Table 5).

Table 5

Respondents per Scenario

Scenario	Frequency	Percent
1	73	16.8
2	74	17.0
3	74	17.0
4	74	17.0
5	71	16.3
6	69	15.9
	435	100

The final survey used the same scenarios and scales as the pre-test after making the modifications based on the scale purification process from the pre-test. The responses to all the scales were captured through a seven point Likert scale anchored between *strongly disagree* (1) and *strongly agree* (7).

Demographic Variables

Out of the 422 respondents who responded to the question about their gender, fifty-four percent (228) were male and forty-six percent (194) were female. A 89.9% of the respondents fell between the age of 19 and 26. The parent’s household income was reported at less than \$20,001 by 6.4% of the respondents, between \$20,001 and \$40k by 13.1% , between \$40,001

and \$60k by 10.8%, between \$60,001 and \$80k by 14.1%, between \$80,001 and \$100k by 15.9%, between \$100,001 and \$120k by 10.5%, between \$120,001 and \$140k by 7.4%, between \$140,001 and \$160k by 3.1%, and greater than \$160k by 18.7% of the respondents. More than 90% of the respondents were full-time students and the rest were part-time students. A majority of the respondents were either juniors (42.7%) or seniors (37.4%) and 73.3% of the respondents were majoring in business. Approximately 64.3% of respondents reported their ethnicity as Caucasian, 9.6% as African American, 1% as Native American, 11.8% as Hispanic, 3.8% as Far-East Asian, 6.2% as South East Asian or Middle Eastern, and 1% as Multiracial. (Please see Table 2)

Behavioral Information

At the time of filling out the survey, about 15.38% of the respondents worked less than 20 hours a week, 14.79% worked 20 hours a week, 52.07% worked between 21 and 40 hours a week and 3.25% worked more than 40 hours a week. In other words, a 66.86% of the respondents worked 20 to 40 hours a week, whereas 14.49% of the respondents did not work at all. Even though a majority of respondents worked, only 17.85 of them worked at a retail store. The rest of the respondents either did not work at a retail store or did not work at all. Further, amongst the 394 who responded to the question, 17.8% of respondent's job required them to interact with customers on their job, 56.1% respondent's job required interaction with others. A majority of the respondents had never complained at a retail store in the past six months. Specifically, 66.9% (283) had never complained, 29.3% (124) had complained one-to-two times in the past six months, 1.7% (7) had complained three-to-four times and 2.1% (9) had complained at a retail store more than 4 times in the past six months. (Please see Table 6)

Table 6

Demographic Description of the Data

Characteristics	N	Frequency	Percentage
Gender	423		
Male		228	53.9
Female		195	46.1
Parent's household income	390		
Less than \$20,001		25	6.4
\$20,001-\$40k		51	13.1
\$40,001-\$60k		42	10.8
\$60,001-\$80k		55	14.1
\$80,001-\$100k		62	15.9
\$100,001-\$120k		41	10.5
\$120,001-\$140k		29	7.4
\$140,001-\$160k		12	3.1
More than \$160k		73	18.7
Student Status	424		
Full-time		390	91.9
Part-time		34	8.1
Current Academic Status	420		
Freshman		19	4.5
Sophomore		60	14.2
Junior		180	42.9
Senior		158	37.7
Masters program		3	0.7
College of major discipline	420		
Arts and Science		49	11.7
Business		308	73.3
Education		4	1
Merchandising & Hospitality		29	6.9
Music		2	0.5
Visual Arts		10	2.4
Others		18	4.3
Place of work	394		
Retail store		70	17.8
Non-retail		221	56.1
Do not work		103	26.1
If you work, does your job require	295		
Interaction with Customers		216	73.2
Interaction with senior management		57	19.3
Little or no interaction with others		22	7.5
Ethnicity	417		
Caucasian		268	64.3
African American		40	9.6
Native American		4	1
Hispanic/ Latin		49	11.8
Asian-Far East		16	3.8
Asian-South East/Middle East		26	6.2
Multiracial		9	2.2
Others		5	1.1
		Mean	Standard Deviation
Age	412	22.5	3.39
Hours of work per week	338	23.1	13.45

Next, to check if the six scenarios were evenly distributed across the demographic variables crosstabs and univariate analysis was done on all demographic variables. Since nine different undergraduate classes were used for the study, the six scenarios were also assessed across the classes. Results indicated no significant difference across the scenarios.

Manipulation Checks

Manipulation checks were conducted to see if the manipulations embedded in the scenarios for familiarity, past experience and employee's behavior were working or not.

Familiarity with the Focal Store

First, a composite variable of the two items assessing familiarity was computed (F1 and F5 in Appendix). Specifically, the two items were "The store seems familiar to me" and "I have been going to this store for years". The means were compared using the One-way ANOVA test (please see Table 7 for results of ANOVA). The Levene's test showed unequal variances ($p = 0.00$). Hence, Brown Forsyth statistics was used instead of ANOVA F. Further, Games-Howell statistics was used for post-hoc pair-wise comparisons. Similar to the pre-test, ANOVA indicated significant differences between the two manipulations of familiarity and lack of familiarity ($F = 49.01, p = 0.00$). Specifically, the score on items measuring past familiarity for the scenario of positive past experience and no prior experience were found to be statistically significant irrespective of the employee's current behavior (p value = 0.00). Similarly, there was a statistically significant difference in the familiarity score for the scenario of negative past experience versus no prior experience (p value = 0.000). *Hence, I concluded that the manipulation of familiarity was working.*

Table 7

ANOVA Results: Means for Each Scenario for Familiarity Manipulation

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	5.21	5.5
No prior Experience	2.4	3.15
Negative Past Experience	4.82	5.26

BF Statistics = 48.65; p value = 0.00.

Type of Past Experience at the Store

First, a composite score of the three items assessing the type of past experience at the store was formed (see Appendix). Specifically, the three items were “In the past I have had good customer service at this store”, “In the past I have had pleasant experiences at this store” and “In the past I found the employees of this store to be polite.” One-way ANOVA test was run to assess if there was significant differences between the manipulations (Please see Table 8 for results of ANOVA). Levene’s test indicated unequal variances (Levene’s statistics = 6.98; p value = 0.00). Therefore, Brown Forsyth statistic was used to check the overall differences and Games-Howell was used for pair-wise comparisons. The results showed statistically significant difference across groups (Brown Forsyth statistics = 37.22, p value = 0.00). Notwithstanding the employee’s current behavior, there was a significant difference in the score for type of past experience between the scenario of positive past experience and negative past experience (p value = 0.00).

To assess if the manipulations are working in the right direction, positive past experience and negative past experience scenarios were compared to no prior experience. There was a significant difference between positive past experience and no prior experience in both types of current employee behaviors (p value = 0.00). Further, there was a significant difference between

negative past experience and no prior experience when the current employee behavior was uncivil (p value = 0.00). However, there was no significant difference between the scenarios of negative past experience irrespective of the employee's current behavior and the scenario of no prior experience with current civil employee behavior (p value = 0.919 when negative past and current uncivil versus no prior and current civil; p value = .343 when negative past and current civil versus no prior and current civil). There was also significant difference found between the scenarios of no prior experience when the current employee behavior is civil versus uncivil (p value = 0.031). Please look at Table 8 for results of the ANOVA.

Table 8

ANOVA Results: Means for Each Scenario for Type of Past Experience Manipulation

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	5.45	5.66
No prior Experience	2.56	3.55
Negative Past Experience	3.85	4.15

BF Statistics = 37.22; p value = 0.00.

Employee's Current Behavior

All 8 items of employee behavior (please see Appendix) were factor analyzed and was found to be a one-dimensional scale. Next, a composite variable was formed of all the 8 items (The employee took the call while attending you, The employee carried on the conversation into the cell phone, The employee ignored you, The employee turned the cell phone off and apologized to you (reverse-coded), The employee was clearly impolite, The employee was clearly uncivil, The employee was not providing good customer service, The employee did not act respectfully).

One-way ANOVA indicated statistically significant difference between the manipulation of uncivil and civil behavior irrespective of the type of past experience or lack thereof at the store (F statistics = 171.9, p value = 0.00). Further, Games-Howell post-hoc test (see Table 9) indicate a significant difference between the interpretation of current civil and uncivil behavior for all scenarios of the type of past experience or lack thereof ($p = 0.00$). Thus, I conclude that the manipulation of the employee's current behavior is working.

Table 9

ANOVA Results: Means for Each Scenario for Current Employee's Behavior Manipulation

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	5.75	2.00
No prior Experience	5.94	2.11
Negative Past Experience	5.92	2.26

F Statistics = 171.9; p value = 0.00.

Scale anchor: 1 = *Strongly disagree* and 7 = *Strongly agree*.

Measurement Assessment: Reliability and Validity of Independent Variables

The two independent scales of Familiarity with Focal Store and Employee's Current Behavior were not based on pre-existing established scales. Therefore, exploratory factor analysis of those two independent variables was conducted for the purpose of purifying the scale. Both, Familiarity with the Focal Store and the Employee's Current Behavior turned out to be uni-dimensional scales. The results of the factor analysis are shown in Table 10.

Next, to check the internal consistency / reliability of the scales coefficient alpha (Cronbach, 1951) was used. The cronbach's alphas were of acceptable levels (Cronbach's alpha > 0.60) thereby indicating internal consistency of the scales (Nunnally, 1978). The Cronbach's alphas are reported in Table 10.

Table 10

Results of Exploratory Factor Analysis of Independent Variables

Scale Items	Employee Behavior	Familiarity
E2 The employee carried on the conversation into the cell phone	.936	
E8 The employee did not act respectfully	.934	
E3 The employee ignored you	.927	
E7 The employee was not providing good customer service	.918	
E1 The employee took the call while attending you	.909	
E6 The employee was clearly uncivil	.868	
E5 The employee was clearly impolite	.858	
E4 The employee turned the cell phone off and apologized to you	-.843	
F3 In the past I have had pleasant experiences at this store		.945
F2 In the past I have had good customer service at this store		.929
F4 In the past I found the employees of this store to be polite		.912
F5 I have been going to this store for years		.834
F1 This store seems familiar to me		.784
% of Variance explained (total = 80.26%)	49.997	30.265
Cronbach's Alpha	.967	.928

Data on three control variables namely Dogmatism, Individualism and Competitiveness was collected to rule out any interaction effect of these personality characteristics with the dependent variables. Existing scales were used for the purpose and Table 11 shows the results of the confirmatory factor analysis for these three scales.

Measurement Assessment: Reliability and Validity of Dependent Variables

Scale for Attribution of Employee Behavior

To measure the attribution made by respondents for the employee's current behaviors, the pre-existing Causal Dimension Scale II (McAuley, 1992) was used. This scale has four

Table 11

Results of Confirmatory Factor Analysis of Independent Variables

Scale Items	Dogmatism	Competitiveness	Individualism
P10 I would rather get into a long discussion than admit that I am wrong	.876		
P9 People find it difficult to convince me that I am wrong on a point no matter how hard they try	.840		
P11 When someone opposes me on an issue, I usually find myself taking an even stronger stand than I did at first.	.785		
P8 I try to convince others to accept my political principles	.607		
P7 I do everything in my power to not to have to admit defeat	.551		
P6 I feel that without competition it is not possible to have a good society		.791	
P4 I feel that competition is the law of nature		.784	
P1 I enjoy working in situations involving competition with others		.694	
P2 I enjoy being unique and different from others in many ways			.817
P3 I often “do my own thing”			.765
P5 I am a unique individual			.750
% of Variance (Total = 62.86%)	25.545	18.904	18.408
Apriori Cronbach's Alpha	0.64	0.709	.806

constructs, namely locus of control, external control, internal control and stability. The subjects were asked to circle the number on the 9-point Likert scale that most closely matches their impressions and opinions of the employee's behavior. The dimension stability was measured by statements such as: “I believe the employee's behavior can not be changed,” “I think the employee's behavior is stable over time” and “I believe the employee's behavior is unchangeable.” The dimension controllability has been divided into two separate dimensions

namely personal control and external control by McAuley et al. (1992) with the purpose of gaining greater clarity in their impact on other behaviors and greater reliability in the scale.

Personal control was measured by statements such as: “The employee can manage his or her own behavior,” “The employee can easily regulate his behavior” and “The employee has power over his or her own behavior.” External Control was measured by statements such as: “Others have control over the employee’s behavior,” “The employee’s behavior can be influenced by other people” and “I believe that other people such as managers and supervisors can regulate the employee’s behavior.” The dimension locus of causality was measured by statements such as: “The employee’s behavior reflects the employee’s personality,” “The employee’s behavior comes from within the employee” and “The employee’s behavior is indicative of the employee.” Four new items were added to the scale to gauge if the respondents would attribute the behavior to be controllable by the store manager or capable of getting influenced by colleagues, training or organizational culture. Specifically, those items were “The store manager has some control over the employee’s behavior,” “The employee’s behavior can be influenced by training,” “The employee’s behavior can be influenced by organizational culture” and “The employee’s behavior can be influenced by the employee’s colleagues at work.”

Measurement Assessment

For the purpose of scale purification, factor analysis of all 16 items of the attribution scale was run. Except for one item, all items showed a factor loading greater than 0.50. That item with less than 0.5 loading (“The employee has power over his / her behavior”) was eliminated and factor analysis was run again. The factor analysis gave 5 factors. The factor locus of causality was the same as the CDSII scale. However, one item belonging to the factor stability from the CDSII scale (“I think the employee’s behavior is stable over time”) was loading with

the factor personal control rather than stability. The items for stability construct are “I believe the employee’s behavior can not be changed” and “I believe the employee’s behavior is unchangeable.” The items for personal control with which the item “I think the employee’s behavior is stable over time” is loading are “the employee can manage his or her behavior” and “The employee can easily regulate his or her behavior.” The respondents evidently associated the word stable with behavior the employee can personally manage and regulate. Next, cronbach’s alpha was checked for each factor. The factors locus of causality, personal control and stability showed acceptable levels of reliability (Cronbach’s alpha > 0.60). However, the factor external control showed a cronbach’s alpha of only 0.375. A priori scale had three items in this factor, whereas the factor analysis only loaded two on this factor. A reliability check was run on the a priori three items and the Cronbach’s alpha went up to 0.512. Another item that had been added to the pre-existing scale for purpose of this study, specifically “The store manager has some control over the employee’s behavior” that indicates external control was also added to the three items for external control from the CDSII. Reliability for these 4 items showed acceptable levels (Cronbach’s alpha = 0.634). Factor analysis was again run after eliminating three of the four items that were added to the CDSII, specifically the items that tried to gauge if the respondents would attribute the employee behavior to influence by colleagues, training or organizational culture. The factor analysis showed four clear factors. Reliability of the scale showed acceptable levels of Cronbach’s alpha, specifically greater than 0.60 (Nunnally, 1978). However, when item-total correlations were looked at to determine convergent validity, there was one item under the factor external control that had an item-total correlation of 0.295. This item was deleted from the scale. Factor analysis was again run and four clear factors again emerged. Please see Table

12 for result of the factor analysis. The reliability of each the four factors was established by the Cronbach's alpha being greater than 0.6 (Nunnally, 1978).

Table 12

Results of Factor Analysis of the Dependent Variable Attribution

Scale Items	Locus of causality	Personal Control	Stability	External Control
A1 The employee's behavior reflects the employee's personality	0.782			
A6 The employee's behavior comes from within the employee	0.686			
A9 The employee's behavior is indicative of the employee	0.737			
A2 The employee can manage his/her own behavior		0.796		
A4 The employee can easily regulate his/her behavior		0.755		
A7 I think the employee's behavior is stable over time		0.665		
A3 I believe the employee's behavior can not be changed			0.875	
A11 I believe the employee's behavior is unchangeable			0.848	
A5 Others have control over the employee's behavior				0.653
A12 I believe that other people such as managers and supervisors can regulate the employee's behavior				0.806
A13 The store manager has some control over the employee's behavior				0.835
% of Variance explained (Total = 64.53%)	16.712	16.605	15.9	15.314
Cronbach's Alpha	0.614	0.635	0.723	0.664

Convergent validity was established by looking at the item-total correlations. All items except two had correlations with their respective constructs greater than the recommended 0.4 (Jayanti and Burns, 1998). Those two items were “Others have control over the employee’s behavior” (item-total correlation = 0.343) and “I think the employee’s behavior is stable over

time” (item-total correlation = 0.336). Because both of these items had item-total correlations greater than 0.3, they were not eliminated for the purpose of final analysis. Please look at Table 13 for item-total correlations. The correlation matrix indicated that there was higher correlation amongst the various items of each factor than with items from the other factors, thereby establishing discriminant validity. Please look at Table 14 for discriminant validity.

Table 13

Convergent Validity and Reliability of Scale for Attribution

Scale Items	Corrected Item-Total Correlation	Cronbach's Alpha
Locus of Causality		0.614
A1 The employee's behavior reflects the employee's personality	0.406	
A6 The employee's behavior comes from within the employee	0.411	
A9 The employee's behavior is indicative of the employee	0.451	
Personal Control		0.635
A2 The employee can manage his/her own behavior	0.556	
A4 The employee can easily regulate his/her behavior	0.473	
A7 I think the employee's behavior is stable over time	0.336	
Stability		0.723
A3 I believe the employee's behavior can not be changed	0.566	
A11 I believe the employee's behavior is unchangeable	0.566	
External Control		0.664
A5 Others have control over the employee's behavior	0.343	
A12 I believe that other people such as managers and supervisors can regulate the employee's behavior	0.5	
A13 The store manager has some control over the employee's behavior	0.548	

Table 14

Discriminant Validity of Scale for Attribution

	A1	A2	A3	A4	A5	A6	A7	A9	A11	A12	A13
A1- Locus of Causality	1.000										
A2- Personal Control	.233	1.000									
A3- Stability	.059	-.103	1.000								
A4- Personal Control	.140	.545	-.130	1.000							
A5- External Control	.000	.125	.130	.149	1.000						
A6- Locus of Causality	.321	.291	-.063	.316	-.030	1.000					
A7- Personal Control	.069	.352	.102	.234	.082	.169	1.000				
A9- Locus of Causality	.370	.217	-.044	.207	.090	.386	.167	1.000			
A11- Stability	.005	-.020	.562	-.045	.075	-.019	.166	-.003	1.000		
A12- External Control	.099	.015	-.138	.049	.272	.071	-.116	.128	-.092	1.000	
A13- External Control	.060	.136	-.022	.183	.333	.056	.034	.161	-.043	.570	1.000

Behavioral Dependent Variables

For behavioral dependent variables, scale from Paswan and Lewin (2008) was used. The dimensions of this scale measure if the consumers would want to switch business after an uncivil experience and indulge in negative word-of-mouth behaviors or be accepting of the behavior or

be assertive and complain about it. The scale uses a nine-point likert scale anchored by *strongly disagree* and *strongly agree*. The items that measure switching behaviors were as follows: “You are likely to walk away and not buy anything from the store,” “You are likely to go to another store” and “You are likely to tell others about your experience.” The items that measure behavioral assertiveness are as follows: “You are likely to confront the employee about it,” “You are likely to demand an apology,” “You are likely to talk to a supervisor or manager about it” and “You are likely to contact the corporate office about it.” The items that measure accepting behavior are as follows: “You carry on as though nothing happened,” “You carry on because such behavior is common place,” “You are likely to come back to this store for future purchases even if you had a choice” and “You carry on because such behavior is acceptable.”

Further, to capture feelings of anger and disappointment at the store certain statements were added with a nine-point scale anchored by *strongly disagree* and *strongly agree*. Those statements are as follows: “You are likely to be very angry at the store for the behavior of its employee,” “You are likely to be very disappointed at the store for the behavior of its employee,” “You are likely to be very impressed at the store for the behavior of its employee,” “You are likely to be pleased at the store for the behavior of its employee.”

Factor analysis showed heavy crossloadings and lack of any clear factors. The items that had been added to the a priori scale with the intention of capturing feelings of anger and disappointment were removed. Factor analysis of the remaining items also showed unclear factors (please see Table 15 for the factor analysis of the behavioral intentions scale for this study). Based on a priori theory, I decided to stay with the original structure. The reliability of each factor showed acceptable levels, specifically Cronbach’s alpha greater than 0.60 (Nunnally,

Table 15

Results of Factor Analysis of the Dependent Variable Behavioral Intentions From This Study

Scale Items	1	2	3
You are likely to go to another store.	0.754	-0.409	
You are likely to tell others about your experience	0.737		
You are likely to walk away and not buy anything from the store.	0.732	-0.42	
You are likely to contact the corporate office about it	0.648		0.514
You are likely to speak to a supervisor or manager about it	0.645		0.506
You carry on because such behavior is common place		0.851	
You carry on because such behavior is acceptable		0.787	
You carry on as though nothing happened		0.723	
You are likely to demand an apology			0.861
You are likely to confront the employee about it			0.784
% of variance explained (Total = 74.433%)	27.773	24.727	21.933

1978) (please see Table 16 for the a priori scale and reliability of corresponding factors from a priori and from this study).

Hypotheses Testing

Hypotheses Testing: Attributions, Past Experience at the Store and Uncivil Employee Behavior

Hypotheses H1a-c, H2a-c, H3a-c and H4a-c contend with effect of the type of past experience at the store on attributions of uncivil employee-behavior currently experienced by the customer.

Hypotheses H1a through H1c are as follows:

H1a: Customers who perceive uncivil behavior by an employee of a retail store with which they have had negative past experience will attribute it to be more externally controllable than uncivil behavior by an employee of a retail store with which they have had positive past experience.

Table 16

A priori Scale for the Dependent Variable Behavioral Intentions

Reaction to a Rude and uncivil behavior at a Business	Assertive	Switch Business	Accepting
You are likely to demand an apology	0.809		
You are likely to contact the corporate office about it	0.807		
You are likely to speak to a supervisor or manager about it	0.805		
You are likely to confront the employee about it	0.754		
You are likely to go to another store/restaurant.		0.879	
You are likely to walk away and not buy anything from the store/restaurant.		0.864	
You are likely to tell others about your experience		0.731	
You carry on because such behavior is common place			0.867
You carry on because such behavior is acceptable			0.783
You carry on as though nothing happened			0.78
% of variance explained (Total = 69.533%)	26.818	22.08	20.636
Cronbach's Alpha	0.822	0.808	0.762
Cronbach's Alpha from Civility Matters study	0.838	0.866	0.832

H1b: Customers who perceive uncivil behavior by an employee of a retail store with which they have had negative past experience will attribute it to be more externally controllable than uncivil behavior by an employee of a retail store with which they have had no prior experience.

H1c: Customers who perceive uncivil behavior by an employee of a retail store with which they have had no prior experience will attribute it to be more externally controllable than uncivil behavior by an employee of a retail store with which they have had positive past experience.

To test the above hypotheses (H1a-c), univariate ANOVA was run (please see Table 17 for results and Figure 3 for graphical representation of the results). The results do not support hypotheses H1a-c (F statistic = .859; p value = .508).

Table 17

ANOVA Results: Means for Each Scenario for Dependent Variable External Controllability

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	4.9491	4.9054
No prior Experience	4.8714	4.6232
Negative Past Experience	4.9155	4.7580

Levene's Statistic = .524; *p* value = .758

F Statistics = .859; *p* value = .508.

Past *F* Statistic = .919; *p* value = .400

Present *F* Statistic = 1.926; *p* value = .166

Past * Present *F* Statistic = .299; *p* value = .742

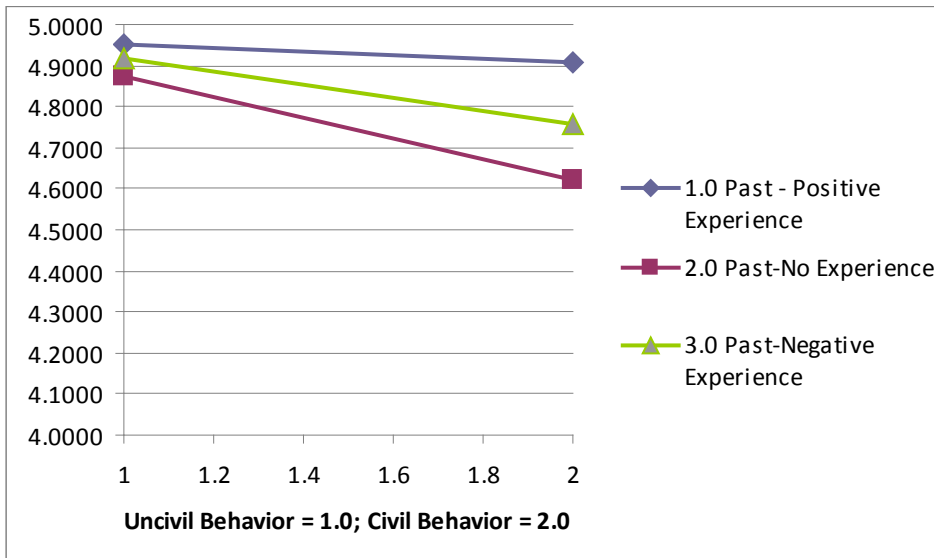


Figure 3. ANOVA results: Means for each scenario for dependent variable external controllability.

Hypotheses H2a through H2c are as follows:

H2a: Customers who perceive uncivil behavior by an employee of a retail store with which they have had no prior experience will attribute it to be more personally

controllable than uncivil behavior by an employee of a retail store with which they have had negative past experience.

H2b: Customers who perceive uncivil behavior by an employee of a retail store with which they have had positive past experiences will attribute it to be more personally controllable than uncivil behavior by an employee of a retail store with which they have had negative past experience.

H2c: Customers who perceive uncivil behavior by an employee of a retail store with which they have had positive past experience will attribute it to be more personally controllable than uncivil behavior by an employee of a retail store with which they have had no prior experience.

To test the above hypotheses H2a through H2c, univariate ANOVA was run (please see Table 18 for results and Figure 4 for graphical representation of the results). Tests of between-subjects effects showed that the model was significant (F statistic = 23.132; p value = .000). However, multiple comparisons do not support hypotheses H2a through H2c.

Table 18

ANOVA Results: Means for Each Scenario for Dependent Variable Personal Controllability

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	4.5440	5.6419
No prior Experience	4.2310	5.5845
Negative Past Experience	4.6849	5.3516

Levene's statistic = 5.428; p value = .000

F Statistics = 23.132; p value = .000

Past F Statistic = 1.126; p value = .325

Present F Statistic = 106.216; p value = .000

Past * Present F Statistic = 3.937; p value = .020

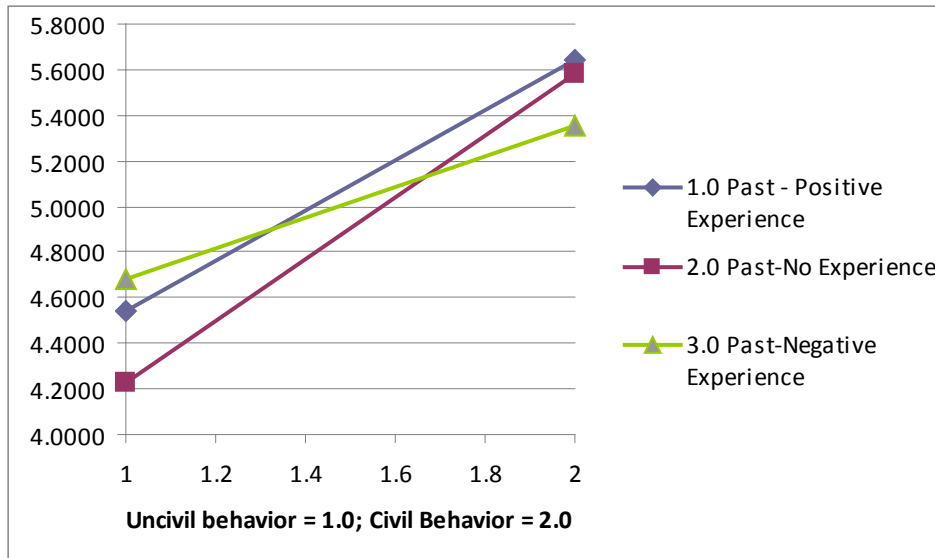


Figure 4. ANOVA results: Means for each scenario for dependent variable personal controllability.

Hypotheses H3a through H3c are as follows:

H3a: Customers who perceive uncivil behavior by an employee of a retail store with which they have had negative past experience will attribute it to be more stable than uncivil behavior by an employee of a retail store with which they have had positive past experience.

H3b: Customers who perceive uncivil behavior by an employee of a retail store with which they have had negative past experience will attribute it to be more stable than uncivil behavior by an employee of a retail store with which they have had no past experience.

H3c: Customers who perceive uncivil behavior by an employee of a retail store with which they have had no past experience will attribute it to be more stable than uncivil behavior by an employee of a retail store with which they have had positive past experience.

To test the above hypotheses (H3a-c), univariate ANOVA was run (please see Table 19 for results and Figure 5 for graphical representation of the results. The results do not support hypotheses H3a-c (F Statistic = .825; p value = .532).

Table 19

ANOVA Results: Means for Each Scenario for Dependent Variable Stability

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	2.4306	2.7230
No prior Experience	2.7500	2.8623
Negative Past Experience	2.6849	2.5685

Levene's statistic = .994; p value = .421

F Statistics = .825; p value = .532.

Past F Statistic = 1.048; p value = .351

Present F Statistic = .506; p value = .477

Past * Present F Statistic = .780; p value = .459

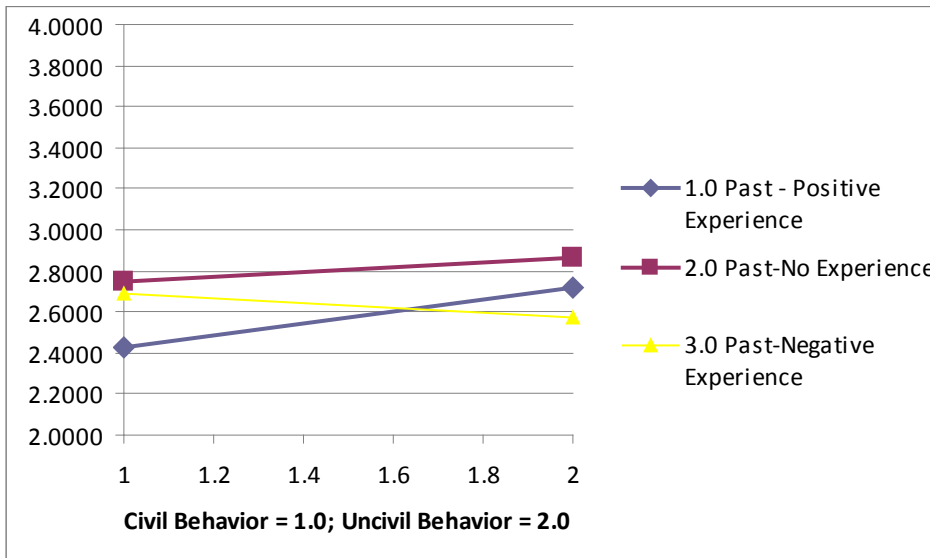


Figure 5. ANOVA results: Means for each scenario for dependent variable stability.

Hypotheses H4a through H4c are as follows:

H4a: Customers who perceive uncivil behavior by an employee of a retail store with

which they have had positive past experiences will consider the behavior to have

more locus of causality than that of an employee of a retail store they have had negative past experiences with.

H4b: Customers who perceive uncivil behavior by an employee of a retail store with which they have had positive past experiences will consider the behavior to have more locus of causality than that of an employee of a retail store they have had no prior experiences with.

H4c: Customers who perceive uncivil behavior by an employee of a retail store with which they have had no prior experiences will consider the behavior to have more locus of causality than that of an employee of a retail store they have had negative past experiences with.

To test the above hypotheses (H4a-c), univariate ANOVA was run (please see Table 20 for results and Figure 6 for graphical representation of the results. The results do not support hypotheses H4a-c (F Statistic = .911; p value = .474). Please look at Table 21 for a synopsis of H1 through H4.

Table 20

ANOVA Results: Means for Each Scenario for Dependent Variable Locus of Causality

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	5.4306	5.4550
No prior Experience	5.6952	5.5942
Negative Past Experience	5.6073	5.4384

Levene's statistic = 3.935; p value = .002

F Statistic = .911; p value = .474

Past F Statistic = 1.533; p value = .217

Present F Statistic = .753; p value = .386

Past * Present F Statistic = .366; p value = .694

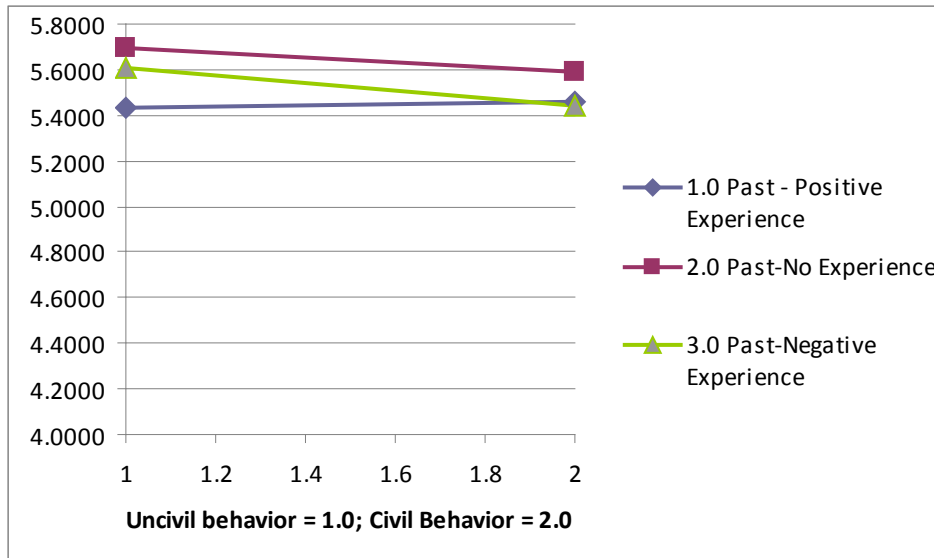


Figure 6. ANOVA results: Means for each scenario for dependent variable locus of causality.

Hypotheses Testing: Customer Behavior, Past Experience at the Store and Uncivil Employee Behavior

Hypotheses H5(a-f) contend with the dependency of customer’s behaviors on their past experiences at the store. Specifically, H5(a-c) deal with the effect of past experiences at the store on switching behaviors and H5(d-f) deal with the effect of past experiences at the store on complaining behaviors.

Hypotheses H5a through H5c are as follows:

H5a: When the customers perceive the front-end employee’s behavior as uncivil, they will be more likely to indulge in switching behaviors when they have had negative experiences at the store in the past than when they have had positive past experiences at the store.

H5b: When the customers perceive the front-end employee’s behavior as uncivil, they will be more likely to indulge in switching behaviors when they have had negative

Table 21

*Results of ANOVA: Perception of Uncivil Behavior*Past Experience on Dimensions of Attributions*

Dependent Variables	Manipulations	Hypotheses
External Controllability	Positive Past	H1a
	Negative Past	Not supported
External Controllability	No Past	H1b
	Negative Past	Not supported
External Controllability	Positive Past	H1C
	No Past	Not supported
Personal Controllability	Negative Past	H2a
	No Past	Not supported
Personal Controllability	Positive Past	H2b
	Negative Past	Not supported
Personal Controllability	Positive Past	H2c
	No Past	Not supported
Stability	Positive Past	H3a
	Negative Past	Not supported
Stability	Negative Past	H3b
	No Past	Not supported
Stability	Positive Past	H3c
	No Past	Not supported
Locus of Causality	Positive Past	H4a
	Negative Past	Not supported
Locus of Causality	No Past	H4b
	Positive Past	Not supported
Locus of Causality	Negative Past	H4c
	No Past	Not supported

experiences at the store in the past than when they have had no prior experience at the store.

H5c: When the customers perceive the front-end employee's behavior as uncivil, they will be more likely to indulge in switching behaviors when they have had no prior experience at the store than when they have had positive past experience at the store.

To test the above hypotheses (H5a-c), univariate ANOVA was run (please see Table 22 for results and Figure 7 for graphical representation of the results). The results indicate statistically significant difference across groups (F statistic = 61.992; p value = .000). Specifically, multiple comparisons show support for hypotheses H5a and H5c, but no support for H5b (please see Table 23 for the mean differences and the significant values).

Table 22

ANOVA Results: Means for Each Scenario for Dependent Variable Switching Behavior

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	5.2817	2.7432
No prior Experience	5.7762	3.1377
Negative Past Experience	5.5685	3.3607

Levene's Statistic = .172; p value = .973

F Statistic = 61.992; p value = .000

Past F Statistic = 4.434; p value = .012

Present F Statistic = 298.758; p value = .000

Past * Present Statistic = .838; p value = .433

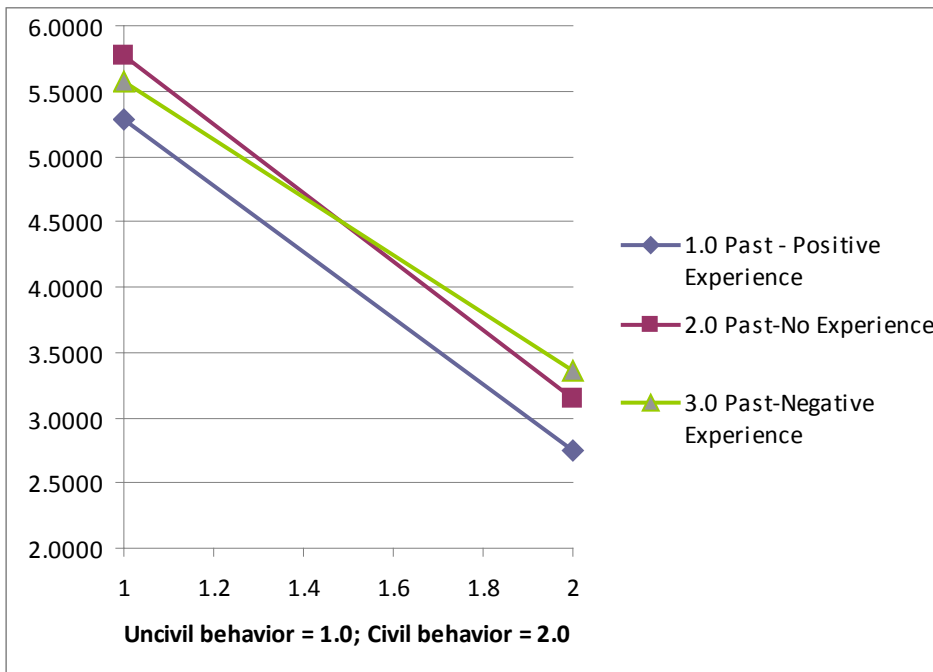


Figure 7. ANOVA results: Means for each scenario for dependent variable switching behavior.

Table 23

Multiple Comparisons: Mean Differences Between Scenarios for Dependent Variable Switching Behavior

I	J	Mean Difference (I-J)	Sig
Positive Past experience	Lack of experience	-0.4802	0.018
Positive Past experience	Negative Past experience	-0.4784	0.016
Lack of experience	Negative Past experience	0.0018	Not sig

Hypotheses H5d through H5f are as follows:

H5d: When the customers perceive the front-end employee’s behavior as uncivil, they will be more likely to indulge in complaining behaviors when they have had positive past experiences at the store than when they have had negative past experiences at the store.

H5e: When the customers perceive the front-end employee’s behavior as uncivil, they will be more likely to indulge in complaining behaviors when they have had positive past experiences at the store than when they have had no prior experience at the store.

H5f: When the customers perceive the front-end employee’s behavior as uncivil, they will be more likely to indulge in complaining behaviors when they have had negative past experiences at the store than when they have had no prior experience at the store.

To test the above hypotheses (H5d-f), univariate ANOVA was run (see Table 24 for results and Figure 8 for graphical representation of the results). Tests of between-subjects effects showed that the model was significant (F statistic = 25.375; p value = .000). However, multiple comparisons show no support for H5d through and H5f, (see Table 25 for the mean differences and the significant values). Please look at Table 26 for a synopsis of H5a through H5f.

Table 24

ANOVA Results: Means for Each Scenario for Dependent Variable Complaining Behavior

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	3.3732	1.9053
No prior Experience	3.4369	2.0085
Negative Past Experience	3.7169	2.3425

Levene's Statistic = 1.993; p value = .079

F Statistics = 25.375; p value = .000.

Past F Statistic = 3.379; p value = .035

Present F Statistic = 119.819; p value = .000

Past * Present F Statistic = .044; p value = .957

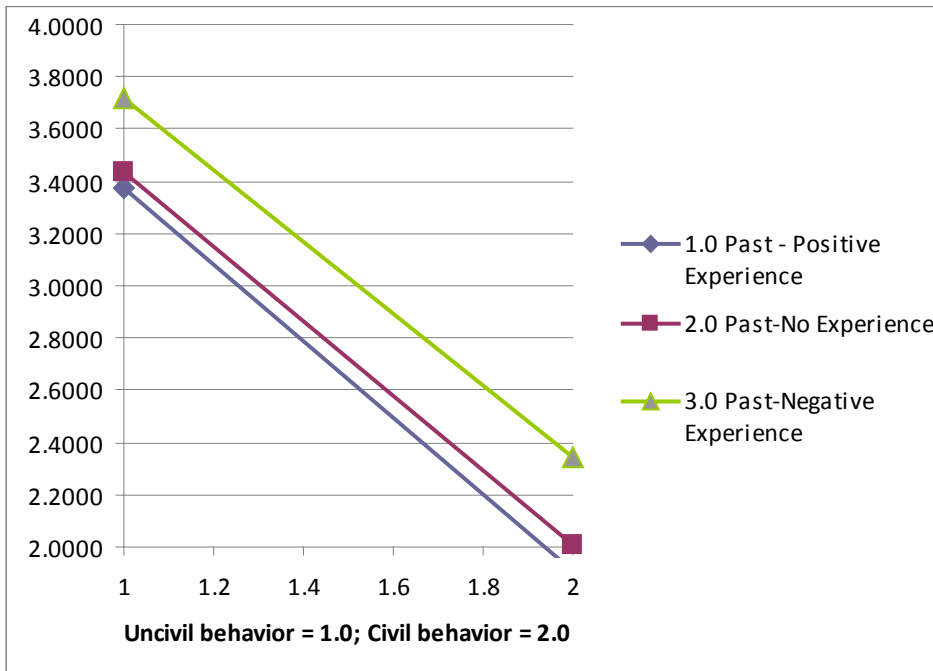


Figure 8. ANOVA results: Means for each scenario for dependent variable complaining behavior.

Table 25

Multiple Comparisons: Mean Differences Between Scenarios for Dependent Variable Complaining Behavior

I	J	Mean Difference (I-J)	Sig
Positive Past experience	Lack of experience	-0.0988	Not sig
Positive Past experience	Negative Past experience	-0.4006	0.031
Lack of experience	Negative Past experience	-0.3019	Not sig

Table 26

*Results of ANOVA: Perception of Uncivil Behavior*Past Experience on Switching and Complaining Behaviors*

Dependent Variables	Manipulations	Hypotheses
Switching Behavior	Positive Past	H5a
	Negative Past	Supported
Switching Behavior	No Past	H5b
	Negative Past	Not supported
Switching Behavior	Positive Past	H5c
	No Past	Supported
Complaining Behavior	Positive Past	H5d
	Negative Past	Not supported
Complaining Behavior	Positive Past	H5e
	No Past	Not supported
Complaining Behavior	No Past	H5f
	Negative Past	Not supported

Hypotheses Testing: Customer Behavior, Attributions, Past Experience at the Store and Uncivil Employee Behavior

Hypotheses H6 through hypotheses H13 contend with the impact of customer attributions on the customer’s behavioral intentions on encountering uncivil behavior, given their past experiences at the store. Specifically, hypotheses H6a through H6c assess the influence of the attribution of personal controllability on complaining behaviors.

Hypotheses H6a through H6c are as follows:

H6a: Attributions of personal controllability in the scenario of a retail store with which the customer has had positive past experience is more likely to influence complaining behaviors positively than attributions in scenarios of a retail store with which the customer has had negative past experience.

H6b: Attributions of personal controllability in the scenario of a retail store with which the customer has had negative past experience is more likely to influence complaining behaviors positively than attributions in scenarios of a retail store with which the customer has had no prior experience.

H6c: Attributions of personal controllability in the scenario of a retail store with which the customer has had positive past experience is more likely to influence complaining behaviors positively than attributions in scenarios of a retail store with which the customer has had no prior experience.

To test the above hypotheses (H6a-c), ANCOVA was run (please see Table 27 for results and Figure 9 for graphical representation of the results). Tests of between-subjects effects showed that the model was significant (F statistic = 22.157; p value = .000). Pairwise Comparisons showed support for H6b, but no support for H6a and H6c (please see Table 28 for the mean differences and the significant values).

Hypotheses H7a through H7c assess the influence of the attribution of personal controllability on switching behaviors. Hypotheses H7a through H7c are as follows:

H7a: Attributions of personal controllability in the scenario of a retail store with which the customer has had negative past experience is more likely to influence switching behaviors positively than attributions in scenarios of a retail store with which the customer has had positive past experience.

Table 27

ANCOVA Results: Means for Each Scenario for Dependent Variable Complaining Behavior, With Personal Controllability as Covariate

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	3.3732	1.9053
No prior Experience	3.4369	2.0085
Negative Past Experience	3.7169	2.3425

Levene's Statistic = 2.489; p value = .031

F Statistics = 22.157; p value = .000.

Personal Control B weight = -.138; p value = .027

Personal Control F Statistic = 4.895; p value = .027

Past F Statistic = 3.352; p value = .036

Present F Statistic = 78.326; p value = .000

Past * Present F Statistic = .028; p value = .972

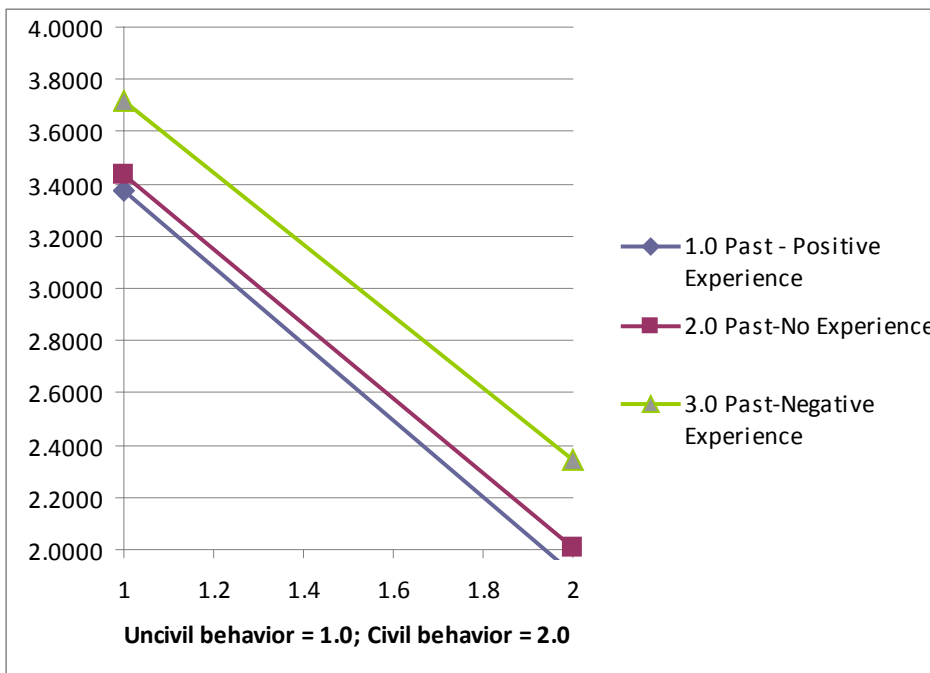


Figure 9. ANCOVA results: Means for each scenario for dependent variable complaining behavior with covariate personal controllability.

Table 28

Multiple Comparisons: Mean Differences Between Scenarios for Dependent Variable Complaining Behavior with Covariate Personal Controllability

I	J	Mean Difference (I-J)	Sig
Positive Past experience	Lack of experience	-0.055	Not sig
Positive Past experience	Negative Past experience	-0.378	0.017
Lack of experience	Negative Past experience	-0.322	0.043

H7b: Attributions of personal controllability in the scenario of a retail store with which the customer has had negative past experience is more likely to influence switching behaviors than attributions in scenarios of a retail store with which the customer has had no past experience.

H7c: Attributions of personal controllability in the scenario of a retail store with which the customer has had no past experience is more likely to influence switching behaviors positively than attributions in scenarios of a retail store with which the customer has had positive past experience.

To test the above hypotheses (H7a-c), ANCOVA was run (please see Table 29 for results and Figure 10 for graphical representation of the results). Tests of between-subjects effects showed that the model was significant (F statistic = 53.641; p value = .000). Pairwise Comparisons showed support for H7a and H7c, but not for H7b (please see Table 30 for the mean differences and the significant values).

Hypotheses H8a through H8c assess the influence of the attribution of external controllability on complaining behaviors. Hypotheses H8a through H8c are as follows:

H8a: Attributions of external controllability in the scenario of a retail store with which the customer has had positive past experience is more likely to influence

Table 29

ANCOVA Results: Means for Each Scenario for Dependent Variable Switching Behavior, with Personal Controllability as Covariate

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	5.2817	2.7432
No prior Experience	5.7762	3.1377
Negative Past Experience	5.5685	3.3607

Levene's Statistic = .332; p value = .893

F Statistics = 53.641; p value = .000.

Personal Control B weight = -.184; p value = .007

Personal Control F Statistic = 7.288; p value = .007

Past F Statistic = 3.997; p value = .019

Present F Statistic = 207.072; p value = .000

Past * Present F Statistic = .441; p value = .644

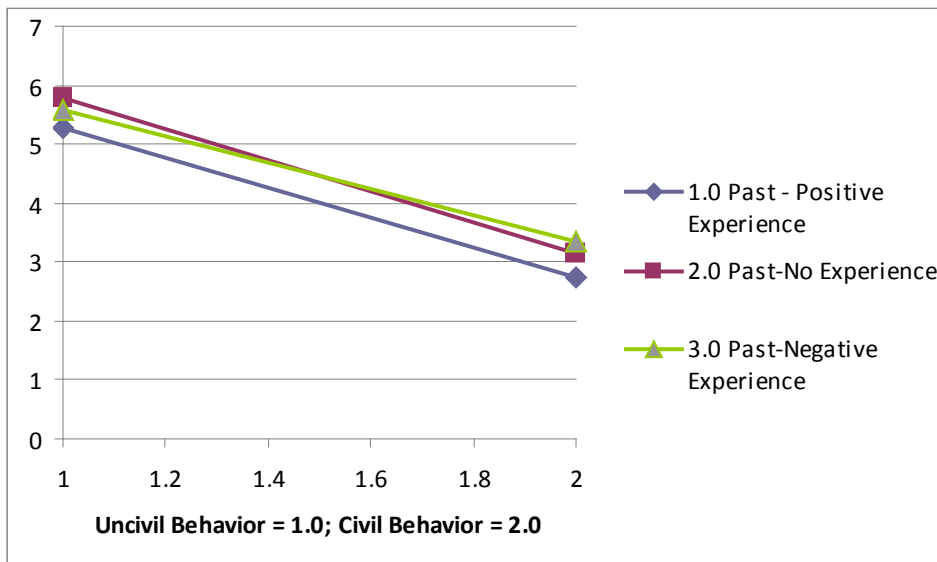


Figure 10. ANCOVA results: Means for each scenario for dependent variable switching behavior with covariate personal controllability.

Table 30

Multiple Comparisons: Mean Differences Between Scenarios for Dependent Variable Switching Behavior with Covariate Personal Controllability

I	J	Mean Difference (I-J)	Sig
Positive Past experience	Lack of experience	-0.408	0.020
Positive Past experience	Negative Past experience	-0.436	0.011
Lack of experience	Negative Past experience	-0.28	Not sig

complaining behaviors positively than attributions in scenarios of a retail store with which the customer has had negative past experience.

H8b: Attributions of external controllability in the scenario of a retail store with which the customer has had negative past experience is more likely to influence complaining behaviors positively than attributions in scenarios of a retail store with which the customer has had no prior experience.

H8c: Attributions of external controllability in the scenario of a retail store with which the customer has had positive past experience is more likely to influence complaining behaviors positively than attributions in scenarios of a retail store with which the customer has had no prior experience.

To test the above hypotheses (H8a-c), ANCOVA was run (please see Table 31 for results). Tests of between-subjects effects showed that the model was significant (F statistic = 21.345; p value = .000). Pairwise Comparisons showed no support for H8a through H8c (please see Table 32 for the mean differences and the significant values). The crosstabs were found to be the same as in the case of hypotheses 6, 10 and 12, where complaining behavior was assessed as the dependent variable.

Table 31

ANCOVA Results: Means for Each Scenario for Dependent Variable Complaining Behavior, with External Controllability as Covariate

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	3.3732	1.9053
No prior Experience	3.4369	2.0085
Negative Past Experience	3.7169	2.3425

Levene's Statistic = 1.918; *p* value = .090

F Statistics = 21.345; *p* value = .000.

External Control B weight = .063; *p* value = .285

External Control *F* Statistic = 1.148; *p* value = .285

Past *F* Statistic = 3.442; *p* value = .033

Present *F* Statistic = 117.733; *p* value = .000

Past * Present *F* Statistic = .051; *p* value = .951

Table 32

Multiple Comparisons: Mean Differences Between Scenarios for Dependent Variable Complaining Behavior with Covariate External Controllability

I	J	Mean Difference (I-J)	Sig
Positive Past experience	Lack of experience	-0.096	Not sig
Positive Past experience	Negative Past experience	-0.398	0.012
Lack of experience	Negative Past experience	-0.301	Not sig

Hypotheses H9a through H9c assess the influence of the attribution of external controllability on switching behaviors. Hypotheses H9a through H9c are as follows:

H9a: Attributions of external controllability in the scenario of a retail store with which the customer has had negative past experience is more likely to influence switching behaviors positively than attributions in scenarios of a retail store with which the customer has had positive past experience.

H9b: Attributions of external controllability in the scenario of a retail store with which the customer has had negative past experience is more likely to influence switching behaviors than attributions in scenarios of a retail store with which the customer has had no past experience.

H9c: Attributions of external controllability in the scenario of a retail store with which the customer has had no past experience is more likely to influence switching behaviors positively than attributions in scenarios of a retail store with which the customer has had positive past experience.

To test the above hypotheses (H9a-c), ANCOVA was run (please see Table 33 for results). Tests of between-subjects effects showed that the model was significant (F statistic = 55.448; p value = .000). Pairwise Comparisons showed support for H9a and H9c, but no support for H9b (please see Table 34 for the mean differences and the significant values). The crosstabs were found to be the same as in the case of hypotheses 7, 11 and 13, where switching behavior was assessed as the dependent variable.

Table 33

ANCOVA Results: Means for Each Scenario for Dependent Variable Switching Behavior, with External Controllability as Covariate

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	5.2817	2.7432
No prior Experience	5.7762	3.1377
Negative Past Experience	5.5685	3.3607

Levene's Statistic = .324; p value = .898

F Statistics = 55.448; p value = .000.

External Control B weight = .233; p value = .000

External Control F Statistic = 13.551; p value = .000

Past F Statistic = 5.273; p value = .005

Present F Statistic = 296.903; p value = .000

Past * Present F Statistic = .835; p value = .435

Table 34

Multiple Comparisons: Mean Differences Between Scenarios for Dependent Variable Switching Behavior with Covariate External Controllability

I	J	Mean Difference (I-J)	Sig
Positive Past experience	Lack of experience	-0.490	0.005
Positive Past experience	Negative Past experience	-0.476	0.005
Lack of experience	Negative Past experience	0.13	Not sig

Hypotheses H10a through H10c assess the influence of the attribution of stability on complaining behaviors. Hypotheses H10 as follows:

H10a: Attributions of stability will positively influence complaining behaviors whether the customer has had positive or negative experience at the store in the past.

H10b: Attributions of stability will positively influence complaining behaviors whether the customer has had positive or has had no experience at the store in the past.

H10c: Attributions of stability will positively influence complaining behaviors whether the customer has had negative or has had no experience at the store in the past.

To test the above hypotheses H10, ANCOVA was run (please see Table 35 for results). Tests of between-subjects effects showed that the model was significant (F statistic = 25.897; p value = .000). Pairwise Comparisons showed support for H10b, but no support for H10a and H10c (please see Table 36 for the mean differences and the significant values). The crosstabs were found to be the same as in the case of hypotheses 6, 8 and 12, where complaining behavior was assessed as the dependent variable.

Hypotheses H11a through H11c assess the influence of the attribution of stability on switching behaviors. Hypotheses H11a through H11c are as follows:

H11a: Attributions of stability will positively influence switching behaviors whether the customer has had positive or negative experience at the store in the past.

Table 35

ANCOVA Results: Means for Each Scenario for Dependent Variable Complaining Behavior, with Stability as Covariate

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	3.3732	1.9053
No prior Experience	3.4369	2.0085
Negative Past Experience	3.7169	2.3425

Levene's Statistic = 2.760; *p* value = .018

F Statistics = 25.897; *p* value = .000.

Stability B weight = .214; *p* value = .000

Stability *F* Statistic = 22.158; *p* value = .000

Past *F* Statistic = 3.725; *p* value = .025

Present *F* Statistic = 129.125; *p* value = .000

Past * Present *F* Statistic = .166; *p* value = .847

Table 36

Multiple Comparisons: Mean Differences Between Scenarios for Dependent Variable Complaining Behavior with Covariate Stability

I	J	Mean Difference (I-J)	Sig
Positive Past experience	Lack of experience	-0.037	Not sig
Positive Past experience	Negative Past experience	-0.382	0.014
Lack of experience	Negative Past experience	0.345	0.027

H11b: Attributions of stability will positively influence switching behaviors whether the customer has had positive or has had no experience at the store in the past.

H11c: Attributions of stability will positively influence switching behaviors whether the customer has had negative or has had no experience at the store in the past.

To test the above hypotheses H11a-c, ANCOVA was run (please see Table 37 for results). Tests of between-subjects effects showed that the model was significant (*F* statistic = 53.963; *p* value = .000). Pairwise Comparisons showed support for H11c, but no support H11a

and H11b (please see Table 38 for the mean differences and the significant values). The crosstabs were found to be the same as in the case of hypotheses 7, 9 and 13, where complaining behavior was assessed as the dependent variable.

Table 37

ANCOVA Results: Means for Each Scenario for Dependent Variable Switching Behavior, with Stability as Covariate

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	5.2817	2.7432
No prior Experience	5.7762	3.1377
Negative Past Experience	5.5685	3.3607

Levene's Statistic = .185; p value = .968
 F Statistics = 53.963; p value = .000
 Stability B weight = .147; p value = .004
 Stability F Statistic = 8.403; p value = .004
 Past F Statistic = 4.154; p value = .016
 Present F Statistic = 306.912; p value = .000
 Past * Present F Statistic = 1.040; p value = .354

Table 38

Multiple Comparisons: Mean Differences Between Scenarios for Dependent Variable Switching Behavior with Covariate Stability

I	J	Mean Difference (I-J)	Sig
Positive Past experience	Lack of experience	-0.412	0.018
Positive Past experience	Negative Past experience	-0.446	0.010
Lack of experience	Negative Past experience	-0.034	Not sig

Hypotheses H12a through H12c assess the influence of the attribution of locus of control on complaining behaviors. Hypotheses 12a through 12c are as follows:

H12a: In the retail store with which a customer has had positive past experiences, the attribution of locus of causality will positively influence complaining behaviors

more than that in a retail store with which the customer has had negative past experiences.

H12b: In the retail store with which the customers have had negative past experiences, the attribution of locus of causality will influence the complaining behavior more positively more than that in a retail store with which customers have had no prior experience.

H12c: In the retail store with which customers have had positive past experiences, the attribution of locus of causality will influence complaining behaviors more positively than that in a retail store with which customers have had no prior experiences.

To test the above hypotheses H12a through H12c, ANCOVA was run (please see Table 39 for results). Tests of between-subjects effects showed that the model was significant (F statistic = 21.485; p value = .000). Pairwise Comparisons showed no support for H12a through H12c (please see Table 40 for the mean differences and the significant values). The crosstabs were found to be the same as in the case of hypotheses 6, 8 and 10, where complaining behavior was assessed as the dependent variable.

Hypotheses H13a through H13c assess the influence of the attribution of locus of causality on switching behaviors. Hypotheses 13a through 13c are as follows:

H13a: In the retail store with which the customers have had negative past experiences, the attribution of locus of causality will influence the switching behavior more positively than that in a retail store with which customers have had positive past experiences.

Table 39

ANCOVA Results: Means for Each Scenario for Dependent Variable Complaining Behavior, with Locus Of Causality as Covariate

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	3.3732	1.9053
No prior Experience	3.4369	2.0085
Negative Past Experience	3.7169	2.3425

Levene's Statistic = 2.105; *p* value = .064

F Statistics = 21.485; *p* value = .000

Locus of Causality B weight = -.089; *p* value = .181

Locus of Causality *F* Statistic = 1.796; *p* value = .181

Past *F* Statistic = 3.408; *p* value = .034

Present *F* Statistic = 121.053; *p* value = .000

Past * Present *F* Statistic = .029; *p* value = .971

Table 40

Multiple Comparisons: Mean Differences Between Scenarios for Dependent Variable Complaining Behavior with Covariate Locus of Causality

I	J	Mean Difference (I-J)	Sig
Positive Past experience	Lack of experience	-0.101	Not sig
Positive Past experience	Negative Past experience	-0.397	0.012
Lack of experience	Negative Past experience	0.296	Not sig

H13b: In the retail store with which the customers have had negative past experiences, the attribution of locus of causality will influence the switching behavior more positively than that in a retail store with which customers have had no prior experience.

H13c: In a retail store with which the customers have had no prior experiences, the attribution of locus of causality will influence the switching behavior more positively than that in a retail store with which customers have had positive past experiences.

To test the above hypotheses H13a through H13c, ANCOVA was run (please see Table 41 for results). Tests of between-subjects effects showed that the model was significant (F statistic = 51.830; p value = .000). Pairwise Comparisons showed support for H13a and H13c, but no support for H13b (please see Table 42 for the mean differences and the significant values). The crosstabs were found to be the same as in the case of hypotheses 7, 9 and 11, where complaining behavior was assessed as the dependent variable. Please see table 43 for a synopsis of H7 through H13.

Table 41

ANCOVA Results: Means for Each Scenario for Dependent Variable Switching Behavior, with Locus of Causality as Covariate

	Uncivil Behavior by Employee	Civil Behavior by Employee
Positive Past Experience	5.2817	2.7432
No prior Experience	5.7762	3.1377
Negative Past Experience	5.5685	3.3607

Levene's Statistic = .180; p value = .970

F Statistics = 51.830; p value = .000

Locus of Causality B weight = .074; p value = .316

Locus of Causality F Statistic = 1.009; p value = .316

Past F Statistic = 4.224; p value = .015

Present F Statistic = 296.718; p value = .000

Past * Present F Statistic = .871; p value = .419

Table 42

Multiple Comparisons: Mean Differences Between Scenarios for Dependent Variable Switching Behavior with Covariate Locus of Causality

I	J	Mean Difference (I-J)	Sig
Positive Past experience	Lack of experience	-0.430	0.015
Positive Past experience	Negative Past experience	-0.446	0.010
Lack of experience	Negative Past experience	-0.017	Not sig

Table 43

*Results of ANCOVA: Dimensions of Attribution*Past Experiences on Switching and Complaining Behaviors*

Dependent Variables	Covariate	Manipulations	Hypotheses
Complaining Behavior	Personal Controllability	Positive Past	H6a
		Negative Past	Not supported
Complaining Behavior	Personal Controllability	No Past	H6b
		Negative Past	Supported
Complaining Behavior	Personal Controllability	Positive Past	H6c
		No Past	Not supported
Switching Behavior	Personal Controllability	Positive Past	H7a
		Negative Past	Supported
Switching Behavior	Personal Controllability	No Past	H7b
		Negative Past	Not supported
Switching Behavior	Personal Controllability	Positive Past	H7c
		No Past	Supported
Complaining Behavior	External Controllability	Positive Past	H8a
		Negative Past	Not supported
Complaining Behavior	External Controllability	No Past	H8b
		Negative Past	Not supported
Complaining Behavior	External Controllability	Positive Past	H8c
		No Past	Not supported
Switching Behavior	External Controllability	Positive Past	H9a
		Negative Past	Supported
Switching Behavior	External Controllability	No Past	H9b
		Negative Past	Not supported
Switching Behavior	External Controllability	Positive Past	H9c
		No Past	Supported
Complaining Behavior	Stability	Positive Past	H10a
		Negative Past	Not supported
Complaining Behavior	Stability	Positive Past	H10b
		No Past	Supported
Complaining Behavior	Stability	Negative Past	H10c
		No Past	Not supported
Switching Behavior	Stability	Positive Past	H11a
		Negative Past	Not supported
Switching Behavior	Stability	Positive Past	H11b
		No Past	Not supported
Switching Behavior	Stability	Negative Past	H11c
		No Past	Supported
Complaining Behavior	Locus of Causality	Positive Past	H12a
		Negative Past	Not supported
Complaining Behavior	Locus of Causality	No Past	H12b
		Negative Past	Not supported
Complaining Behavior	Locus of Causality	Positive Past	H12c
		No Past	Not supported
Switching Behavior	Locus of Causality	Positive Past	H13a
		Negative Past	Supported
Switching Behavior	Locus of Causality	No Past	H13b
		Negative Past	Not supported
Switching Behavior	Locus of Causality	Positive Past	H13c
		No Past	Supported

Chapter Summary

Chapter 3 details the methodology followed to conduct the study, the manipulation checks, analysis and final hypotheses testing. The implications of the findings, the limitations and conclusions of the study are discussed in Chapter 4.

CHAPTER 4

DISCUSSION AND CONCLUSIONS

This concluding chapter begins with reviewing the research questions of the study and explaining the findings. Next, the chapter discusses the theoretical and managerial implications of the findings. Finally, this chapter describes the limitations and the overall conclusions from the study.

Research Questions

1. What are the attributions consumers make when faced with an uncivil behavior by an employee of a business?
2. What is the impact of the consumer's attributions on consumer-complaining behaviors?
3. What is the impact of the consumer's attributions on consumer-switching behaviors?

Research Question 1

What are the attributions consumers make when faced with an uncivil behavior by an employee of a business? Literature review of attribution theory showed that people tend to make attributions of an event simultaneously and on four dimensions, namely external controllability, personal controllability, stability and locus of causality. The results of the experiment showed that there was a significant influence of experiencing an uncivil behavior on the customer's perception of the employee's personal controllability of his or her behavior. When a scenario changes from civil to uncivil, the customer's perception about the level of the ability of the employee to control his own behavior decreases. This implies that the customers perceive the uncivil employee to be lacking personal or self control. In other words, in case of an uncivil encounter, the level to which the employee is able to regulate and control his behavior is

significantly lower in the mind of the customer than in case of a civil encounter. This finding should not be surprising because it seems intuitive to ascribe low self-control to a person who behaves in an uncivil or disrespectful manner.

The results of the experiment also showed that there was no significant influence of experiencing uncivil behavior on the perception of external controllability of employee behavior, stability of employee behavior and locus of causality of employee behavior. Even when the customer's past experience was used as a moderating variable, the model was not significant.

In summary, the customer's perception of how externally controllable or stable the employee behavior is or where the locus of causality of the employee behavior lies does not change whether the customer has a civil or uncivil encounter with the employee. However, when a customer encounters a disrespectful or uncivil behavior at the hand of the employee, the customer attributes the behavior to lower self-control on part of the employee versus when a customer encounters a respectful or civil behavior.

Research Question 2

What is the impact of the consumer's attributions on consumer-complaining behaviors? The results showed a significant impact of the ascription of personal controllability on the complaining behaviors. The results also indicated that the type of past experiences would influence complaining behaviors significantly. Specifically, there was significantly more complaining behaviors expressed when the customers had negative past experiences at the store versus they had never been to the store before or had had positive experiences before at the store.

Further, when employee behavior was considered stable, it had a significant impact on complaining behavior. The past experience at the store, by itself, and in conjunction with the attribution of stability significantly affected complaining behaviors. Specifically, negative past

experience had a significantly greater impact on complaining behaviors than positive past experience or a complete lack of past experience at the store.

Interestingly, even if there was any attribution of locus of causality or external controllability of employee behavior, it did not have a significant impact on complaining behavior except when the past experience at the store was added to the model. Also, just the past experience at the store was sufficient to impact the complaining behaviors. Specifically, there was significantly greater complaining behavior when the past experience had been negative versus when it had been positive.

Further, statistical tests were run to study the direct impact of uncivil behavior on complaining behaviors given the past experiences at the store. The results indicate a significant impact of the perception of incivility on complaining behaviors. Also, there is significantly greater complaining behaviors when there have been negative past experiences versus when there have been positive past experiences.

In summary, when the customers perceive employee behavior to be stable and/or the employee to have exhibited lower personal or self control, the customer indulges in greater complaining behavior than they would have otherwise. At the same time, the customer's past experience at the store has a significant impact on the complaining behaviors when the past experience has been negative.

Research Question 3

What is the impact of the consumer's attributions on consumer-switching behaviors? The results showed a significant influence of the ascription of personal controllability on consumer-switching behaviors. The results also indicated that the type of past experience would have a significant influence on the switching behaviors. Specifically, significantly greater switching

behaviors would occur when the consumer has had negative experiences at the store in the past, or no experience at the store in the past versus when they have had positive past experiences.

Similar to the ascription of personal controllability, if and when the consumer ascribes the employee's behavior to be externally controllable in case of an uncivil experience, it will have a significant effect on the consumer's switching behaviors. Also, the type of past experience at the store would have a significant influence on the switching behaviors. Specifically, there would be greater switching behaviors when the customers have had negative past experiences at the store, or had no past experiences at the store versus when they have had positive past experiences.

The results indicated a significant influence of the ascription of stability on consumer-switching behaviors. The results also showed a significant influence of the past experiences on switching behaviors. The results point to significantly greater switching behaviors in case of negative past experiences at the store and in case of lack of past experiences versus when there were positive past experiences at the store.

Interestingly, if the customer ascribed locus of causality to the employee behavior, it did not have a significant influence on switching behaviors. However, the ascription of locus of causality coupled with the past experiences at the store had a significant influence on the switching behaviors. Further, significantly greater switching behaviors will be seen when the customer has had negative past experiences at the store or the customer has had no past experiences at the store versus when the customer has had positive past experiences at the store.

Further, statistical tests also revealed that there was a significant impact of the perception of uncivil behavior on switching behaviors, given the past experiences at the store. Also, significantly greater switching behaviors would happen when the customer has had negative past

experiences or no past experiences, rather than when the customer has had positive past experiences. Interestingly, the results also indicated that there is a significant influence of the perception of uncivil behavior or switching behaviors, even if the past is not taken into consideration.

In summary, switching behaviors will tend to intensify when the customer perceives the employee behavior to be less personally and/or more externally controllable and/or more temporally stable. Further, switching behaviors are also influenced by the past experiences at the store.

Summary of Findings

Results of the study indicate that customers will indulge in switching and complaining behaviors when encountering uncivil behavior at the hands of an employee at a store. The behaviors are exacerbated when the customer has had negative experiences at the store in the past or have had no experiences at the store versus if they have had positive experiences in the past. Complaining behaviors are also influenced by the attributions of stability and personal controllability. Switching behaviors are also influenced by the attributions of stability, personal and external controllability. Further, customers tend to perceive lower ability on part of the employee to control his behavior when the employee acts in an uncivil way versus when the employee acts in a civil manner. The implications of the above will be discussed in the next section.

Theoretical and Managerial Implications

This study has some interesting implications for marketing practice and contributions to marketing theory. Under the marketing interaction context, marketing literature has pretty much overlooked studying the impact of uncivil behaviors on customers, their subsequent thought

processes, intentions and actions. Given that marketing essentially deals with the element of communication and oftentimes inter-personal communication, it is surprising that not much literature can be found on the topic of civility in the marketing literature. This study is one of the very few studies that have examined the impact of incivility on customers. Amongst those very few studies, this is the only study that has looked at the phenomena of facing uncivil behavior under the framework of attribution theory.

Further, this study enhances the knowledge of two important consumer behaviors, namely complaining and switching behaviors by empirically studying their antecedents in a particular market interaction context. Particularly, the results of the study point to the influence of certain dimensions of attribution namely stability, personal and external controllability and the effect of negative past experiences on complaining and switching behaviors. Importantly, this study points to the difference in the antecedents of switching versus complaining behaviors that make valid contribution to both, theory and management.

The managerial implications that can be derived from this study include a clearer understanding of customer's thoughts and actions, and customer's implicit expectations during interaction with business personnel. The study suggests that negative customer experiences play an important part in future thoughts and actions of the consumer. Specifically, if a customer experiences an uncivil employee at a store, the schemas in his memory of the past experiences at the store can have a significant effect on how he behaves in the current situation and on what his future intentions will be. Negative experiences in the past will influence switching and complaining behaviors significantly more than positive past experiences or lack of experiences at the store.

Some steps that most businesses can take include screening their applicants from a socio-psychological perspective. There are simple tests available for personality and values that the human resource departments can avail of and use as a part of the recruiting process. Another step would be to have training on expected norms and rules of behavior at the time of hiring, as well as periodically for all employees. Such training sessions need to have the buy-in and support of the top management, which will impress the importance of such training sessions to the employees. Further, certain incentives can be instituted like having outstanding respectful behavior as an important element or requirement for the most valuable player award.

While the above are preventative measures, no employee has perfect emotional intelligence, composure that would be perfect for customers with varied backgrounds or have perfect self control and presence of mind at all times. For those situations, this study points to customer's attributions and the ensuing behaviors. This study provides insights about which attributions lead to complaining and switching behaviors. Specifically, attributions of stability, personal and external controllability impact switching behaviors; while stability and personal controllability impact complaining behaviors.

Complaining behaviors are described as behaviors where the customer reports the uncivil behavior to the authorities like the supervisors or the corporate office, or confronts the employee and demands an apology. Such behavior should be welcomed by business managers if an uncivil behavior takes place because it gives them a chance to address the particular issue, appease the customer, show their concern and offer some retribution by way of subtle incentives. Such complaining behaviors in case of unsettling experiences can be encouraged by requesting feedback forms to be filled out by customers, by specifically asking at check-out counters if the

customers were well taken care of. With repeat or loyal customers, the corporate office can make periodic calls to get opinions or comments.

Switching behaviors are what the management would not like to experience because that means lost current and future business and spread of negative publicity through word-of-mouth. Interestingly, the attribution of external controllability has a significant effect on switching behaviors. This perception of external sources having a control over the way the employee behaved is what differentiates between the reasons for complaining versus switching behaviors. This implies that if the customer perceives that factors external to the employee such as the store manager or rules of the store have a degree of control over the particular employee behavior, the customer will tend to indulge in greater switching behaviors to the detriment of the business. The customer may think that the employee is reflecting the corporate culture and the customer may decide to switch to another business, instead of complaining and giving the business a chance to rectify the wrong.

To counter such attributions and prevent switching behaviors, businesses need to take concrete steps to portray their corporate image and mission in being a respectful place of business. At prominent places in the store, mini-billboards can be displayed that state how much the company values respect and how much it prides itself in being a respectful and civilized place to do business with or to work for. Through other means of communication, the business can make sure to let the customers and repeat customers know that they conduct training sessions on respectful behavior for their employees on a regular basis. When disgruntled customers learn about the efforts the company puts into training their employees, they may not attribute the uncivil behavior of the employee to have significant external control, and may be moved to complain versus switch the business.

In summary, the two main points that management can glean from this study is one, to prevent such uncivil behaviors by their employees and two, to minimize the effect of such behaviors if they occur by encouraging complaining behaviors and discouraging switching behaviors. The results of this study regarding consumer attributions provide direction in doing so.

Limitations

The external validity of this study is seriously limited because this study was conducted using undergraduate students as a sample. Therefore, caution needs to be used in generalizing the results to people from different demographics, stages of life. Further, the results may differ significantly even if a sample from a different culture with similar demographics and stage of life is used, due to cultural differences in perception of acceptable and unacceptable behavior. Just like people belonging to different demographics such as gender, income and age can define acceptable and unacceptable behaviors differently, so can people belonging to different cultures and different parts of the world.

The external validity of the study is also limited because the scenarios used were particular to one description of business. A clothing store was used for the experiment. While this is a business-to-consumer, tangible goods business, the results should be generalized to similar businesses with caution and only after deeper study of those businesses. Also, the scenario used to describe uncivil behavior was answering, laughing and talking into the cell phone while attending a customer. This scenario should also be generalized to other scenarios of uncivil behaviors with caution.

Future Directions

This study makes some interesting theoretical and managerial contributions, but those contributions can be used as a starting point for further study of the topic. For one, civility needs to be studied more extensively in the marketing interaction context at different touch-points with the customers. This study examined the impact of perceiving an employee's behavior as uncivil. Future studies need to examine perceptions of existing and prospective customers on being exposed to uncivil behavior on part of the company by way of an advertising message or campaign. Also, choice of event sponsorship and the management of such events and certain sales promotions can influence the perception of the persona of the company as civil or uncivil. It would also be interesting to see how such perception get affected by socially responsible behavior and involvement with causal marketing on part of the company. Also, studies such as this can be conducted in different cultures and that may give interesting insights into different consumer thoughts and behavior.

Further, this study was neither conducted within a scenario of services, nor the dismay was at a tangible product that can be replaced. Therefore, redress may not involve another free service or replacement of the product. Studies need to examine how the customer can be compensated effectively in scenarios such as this study inspected.

Also, some of the suggestions stemming out of the managerial implications regarding prevention of switching behaviors need to be empirically studied and tested before implementation. Such as, if mini-billboards are to be displayed in the store claiming efforts in training of employees, the wording of the message and its encoding would have to be examined to see if it decreases the attribution of external controllability or not.

It will also be useful to study affective responses of customers when faced with uncivil behaviors. Do they experience anger, disappointment, and/or embarrassment? Would the age, gender or ethnicity of the employee have any influence on the attributions made or the affective responses? Do those affective responses mediate or moderate the customer's future intentions and behaviors? Should the redress efforts focus on and target the affective responses? What would be the optimal temporal proximity of the redress efforts to the uncivil experience, given that there is no tangible product involved? Would such affective responses be different across cultures and demographic differences? Would attributions and affective responses be different if the perception is made in a different marketing context? For example, will it be different in a personal selling context when the salesman is soliciting the customer versus when the customer goes to a store out of his own choice and perceives uncivil behavior? All of the above are potential research questions that can use this study as a starting point.

Conclusion

In summary, this study examines the role of civility in the phenomena of consumer behavior and preference-construction using the theory of attribution. This study also looks at the function of past experiences in shaping current attributions and behavioral intentions. While there is much more research needed in the area of civility with respect to consumer behavior, the results of this study point to certain attributions that consumers make that influence switching and complaining behaviors.

APPENDIX
SURVEY INSTRUMENT

The survey below concerns your impressions of and interaction with the employee at the clothing store as described in the paragraph. Please circle one number for each of the following questions. Your identity and response will be kept confidential.

1. Based on the scenario described, tell us what you think about the store from your past experience. Please circle the **number** that most closely matches your opinion.

	Strongly Disagree					Strongly Agree			
F1: This store is familiar to me	1	2	3	4	5	6	7	8	9
F2: I have experienced good customer service at this store in the past	1	2	3	4	5	6	7	8	9
F3: I always thought this store provides good customer service training for its employees	1	2	3	4	5	6	7	8	9
F4: In the past I have experienced politeness from the employees of this store	1	2	3	4	5	6	7	8	9
F5: I have always had pleasant experiences at this store	1	2	3	4	5	6	7	8	9
F6: I always thought the employees of this store were respectful toward customers	1	2	3	4	5	6	7	8	9
F7: When I first arrived at the store I were sure the employees would behave in a civil manner	1	2	3	4	5	6	7	8	9

2. The following statements pertain to your opinion of the employee you just met at the store. Please **circle the number** that most closely matches your opinion.

	Strongly Disagree					Strongly Agree			
E1: The employee was clearly impolite	1	2	3	4	5	6	7	8	9
E2: The employee was clearly uncivil	1	2	3	4	5	6	7	8	9
E3: The employee was not providing good customer service	1	2	3	4	5	6	7	8	9
E4: The employee should have his cell phone off while on the job	1	2	3	4	5	6	7	8	9
E5: The employee did not act respectfully	1	2	3	4	5	6	7	8	9

3. What caused this employee to handle the phone call as he did?

	Strongly Disagree					Strongly Agree			
The training provided to employees at this store	1	2	3	4	5	6	7	8	9
The employee's personal upbringing	1	2	3	4	5	6	7	8	9

4. The following statements pertain to your impressions or opinions of the **employees' behavior**. Please **circle the number** that most closely matches your opinion.

	Strongly Disagree					Strongly Agree			
The employee's behavior reflects the employee's personality	1	2	3	4	5	6	7	8	9
The employee can manage his/her own behavior	1	2	3	4	5	6	7	8	9
I believe the employee's behavior cannot be changed	1	2	3	4	5	6	7	8	9
The employee can easily regulate his/her behavior	1	2	3	4	5	6	7	8	9
Others have control over the employee's behavior	1	2	3	4	5	6	7	8	9
The employee's behavior comes from within the employee	1	2	3	4	5	6	7	8	9
I think the employee's behavior is stable over time	1	2	3	4	5	6	7	8	9
The employee's behavior can be influenced by other people	1	2	3	4	5	6	7	8	9
The employee's behavior is indicative of the employee	1	2	3	4	5	6	7	8	9
The employee has power over his/her own behavior	1	2	3	4	5	6	7	8	9
I believe the employee's behavior is unchangeable	1	2	3	4	5	6	7	8	9

I believe that other people such as managers and supervisors can regulate the employee's behavior	1	2	3	4	5	6	7	8	9
The store manager has some control over the employee's behavior	1	2	3	4	5	6	7	8	9
The employee's behavior can be influenced by training	1	2	3	4	5	6	7	8	9
The employee's behavior can be influenced by the organizational culture	1	2	3	4	5	6	7	8	9
The employee's behavior can be influenced by the employee's colleagues at work	1	2	3	4	5	6	7	8	9

5. The following statements pertain to your interaction with the **employee as described in the paragraph**. Please **circle the number** that most closely matches your opinion.

	Strongly Disagree									Strongly Agree
You are likely to walk away and not buy anything from the store.	1	2	3	4	5	6	7	8	9	
You are likely to go to another store.	1	2	3	4	5	6	7	8	9	
You are likely to tell others about your experience	1	2	3	4	5	6	7	8	9	
You are likely to confront the employee about it	1	2	3	4	5	6	7	8	9	
You are likely to demand an apology	1	2	3	4	5	6	7	8	9	
You carry on as though nothing happened	1	2	3	4	5	6	7	8	9	
You carry on because such behavior is common place	1	2	3	4	5	6	7	8	9	
You carry on because such behavior is acceptable	1	2	3	4	5	6	7	8	9	
You are likely to speak to a supervisor or manager about it	1	2	3	4	5	6	7	8	9	
You are likely to contact the corporate office about it	1	2	3	4	5	6	7	8	9	
You are likely to come back to this store in the future even if you could get similar products at different store	1	2	3	4	5	6	7	8	9	
You are likely to be very angry with the store for the behavior of its employee	1	2	3	4	5	6	7	8	9	
You are likely to be very disappointed with the store for the behavior of its employee	1	2	3	4	5	6	7	8	9	
You are likely to be very impressed with the store for the behavior of its employee	1	2	3	4	5	6	7	8	9	
You are likely to be pleased with the store for the behavior of its employee	1	2	3	4	5	6	7	8	9	

6. The following statements pertain to the importance you give to certain behaviors. Please **circle the number** that most closely matches your opinion.

	Not at all Important								Very Important
	1	2	3	4	5	6	7	8	9
Being kind and considerate to others even when it is not expected	1	2	3	4	5	6	7	8	9
Being courteous to others even when it is not expected	1	2	3	4	5	6	7	8	9
Being respectful to others even when it is not expected	1	2	3	4	5	6	7	8	9
Being caring even when it is not expected	1	2	3	4	5	6	7	8	9
Being compassionate even when it is not expected	1	2	3	4	5	6	7	8	9
Being chivalrous to others even when it is not expected	1	2	3	4	5	6	7	8	9
Being gentlemanly (or lady like) even when it is not expected	1	2	3	4	5	6	7	8	9
Being civil even if others don't acknowledge it	1	2	3	4	5	6	7	8	9
Being tolerant of others even when they don't agree with you	1	2	3	4	5	6	7	8	9
Using proper manners and etiquette for different social settings	1	2	3	4	5	6	7	8	9
Using proper dress codes for different occasions - formal and casual	1	2	3	4	5	6	7	8	9
Using proper handshake (firm, warm, etc.) and greeting when meeting people	1	2	3	4	5	6	7	8	9
Using proper codes of conduct in different cultural settings	1	2	3	4	5	6	7	8	9
Keeping your cell phone turned off while working at a store	1	2	3	4	5	6	7	8	9
Turning your cell phone off if it rings while you are talking to a customer / client	1	2	3	4	5	6	7	8	9
Not answering your cell phone when with a customer	1	2	3	4	5	6	7	8	9
Keeping your cell phone on silent mode when working at a store	1	2	3	4	5	6	7	8	9
Behaving in a civil manner with customers when working at a store	1	2	3	4	5	6	7	8	9
Following social norms even if it is slightly inconvenient to you	1	2	3	4	5	6	7	8	9
Following traditions even if it is slightly inconvenient to you	1	2	3	4	5	6	7	8	9
Using good posture/stance/walk even if no one is watching	1	2	3	4	5	6	7	8	9
Using proper table manners even if no one is watching	1	2	3	4	5	6	7	8	9
Behaving in a proper manner even if others consider it snobby	1	2	3	4	5	6	7	8	9

Categorical Questions - something about yourself:

1. In your opinion, what is a reasonable fee for a weekend etiquette/manner training session?	Less than \$ 101	\$101 – \$200	\$201 - \$300	\$301 – \$400
	\$401 – \$500	\$501 - \$1,000	\$1,001 - \$2,000	More than \$2,000

2. Your gender? Male Female

3. Your age?	Less than 21 yrs	21-25 yrs	26-30 yrs	31-35 yrs	36-40 yrs
	41-45 yrs	46-50 yrs	51-55 yrs	56-60 yrs	More than 60 yrs

4. Your household income?	Less than \$20,001	\$20,001-\$40,000	\$40,001-\$60,000	\$60,001-\$80,000	\$80,001-\$100,000
	\$100,001-\$120,000	\$120,001-\$140,000	\$140,001-160,000	More than \$160,000	

5. Are you a student? Full-time_____ Part-time_____ Not a student_____

6. Your current academic status?	Freshman	Sophomore	Junior	Senior	Masters Program	Doctoral Program
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7. College that offers your major discipline of study?	Arts and Science	Business	Education	Merchandising & Hospitality
	Music	Visual Arts	Others_____	

8. If not a student, what is your last completed Educational level?	Completed High School	Some College	Completed Bachelors degree	Graduate School	Professional degree – Law, Medicine, etc.
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9. If not a student, your work status	Work for a small retail store	Work for a large retail store	Own my own business
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10. Does your job require	Interaction with customers	Interaction with senior management	Little or no interaction with others
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11. How long have you worked as a fulltime employee (including owning your own business)? _____Yrs

12. Which of these capture your ethnic background ?	Caucasian	African American	Native American	Hispanic/Latin
	Asian – Far East	Asian – South East/Middle east	Multiracial	Others

We thank you for your time and effort

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