Inferred respect: a critical ingredient in customer satisfaction

Laurence Ashworth

Smith School of Business, Queen's University, Kingston, Canada, and

Maureen A. Bourassa

Edwards School of Business, University of Saskatchewan, Saskatoon, Canada

Abstract

Purpose – This paper aims to address the following question: Do consumer inferences of respect (disrespect) contribute to satisfaction (dissatisfaction)? The research question is explored over two studies. The first aimed to test whether respect spontaneously emerged as an important component of consumer satisfaction. The second aimed to examine whether perceptions of respect could explain consumers' satisfaction response beyond traditional antecedents of satisfaction (i.e. product and service factors, expectations).

Design/methodology/approach – The first (pilot) study examined whether respect/disrespect spontaneously emerged in written descriptions of highly satisfactory/dissatisfactory experiences ($n = 356$). The second (main) study used a survey methodology to test whether perceptions of respect could explain customer satisfaction beyond traditional antecedents ($n = 2,641$ plus $n = 398$).

Findings – Drawing on theories from social psychology and organizational justice, the current study argues that perceived respect, as inferred by customers from elements of their interactions with organizations, may also be critically involved in the satisfaction response.

Research limitations/implications – Conceptually, the findings place respect as a central antecedent among satisfaction determinants.

Practical implications – Practically, this research underscores the importance of enacting respect and avoiding actions that communicate disrespect because of their effect on satisfaction.

Originality/value – Customer satisfaction is critically important to organizations and so a great deal of research or work has sought to understand its causes – traditionally product performance, service quality and expectations. This current work, or This current research argues that inferred respect, as an indicator of the extent to which people perceive they are valued, should have an important, and general, influence on satisfaction that goes beyond what traditional determinants of satisfaction can explain.

Keywords Customer satisfaction, Dissatisfaction, Expectancy-disconfirmation theory, Respect

Paper type Research paper

Introduction

What satisfies or dissatisfies consumers is a central question in marketing research (Fornell *et al.*, 1996; Luo and Homburg, 2007; Oliver, 2009). The (profitable) satisfaction of consumer goals is, perhaps, the central element of the marketing function (Levitt, 1960) and, thus, understanding the causes of satisfaction is critical to marketing success (Fornell *et al.*, 2006). Research identifies a range of factors that affect satisfaction, from waiting times to

European Journal of Marketing
Vol. 54 No. 10, 2020
pp. 2447-2476
© Emerald Publishing Limited
0309-0566
DOI 10.1108/EJM-11-2019-0853

assessments of specific product attributes (Anderson and Sullivan, 1993; Balaji *et al.*, 2017; Churchill and Suprenant, 1982; Falk *et al.*, 2010; Giebelhausen *et al.*, 2011; Hess *et al.*, 2003; Meuter *et al.*, 2000; Oliver, 1993, 2009; Orsingher *et al.*, 2010; Raithel *et al.*, 2012; Spreng *et al.*, 1996; Szymanski and Henard, 2001; Taylor, 1994). Most of these factors fit within one of three broad classes of causal variable: evaluations of the focal product or service, assessments of any secondary service involved and prior expectations (Anderson *et al.*, 1994; Brady *et al.*, 2007; Etgar and Fuchs, 2009; Falk *et al.*, 2010; Fornell, 1992; Fornell *et al.*, 1996; Gustafsson *et al.*, 2005; Homburg *et al.*, 2005; Kristensen and Eskildsen, 2012; Oliver, 1980, 1993; Oliver and Swan, 1989; Parasuraman *et al.*, 1988; Raithel *et al.*, 2012; Stock, 2011; Voss *et al.*, 1998). These categories are central to satisfaction because they capture consumers' goals associated with obtaining and using the focal product. However, they do little to capture the central human goal of feeling respected, which we predict is an important and currently underappreciated, determinant of consumer satisfaction.

Respect is a fundamental human motivation (Miller, 2001). It satisfies people's basic need to belong (Baumeister and Leary, 1995) and is essential to individual and collective well-being (Huo and Binning, 2008). Feeling respected is one of the primary correlates of individual happiness in many cultures (Lu and Shih, 1997), and perceiving a lack of respect is associated with negative psychological and health outcomes (Bettencourt and Miller, 1996; Blackhart *et al.*, 2009; Cohen *et al.*, 1996; Huo and Binning, 2008). In organizational psychology, respect is understood to be a central determinant of job satisfaction and organizational commitment (Miller, 2001; Tyler and Blader, 2000). It is the most important leadership behavior expected by employees (Rogers, 2018). Yet in the consumer literature, consumers' perceptions of the extent to which organizations respect them have received almost no attention.

The current work argues that consumers' inferences of respect are a pervasive underlying cause of consumer satisfaction. We argue that one of consumers' goals in their interactions with organizations is feeling respected and that consumers infer respect from a wide variety of outcomes and firm actions. As such, we predict inferences of respect will contribute to satisfaction across a variety of purchase experiences. We test this in two ways. First, we analyze freely recalled written narratives of (dis)satisfactory purchase experiences to determine whether respect spontaneously emerges as a salient characteristic. Second, we collect survey data over several years and from different samples in which we measure respect alongside traditional satisfaction antecedents. We find that consumers' inferences of respect contribute to satisfaction beyond traditional antecedents and that its effect is substantial.

Background
Satisfaction
Understanding customer satisfaction and its causes are of fundamental concern to marketing researchers (Luo and Homburg, 2007). Satisfaction can predict a variety of important behavioral responses, including loyalty, complaining, word of mouth and willingness to pay (Homburg *et al.*, 2005; Szymanski and Henard, 2001; Yani-de-Soriano *et al.*, 2019). At an aggregate level, it is associated with positive firm performance, including profitability and stock market performance (Anderson *et al.*, 1994, 2004; Fornell *et al.*, 2006; Gruca and Rego, 2005; Luo and Bhattacharya, 2006; Luo *et al.*, 2012) (Lee *et al.*, 2018 for a contrasting perspective). More generally, the (profitable) satisfaction of consumer needs could be described as the fundamental goal of marketing activities and, therefore, a central measure of marketing success (Kotler and Armstrong, 2017).

Satisfaction is typically understood as an attitude-like representation of consumers' overall evaluation of one or more consumption episodes (Anderson *et al.*, 2004; Fornell *et al.*,

1996; Garbarino and Johnson, 1999; Johnson and Fornell, 1991; Luo and Bhattacharya, 2006). One of the most widespread (though not entirely dominant) approaches for understanding the basis of this evaluation is expectancy-disconfirmation theory (Anderson and Sullivan, 1993; Cronin *et al.*, 2000; Fournier and Mick, 1999; Gustafsson *et al.*, 2005; Haumann *et al.*, 2014; Mittal and Frenea, 2010; Oliver, 1980, 1993; Smith *et al.*, 1999; White, 2015). This approach suggests different features of the consumption episode come to affect satisfaction by virtue of their relationship to prior expectations. Meeting or exceeding expectations is associated with satisfaction; falling short of expectations leads to dissatisfaction. From this perspective, the discrepancy from expectations is what drives the satisfaction response.

What this approach does not address, however, is the content of those expectations. It provides no theoretical basis for predicting which expectations are likely to be important or why. Instead, researchers have generally inferred what is important to consumers by examining the features of the product or service. The following quote from Oliver (2010), who has studied satisfaction since the early 1970s, clarifies:

> In an all-too-familiar research scenario, much of satisfaction research is conducted according to the following format: A list of a key product or service features is generated which, it is hoped, contains an exhaustive set of factors thought to cause satisfaction and dissatisfaction. In a fairly direct manner, consumers are asked to rate the importance of these features and to retrospectively rate the product or service on the degree to which each of the features was delivered. (p. 29)

In other words, researchers often assume that consumers' expectations relate primarily to the product and service features of the transaction at hand. This is confirmed via a literature review. In particular, the focus has been on features of the primary product or service (Falk *et al.*, 2010; Raithel *et al.*, 2012; Stock, 2011), the accompanying service required to acquire the primary service or product (Etgar and Fuchs, 2009; Kristensen and Eskildsen, 2012) and the manner in which firms handle problems arising from service or product failures (Hess *et al.*, 2003; Homburg and Fürst, 2005; Orsingher *et al.*, 2010). Price also plays an (indirect) role in predicting satisfaction via its influence on perceptions of equity and value (Cronin *et al.*, 2000; Oliver and Swan, 1989).

Table 1 summarizes approaches to satisfaction from a review of the 10 most highly cited marketing articles (according to the Web of Science as of June 2020) that include "satisfaction" in their titles. It outlines the definition, conceptualization, operationalization and actual or implied antecedents of satisfaction for each of these articles. This table shows previous work on satisfaction primarily focuses on product and service attributes, expectations and sometimes pricing (also via equity) as causes of satisfaction. Most often, judgments of product and service attributes are assumed to impact satisfaction through their relationship to expectations and sometimes as antecedents to other judgments, such as value and equity. Both value and equity judgments, however, emanate from product, service and price perceptions. Value is typically understood to represent product/service quality relative to price (Fornell *et al.*, 1996). Equity is based on the ratio of consumers' outcomes (i.e. the product) to inputs (typically the price) relative to the sellers' perceived outcomes and inputs (Adams, 1965; Oliver and Swan, 1989). In nearly all cases, then, satisfaction is assumed to flow from judgments of the product and service relative to expectations at that particular price point. In fact, the link between these judgments and satisfaction is so strong that researchers have frequently conflated (often deliberately) the experience of satisfaction with its antecedents, such that satisfaction has become synonymous with product/service performance and expectancy disconfirmation.

Although these are clearly important components of consumers' satisfaction responses, they may not be the only antecedents. As Oliver (2010) points out, the traditional method of satisfaction analysis, where consumers rate both the importance and performance of

Table 1.
Definition,
conceptualization
and
operationalization of
satisfaction in top-
cited marketing
articles with
"satisfaction" in title

Source	Definition	Conceptualization	Operationalization	(Implied) antecedents	Citations[*]
Oliver (1980; Journal of Marketing Research)	Not specifically defined	Expectancy-disconfirmation paradigm	6-item Likert scale references to satisfaction, regret, happiness and general feelings about the decision	Performance-specific expectations/prior attitude, disconfirmation	4,185
Cronin et al. (2000; Journal of Retailing)	Not specifically defined	Disconfirmation and desired/received value	SAT1: 9-point scale from "not at all" to "very much" about interest, enjoyment, surprise, anger and shame/shyness SAT2: 9-point Likert scale for "my choice to purchase this service was a wise one," "I think that I did the right thing when I purchased this service" and "this facility is exactly what is needed for this service"	Service quality and value	2,489
Anderson et al. (1994; Journal of Marketing)	"Cumulative customer satisfaction is an overall evaluation based on the total purchase and consumption experience with a good or service over time" (p. 54)	Function of quality, price, expectations; derived from past/future current/future experiences; in relation to the price paid	Swedish Customer Satisfaction Barometer data: index of quality, expectations and overall customer satisfaction	Perceived quality, price and customer expectations	1,904
Garbarino and Johnson (1999; Journal of Marketing)	"An overall evaluation based on the total purchase and consumption experience with a good or service over time" (p. 71, citing Anderson et al., 1994, p. 54)	Satisfaction as experienced by the customer; cumulative	How would you rate your overall satisfaction with this theatre company? How would you rate this theatre company with other off-Broadway companies on the overall satisfaction?	Actor satisfaction, actor familiarity, play attitudes and theatre attitudes	1,844

Source	Definition	Conceptualization	Operationalization	(Implied) antecedents	Citations[*]
Fornell (1992; Journal of Marketing)	"Satisfaction is an overall post-purchase evaluation" (p. 11)	Function of pre-purchase expectations and perceived post-purchase performance	Swedish Customer Satisfaction Barometer data: index of quality, expectations and overall customer satisfaction	Customer expectations and perceived performance	1,832
Anderson and Sullivan (1993; Marketing Science)	"Satisfaction can be broadly characterized as a postpurchase evaluation of product quality given prepurchase expectations" (p. 126)	Expectancy-disconfirmation paradigm and perceived quality	Satisfaction measured on a 10-point scale from low to high	Expectations, perceived quality (and ease of evaluating quality) and disconfirmation	1,636
Fornell et al. (1996; Journal of Marketing)	"The American Customer Satisfaction Index measures the quality of goods and services as experienced by the customers that consume them. ACSI represents its served market's – its customers' – overall evaluation of total purchase a consumption experience, both actual and anticipated" (p. 7)	Satisfaction as experienced by customers; post-consumption evaluation; cumulative	ACSI data: Overall rating of satisfaction, Degree to which performance falls short of or exceeds expectations and Rating of performance relative to customer's ideal good or service in the category	Perceived quality (performance), customer expectations and perceived value	1,638
Oliver (1993; Journal of Consumer Research)	Not specifically defined	"Drawing on previous conceptualizations of satisfaction in consumption . . ." (p. 418)	12-item Likert scale from Oliver (1980)	Satisfaction (dissatisfaction) with individual attributes, mediated by positive (negative) affect and disconfirmation	1,218

Table 1.

Source	Definition	Conceptualization	Operationalization	(Implied) antecedents	Citations[*]
Churchill and Suprenant (1982; *Journal of Marketing Research*)	"Satisfaction is an outcome of purchase and use resulting from the buyer's comparison of the rewards and costs of the purchase in relation to the anticipated consequences" (p. 493)	Disconfirmation paradigm (satisfaction is related to disconfirmation experience, which is related to initial expectations)	Sum of the satisfactions with product/service attributes	Expectations (anticipated performance), performance (actual product performance), disconfirmation (discrepancies between prior expectations and actual performance)	1,210
Smith et al. (1999; *Journal of Marketing Research*)	Not specifically defined	Expectancy-disconfirmation paradigm and perceived justice (service recovery context)	Think about both the problem you experienced and the hotel's handling of the problem. How do you feel about the organization on this particular occasion? (7-point scale, very dissatisfied to very satisfied)	Disconfirmation and justice (distributive, procedural and interactional)	1,145

Note: [*]As of June 2020 (Web of Science Core Collection)

Table 1.

product features, is limited because there may be other aspects of consumption beyond product features also related to satisfaction. The current research similarly posits that satisfaction is impacted by more than product features and argues that perceptions of respect – as a fundamental human need – are often inferred by consumers from aspects of their interactions with organizations and play a central role in customer satisfaction.

Respect

Conceptualization of respect. Though respect is a buzz word (De Cremer and Mulder, 2007), no widely accepted definition of the term exists (Grover, 2013); this is a barrier to fully understanding its role across a number of contexts (Rogers and Ashforth, 2014), including the marketplace (Bourassa *et al.*, 2018). This lack of understanding is not surprising, given that "what respect itself means is both socially and psychologically complex" (Spelman, 1978, p. 59). In spite of these difficulties, our understanding is informed by both moral and psychological approaches, described next.

Respect has a long tradition as a moral construct (Joh, 2001; Lightfoot, 2000; Schwartz, 2005), where it is generally depicted as regarding something or someone as having inherent value (Jurkiewicz and Giacalone, 2004) – as an inalienable and universal right based on individuals' inherent worth (Bowie, 1999; Dillon, 1992; Miller, 2001). Within psychological approaches, definitions of respect share a similar theme – the perception that another person is valuable and worthwhile (Bartel *et al.*, 2012; Clarke, 2011; Grover, 2013; Sleebos *et al.*, 2006). Though moral approaches inform the current conception of respect as regarding someone as valued, they are normative and do not explain people's perceptions of being respected or disrespected. Instead, understanding the phenomenology of respect – the experience of being respected or disrespected – is our main interest.

Psychological approaches are useful in understanding the phenomenology of respect. Within the organizational justice literature, for example, perceptions of respect are operationalized as the inferences employees draw from organizational actions, decisions and policies about the extent to which they are considered valuable, accepted members of the organization. The widely tested group-value model (Lind and Tyler, 1988) and the intragroup status model (De Cremer and Tyler, 2005) posit that procedures and interactions are important to the extent that they signal a person belongs to a group (inclusion) and has a positive status or reputation within that group. Rogers and Ashforth's (2014) model of generalized and particularized respect in organizations similarly suggests that respect fulfills a receiver's need for belongingness and status (i.e. social worth), which facilitates, among other outcomes, organization-based self-esteem. Consistent with these ideas, employees can perceive even physical isolation as disrespectful (Bartel *et al.*, 2012).

The idea that respect is central to belonging and acceptance appears in the social psychological literature more generally too. The dual pathway model of respect (Huo and Binning, 2008) is organized around two basic social motives – the need for status and the need to belong – through which respect impacts self-esteem, among other outcomes (Huo and Binning, 2008; Huo *et al.*, 2009). The sociometer model of self-esteem suggests an individual's beliefs about being valued by others are central to their sense of worth (Leary *et al.*, 1995, 1998). Simon and Stürmer (2005) argue that the "active ingredient" (p. 10) in respect is acceptance and inclusion, and Miller (2001) describes respect as a fundamental human requirement.

Consistent with this, a range of negative physical, emotional and behavioral reactions are linked to a perceived lack of respect and/or acceptance, including anger, aggression, revenge, withdrawal and even declining health (Bettencourt and Miller, 1996; Blackhart *et al.*, 2009; Cohen *et al.*, 1996; Huo and Binning, 2008; Miller, 2001; Tyler and Blader, 2000). Incivility at

work (one category of potentially disrespectful behaviors) has been shown to decrease employee performance and helping behaviors, as well as increase negative emotions and withdrawal (Porath and Erez, 2009; Porath and Pearson, 2012; Sliter *et al.*, 2012). Feeling respected, on the other hand, is one of the primary correlates of individual happiness across a number of different cultures (Lu and Shih, 1997). In short, a large body of evidence from a variety of literatures indicates respect appears to be about feeling valued, and feeling valued is important because it satisfies a fundamental human need to belong (Baumeister and Leary, 1995).

Respect and satisfaction

The central argument of our work is that consumer inferences of respect should also be a crucial antecedent to satisfaction within the context of interactions with organizations. This prediction is based on three premises: first, that consumers do, in fact, draw inferences of respect from elements of their interactions with organizations; second, that consumers care about the extent to which firms respect them; and third, that any inferences of respect consumers draw will have a direct influence on their satisfaction responses. Although this research implicitly tests all of these ideas in assessing whether inferences of respect contribute to satisfaction, the following sections outline the logic underlying each premise.

Inferences of respect from organizations' actions. Although research on satisfaction does not typically emphasize the interpersonal inferences consumers draw from their interactions with organizations, evidence indicates they routinely do exactly this. Research on perceptions of service quality, for example, suggests politeness and the extent to which consumers perceive that firm representatives care about them or have their best interests in mind are important to service quality assessments (Brady *et al.*, 2007). Other work demonstrates consumers can draw such inferences even from prices. For example, consumers infer they are not respected when they perceive prices as high (i.e. prices that exceed the reference price) (Ashworth and McShane, 2012). Consumers may even derive inferences of social worth from marketers' attempts to persuade them (Rath *et al.*, 2019). Such findings suggest consumers draw inferences about the extent to which they are respected from a wide range of organizational actions.

Perhaps, the most suggestive evidence indicating that consumers infer respect from organizations' actions comes from justice research in organizational psychology. Although typically conducted in the context of employer-employee relationships, this work repeatedly demonstrates employees infer respect from a variety of organizational actions. Employees infer respect from the interpersonal treatment they receive, labeled interactional or interpersonal justice (Colquitt, 2001; Tyler, 1989; van Quaquebeke and Eckloff, 2010). However, they also infer respect from organizations' procedures, policies, rules and regulations. These inferences can occur without any direct interpersonal interaction. Such inferences are known as procedural justice (Tyler *et al.*, 1996). A reasonable suggestion, then, is that consumers may draw similar inferences from analogous firm actions in the context of exchange.

In short, previous work indicates individuals can and will infer respect from both interpersonal interactions and impersonal organizational decisions. Together with findings from the marketing literature that suggest consumers draw similar inferences from elements of exchange (such as the price), this research suggests consumers are frequently likely to draw inferences about the extent to which they are respected during their interactions with firms. Although the current studies are agnostic to the specific source of respect, they examine the extent to which such inferences exist and contribute to consumers' overall satisfaction.

Consumers care about respect from organizations. Despite logical reasons why consumers may be less likely to care about how they are viewed by firms and their representatives than members of psychologically closer groups, relevant work suggests people are also sensitive to how distant others view them. Research on rejection, in particular, shows individuals can be quite upset by even trivial instances of rejection from complete strangers (Buckley *et al.*, 2004). This occur in part because individuals appear to draw general inferences about their relational value from specific interactions (Leary *et al.*, 1998). In other words, people often appear to assume that how they are viewed by specific others is indicative of how they are viewed by others in general. Further evidence that consumers care about organizational respect comes from work on employee incivility – merely witnessing incivility between employees is sufficient to reduce consumers' purchase intentions because of the generalizations they draw about the treatment they are likely to receive from other employees and the organization overall (Porath *et al.*, 2010). As such, existing evidence suggests consumers might be quite sensitive to the inferences they draw about organizations' opinions of them.

Inferences of respect affect satisfaction. As previously noted, satisfaction is most often conceptualized as the extent to which consumers' expectations regarding the product and service have been met. Expectations are, in turn, important because they point to the outcomes that consumers anticipate achieving/avoiding in the context of an exchange. As Oliver (2010) and others point out, however, there is no particular reason to believe these should be limited only to the most obvious product or service features. Satisfaction, in general, reflects the degree of fulfillment of any goal (Diener *et al.*, 1999; Spreng *et al.*, 1996). In a consumption context, these goals should include those most closely related to the consumption episode's intended purpose (i.e. goals related to product performance). They also likely include those related to the delivery of the core product or service (i.e. secondary service), such as the speed of the interaction and the provision of relevant information (Gelbrich, 2010). More generally though, they should include any goal that consumers consider relevant to interactions with organizations. As long as the outcome is something that consumers expect to achieve/avoid in the context of the consumption episode, failure to achieve/avoid that outcome should contribute to the overall satisfaction response. Consumers' concern for equity (Oliver and Swan, 1989) can be understood this way. Although equity is related to both the product's price and perceived quality, it affects satisfaction independent of any material differences in product or price (Oliver and Swan, 1989; Thaler, 1986) because it is an additional goal that consumers consider relevant to most purchases. Given the broad importance of respect as a fundamental goal, consumers' inferences of respect by the firm and its representatives are expected to play a similarly important and currently underappreciated role in the satisfaction response. Thus, we pose the following research question:

   RQ1. Do consumer inferences of (dis)respect contribute to (dis)satisfaction?

Existing theory and empirical evidence suggest respect is a fundamental human goal (Miller, 2001) because it communicates the extent to which individuals perceive they belong and have value to others. As such, it follows that the presence or absence of respect in interactions, including consumer-organization interactions, should contribute to (dis) satisfaction. Previous research on satisfaction, however, focuses primarily on assessments of relevant service attributes or product features such as price and performance. The current research tests the idea that, beyond such assessments, satisfaction will be importantly influenced by consumers' inferences that the firm and/or its representatives respect them. This is examined over two studies, described next.

Pilot study

The purpose of the pilot study was to explore whether respect spontaneously emerged as an important component of consumer satisfaction; if it did, this would justify further investigating respect's role as an antecedent to (dis)satisfaction Specifically, consumers' recollections of highly satisfactory and dissatisfactory experiences were examined for evidence that respect was a salient component of their experiences that contributed to their satisfaction responses.

Method

In total, 471 highly (dis)satisfactory consumption experiences were collected for analysis using critical incidents technique (CIT). CIT "relies on a set of procedures to [. . .] classify observations of human behavior" (p. 66) and involves asking respondents to tell a story in their own words and developing categories via quantitative and/or qualitative analysis (Gremler, 2004). CIT has been used in research on satisfaction (Bitner *et al.*, 1990) and on respectful leadership behaviors (van Quaquebeke and Eckloff, 2010). Our aim, unlike other CIT research (Bitner *et al.*, 1990), was not to derive an entirely novel categorization scheme, but instead to explore whether respect could be considered a salient category within satisfying and/or dissatisfying purchase experiences. Data were collected via an online questionnaire (471 undergraduate students, two large North American universities). Participants were randomly assigned to recall/describe in their own words a purchase experience that was particularly satisfying or dissatisfying. We followed methodological guidelines for CIT prescribed by Gremler (2004) and Bitner *et al.* (1990).

The incidents were coded for respect, defined as aspects of the experience that convey the customer is valued/deemed worthwhile; service features, defined as aspects of the intangible offering carried out by employee or firm; and product and price features, defined as aspects of the tangible offering (or performance) and its price (or value – the ratio of benefits to costs). This process allowed us to explore whether respect, alongside service features and/or product (performance) and price features, are top of mind as consumers freely recall (dis) satisfactory purchase experiences.

The written incident (narrative) was the unit of analysis and could belong to one or more of the three major categories. Two trained independent judges coded all 471 incidents – a trial set (80 incidents), then the main set (391 incidents; 356 usable responses based on inclusion criteria of a discrete episode about customer-firm interaction with sufficient detail). The coefficient of agreement (inter-judge reliability) in coding the main set was 86.5% based on three categories, above the minimum acceptable reliability of 0.80 (Gremler, 2004); the judges met with one of the authors to discuss and resolve differences. To aid in the coding process, subcategories – also conceptualized as themes – for each of the major categories were established using the operational definitions (above) and iterative, inductive thematic analysis of the first 190 incidents following methodological guidelines by Braun and Clarke (2006).

Results and brief discussion – a pilot study

Figure 1 summarizes the proportion of the 356 incidents that fall into each of the major categories, namely, respect, service features and product/price features. Of these, 43% were assigned to the category respect (positive valence 74 incidents, negative valence 79 incidents), either alone or alongside service and/or product/price features. This suggests that (dis)respect – either on its own or accompanied by other factors – plays a pronounced role in purchase experiences that are highly (dis)satisfactory. Although the major category "service features" accounts for a vast majority of incidents (88%; positive valence 151 incidents,
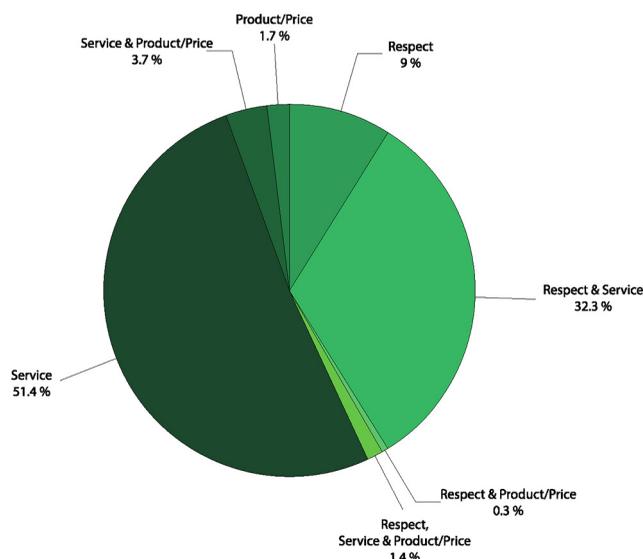
negative valence 165 incidents), service features are an expected antecedent of satisfaction. Previous satisfaction research also suggests that product/price features are important, and these account for 7% (positive valence 14 incidents, negative valence 12 incidents) of our sample. What stands out is that nearly half of our participants (43%) freely recalled elements of (dis)respect (either alone or in combination with other elements) as they described their (dis)satisfactory purchase experiences.

The subcategories (themes) within each major category helped the judges assign incidents to major categories. Within service features, these subcategories reflect what we know from previous research, and include, for example, the employee/company exceeds expectations, has excellent product knowledge, is friendly/helpful, provides advice/recommendations and accepts product returns/exchanges, ensures minimal wait, recovers well from long wait time or service failure and takes responsibility for problems. The subcategories within product/price features are also not surprising: high-quality product, the product exceeds expectations and good value pricing. The subcategories within (dis) respect are novel, however, and they provide preliminary insight into respect's domain in a consumption context. These subcategories (themes) have to do with how the customer feels (e.g. recognized, valued), employee behavior (e.g. treats the customer as equal, demonstrates concern for well-being) or characteristics of the interaction (e.g. courteous, polite). These subcategories (themes), along with illustrative quotes from the incidents, are outlined in Table 2.

Importantly, this exploratory study suggests that, in addition to service features and product/price attributes, respect very clearly plays a role in consumers' overall (dis) satisfaction response. As such, this study provides justification for further investigating respect's role as an antecedent to (dis)satisfaction.

Main study
In light of results from the pilot study that established respect matters to customers' satisfaction/dissatisfaction responses, the purpose of the main study was to examine

Respect	Disrespect
Customer feels	Customer feels
• *Recognized* • *Respected* • *Valued*	• *Disrespected* • *Not valued*
Employee	Employee
• *Treats customer as an equal* • *Demonstrates concern for the customer and their well-being* • *Is genuine and selfless* • *Listens to and understands customer's situation* • *Shows an interest in customer* • *Engages in conversation* • *Is honest*	• *Shows no regard for the customer (e.g. rude)* • *Takes advantage of customer* • *Treats customer as annoying* • *Dismisses customer's problem* • *Does not listen to or understand the customer's unique situation* • *Is dishonest* • *Is unfair*
Interaction is	Interaction is
• *Courteous and polite* • *Personalized*	• *Offensive*
Illustrative incidents: "We were at an upscale sushi restaurant. They took less than 5 min to seat us with our reservation; which none of us noticed as a problem, but they apologized for 'losing our table in the system.' At the end of the meal; the manager came by and apologized again; and proceeded to [cover] our 50–60 dollars of appetizers we ordered. We felt very respected and valued" "I fly XX often but there was one time in particular that they were extremely satisfying. I got really sick with the flu or food poisoning on the flight back from Mexico. The flight crew made me feel very comfortable as they did some readjustments on the aircraft so I was able to have 3 seats to myself so I could lie down. They were taking amazing care of me like I was their own child. They made me feel so good and the flight a lot more comfortable then [sic] it would have been"	Illustrative incidents: "I was at the mall, and at [store] a guy was texting while I was asking him for help. He continuously said he was not sure how to help me. [. . .] Granted, it was Christmas season so it was busy and I could see how he could be tired; but that still doesn't warrant the disrespect and laziness this employee portrayed" "I was shopping for groceries; and the cashier was treating me like I was stupid. I was having trouble getting my debit card out to pay and then didn't know which way to slide the card in the machine; or if they had a machine that accepted chips. The cashier kept rolling her eyes at me; and saying 'don't you know how to use the machine?' Just so unexpected. I was taken aback; and I just smiled back at her pleasantly. I was polite and figured she just had a bad day; I decided I wasn't going to let it ruin my day"

Table 2.
Key subcategories or themes within the (dis)respect category in the pilot study

whether perceptions of (dis)respect could explain consumers' satisfaction response *beyond* traditional antecedents of satisfaction (i.e. product and service factors and expectations). That is, the aim was to test whether consumers' inferences of organizations' respect for them explained variance in satisfaction not accounted for by traditional causes. To test this, we

constructed a survey in which we first asked participants to recall either a highly satisfying or highly dissatisfying purchase experience and then answer questions measuring the constructs of interest.

Method
Data were collected in two waves. The first wave occurred between March 2015 and April 2017. The sample (S1) comprised 2,641 undergraduate students at a large North American university (49.8% male, 48.1% female and 2.1% unspecified). The purpose of the second wave was to collect data from a broader (non-student) sample (S2). In June, 2020, 398 adults from Prolific's international online panel participated in a modified version of the same study (37.7% male, 58.8% female, 0.8% non-binary, 0.8% preferred not to say and 2.0% unspecified; 1% Australia, 10% Canada, 3% Ireland, 1% New Zealand, 78% UK and 9% USA). In total, 19 responses were excluded for misunderstanding instructions, leaving a sample of 379. In both versions of the survey, participants recalled either a highly satisfying or highly dissatisfying purchase experience (randomly determined). The instructions made no mention of respect or any other potential cause of (dis)satisfaction to avoid activating specific antecedents and inflating their apparent influence on satisfaction. Instead, the intention was to allow for whatever experiences naturally came to mind when participants contemplated highly (dis)satisfying experiences. Thus, within the constraints of a free-recall paradigm, the goal was to provide a relatively unbiased test of the role of inferences of respect in satisfaction.

Measures. After recounting their satisfying or dissatisfying purchase experience, participants completed measures of the focal constructs. First, they completed a six-item satisfaction measure (α's = 0.98 (S1) and 0.99 (S2)). As noted earlier, popular measures of satisfaction (including the ACSI and the SCSB; Fornell, 1992; Fornell *et al.*, 1996) include both direct assessments of consumer satisfaction (e.g. how satisfied consumers feel) and measures of implicit antecedents, such as product quality and expectations. Because our intent was to test the unique impact of a variety of different causes of satisfaction, it was crucial that our satisfaction measure include only direct assessments of satisfaction. Two of the items were adapted directly from the ACSI (how satisfied participants were and how close their experience came to an ideal experience, Fornell *et al.*, 1996) (see Table 3 for all items). The remaining measures were chosen to capture the range of reactions that other research has included as part of consumers' overall satisfaction response. Specifically, we asked participants to indicate how pleased, happy, disappointed (reverse scored) and delighted (adapted from Darke and Dahl, 2003; Gustafsson *et al.*, 2005; Spreng *et al.*, 1996) they were with the experience. All items were assessed along with seven-point scales, anchored by "not at all" and "very much so."

Next, participants were asked questions designed to capture the range of possible causes. As described earlier, past work has delineated the causes of (dis)satisfaction into three broad categories, namely, product-related factors, service-related factors and expectations. Because participants could recall any type of purchase experience, it was expected that their experiences would involve both goods and services. For the purposes of the current work, and consistent with how others have defined "product" (Kotler and Armstrong, 2017), we refer to any evaluation of the primary purchase as a "product" evaluation, regardless of whether it was a good or service. As will be explained shortly, our measure of service evaluation was designed to capture any secondary service involved in the provision of the primary purchase. Although this is not always a clear or meaningful distinction, it was necessary to capture the full range of factors that might contribute to satisfaction. As such, the measures of product factors made it clear they could be referring to either a good or

Satisfaction (α's = 0.98 (S1) and 0.99 (S2))
Adapted from Darke and Dahl (2003), Gustafsson *et al.* (2005) *and* Spreng *et al.* (1996*)*
    Overall, how would you say you felt about your experience along each of the following dimensions?
    (seven-point scale, "not at all" to "very much so")
    1) Satisfied
    2) Pleased
    3) Happy
    4) Disappointed
    5) Delighted
    6) Now imagine an ideal experience. How close would you say your experience came to that ideal
       experience?

Product evaluation (α's = 0.97 (S1 and S2))
Sources include Fornell *et al.* (1996) *and* Zeithaml (1988)
    1) How well did the specific product or service that you purchased do what it was supposed to do?
       (seven-point scale, not at all to very much so)
    2) How would you rate the performance of the specific product or service that you purchased? (seven-
       point scale, very bad to very good)
    3) How would you describe the quality of the specific product or service that you purchased? (seven-
       point scale, very poor to very good)
    4) To what extent would you say that the product or service that you are purchased was good value?
       (seven-point scale, not good value to very good value)
    5) Did the product or service represent good value for money? (seven-point scale from not at all to very
       much so)

Expectations (α's = 0.83 (S1) and 0.86 (S2))
Adapted from Fornell (1992) *and* Fornell *et al.* (1996)
    1) Before purchasing, what were your expectations about the product or service you were purchasing?
       (seven-point scale, very low to very high)
    2) To what extent would you say you had high expectations for the product or service purchased?
       (seven-point scale, not at all to very much so)

SERVPERF (α = 0.95 S1 only)
Exactly from Cronin and Taylor (1992)
    Based on the experience you described, please indicate the extent to which you agree or disagree with
    each of the following statements about the firm. (seven-point scale, strongly disagree to strongly agree)
       1) The firm has up-to-date equipment
       2) The physical facilities are visually appealing
       3) The appearance of the physical facilities is in keeping with the type of service provided
       4) When the firm promises to do something by a certain time, it does so
       5) When you have problems, the firm is sympathetic and reassuring
       6) The firm is dependable
       7) The firm provides its services at the time it promises to do so
       8) The firm keeps its records accurately
       9) The firm does not tell its customers exactly when services will be performed
      10) The firm does not have your best interests at heart
      11) The firm does not have operating hours convenient to all their customers
      12) You do not receive prompt service from the firm representatives
      13) Firm representatives are not always willing to help customers
      14) Firm representatives are too busy to respond to customer requests promptly
      15) You can trust the firm representatives
      16) You can feel safe in your transactions with the firm representatives
      17) The firm representatives are well dressed and appear neat
      18) Firm representatives are polite
      19) Firm representatives get adequate support from the firm to do their jobs well

Table 3.
Items used to
measure each
construct in Study 2
and corresponding
sources

(*continued*)

20) The firm does not give you individual attention
21) Firm representatives do not give you the personal attention
22) Firm representatives do not know what your needs are

General service (α = 0.98 S2 only)
Exactly from Brocato *et al.* (2015) *(items 1–4) and* Cronin *et al.* (2000) *(items 1–3)*
Overall, how would you rate the customer service you received in each of the following ways? (seven-point scales)
1) Poor-Excellent
2) Inferior-Superior
3) Low quality-High quality
4) Low standards-High standards

Respect (α's = 0.97 (S1 and S2))
Adapted from Ashworth and McShane (2012), Colquitt (2001), Dillon (1992), Huo *et al.* (2009), Mertz *et al.* (2015), Tyler *et al.* (1996) *and* van Quaquebeke and Eckloff (2010)
To what extent would you agree or disagree that the firm or firm representative . . . (seven-point scales, strongly disagree to strongly agree)
1) Respected you
2) Thought little of you (R)
3) Considered you a valuable customer
4) Did not hold you in high regard (R)
5) Valued you
6) Took you seriously
7) Did not respect you (R)
8) Disregarded your views (R)
9) Cared about you
10) Treated you with dignity
11) Treated you as though you were worthless (R)
12) Acted as though you were important to them

Table 3.

service. Prior to answering these questions, participants were also asked to indicate the primary "product or service" involved to clarify to what the subsequent questions referred.

Past work has generally assessed consumers' product evaluations along performance, quality and/or value (i.e. quality/performance relative to price) dimensions (Fornell *et al.*, 1996; Zeithaml, 1988). Given that our objective was to capture consumers' overall product evaluation, we created five items, adapted from several sources (Table 3), that spanned all of these dimensions. These items were combined to form a single index of product evaluation (α's = 0.97 (S1 and S2)) (scale reliability was not improved by removing any one item). Note that some work treats value perceptions as a mediator of the effect of quality on satisfaction (Fornell *et al.*, 1996) rather than as a dimension of overall product evaluation. Although this is theoretically reasonable, our goal was to capture variance in consumers' overall product evaluation rather than delineate the precise causal chain. Further, a canonical decomposition of the correlation matrix revealed one eigenvalue substantially greater than 1 in both samples (4.46 (S1) and 4.40 (S2)), with the remaining eigenvalues all falling below 0.30 (S1) and 0.34 (S2), strongly suggesting a single underlying factor. The pattern of subsequently reported results is also identical whether we use the entire scale, the performance/quality dimension only or the value dimension only. On the whole, then, these items appeared to adequately capture overall product evaluation.

Participants' expectations were measured next. Although expectations of product performance are conceptually distinct from the actual assessment of performance, prior research has often incorporated measurement of expectations into assessments of product

performance (e.g. by asking how well the product performed relative to expectations). When measured this way, expectations are almost indistinguishable from the overall assessment of product performance (Fornell, 1992). Therefore, including a direct measure of expectations (separate from performance) was important to adequately account for any variance in satisfaction due to expectations. Consequently, two items (α's = 0.83 (S1) and 0.86 (S2)) specifically designed to capture participants' expectations for product (or service) performance prior to their experience were included (Table 3). This is consistent with how expectations have been measured in other work (Fornell *et al.*, 1996).

In the first wave of data collection (S1), participants' assessment of secondary service (i.e. any customer service that was part of the recalled experience) was measured using the 22-item service performance scale (SERVPERF) (Cronin and Taylor, 1992) (α = 0.95). The original version of this scale (SERVQUAL) assessed both performance and expectations for each of the 22 listed service attributes (Parasuraman *et al.*, 1988). Cronin and Taylor (1992) provide evidence that a reduced form of this scale, using only the direct performance assessments, is more efficient and consistent with the underlying theory, and subsequent research supports this position (Babakus and Boller, 1992; Babakus and Mangold, 1992; Boulding *et al.*, 1993; Brown *et al.*, 1993; Cronin and Taylor, 1994). Note that several items in the SERVPERF scale could be construed as measuring aspects of service that relate to consumers' inferences of respect (e.g. "the firm does not have your best interests at heart" and "firm representatives are polite"). These items, however, were not intended to capture inferences of respect. Originally, they were included in different sub-scales of the scale (Parasuraman *et al.*, 1988) and, because subsequent work has treated the scale as a unidimensional indicator of service performance (Cronin and Taylor, 1992), they are now integrated into the other measured aspects of service performance. The relevant items also capture only a narrow subset of possible causes of respect. Overall, then, the presence of these items is unlikely to reveal anything about the influence of consumers' inferences of respect on satisfaction.

There are, however, other limitations to using SERVPERF in the current context. First, it has generally been used to measure performance in service-based organizations rather than for the assessment of secondary service in goods- and service-based industries (Brady *et al.*, 2007). Second, SERVPERF measures specific (assumed) causes of service performance (e.g. the visual appeal of facilities), rather than an overall assessment of consumers' perceptions of the service that they received. To help address these concerns, we changed our measure of service performance in the second wave of data collection. Specifically, we asked participants to rate any customer service they received along four broad dimensions (α = 0.98) used by Brocato *et al.* (2015) and Cronin *et al.* (2000) to measure general service level (Table 3).

Participants' assessments of the extent to which they felt respected by the firm were measured (in both samples) using 12 items (α's = 0.97 (S1 and S2)) (Table 3). Items were assembled from measures used in past work (Ashworth and McShane, 2012; Colquitt, 2001; Dillon, 1992; Huo *et al.*, 2009; Mertz *et al.*, 2015; Tyler *et al.*, 1996; van Quaquebeke and Eckloff, 2010), adapted to make sense within the context of a (dis)satisfying purchase experience and our own review of the literature on respect. Two of the items were chosen to directly assess participants' inferences of respect (e.g. "to what extent would you agree or disagree that the firm or firm representative respected you"). The remaining items were designed to capture, in various ways, participants' perceptions that they were valued by the organization (e.g. "to what extent would you agree or disagree that the firm or firm representative valued you"). Items were both positively (7) and negatively worded (5) to ensure the measures were capable of capturing the full range of participant responses (i.e. from inferences of extreme disrespect to inferences of extreme respect).

All items had their basis in either relevant published measures or our review of the respective literature. However, the wording and combination of items was novel. As such, we conducted additional analyzes to assess the suitability of this measure. First, we examined individual item distributions. Responses to all items spanned the full range of the scale (i.e. 1–7), and the standard deviations of items were similar and high (1.82 – 2.02), indicating all items at least captured variance that could be examined in the subsequent structural analyzes.

Second, as with other measures, we examined the canonical decomposition of the correlation matrix. Both samples had one eigenvalue substantially greater than 1 (9.39 (S1) and 9.38 (S2)) with the remaining eigenvalues all falling below 0.70 (S1) and 0.55 (S2), consistent with a single underlying factor. An unweighted least squares exploratory factor analysis showed item loadings from 0.78 to 0.93 (S1 and S2), providing further evidence for the unidimensionality of the scale and that it was reasonable to include all items in the scale. Given the high reliability and factor loadings, we also examined the inter-item correlations to assess item redundancy. Specifically, the average partial inter-item correlation (removing the effect of whether participants described a satisfying or dissatisfying experience) was 0.61 (S1) (range: 0.46–0.83; s.d. = 0.10) and 0.64 (S2) (range: 0.50–0.85; s.d. = 0.09). These averages are somewhat higher than what some researchers have suggested is optimal for sufficiently capturing a construct and reducing item redundancy (Clark and Watson, 1995). However, our target construct was relatively narrow (a direct assessment of inferred respect), and the range of correlations was consistent with the factor loadings in indicating that no item was obviously problematic.

Finally, we conducted a confirmatory factor analysis to provide some evidence for the discriminant validity of the respective measure. Specifically, we tested that it was at least distinct from the satisfaction measure it would be used to predict. Model fit for a two-factor model was reasonable (S1: $\chi^2(134) = 3,359.25$, $p < 0.001$; CFI = 0.95; TLI = 0.94; RMSEA = 0.095; S2: $\chi^2(134) = 551.10$, $p < 0.001$; CFI = 0.96; TLI = 0.95; RMSEA =0.089), and the two-factor model fit better than a single-factor model (S1: $\chi^2(1) = 15,273.96$, $p < 0.001$; S2: $\chi^2(1) = 2,385.23.96$, $p < 0.001$). Overall, then, the 12 items we used to assess inferences of firm respect were grounded in theory, used existing measures where possible and captured a single underlying construct that was distinct from overall satisfaction.

Results and brief discussion – the main study
Initial analyzes. An initial set of ANOVAs examined the differences between the self-reported satisfying and dissatisfying purchase experiences. As expected, there were substantial differences in reported levels of satisfaction in both samples (S1: Ms = 6.22 vs 1.84; $F(1, 2,616) = 13,715.56$, $p < 0.001$; $f = 2.29$; S2: Ms = 6.51 vs 1.63; $F(1, 377) = 4,998.11$, $p < 0.001$; $f = 3.64$), indicating instructions to report a (dis)satisfying experience were successful. Satisfying experiences were also characterized by higher evaluations of the primary product (S1: Ms = 6.20 vs 2.87; $F(1, 2,613) = 4,447.67$, $p < 0.001$; $f = 1.30$; S2: Ms = 6.37 vs 2.70; $F(1, 377) = 1,062.59$, $p < 0.001$; $f = 1.68$) and service performance (whether measured with SERVPERF (S1) or the general customer service measure (S2)) (S1: Ms = 5.61 vs 3.98; $F(1, 2,603) = 2,190.05$, $p < 0.001$; $f = 0.92$; S2: Ms = 6.01 vs 2.82; $F(1, 373) = 528.49$, $p < 0.001$; $f = 1.19$). There were no differences in prior expectations across satisfying and dissatisfying experiences in S1 (Ms = 5.27 vs 5.26; $F(1, 2,611) = 0.11$, $p > 0.70$; $f < 0.01$). However, S2 participants reported somewhat lower prior expectations for satisfying (vs dissatisfying) experiences (Ms = 4.85 vs 5.72; $F(1, 377) = 54.95$, $p < 0.001$; $f = 0.38$). It is possible that lower expectations contributed to more satisfying experiences, although this pattern was not consistent across samples. Most relevant to the current ideas, satisfying experiences were characterized by higher levels of perceived respect (S1: Ms = 5.86 vs 3.26;

$F(1, 2{,}607) = 2{,}882.72$, $p < 0.001$; $f = 1.05$; S2: Ms = 6.03 vs 3.44; $F(1, 373) = 489.96$, $p < 0.001$; $f = 1.15$). Importantly, this effect remained significant in both samples even when the three traditional satisfaction antecedents (product evaluation, service performance and expectations) were included as covariates in the analysis (S1: $F(1, 2{,}695) = 219.24$, $p < 0.001$; $f = 0.29$; S2: $F(1, 367) = 5.77$, $p < 0.05$; $f = 0.12$). This provides some initial evidence that the difference in perceived respect across satisfying and dissatisfying purchase experiences was not explained solely by the variance that respect shared with the other variables.

Overall, our instructions to describe a satisfying versus dissatisfying experience were clearly effective. Consistent with prior work, satisfying experiences were characterized by higher levels of product and service performance. Most relevant to the current ideas, though, satisfying experiences were also characterized by greater perceived respect. Importantly, this difference could not be attributed simply to covariance with the other measured variables. Inferences of respect appeared to reflect a distinct element of satisfying and dissatisfying consumption experiences. Although these results are consistent with our broad idea, they tell us little about how much respect contributed to satisfaction over and above the standard antecedents to satisfaction or whether respect is more or less implicated in satisfying versus dissatisfying experiences. These issues are examined next.

Regression analysis. Table 4 shows correlations between measures (broken down by satisfying vs dissatisfying experience) for each sample. Least squares multiple regressions were used to examine whether inferences of respect predicted consumers' satisfaction response beyond traditional antecedents. Specifically, hierarchical regressions were conducted within each sample. In the first model, we regressed satisfaction on its traditional antecedents (product evaluation, service performance and expectations) (mean-centered) and a dummy variable representing the satisfying/dissatisfying conditions (coded 1 and −1, respectively). The second model included respect (mean-centered) as a predictor. The final model included the interaction terms between the satisfaction dummy variable and each of the other predictors to allow for the possibility that the predictors had a different effect on

Measure	1	2	3	4	5	M	SD
1. Satisfaction	–	0.61[b]	0.47[b]	0.08a	0.57[b]	6.22	0.88
		0.42[b]	0.34[b]	0.07	0.49[b]	6.50	0.58
2. Product evaluation	0.47[b]	–	0.41[b]	0.16[b]	0.46[b]	6.20	0.82
	0.35[b]		0.03	0.04	0.18[b]	6.37	0.69
3. SERVPERF (S1)	0.34[b]	0.23[b]	–	0.14[b]	0.67[b]	5.61	0.82
Customer service (S2)	0.49[b]	0.21[b]		0.13	0.50[b]	6.01	1.02
4. Expectations	−0.01	0.08[a]	0.21[b]	–	0.13[b]	5.28	1.25
	−0.07	0.01	0.01		0.06	4.85	1.21
5. Respect	0.39[b]	0.17[b]	0.68[b]	0.17[b]	–	5.86	0.94
	0.42[b]	0.15	0.83[b]	−0.02		6.03	0.72
M	1.84	2.87	3.98	5.26	3.26		
	1.63	2.70	2.82	5.72	3.44		
SD	1.02	1.62	0.96	1.35	1.49		
	0.76	1.43	1.64	1.04	1.48		

Table 4.
Correlations between variables within satisfying and dissatisfying consumption experiences

Notes: S1 and S2 statistics shown at the top and bottom of each row, respectively. Intercorrelations for satisfying experiences (ns = 1329 (S1) and 207 (S2)) are shown above diagonal. Intercorrelations for dissatisfying experiences (ns = 1289 (S1) and 172 (S2)) shown below diagonal. Means and standard deviations for satisfying experiences shown in vertical columns. Means and standard deviations for dissatisfying experiences are shown in horizontal rows. For all scales, higher scores indicated higher levels of the construct indicated. [a]$p < 0.01$, [b]$p < 0.001$

satisfaction depending on whether the experience was satisfying or dissatisfying. Overall, the goal was to adequately account for the primary sources of satisfaction identified in prior work and to determine the unique impact of respect.

Table 5 shows the results of the regression analyses for each sample. Variance inflation factors (VIF) range from low to moderate. The findings are consistent across the three models for each sample, and analyses on a random split of the data within each sample revealed the same pattern of findings. Together, these results suggest multicollinearity is unlikely to be a problem in these analyses.

In both samples, the change in R^2 was significant for each model. Most important to the current work, the addition of respect to the model significantly increased R^2 (S1: $F(1, 2,592) = 184.02$, $p < 0.001$; S2: $F(1, 367) = 10.99$, $p < 0.01$), indicating inferences of respect predicted consumers' satisfaction response ($\beta s = 0.18$ (S1) and 0.11 (S2), $p s < 0.001$) beyond the traditional antecedents of satisfaction. Product evaluation and service performance affected satisfaction in the expected direction – higher levels of product evaluation and service performance increased satisfaction (S1: $\beta s = 0.31$ and 0.06, $p s < 0.001$; S2: $\beta s = 0.18$ and 0.11, $p s < 0.001$). A significant negative effect of expectations on satisfaction in S1 ($\beta = -0.03$, $p < 0.001$) was consistent with expectancy-disconfirmation – the higher consumers' initial expectations, the lower their felt satisfaction. This effect did not reach significance in S2 though ($\beta = -0.01$, $p = 0.33$).

A comparison of coefficients showed that inferences of respect had a larger impact on satisfaction than expectations in both samples (S1: $\beta = 0.18$ vs $|-0.03|$; $t(2,587) = 8.79$, $p < 0.001$; S2: $\beta = 0.11$ vs $|-0.01|$; $t(362) = 2.73$, $p < 0.01$). In S1, inferences of respect also had a larger impact on satisfaction than service performance ($\beta = 0.18$ vs 0.06, $t(2,587) = 3.51$, $p < 0.001$) but a smaller impact than product evaluation ($\beta = 0.18$ vs 0.31, $t(2,587) = 4.31$, $p < 0.001$). In S2, the effect of respect was indistinguishable from either service performance ($\beta = 0.11$ vs 0.11, $t(362) = 0.30$, $p = 0.77$) or product evaluation ($\beta = 0.11$ vs 0.18, $t(362) = 1.09$, $p = 0.28$). Overall, these results indicated that inferences of respect explained variance in satisfaction beyond the traditional antecedents and exerted an effect of comparable magnitude to both service and product evaluation.

A number of the interaction terms were also significant. In particular, the terms involving respect ($\beta = 0.02$ (S1) and 0.06 (S2), $p s < 0.05$ and 0.01) and product evaluation ($\beta = 0.06$ (S1) and 0.04 (S2), $p s < 0.001$ and 0.05) were significant in both samples. Spotlight analyses showed that both respect and product evaluation had a larger impact on satisfaction within satisfying experiences (respect: $\beta = 0.21$ (S1) and 0.26 (S2), $p s < 0.001$; product evaluation: $\beta = 0.40$ (S1) and 0.48 (S2), $p s < 0.001$) than within dissatisfying experiences (respect: $\beta = 0.15$ (S1) and 0.02 (S2), $p < 0.001$ and $p = 0.67$; product evaluation: $\beta = 0.22$ (S1) and 0.18 (S2), $p s < 0.001$). In S1, the interaction term involving expectations was also significant ($\beta = 0.01$, $p < 0.05$). Spotlight analyses revealed that the effect of expectations on satisfaction was stronger within dissatisfying experiences ($\beta = -0.04$, $p < 0.001$) than within satisfying experiences ($\beta = -0.02$, $p = 0.08$).

In sum, results from two (very different) samples showed remarkable consistency. Consumers' inferences of respect explained variance in their satisfaction response beyond traditional antecedents in both samples. Moreover, the relative size of respect's effect was comparable across samples. In S1, respect had a larger effect on satisfaction than either expectations or service but a smaller effect than consumers' overall product evaluation. In S2, respect had a larger effect than expectations and was statistically indistinguishable from service and product effects. Note that S2 involved many fewer participants, and thus our power to detect differences across coefficients was also reduced. Both samples also showed a larger effect of respect and product evaluation on satisfaction for satisfying versus

Table 5.
Hierarchical multiple regression analysis examining the effect of respect on satisfaction beyond traditional antecedents

Variable	Model 1 B	Model 1 95% CI	Model 1 β	Model 1 VIF	Model 2 B	Model 2 95% CI	Model 2 β	Model 2 VIF	Model 3 B	Model 3 95% CI	Model 3 β	Model 3 VIF
Satisfaction dummy	1.41c (0.027)	[1.36, 1.47]	0.59c	3.09	1.31c (0.027)	[1.25, 1.36]	0.55c	3.35	1.20c (0.029)	[1.15, 1.26]	0.50c	4.03
	1.78c (0.066)	[1.65, 1.91]	0.70c	4.89	1.75c (0.066)	[1.62, 1.88]	0.69c	4.97	1.61c (0.075)	[1.46, 1.76]	0.64c	6.66
Product evaluation	0.31c (0.013)	[0.28, 0.33]	0.27c	2.93	0.29c (0.012)	[0.27, 0.32]	0.26c	2.95	0.36c (0.016)	[0.32, 0.39]	0.31c	5.15
	0.18c (0.028)	[0.13, 0.24]	0.15c	3.88	0.18c (0.027)	[0.12, 0.23]	0.15c	3.89	0.22c (0.032)	[0.15, 0.28]	0.18c	5.78
SERVPERF (S1)	0.33c (0.018)	[0.30, 0.37]	0.17c	2.05	0.13c (0.023)	[0.09, 0.18]	0.07c	3.48	0.11c (0.023)	[0.07, 0.16]	0.06c	3.58
Customer serv. (S2)	0.20c (0.023)	[0.15, 0.24]	0.16c	2.53	0.12c (0.033)	[0.05, 0.18]	0.10c	5.48	0.14c (0.033)	[0.07, 0.20]	0.11c	5.62
Expectations	−0.05c (0.012)	[−0.07, −0.02]	−0.03c	1.04	−0.05c (0.012)	[−0.08, −0.03]	−0.03c	1.04	−0.05c (0.011)	[−0.08, −0.03]	−0.03c	1.04
	−0.02 (0.026)	[−0.07, 0.03]	−0.01	1.15	−0.01 (0.026)	[−0.06, 0.04]	−0.01	1.15	−0.03 (0.026)	[−0.08, 0.03]	−0.01	1.22
Respect					0.22c (0.016)	[0.19, 0.25]	0.17c	3.87	0.24c (0.018)	[0.20, 0.28]	0.18c	4.98
					0.13b (0.039)	[0.05, 0.20]	0.09b	5.14	0.16c (0.041)	[0.08, 0.24]	0.11c	6.00
Product evaluation × satisfaction dummy									0.10c (0.016)	[0.07, 0.13]	0.06c	1.91
									0.08a (0.032)	[0.02, 0.14]	0.04a	1.54
SERVPERF (S1)/customer service (S2) × satisfaction dummy									0.03 (0.023)	[−0.02, 0.07]	0.01	1.94
									−0.04 (0.033)	[−0.10, 0.03]	−0.02	2.30
Expectations × satisfaction dummy									0.02a (0.011)	[0.002, 0.05]	0.01a	1.04
									0.03 (0.026)	[−0.02, 0.08]	0.01	1.07
Respect × satisfaction dummy									0.04a (0.018)	[0.005, 0.08]	0.02a	2.37
									0.12b (0.041)	[0.04, 0.20]	0.06b	2.60
R^2	0.892				0.899				0.903			
	0.949				0.950				0.953			
F for ΔR^2	5362.02c				184.02c				27.59c			
	1692.76c				10.99b				5.01b			

Notes: $N = 2641$ (S1) and 372 (S2). S1 and S2 statistics are shown at the top and bottom of each row, respectively. CI = confidence interval. VIF = variance inflation factor. The satisfaction dummy was coded as −1 (dissatisfying experience) and 1 (satisfying experience). Product evaluation, SERVPERF (S1), customer service (S2), expectations and respect were all centered at their means. [a] $p < 0.05$, [b] $p < 0.01$, [c] $p < 0.001$

dissatisfying experiences. Although these differences were not part of our theorizing, they warrant future exploration. Finally, we only found evidence for expectancy-disconfirmation (the negative effect of expectations on satisfaction) in S1 and, then, primarily in the context of dissatisfying experiences.

General discussion

The central contribution of the current work is in investigating the role of respect in consumers' satisfaction response. Two studies involving analysis of critical incidents and a survey of (dis)satisfying consumption experiences found that consumers' inferences of the extent to which the organization respected them were a key element of their overall satisfaction response. Satisfaction research has typically focused on the causal influence of factors most closely related to a product/service's central function, consumers' expectancies regarding the product/service's ability to fulfill its intended function and/or factors related to any secondary service involved in the acquisition and continued use of the product/service (Etgar and Fuchs, 2009; Falk *et al.*, 2010; Fornell, 1992; Fornell *et al.*, 1996; Kristensen and Eskildsen, 2012; Oliver, 1980, 1993, 2010; Oliver and Swan, 1989; Raithel *et al.*, 2012; Stock, 2011). The starting point for our own investigation was in noting that these factors, although seemingly exhaustive with regard to the central product/service, do little to account for the enormously important psychological impact of feeling valued (Baumeister and Leary, 1995; Leary *et al.*, 1995, 1998) – that is, of perceiving that one is respected (Miller, 2001). Not only did we find that (dis)respect was a salient characteristic of (dis)satisfying experiences, appearing in 43% of recalled critical incidents, it exerted a substantial impact on consumers' overall satisfaction after controlling for traditional causes.

Theoretical implications

Conceptually, our findings place respect as a central antecedent among satisfaction determinants. As outlined in the background and literature review, respect as a construct of interest has, until now, been virtually absent from discussions of satisfaction. Two of the most prominent measures of satisfaction, the American Customer Satisfaction Index (ACSI) and the similar Swedish Customer Satisfaction Barometer (SCSB), illustrate this. Both indices are based on a model where satisfaction is caused by a combination of perceived quality, customer expectations and perceived value (Fornell *et al.*, 1996). Consumers' interpersonal goals play no role in these measures.

Other work in marketing alludes to respect's importance, but, for the most part, neither isolates nor emphasizes its role. Respect is primarily circumstantially included in assessments of (secondary) service quality. The SERVQUAL measurement tool (Parasuraman *et al.*, 1991), for example, includes an empathy component, which reflects a number of perceptions consistent with our conceptualization of respect (e.g. the organization provides "individual attention" and "personal attention," has customers' "best interests at heart" and understands "what the needs of their customers are"). Even still, the role of empathy is typically combined with the other components of service quality, which are more performance-oriented in nature, shrouding the possible impact of respect inferences on satisfaction. More recent research on service quality measurement, the SERPVAL (service personal values) scale (Lages and Fernandes, 2005), includes a direct measure of respect. However, rather than consumers' inferences of the extent to which they are respected by the organization, it captures the extent to which consumers believe they will derive respect from other consumers as a consequence of their interaction with the organization. This is conceptually closer to social status than a direct assessment of consumers' beliefs about the extent to which the organization respects them. Also, similar to SERVQUAL, the SERPVAL

dimensions are designed to be combined into a general evaluation of service. Overall, existing work on service quality alludes to the role of respect in satisfaction but respect is not measured or conceptualized in a manner that allows for its direct relationship to satisfaction to be tested, as we have done.

The importance of respect to satisfaction implies that consumers bring a wider range of psychological goals to purchase contexts than is typically acknowledged. In particular, the effect of consumers' respect inferences on satisfaction indicates consumers care deeply about how the organization views them (or, at least, how they perceive that the organization views them). That is, consumers wish to fulfill important interpersonal goals during their interactions with organizations, in addition to purchase-related goals that have been the focus of previous satisfaction research. Our findings also indicate that perceived respect is important across the spectrum of satisfying and dissatisfying experiences, suggesting respect is not just an entitlement – something that is primarily problematic when it is absent (Boyd and Helms, 2005) – but that it is also highly rewarding to feel respected. In fact, the results of our survey suggest that perceived respect enhances satisfaction more than it reduces dissatisfaction, indicating that feeling respected is a highly desirable outcome for consumers.

Managerial implications

Practically, this research underscores the importance of organizations conveying respect for their customers and avoiding actions that communicate disrespect. Therefore, organizations may be well-served by emphasizing respect. To be sure, many firms already use the term "respect" within their mission statements, statements of corporate values, codes of ethics and corporate culture development manuals (Ki and Kim, 2010; Schwartz, 2005). Yet, very few firms have a systematized approach for integrating respect into their operations.

One of the challenges organizations face in emphasizing respect, and academics face in understanding respect, is that determining from which actions consumers infer respect is difficult. Understanding that respect is defined as the perceived value or worth of a relationship partner, but is ultimately conveyed through actions and decisions, is a good starting point. Organizations that can clearly define those actions, either on the part of the firm or on the part of firm representatives, will be strategically positioned to improve end-user satisfaction. However, this also requires that organizations understand the range of firm actions and decisions that are likely to convey (dis)respect for consumers. Most intuitively, respect is likely to be conveyed through organizations' interpersonal interactions with customers, for example, the manner in which organizational representatives treat customers or organizations' direct communications with customers. Research on customer and employee incivility is strongly suggestive of the damaging effects of interactions that may convey disrespect for customers (Porath and Pearson, 2013). Other work, however, also suggests that customers may infer respect from a much broader array of actions than just face-to-face interactions or direct communications. The current work did not investigate the specific source of consumers' respect inferences. Our goal was simply to measure inferred respect as directly as possible to account for its influence on satisfaction. Given the importance of respect to satisfaction, though, it would be of both practical and theoretical value to identify and quantify the effect of organizational behaviors on these inferences.

The current work also provides insight into how organizations may wish to measure satisfaction, as organizational actions are strongly influenced by the metrics they use (Ariely, 2010). If satisfaction metrics are too broad, front-line employees may not know what

is expected of them or be motivated to perform desired behaviors. If organizations use and measure conformance to specific actions, though, front-line employees are constrained by the narrow range of what is measured and have little ability to adapt to unique circumstances. Instead, practical satisfaction metrics should tap into the things we know cause satisfaction. Not only do such metrics accurately capture customers' satisfaction but they also provide employees with clearer guides about desired behaviors. From this research, respect is one of those causes. Respect is an actionable metric that is useful for inspiring the right kinds of employee behaviors and for achieving superior customer satisfaction.

Limitations, future research recommendations and conclusion
There are several limitations to the main study. The smaller sample size of S2, due to resource constraints in recruiting from a commercial panel, meant that we had reduced power relative to S1. This may have contributed to our inability to detect differences in the size of the effect of respect relative to product evaluation and service performance in S2. Nevertheless, the main findings from S1 were replicated in S2. In addition, given the importance of separating satisfaction from its antecedents, we were unable to use previously validated scales for most of our measures. We did, however, adapt items from published measures as much as possible (Table 3). Further, the examination of the reliability and factor structure of all of our measures suggested they had appropriate psychometric properties. The respect scale, in particular, incorporated items from a range of past work and would benefit from further research into its construct validity. The measure of pre-purchase expectations would also benefit from further examination given that it assesses pre-purchase expectations after purchase. This may reduce reliability, reducing the apparent influence of expectations on satisfaction and possibly impact construct validity. This approach, however, has been used in other satisfaction studies (Fornell *et al.*, 1996) and was necessary in the current context to obtain a direct measure of expectations.

Limitations of the pilot (CIT) study include participant recall bias and, perhaps, in some cases, an unwillingness to provide all and/or accurate incident details. Other limitations of the pilot study include subjective interpretation of the incidents in the categorization process and issues of reliability and validity inherent in exploratory approaches.

As noted, how and from what consumers infer (dis)respect is an important question for future research. Our research was agnostic with regard to the source of consumers' inferences of respect. Both studies focus on consumers' perceptions of respect rather than the origin of those perceptions. An easy assumption is that respect is primarily inferred from interpersonal treatment. However, inferences of respect can be drawn from a wide variety of other actions. Work on price perceptions shows consumers will draw inferences of respect from the prices that firms charge (Ashworth and McShane, 2012). The organizational justice literature shows that employees draw inferences of respect from organizations' rules, procedures and policies (Tyler, 1989; Tyler *et al.*, 1996; van Quaquebeke and Eckloff, 2010). Work on rejection shows that individuals will draw inferences about their relational value – conceptually very similar to perceived respect – from a wide variety of actions, including trivial or seemingly unrelated behaviors (e.g. being included or excluded in an *ad hoc* ball game; Williams and Sommer, 1997). In short, inferences of respect are not limited to interpersonal interactions, and future research should explore the many sources.

Future research could also consider how this work might provide new directions to incivility research which has, to date, primarily focused on employee-to-employee (Bavik and Bavik, 2015) and customer-to-employee (Hur *et al.*, 2015; Walker *et al.*, 2017) interactions. In comparison, our

approach accounts for employee-to-customer interactions. Our understanding of respect can also benefit from incivility research, where the "spiral of incivility" – the fact that incivility has reciprocal effects – is well understood (van Jaarsveld *et al.*, 2010). This notion could similarly be applied to future respect research, so that respect is examined as a reciprocal phenomenon within a fuller network of marketing exchange relationships.

Importantly, future research should more closely examine how respect relates to the larger network of established satisfaction causes. Respect or, more typically, indicators of respect often appear as one or more elements of service performance. However, as noted, other causes of satisfaction, including elements of product performance, price and even equity judgments, might affect satisfaction, in part due to their impact on consumers' respect inferences. A more complete understanding of satisfaction and its causes will require a conceptual model that describes and tests the relationships between respect and the traditional satisfaction antecedents.

In sum, this research represents a first attempt to demonstrate the importance of respect to consumers' marketplace experiences. Respect is both a salient characteristic of satisfying and dissatisfying experiences and is highly predictive, beyond traditional antecedents, of consumers' felt satisfaction. Ultimately, perceived respect is critical to satisfaction, and a more complete understanding of satisfaction – one of the most important consumer-level constructs – requires integrating respect into the conceptual model of satisfaction's causes.

References

Adams, J.S. (1965), "Inequity in social exchange", in Berkowitz, L. (Ed.), *Advances in Experimental Social Psychology*, Vol. 2, Academic Press, New York, NY, pp. 267-299.

Anderson, E.W., Fornell, C. and Lehmann, D.R. (1994), "Customer satisfaction, market share, and profitability: findings from Sweden", *Journal of Marketing*, Vol. 58 No. 3, pp. 53-66.

Anderson, E.W. and Sullivan, M.W. (1993), "The antecedents and consequences of customer satisfaction for firms", *Marketing Science*, Vol. 12 No. 2, pp. 125-143.

Anderson, E.W., Fornell, C. and Mazvancheryl, S.K. (2004), "Customer satisfaction and shareholder value", *Journal of Marketing*, Vol. 68 No. 4, pp. 172-185.

Ariely, D. (2010), "You are what you measure", *Harvard Business Review*, June, online.

Ashworth, L. and McShane, L. (2012), "Why do we care what others pay? The effect of other consumers' prices on inferences of seller (dis)respect and perceptions of deservingness violation", *Journal of Retailing*, Vol. 88 No. 1, pp. 145-155.

Babakus, E. and Boller, G.W. (1992), "An empirical assessment of the SERVQUAL scale", *Journal of Business Research*, Vol. 24 No. 3, pp. 253-258.

Babakus, E. and Mangold, W.G. (1992), "Adapting the SERVQUAL scale to hospital services: an empirical investigation", *Health Services Research*, Vol. 26 No. 6, pp. 767-786.

Balaji, M.S., Roy, S.K. and Quazi, A. (2017), "Customers' emotion regulation strategies in service failure encounters", *European Journal of Marketing*, Vol. 51 Nos 5/6, pp. 960-982.

Bavik, A. and Bavik, Y.L. (2015), "Effect of employee incivility on customer retaliation through psychological contract breach: the moderating role of moral identity", *International Journal of Hospitality Management*, Vol. 50, pp. 66-76.

Bartel, C.A., Wrzesniewki, A. and Wiesenfeld, B.M. (2012), "Knowing where you stand: physical isolation, perceived respect, and organizational identification among virtual employees", *Organization Science*, Vol. 23 No. 3, pp. 743-757.

Baumeister, R.F. and Leary, M.R. (1995), "The need to belong: desire for interpersonal attachments as a fundamental human motivation", *Psychological Bulletin*, Vol. 117 No. 3, pp. 497-529.

Bettencourt, B.A. and Miller, N. (1996), "Sex differences in aggression as a function of provocation: a meta-analysis", *Psychological Bulletin*, Vol. 119 No. 3, pp. 422-427.

Bitner, M.J., Booms, B.H. and Tetreault, M.S. (1990), "The service encounter: diagnosing favorable and unfavorable incidents", *Journal of Marketing*, Vol. 54 No. 1, pp. 71-84.

Blackhart, G.C., Nelson, B.C., Knowles, M.L. and Baumeister, R.F. (2009), "Rejection elicits emotional reactions but neither causes immediate distress nor lowers self-esteem: a meta-analytic review of 192 studies on social exclusion", *Personality and Social Psychology Review*, Vol. 13 No. 4, pp. 269-309.

Boulding, W., Staelin, R., Kalra, A. and Ziethaml, V. (1993), "A dynamic process model of service quality: from expectations to behavioral intentions", *Journal of Marketing Research*, Vol. 30 No. 1, pp. 7-27.

Bourassa, M., Peggy, C., Ashworth, L. and Handelman, J. (2018), "Respect in buyer/seller relationships", *Canadian Journal of Administrative Sciences*, Vol. 35 No. 2, pp. 198-213.

Bowie, N.E. (1999), *Business Ethics: A Kantian Perspective*, Blackwell Publishers, Malden, MA.

Boyd, H.C., III and Helms, J.E. (2005), "Consumer entitlement theory and measurement", *Psychology and Marketing*, Vol. 22 No. 3, pp. 271-286.

Brady, M.K., Cronin, J.J. and Brand, R.R. (2007), "Performance-only measurement of service quality: a replication and extension", *Journal of Business Research*, Vol. 55 No. 1, pp. 17-31.

Braun, V. and Clarke, V. (2006), "Using thematic analysis in psychology", *Qualitative Research in Psychology*, Vol. 3 No. 2, pp. 77-101.

Brocato, E.D., Baker, J. and Voorhees, C.M. (2015), "Creating consumer attachment to retail service firms through sense of places", *Journal of the Academy of Marketing Science*, Vol. 43 No. 2, pp. 200-220.

Brown, T.J., Churchill, G.A. and Peter, J.P. (1993), "Improving the measurement of service quality", *Journal of Retailing*, Vol. 69 No. 1, pp. 127-139.

Buckley, K.E., Winkel, R.E. and Leary, M.R. (2004), "Reactions to acceptance and rejection: effects of level and sequence of relational evaluation", *Journal of Experimental Social Psychology*, Vol. 40 No. 1, pp. 14-28.

Churchill, G.A. and Suprenant, C. (1982), "An investigation into the determinants of customer satisfaction", *Journal of Marketing Research*, Vol. 19 No. 4, pp. 491-504.

Clark, L.A. and Watson, D. (1995), "Constructing validity: basic issues in objective scale development", *Psychological Assessment*, Vol. 7 No. 3, pp. 309-319.

Clarke, N. (2011), "An integrated conceptual model of respect in leadership", *The Leadership Quarterly*, Vol. 22 No. 2, pp. 316-327.

Cohen, D., Nisbett, R.E., Bowdle, B.F. and Schwarz, N. (1996), "Insult, aggression, and the Southern culture of honor: an 'experimental ethnography'", *Journal of Personality and Social Psychology*, Vol. 70 No. 5, pp. 945-960.

Colquitt, J.A. (2001), "On the dimensionality of organizational justice: a construct validation of a measure", *Journal of Applied Psychology*, Vol. 86 No. 3, pp. 386-400.

Cronin, J.J., Brady, M.K. and Hult, G.T.M. (2000), "Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments", *Journal of Retailing*, Vol. 76 No. 2, pp. 193-218.

Cronin, J.J. and Taylor, S.A. (1992), "Measuring service quality: a reexamination and extension", *Journal of Marketing*, Vol. 56 No. 3, pp. 55-68.

Cronin, J.J. and Taylor, S.A. (1994), "SERVPERF versus SERVQUAL: reconciling performance-based and perceptions-minus-expectations measurement of service quality", *Journal of Marketing*, Vol. 58 No. 1, pp. 125-131.

Darke, P.R. and Dahl, D.W. (2003), "Fairness and discounts: the subjective value of a bargain", *Journal of Consumer Psychology*, Vol. 13 No. 3, pp. 328-338.

De Cremer, D. and Mulder, L.B. (2007), "A passion for respect: on understanding the role of human needs and morality", *Gruppe. Interaktion. Organisation. Zeitschrift Für Angewandte Organisationspsychologie (Gio)*, Vol. 38 No. 4, pp. 439-449.

De Cremer, D. and Tyler, T.R. (2005), "Am I respected or not? Inclusion and reputation as issues in group membership", *Social Justice Research*, Vol. 18 No. 2, pp. 121-153.

Diener, E., Suh, E.M., Lucas, R.E. and Smith, H.L. (1999), "Subjective well-being: three decades of progress", *Psychological Bulletin*, Vol. 125 No. 2, pp. 276-302.

Dillon, R.S. (1992), "Respect and care: toward moral integration", *Canadian Journal of Philosophy*, Vol. 22 No. 1, pp. 105-132.

Etgar, M. and Fuchs, G. (2009), "Why and how service quality perceptions impact consumer responses", *Managing Service Quality: An International Journal*, Vol. 19 No. 4, pp. 474-485.

Falk, T., Hammerschmidt, M. and Schepers, J.J.L. (2010), "The service quality-satisfaction link revisited: exploring asymmetries and dynamics", *Journal of the Academy of Marketing Science*, Vol. 38 No. 3, pp. 288-302.

Fornell, C. (1992), "A national customer satisfaction barometer: the Swedish experience", *Journal of Marketing*, Vol. 55 No. 1, pp. 1-21.

Fornell, C., Johnson, M.D., Anderson, E.W., Cha, J. and Bryant, B.E. (1996), "The American customer satisfaction index: nature, purpose, and findings", *Journal of Marketing*, Vol. 60 No. 4, pp. 7-18.

Fornell, C., Mithas, S., Morgeson, F.V., III and Krishnan, M.S. (2006), "Customer satisfaction and stock prices: high returns, low risk", *Journal of Marketing*, Vol. 70 No. 1, pp. 3-14.

Fournier, S. and Mick, D.G. (1999), "Rediscovering satisfaction", *Journal of Marketing*, Vol. 63 No. 4, pp. 5-23.

Garbarino, E. and Johnson, M.S. (1999), "The different roles of satisfaction, trust, and commitment in customer relationships", *Journal of Marketing*, Vol. 63 No. 2, pp. 70-87.

Gelbrich, K. (2010), "Anger, frustration, and helplessness after service failure: coping strategies and effective informational support", *Journal of the Academy of Marketing Science*, Vol. 38 No. 5, pp. 567-585.

Giebelhausen, M.D., Robinson, S.G. and Cronin, J.J. (2011), "Worth waiting for: increasing satisfaction by making consumers wait", *Journal of the Academy of Marketing Science*, Vol. 39 No. 6, pp. 889-905.

Gremler, D.D. (2004), "The critical incident technique in service research", *Journal of Service Research*, Vol. 7 No. 1, pp. 65-89.

Grover, S.L. (2013), "Unraveling respect in organization studies", *Human Relations*, Vol. 67 No. 1, pp. 27-51.

Gruca, T.S. and Rego, L.L. (2005), "Customer satisfaction, cash flow, and shareholder value", *Journal of Marketing*, Vol. 69 No. 3, pp. 115-130.

Gustafsson, A., Johnson, M.D. and Roos, I. (2005), "The effects of customer satisfaction, relationship commitment dimensions, and triggers on customer retention", *Journal of Marketing*, Vol. 69 No. 4, pp. 210-218.

Haumann, T., Quaiser, B., Wieseke, J. and Rese, M. (2014), "Footprints in the sands of time: a comparative analysis of the effectiveness of customer satisfaction and customer identification over time", *Journal of Marketing*, Vol. 78 No. 6, pp. 78-102.

Hess, R.L., Ganesan, S. and Klein, N.M. (2003), "Service failure and recovery: the impact of relationship factors on customer satisfaction", *Journal of the Academy of Marketing Science*, Vol. 31 No. 2, pp. 127-145.

Homburg, C. and Fürst, A. (2005), "How organizational complaint handling drives customer loyalty: an analysis of the mechanistic and the organic approach", *Journal of Marketing*, Vol. 69 No. 3, pp. 95-114.

Homburg, C., Koschate, N. and Hoyer, W.D. (2005), "Do satisfied customer really pay more? A study of the relationship between customer satisfaction and willingness to pay more", *Journal of Marketing*, Vol. 69 No. 2, pp. 84-96.

Huo, Y.J. and Binning, K.R. (2008), "Why the psychological experience of respect matters in group life: an integrative Account", *Social and Personality Psychology Compass*, Vol. 2 No. 4, pp. 1570-1585.

Huo, Y.J., Binning, K.R. and Molina, L.E. (2009), "Testing an integrative model of respect: implications for social engagement and Well-Being", *Personality and Social Psychology Bulletin*, Vol. 20 No. 10, pp. 1-13.

Hur, W.M., Moon, T.W. and Han, S.J. (2015), "The effect of customer incivility on service employees' customer orientation through double-mediation of surface acting and emotional exhaustion", *Journal of Service Theory and Practice*, Vol. 25 No. 4, pp. 394-413.

Joh, J.N. (2001), "Respect for persons", *Theory into Practice*, Vol. 14 No. 4, pp. 271-278.

Johnson, M. and Fornell, C. (1991), "A framework for comparing customer satisfaction across individuals and project categories", *Journal of Economic Psychology*, Vol. 12 No. 2, pp. 267-268.

Jurkiewicz, C.L. and Giacalone, R.A. (2004), "A values framework for measuring the impact of workplace spirituality on organizational performance", *Journal of Business Ethics*, Vol. 49 No. 2, pp. 129-142.

Ki, E.J. and Kim, S.Y. (2010), "Ethics statements of public relations firms: what do they say?", *Journal of Business Ethics*, Vol. 91 No. 2, pp. 223-236.

Kotler, P. and Armstrong, G. (2017), *Principles of Marketing*, 17th ed., Pearson, Boston, MA.

Kristensen, K. and Eskildsen, J. (2012), "The relationship between SERVQUAL, national customer satisfaction indices, and consumer sentiment", *Quality Management Journal*, Vol. 19 No. 2, pp. 47-61.

Lages, L.F. and Fernandes, J.C. (2005), "The SERPVAL scale: a multi-item instrument for measuring service personal values", *Journal of Business Research*, Vol. 58 No. 11, pp. 1562-1572.

Leary, M.R., Haupt, A.L., Strausser, K.S. and Chokel, J.T. (1998), "Calibrating the sociometer: the relationship between interpersonal appraisals and state self-esteem", *Journal of Personality and Social Psychology*, Vol. 74 No. 5, pp. 1290-1299.

Leary, M.R., Tambor, E.S., Terdal, S.K. and Downs, D.L. (1995), "Self-esteem as an interpersonal monitor: the sociometer hypothesis", *Journal of Personality and Social Psychology*, Vol. 68 No. 3, pp. 518-530.

Lee, J., Lim, Y. and Oh, H.I. (2018), "Does customer satisfaction matter to managers' earnings forecasts and stock returns", *European Journal of Marketing*, Vol. 52 Nos 9/10, pp. 2026-2051.

Levitt, T. (1960), "Marketing myopia", *Harvard Business Review*, Vol. 38, pp. 45-56.

Lightfoot, C. (2000), "On respect", *New Ideas in Psychology*, Vol. 18 Nos 2/3, pp. 177-185.

Lind, E.A. and Tyler, T.R. (1988), *The Social Psychology of Procedural Justice*, Plenum Press, New York, NY.

Lu, L. and Shih, J.B. (1997), "Sources of happiness: a qualitative approach", *The Journal of Social Psychology*, Vol. 137 No. 2, pp. 181-187.

Luo, X. and Bhattacharya, C.B. (2006), "Corporate social responsibility, customer satisfaction, and market value", *Journal of Marketing*, Vol. 70 No. 4, pp. 1-18.

Luo, X. and Homburg, C. (2007), "Neglected outcomes of customer satisfaction", *Journal of Marketing*, Vol. 71 No. 2, pp. 133-149.

Luo, X., Zhang, R., Zhang, W. and Aspara, J. (2012), "Do institutional investors pay attention to customer satisfaction and why?", *Journal of the Academy of Marketing Science*, Vol. 42 No. 2, pp. 119-136.

Mertz, C., Eckloff, T., Johannsen, J. and van Quaquebeke, N. (2015), "Respected students equal better students: investigating the links between respect and performance in schools", *Journal of Educational and Developmental Psychology*, Vol. 5 No. 1, pp. 74-87.

Meuter, M.L., Ostrom, A.L., Roundtree, R.I. and Bitner, M.J. (2000), "Self-service technologies: understanding customer satisfaction with technology-based service encounters", *Journal of Marketing*, Vol. 64 No. 3, pp. 50-64.

Miller, D.T. (2001), "Disrespect and the experience of injustice", *Annual Review of Psychology*, Vol. 52 No. 1, pp. 527-553.

Mittal, V. and Frenea, C. (2010), "Customer satisfaction: a strategic review and guidelines for managers", *MSI Fast Forward Series: Marketing Science Institute*, pp. 1-24.

Oliver, R.L. (1980), "A cognitive model of the antecedents and consequences of satisfaction decisions", *Journal of Marketing Research*, Vol. 17 No. 4, pp. 460-469.

Oliver, R.L. (1993), "Cognitive, affective, and attribute bases of the satisfaction response", *Journal of Consumer Research*, Vol. 20 No. 3, pp. 418-430.

Oliver, R.L. (2009), *Satisfaction: A Behavioral Perspective on the Consumer*, 2nd ed., M.E. Sharpe, New York, NY.

Oliver, R.L. (2010), *Satisfaction: A Behavioral Perspective on the Consumer*, M.E. Sharpe. Armonk, New York, NY.

Oliver, R.L. and Swan, J.E. (1989), "Consumer perceptions of interpersonal equity and satisfaction in transactions: a field survey approach", *Journal of Marketing*, Vol. 53 No. 2, pp. 21-35.

Orsingher, C., Valentini, S. and de Angelis, M. (2010), "A meta-analysis of satisfaction with complaint handling in services", *Journal of the Academy of Marketing Science*, Vol. 38 No. 2, pp. 169-186.

Parasuraman, A., Berry, L.L. and Zeithaml, V.A. (1991), "Refinement and reassessment of the SERVQUAL scale", *Journal of Retailing*, Vol. 67 No. 4, pp. 420-450.

Parasuraman, A., Zeithaml, V.A. and Berry, L.L. (1988), "SERVQUAL: a multiple-item scale for measuring customer perceptions of quality", *Journal of Retailing*, Vol. 64 No. 1, pp. 12-40.

Porath, C. and Erez, A. (2009), "Overlooked but not untouched: how rudeness reduces onlookers' performance on routine and creative tasks", *Organizational Behavior and Human Decision Processes*, Vol. 109 No. 1, pp. 29-44.

Porath, C., MacInnis, D. and Folkes, V. (2010), "Witnessing incivility among employees: effects on consumer anger and negative inferences about companies", *Journal of Consumer Research*, Vol. 37 No. 2, pp. 292-303.

Porath, C. and Pearson, C. (2012), "Emotional and behavioral responses to workplace incivility and the impact of hierarchical status", *Journal of Applied Psychology*, Vol. 42 No. 1, pp. E326-E357.

Porath, C. and Pearson, C. (2013), "The price of incivility", *Harvard Business Review*, Vol. 91 No. 1-2, pp. 114-121.

Rath, S., Ashworth, L. and Robitaille, N. (2019), "Perceived persuasion conveys a threat to consumers' social worth", in Bagchi, R., Block, L. and Lee, L. (Eds), *NA – Advances in Consumer Research*, Vol. 47, Association for Consumer Research, Duluth, MN.

Raithel, S., Sarstedt, M., Scharf, S. and Schwaiger, M. (2012), "On the value relevance of customer satisfaction", *Journal of the Academy of Marketing Science*, Vol. 40 No. 4, pp. 509-525.

Rogers, K. (2018), "Do your employees feel respected?", *Harvard Business Review*, Vol. 96 No. 4, pp. 63-70.

Rogers, K.M. and Ashforth, B.E. (2014), "Respect in organizations: feeling valued as 'we' and 'me'", *Journal of Management*, Vol. 20 No. 1, pp. 1-31.

Schwartz, M.S. (2005), "Universal moral values for corporate codes of ethics", *Journal of Business Ethics*, Vol. 59 Nos 1/2, pp. 27-44.

Simon, B. and Stürmer, S. (2005), "In search of the active ingredient of respect: a closer look at the role of acceptance", *European Journal of Social Psychology*, Vol. 35 No. 6, pp. 809-818.

Sleebos, E., Ellemers, N. and de Gilder, D. (2006), "The carrot and the stick: affective commitment and acceptance anxiety as motives for discretionary group efforts by respected and disrespected group members", *Personality and Social Psychology Bulletin*, Vol. 32 No. 2, pp. 244-255.

Sliter, M., Sliter, K. and Jex, S. (2012), "The employee as a punching bag: the effect of multiple sources of incivility on employee withdrawal behaviour and sales performance", *Journal of Organizational Behavior*, Vol. 33 No. 1, pp. 121-139.

Smith, A.K., Bolton, R.N. and Wagner, J. (1999), "A model of customer satisfaction with service encounters involving failure and recovery", *Journal of Marketing Research*, Vol. 36 No. 3, pp. 356-372.

Spelman, E.V. (1978), "On treating persons as persons", *Ethics*, Vol. 88 No. 2, pp. 151-161.

Spreng, R.A., MacKenzie, S.B. and Olshavsky, R.R. (1996), "A reexamination of the determinants of consumer satisfaction", *Journal of Marketing*, Vol. 60 No. 3, pp. 15-32.

Stock, R.M. (2011), "How does product program innovativeness affect customer satisfaction? A comparison of goods and services", *Journal of the Academy of Marketing Science*, Vol. 39 No. 6, pp. 813-827.

Szymanski, D.M. and Henard, D.H. (2001), "Customer satisfaction: a meta-analysis of empirical evidence", *Journal of the Academy of Marketing Science*, Vol. 29 No. 1, pp. 16-35.

Thaler, R. (1986), "Mental accounting and consumer choice", *Marketing Science*, Vol. 4 No. 3, pp. 199-214.

Taylor, S. (1994), "Waiting for service: the relationship between delays and evaluations of service", *Journal of Marketing*, Vol. 58 No. 2, pp. 56-69.

Tyler, T.R. (1989), "The psychology of procedural justice: a test of the group value model", *Journal of Personality and Social Psychology*, Vol. 57 No. 5, pp. 830-838.

Tyler, T.R. and Blader, S.L. (2000), *Cooperation in Groups: Procedural Justice, Social Identity, and Behavioral Engagement*, Taylor and Francis, Philadelphia.

Tyler, T., Degoey, P. and Smith, H. (1996), "Understanding why the justice of group procedures matters: a test of the psychological dynamics of the group value model", *Journal of Personality and Social Psychology*, Vol. 70 No. 5, pp. 913-930.

Van Jaarsveld, D.D., Walker, D.D. and Skarlicki, D.P. (2010), "The role of job demands and emotional exhaustion in the relationship between customer and employee civility", *Journal of Management*, Vol. 36 No. 6, pp. 1486-1504.

van Quaquebeke, N. and Eckloff, T. (2010), "Defining respectful leadership: what it is, how it can be measured, and another glimpse at what it is related To", *Journal of Business Ethics*, Vol. 91 No. 3, pp. 343-358.

Voss, G.B., Parasuraman, A. and Grewal, D. (1998), "The roles of price, performance, and expectations in determining satisfaction in service exchanges", *Journal of Marketing*, Vol. 62 No. 4, pp. 46-61.

Walker, D.D., van Jaarsveld, D.D. and Skarlicki, D.P. (2017), "Sticks and stones can break my bones but words can also hurt me: the relationship between customer verbal aggression and employee incivility", *Journal of Applied Psychology*, Vol. 102 No. 2, pp. 163-179.

White, C. (2015), "The impact of motivation on customer satisfaction formation: a self-determination perspective", *European Journal of Marketing*, Vol. 49 Nos 11/12, pp. 1923-1940.

Williams, K.D. and Sommer, K.L. (1997), "Social ostracism by coworkers: does rejection lead to loafing or compensation?", *Personality and Social Psychology Bulletin*, Vol. 23 No. 7, pp. 693-706.

Yani-de-Soriano, M., Hanel, P.H.P., Vazquez-Carrasco, R., Cambra-Fierro, J., Wilson, A. and Centeno, E. (2019), "Investigating the role of customers' perceptions of employee effort and justice in service recovery", *European Journal of Marketing*, Vol. 53 No. 4, pp. 708-732.

Zeithaml, V.M. (1988), "Consumer perceptions of price, quality, and value: a means-end model and synthesis of evidence", *Journal of Marketing*, Vol. 52 No. 3, pp. 2-22.

Further reading

Cohen, J. (1988), *Statistical Power Analysis for the Behavioral Sciences*, 2nd ed., Lawrence Erlbaum, Hillsdale, NJ.

Cooil, B., Keiningham, T.L., Aksoy, L. and Hsu, M. (2007), "A longitudinal analysis of customer satisfaction and share of wallet: investigating the moderating effect of customer characteristics", *Journal of Marketing*, Vol. 71 No. 1, pp. 67-83.

Darke, P.R. and Freedman, J.L. (1995), "Nonfinancial motives and bargain hunting", *Journal of Applied Psychology*, Vol. 25 No. 18, pp. 1597-1610.

Westbrook, R.A. and Oliver, R.L. (1981), "Developing better measures of consumer satisfaction: some preliminary results", *Advances in Consumer Research*, Vol. 8, pp. 94-99.

Corresponding author

Maureen A. Bourassa can be contacted at: bourassa@edwards.usask.ca