Silence Speaks: An Exploratory Study of Underlying Motives of Non-Complaining Customers

Faria Iram[1], Abou Bakar[2], Asad Ali[3]

[1] Research Scholar, Department of Management Sciences, National University of Modern Languages, Lahore Campus, Pakistan. Email: fariairam@gmail.com
[2] Treasurer/ Professor, Department of Management Sciences, The Islamia University of Bahawalpur, Pakistan. Email: aboubakar01@hotmail.com
[3] Assistant Professor, Department of Management Sciences, The Islamia University of Bahawalpur, Bahawalnagar Campus, Pakistan. Email: asadali@iub.edu.pk

ARTICLE INFO	ABSTRACT
	The purpose of this article is the exploration of the underlying motives of customer's non-complaining behaviour. We have used critical incident technique to investigate those factors. In our study, non-complainers are identified as the individuals who do not raise their voice against product/service failure. We came across eight main themes and twenty sub-themes to as the reason behind for indulging in non-complaining behaviour. Religion specific theme is the only theme which was diverging from the previous literature. This study proposes some important implications for managers in helping them to retain loyal customers by accommodating their concerns. This study holds importance as that most of the studies are carried out in the Western context and a very little research has been done in developing countries like Pakistan.

Corresponding Author's Email: fariairam@gmail.com

1. Introduction

Firms all over the world need to deliver and maintain satisfactory experiences for customers to sustain their market share. As evident as it is, firms in real time cannot be consistent in delivery. Consistency in delivery is a complex process involving the management of multiple variables including employees related, customers related, and service related. From the previous research, it is evident that increasingly business organizations are shifting their orientation to customer-focused. Organizations turning to customer orientation seek to acquire profitable customers who maintain long-term relationships with the firm over time (Kotler & Keller, 2006). Resultantly, the need to explore, investigate and learn consumer behavior has become significant. This learning consequently helps in the organization's strategy designing for customer satisfaction, loyalty, and relationship management. Customer relationship is consistently challenged by keeping up with customer satisfaction standards. Despite great efforts from the firms to satisfy their customers, it has been noted that every organization is prone to customer dissatisfaction at some point. No single firm has so superior customer performance that dissatisfaction would be eliminated. Hence, complaints are natural outcomes of delivery failures and highlight the significance of understanding compliant behavior. A lot of researchers have given their utmost attention to the field of consumer complaint behavior, but the motivation behind complaint behavior remains scant. Customer Complaint behavior (CCB) in a nutshell is a field of study that encompasses all factors that revolve around multiple customer responses towards service/product failure episodes and their perceived dissatisfaction. Singh (1988) defined consumer complaining behavior (CCB) as "several responses which result from product/service failure and cause dissatisfaction to consumer". Consumer complaint behavior evolves as a significant crucial field as a result of increasing market competition, quality competition, product performance, customer satisfaction, the importance of retaining customers, and emerging consumerism. Compliant behavior is one of many triggers of perceived dissatisfaction with a specific purchase incident (Mowen & Spears, 1999). Santos and Fernandes

(2008) highlighted the increasing recognition of customers' responses to dissatisfaction among practitioners and researchers. Nyer (2000) noted that for a long-term satisfactory response from customer complaint management plays a key role by letting customers express their dissatisfaction. However, various incidences suggested that customers mostly demonstrate exit and negative WOM rather than complaining to the concerned organization. Previous empirical studies suggested that of all dissatisfied customers 2/3rd of them do not express their unhappiness (through complaints) (Richins, 1983). Best and Andreasen (1976) also suggested that customers only seldom respond to service/product failures. They also noted from previous studies that less than half of the dissatisfaction episodes directly complain to the firm.

We propose here that understanding the motives of customers who are not complaining even when they are dissatisfied with the purchase experience will help both the theoretical body of knowledge and practical insight into decoding complex customer behavior. For scholars and managers, the implications of understanding the motives will be effective complaint management, a long-term relationship, and service recovery (Nimako & Mensah, 2012). Previous literature has highlighted that prompting customers to complain will help unhappy customers to express their dissatisfaction, preventing the negative WOM spreads, preventing customers to switch to another brand, and attaining feedback from customers and hence helps is service recovery (Nimako & Mensah, 2012). We aim to identify various motives behind customer's non-complaining behavior using a qualitative method as suggested by Nimako and Mensah (2012) for a more in-depth understanding of these motives We are proposing in this article that, since customers have interaction with service/product exchanges in social context their motives cannot be oversimplified. Their motivation is affected not only by their personal, situational, company-based, or loyalty motives but by their cultural orientation as well. Matos, Fernandes, Leis, and Trez (2011) suggested that firms need to deal with and incorporate the complexities resulting from cultural differences if they wish to understand customer behavior and consequently accommodate them accordingly.

We aim to conduct this research in Pakistan, a developing country with a very rich culture and social identity, where behavior and motives are dominantly shaped by cultural orientation. Lately, there has been an increase in the amount of research seeking the causes of CCB. One of the reasons for this increase is the failure to reach conclusions about CCB across countries and cultures. As Liu and McClure (2001) suggested that complaint behavior studies have mainly focused on Western contexts and hence are non-transferable to non-Western contexts. Hence studies do lack the orientation of culture like Pakistan's. Previous inconsistency in the findings suggested that different nationalists have been accredited to cultural differences. Based on both the missing and available literature on customer complaint behavior, we propose that there has to be context-specific knowledge guided by respective cultural orientations to understand this phenomenon contextually. The need for this specific study has been guided through the literature. Bodey and Grace (2007) suggested that customer complaint behavior is complex as it has multi-dimensions and is also valuable to research because of the weakness of various studies on the subject of CCB. It has been highlighted that even though the strategic significance of consumer responses to dissatisfaction has been established, the current body of knowledge on this phenomenon is still limited (Santos & Fernandes, 2008). Nyer (2000) referred that most of the studies in the past have focused on consumers who channel their complaints and less attention has been given to those who either exit or privately complaint to friends and family (negative WOM). Hence, this study aims to focus entirely on the motives of non-complainers who are consequently more critical than the complainers because they do not provide a company with the chance to redress or improve.

We propose to qualitatively explore the motives of non-complainers. Nimako and Mensah (2012) identified the need for qualitative research by suggesting the little attention that has been given to complaints behavior motives and urged to explore the motives using approaches like focus group analysis, interviews, and other techniques. They highlighted the gap by proposing the need for qualitative exploration of other characteristics like culturally induced motives to better understand the motives and comparison of categories that they had developed. They suggested that this would help in effectively managing varied customer groups with different motives behind complaining and non-complaining. Lastly, this study proposes to focus on a developing country's context. Liu and McClure (2001) identified the pattern of complaint behavior research and suggested that other than a few studies most of the work on this phenomenon has been done in developed countries, especially European and US. Because of that, the research is

oriented in the direction of their investigation; hence lacks contextual references from developing countries.

2. Literature Review (Customer Complaint Behavior (CCB))

Customer complaint behavior (CCB) stems from dissatisfaction experienced by the customer with the purchase episode. Dissatisfaction emerges when the firm fails to deliver its promise. Literature suggests that firms are seldom aware of their failures and are only a small percentage of their collapses. Best and Andreasen (1976) suggested that the "tip of the iceberg metaphor" can be effectively used in explaining this concept. It depicts that only a small percentage of problems are on the surface but a majority of them remain hidden. For that specific rationale, the quality and user satisfaction cannot be expressed through that small number of complaints. Mousavi and Esfidani (2013) suggested that many studies confirmed that even though service failures are the main cause of customer dissatisfaction, they also are an opportunity for the firm to employ effective service recovery strategies and improve them. Reichheld and Sasser (1990) suggested that firms should look out for early warning signs when there are either few complaints or no complaints at all. Hence when customers experience service/product failure their satisfaction is most likely affected. A decrease in satisfaction on occasion is presented by customers through voicing their discomfort; customer complaints. It is proposed that complaining is "an interpersonal post-purchase communication" that is directed towards the company involved in making the customer dissatisfied. Also, complain behavior involves both the cognitive and affective components in assessing the level of dissatisfaction (Velázquez, 2010).

2.1. Customer Complaint Behavior (CCB)

CCB has been defined as "an action taken by an individual which involves communicating something negative regarding a product or service either to the firm manufacturing or marketing that product or service or to some third-party organizational entity." (Jacoby & Jaccard, 1981). Singh (1988) defined consumer complaining behavior (CCB) as "many responses which result from product/service failure and cause dissatisfaction to consumer".

2.2. Categorization of CCB

Various researchers in the literature have developed different categorizations of customer complaint behavior. Hirschman (1970) categorized dissatisfied customers' negative responses into three i.e exit, loyalty, and voice behavior. In exit behavior consumer decides not to make further purchases while in voice behavior consumer directly complains to the service or product provider (Singh, 1988). In 1982, Rusbult along with her colleagues made an extension to the framework of (Hirschman, 1970) and identified a new dimension towards the response of customers who were dissatisfied as "neglect". In other words, neglect describes the passive behavior of the consumer where the customer leaves without taking any action. These four categories of responses i.e. exit, voice, neglect, and loyalty give customers a chance to choose from these four responses. Loyalty can be defined as "taking no action and remaining with the firm by believing that the situation will improve" (Hirschman, 1970). Maute and Forrester Jr (1993) classified responses of dissatisfied customers into three main categories based on the (Hirschman, 1970) conceptual model of Exit, Voice, and Loyalty (even though the customer is dissatisfied and he or she may choose not to switch the brand due to loyalty factor). Day and Landon (1977) however divided into complaining in private, public, and no act of complaint. Broadbridge and Marshall (1995) also reassured this classification. Private complaining action constitutes boycotting or spreading warnings to reference groups, whereas public means either lodging direct complaints to the firm or the indirect authority/ media. Singh (1988) proposed that customer complain behavior (CCB) could be in one of three forms that are "voice responses (complaining directly to the service provider seeking service recovery), private responses (Negative Word Of Mouth) and third party responses (taking legal actions)".

Singh (1990) extensive in-depth model also classified customers based on their response styles including passives, irates, voicers, and activists. Passives are non-complainers and less inclined to take any action. Irates tend to spread negative word of mouth or switch brands along with lodging complaints. Voices are inclined to complain and demand redress. Lastly, the activists are more inclined to complain to third-party regulatory agencies. Nimako and Mensah (2012) highlighted that CCB over time has gained much inquisitive attention from academicians and practitioners because of its complex nature and relevance to long-term customer relationships.

Previous literature on this subject has focused a lot on understanding the phenomenon, causes of CCB, and CCB's effects on various factors (Singh, 1990). However, still, one specific area that has received less attention is the motives customers have behind expressing their voice (complaining) or not (non-complaining) (Nimako & Mensah, 2012). Whereas, Andreasen (1998) proposed four distinct models to view complaint behavior depending on past studies' trends. The first one, the cost-benefit model suggested that customers assess the cost of complaining versus the benefits out of it. The second one, the personality model suggested that a customer's complaining is dependent upon his/her characteristics. The third model, the learning model claims that complaint is dependent upon the direct experience of complaining. Finally, the last model, the restraints model proposes that complaint behavior is affected by the presence/absence of hindrances.

2.3. Determinants of CCB

Previous literature has confirmed that dissatisfaction with a consumption experience leads to various alternatives. Many empirical studies in the literature have identified a large number of motives affecting customers' decision to complain or not. Singh (1988) noted that CCB is an extremely complex phenomenon including multi-dimensional variables almost difficult to oversimplify as done by many studies. Blodgett and Granbois (1992) pointed out that the "consumer's attitude toward complaint, as well as his/her level of store/brand loyalty" were the source of motivation for consumers to complain. Some other underline motives lie in the "release of dissatisfactory emotions, request for taking responsibility and clarifying the problem, protection of one's rights, demand of compensation, and assistance in quality and service" (Jin, 2010). Day and Landon (1977) study mentioned that a firm's attitude and response toward the complaint of the customer would affect the responses of the customer likewise. Day and Bodur (1978) argued that consumers will only complain when they are sure of the fact that their problem will be sorted out by the company. Furthermore, Jin (2010) also mentioned that complaining behavior is also dependent on some other factors such as the propensity to complain and environmental factors. The complaint-making propensity here refers to "the consumers' subjective intention to make a complaint, while the contextual factors are more situational based factors such as time pressure" (Jin, 2010).

Various scholars made comparisons in terms of personal characteristics, situational factors like attribution, and outcomes for example "trust and return intentions" (Voorhees, Brady, & Horowitz, 2006) among non-complainers and complainers. Many researchers have used cognitive–emotive appraisal theory to explain the behavior of non-complainers having different "coping styles" (Duhachek & Iacobucci, 2005). It is found that noncomplainers more often engage in "emotion-focused coping "whereas complainers engage in "problem-focused coping "(Chebat, Davidow, & Codjovi, 2005). Oliver (1981) suggested the role of value for money in assessing perceived dissatisfaction. Previous literature on the subject also suggests that customers' perception of the cost spent on the complaint vs. the potential benefits of it is a significant factor in determining complaint behavior. According to Huppertz (2003), the cost-benefit theory works on the assumption that customers make a comparison of cost and expected benefit before complaining. It is also suggested that customers at times choose to be tolerant and do not complain considering the perceived ease of complaint significance of purchase, and their behavioral orientation. It has been seen that customers remain silent when they experience failure in the service offered by the company (Day, Grabicke, Schaetzle, & Staubach, 1981). Customers are reluctant to complain because they believe the cost of complaining is greater than the potential benefits leading to "inaction" (Day, 1984).

Also an individual's "personal inherent variables" play a significant role in knowing the complaining pattern of the consumers. Davidow and Dacin (1997) stated that 48.3% of variables related to personality impact consumer complaint behavior. Some consumers have a high tendency to complain than others. Richins (1983) pointed out that customers who are dissatisfied and feel reluctant while making complaints are more likely to blow out a negative word of mouth (NWOM). Davidow and Dacin (1997) pointed out a few negative traits associated with consumers' personalities that make them reluctant while complaining for example "low expectations, and fear of confrontation and intimidation". Emotions one way or another affect the behavior and thought process of consumers (Hawkins & Hoch, 1992). Among the key antecedents of CCB are cultural differences in daily experience, (e.g., (Liu & McClure, 2001). As defined by Kluckhohn and Morgan (1951) culture is "the distinctive way of life of a group of people and their complete design for living". Various other literature on cultural orientation suggests that customers'

orientation to a culture largely affects their evaluation of service quality and complaint behavior (Loo, Boo, & Khoo-Lattimore, 2013). Kim, Lee, and Mattila (2014) suggested the importance of cultural orientation while investigating customer complaint behavior. Becker (2000) highlighted the service phenomenon involving multiple social behaviors and hence those behaviors are highly influenced by the cultural orientation of the individual. People often choose non-public responses to respond to a complaint, for example, they may spread negative word of mouth or decide to silently switch to other brands. This is done with a motive to surrender to cultural values which may include, for example, harmony-seeking or face-saving. However, there can be other reasons and associated aspects also.

Taking into account the cultural dimensions given by Hofstede, 1980, it can be inferred that customers varying on these dimensions may vary in their complaining attitudes too. For example, individualism/collectivism, Short term/long-term orientation, uncertainty avoidance, and indulgence/restraints may shape what a dissatisfied customer chooses for him. The impact of dissatisfaction on a firm may vary, but at hand, a dissatisfied customer has two choices either to complain to that firm or not to complain to that firm, however, this complaint can be made to someone else as well

2.4. Complainers and Non-Complainers
In the early research pattern, the focus was on the complainers/ non-complainer's dichotomy. Even though it serves as a base distinction the study of both actors is multi-dimensional and encompasses a large number of contextual variables behind them. According to Badghish, Fletcher, and Stanton (2010), CCB initiated with customers assessing their purchase experience that can or cannot turn into dissatisfaction. Day (1984) suggested that customers' assessment of consumption's importance, the perceived cost of complaint, and their knowledge of the complaint process affect CCB. The evaluation of all these components profiles the customer's orientation as a complainer or non-complainer. But, having said this, non-complainers are even more challenging. They are admittedly going to either switch or spread bad word of mouth (Ekiz, Khoo-Lattimore, & Memarzadeh, 2012).

Mousavi and Esfidani (2013) highlighted that customers even after experiencing a failure of service/ product remain silent. They noted that a large number of customers avoid complaining after they believe they have not been served with what was expected out of that exchange. There are various motives influenced by one's personality that depicts if the customer would complain or not. The individual's tendency to complain and his attitude towards complaining are two key differential characteristics (Bodey & Grace, 2007). Heung and Lam (2003) also noted that as a result of dissatisfaction some customers tend to complain and some decide not to. Customers who do not complain can have a variety of motives behind that including loyalty, the repute of the firm, and social and individual factors (Voorhees et al., 2006). According to the literature, some customer decides not to complain as a result of not knowing the respective firm's policy, not knowing the complaint procedure, or lack of trust in complaint rectification (Gursoy, McCleary, & Lepsito, 2007). Different scholars have proposed that "strongly bonded customers are less likely to complain because they do not want to jeopardize the relationship with the service provider" (DeWitt & Brady, 2003). Non-behavioral responses are usually associated with passive action where customers prefer to take "no action" about a dissatisfying experience (Day & Landon, 1977).

3. Conceptual Framework
The conceptual framework for this study is proposed with the help of important insights provided by previous literature on customer complaint behavior (CCB). We are proposing exploratory research to identify the variety of motives non-complaining customers possess even when they experience dissatisfaction with a specific purchase episode. To categorize complainers and non-complainers we are using the typology developed by (Day & Landon, 1977). Taxonomy developed by (Day & Landon, 1977) distinguished CCB into two levels; behavioral actions and non-behavioral actions. When a consumer is dissatisfied he or she might "take no action "or "take some action". When a consumer takes no action it falls under the category of public vs. private response. The public response is where the consumer "redresses seeking complaint, legal action, and third-party complaint". The private response is "personal boycott of the brand, negative word-of-mouth". When a consumer chooses not to complain explain the fact that he or she wants to do nothing at all. We propose to incorporate the two dimensions in our study; when the

customer takes no action at all and when he/she decides to take private action. Three outcomes emerge when a customer does not complain to the firm; take no action at all, boycott the product, and spread negative word of mouth. We aim to explore the motives behind all three of these outcomes using qualitative way of research. Badghish et al. (2010) suggested that qualitative methods are more appropriate when eliciting customers' perceptions and actions. Badghish et al. (2010) also argued that it has been established that customers from varied cultural orientations act differently towards complaint behavior, yet the knowledge of culturally different environments on this subject matter is still implicit. Hence, this study will provide a holistic approach to exploring the motives of non-complaining customers in the cultural context of Pakistan.

Figure 1: Day and Landon's framework for CCB (1977)
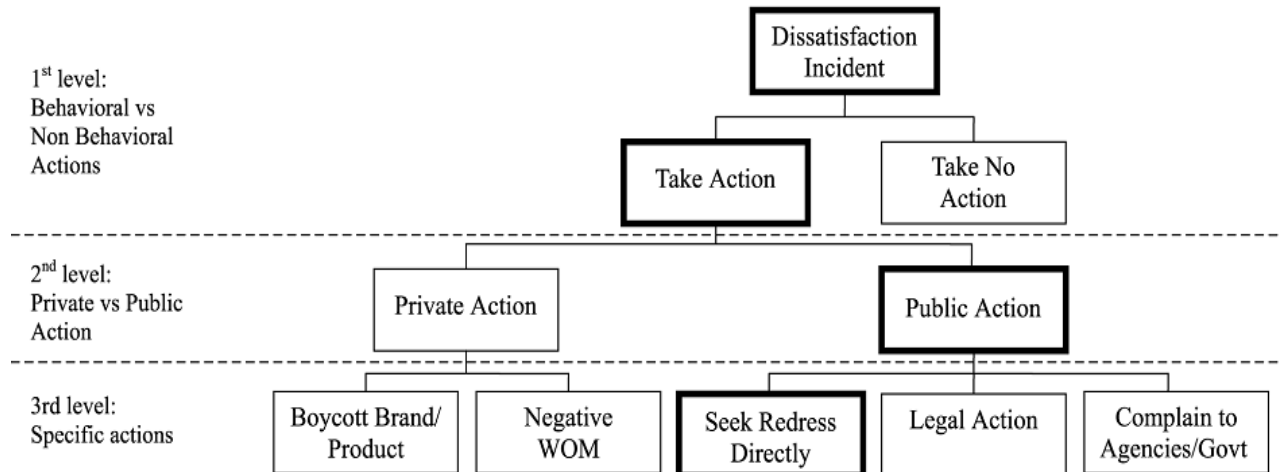
4. Research Methodology

The nature of our research falls under the umbrella of qualitative research (Eisenhardt & Graebner, 2007; Muller, Vermeulen, & Glasbergen, 2012). ((Eisenhardt and Graebner, 2007; Easterby-Smith et al., 2008; Muller et al., 2012). As our study falls under the category of qualitative research we shall emphasize the fact that reality is constructed socially where people share their experiences through interaction (Easterby-Smith et al., 2008, p.58-59). The aim of our study demands to get insights from people it would be appropriate to use an exploratory approach. We shall use open-ended questions which come under the category of exploratory approach. Our research aims to get people's insights, so we shall use interviews as our research design to get data for our inductive research approach. We shall use a critical incident technique (CIT) (e.g., (Bitner, Booms, & Tetreault, 1990)) for interviewing respondents which can be used in both quantitative and qualitative research. According to (Chell & Pittaway, 1998) "the critical incident technique is a qualitative interview procedure which facilitates the investigation of significant occurrences (events, incidents, processes, or issues) identified by the respondent, the way they are managed, and the outcomes in terms of perceived effects. The objective is to gain an understanding of the incident from the perspective of the individual, taking into account cognitive, affective, and behavioral elements" (p. 56).

Purposive sampling was used for this study. The reason for using purposive sampling here is to identify and pick the respondents who had an unsatisfactory experience with a purchase but decided not to report it to the firm. Seven interviews were conducted to obtain responses in conjunction with one focus group which comprised five members. The addition of a focus group served the purpose of triangulation. In addition to understanding the purpose, it was confirmed that the respondents are willing to participate in our study. Those respondents who asked for keeping them private were ensured of it as well. Data was gathered from the University of Central Punjab and Shaukat Khanum Memorial Hospital and Research Center. The interview took multiple time frames depending upon the information provided by respondents. The maximum time interview took was 1.50hr and the minimum time an interview took was 1.30hr. For the focus group, it took 2.10hr to completely conduct the discussion. The interviews were taken in English language and wherever necessary was explained in Urdu language. The respondents replied in both languages which was further translated and transcribed completely into English. The interview questions were semi-structured which were open-ended. Using open-ended questions is highly suitable for exploratory purposes in qualitative research (Aberbach & Rockman, 2002).

The respondents were selected through a filter question asking them if they had a recent dissatisfactory experience. In case of a negative response, another question was asked to identify their complaint propensity in case of a future dissatisfaction experience. They were not suitable for our study and hence added to the pool of non-respondents. Those respondents who provided a positive response to this question were further asked if they complained about that incident directly to the firm. Those participants who had complained to the firm were again added to the non-respondent pool. Finally, the respondents that replied negatively to that were selected for this study. The CIT technique was used by asking respondents to recall correctly a recent dissatisfactory experience with a service/product. They were asked to recall the most recent one as they were more likely to have a better memory of the incident. More specifically, the participants were asked to recall the experience and narrate to us in detail what happened. After that, the respondents were asked the prime question that why they decided not to complain. Respondents were probed regarding their decision of non-complaining because it is the prime focus of the study. In many cases, respondents pointed out more than one motive for non-complaining, hence categorized into multiple categories.

5. Results and Discussion

This chapter presents the analysis, results, and findings and discusses them to interpret the research outcome.

5.1. Thematic Analysis

This table summarizes the process of thematic analysis that was done to code the qualitative data.

Table 1: Thematic Analysis

Stages	Process description
Stage 1 Open Coding	Interview transcription was done into the Word files
	The purpose of transcription is to get an initial idea about the main ideas that emerged from the data.
	Transcriptions then were read and re-read to rectify mistakes and extract true meanings about the ideas from the data
	Mile & Huberman (1994) suggested that reading and re-reading the notes and transcriptions helps to identify the initial categories evolving from the data and information which are then related to the research questions.
	Data was coded systematically following data features which were then related to research questions
Stage 2 Axial Coding	The whole data set was systematically coded by tracing the features of the data relevant to the research questions. The data relevant to the "code category" was then compiled to form broader themes.
	Data that possess similar coding were re-arranged in separate Word files.
	Word documents were created which represent different "chunks of data" with relevant codes.
	Codes were allocated to those themes.
	Themes were reviewed and thematic maps were also drawn to see if the themes worked about the codes.
	This is the last stage of analysis.
Stage 3 Selective Coding	From the data, related extracts were selected which were then related to the literature and research questions to yield a quality report.
	In this phase, data interpretation is done.

The whole process resulted in several general subcategories for non-complaining motives. The responses suggested multiple motives however 08 main themes and 20 sub themes emerged from it. The exploration of motives, the typology for major themes, sub-themes, and excerpts from the data are provided in detail in Table 02.

5.2. Personality-specific Motives

The first major theme that emerged from the data is "personality-specific motives" which specifically covers all the non-complaining motives that respondents characterize related to their personality. The respondents are prone to complain or not complain based on their personality factors. The personality theme has 04 sub-themes including personality type as active or passive, shyness to complain (Nimako & Mensah, 2012), compassion for others, mood or state of mind (Voorhees et al., 2006). Active personality types are more prone to complain. Most of our

respondents identify themselves as passive in conflicting situations. They describe themselves as non-complainers in general as it is not in their nature to complain. As one respondent said: "I decided not to complain about my food as I am an accommodating person generally". The respondents in our study identified themselves as shy to complain out of fear of embarrassing themselves. As one respondent reported: "I feel shy to complain because I think I will attract unnecessary attention from people around". Some respondents regard themselves as compassionate and soft-hearted so they decided not to complain on account of troubling the product/service provider. Also, some respondents identified that they were not in the mood to complain at that time.

5.3.   Situation-specific Motives
The second major theme that emerged from the data is motives that are specific to the situation. 03 subcategories covered this theme including unavailability of time, lack of effort (Nimako & Mensah, 2012), and late realization of product/service failure (Voorhees et al., 2006). Unavailability of time is described as busyness on the part of the respondent as one of them said: "I did not complain because I had so many other tasks to do and it would have taken a lot of my time to lodge it with the firm". Lack of effort is described by respondents considering complaints as an excessive hassle. Also, one respondent believed that by the time he realized there was a product failure it was too late. The respondent decided not to complain as the purchase was quite old.

5.4.   Loyalty-specific Motives
The third theme that emerged from our data is "loyalty specific motives". These motives are described through the respondent's choice of non-complaining due to his brand loyalty to the firm in reference. The 02 sub-themes of this theme involved customer loyalty and the firm's reputation (Nimako & Mensah, 2012). Customer loyalty is described as respondents being loyal to the firm and deciding not to complain. Also, the respondent suggested that they didn't complain because the firm has a good reputation. As one customer suggested:

"I did not complaint as it would portray the bad impression of their service since there were so many people around."

5.5.   Firm-specific Motives
The fourth major theme that emerged from our data is "firm-specific motives". It included 03 sub-themes, two of which converged with the extant literature: lack of knowledge of the complaint process and perceived non-action from a firm (Nimako & Mensah, 2012; Voorhees et al., 2006). Lack of knowledge of the complaint process is described in terms of the respondent's unawareness of how to complain. The other motive identified by data is that customers perceive that their complaint is just a formality and the firm will not do anything about it. This belief of no corrective action makes respondents reluctant to complain. As one respondent said:

"Why should I complain to my internet provider when I know there will be nothing done to resolve it rather it will be a hassle for me."

The third sub-theme which emerged from our data is "previous complaint experience with the same firm." The respondent reported that he was reluctant to complain because complaining the last time didn't result in any productive solution:

"Why should I go to the hassle of complaining again when nothing was settled properly the last time I complained?"

5.6.   Purchase Significance Specific Motives
The fifth theme that was highlighted by our data is "purchase significance specific motives". The two sub-themes included monetary significance (Bolfing, 1989; Singh & Wilkes, 1996) and emotional significance (Bolfing, 1989; Folkes, Koletsky, & Graham, 1987; Spalding Jr & Marcus, 1981). Monetary significance was described as the amount of money the respondent spent on making that purchase. Few respondents said that their decision not to complain was based on the reason that the purchase was less costly. Emotional significance has been described as the degree of attachment respondents have with the specific purchase. Respondents with low attachment to the purchase were less concerned regarding complaining. As one respondent said: "I didn't bother to complaint because it was such a trivial purchase for me."

5.7. Culture-specific Motives

The sixth theme that emerged from our data is "culture-specific motives". These motives represent the non-complaining behavior of respondents influenced by culture. The two sub-themes included one converging and one diverging theme. The converging theme is social harmony, in which respondents don't complain out of fear of affecting the peace of the environment (Liu & McClure, 2001). As one respondent said:

"I did not complain because I wanted to maintain peace out there."

The diverging theme that emerged from the data is the "negative impression of complaint". This theme has emerged from the focus group discussion and all participants agreed that in our culture a complainer is perceived as a troublemaker who holds a negative impression.

5.8. Social Setting-specific Motives

The seventh theme that emerged from our data is "social setting-specific motives". These motives are influenced by the social setting of the respondent, which discourages him from complaint. The 02 sub-themes included the influence of people around (Malafi, Cini, Taub, & Bertolami, 1993) and the influence of friends, family, and colleagues (Voorhees et al., 2006). The people around the respondents influenced them in not voicing their complaints, as one said: "I did not complain as it would portray the bad impression of their service since there were so many people around". The influence of one's reference group including friends, family, and colleagues is also very influential narrated by one respondent: "I wanted to complain but my husband stopped me from troubling the already busy waiter."

5.9. Religion-specific Motives

The last theme that emerged from the data is "religion-specific motives". This is a new theme that diverged from this study suggesting that the religious inclination of a person is also prominent while making the complaint decision. The concept of religious affiliation has already been suggested in the literature for buying behavior (Hirschman, 1970). Swimberghe, Sharma, and Flurry (2009) also suggested the influence of religious commitment on complaint behavior. However, the factors affecting non-complaining have not been discussed. This study came up with two sub-themes under religion as a major theme that serves as non-complaining motivation. The first sub-them is forgiveness in which respondents agree to forgive the service/manufacturer as one of them reported: "I decided not to complain because our religion is all about second chances… and he might have had just a bad day". The second sub-theme "perceived thanklessness" was based on the notion that religion demands us to be thankful. The respondent highlighted that he refrained from complaining out of the fear of being thankless: "I did not complaint… I just thought Allah might dislike that I am not contended with what I got."

5.10. Discussion and Interpretation

After analyzing the data, this study came up with eight major themes and twenty sub-themes. The themes represent multiple possible motives respondents can have for not complaining in case of a service/ product failure experience. The major themes club together various facets of motives that come under the umbrella of that theme. Complain behavior is a complex phenomenon involving many factors that encourage or discourage an individual while complaining. The individual's decision-making goes through complex processes often involving multiple factors simultaneously in action. This study has made an effort to qualitatively explore the factors that obstruct an individual from non-complaining when he/she goes through a dissatisfactory purchase experience. This section will interpret the motives, discussing what they reflect in this study.

The "previous experience with the same firm" reflects that the respondent complained to the firm in the past, but there was not any satisfactory solution provided to them. The respondent added further that she had to continue using the service as there are no alternatives available, even after a dissatisfactory complaint-resolving response. It is because of her previous bad experience with complaint resolution she was reluctant to complain the second time. The sub-theme "negative impression of complaint" reflects a dimension of culture in Pakistan. In this cultural context, the complainer is seen as a troublemaker. Complaining is perceived as a negative trait, unfavorable and unacceptable in the cultural context of Pakistan.

Table 2: Typology and Interpretation of Qualitative Responses

Themes	Interpretation	Excerpt from data
PERSONALITY SPECIFIC MOTIVES		
Personality Type	Active/ passive. Active personality types are more inclined towards reacting in case of a conflict as compared to passive ones.	"I don't complaint very often, generally I am an accommodating person"
Shyness to complaint	The shyness, uneasiness, and anxiety while making a complaint.	"I feel shy to complaint, it makes me anxious."
Compassionate	The trait of being considerate towards others.	"I did not complaint out of troubling the sales representative."
Mood/ state of mind	The frame of mind a person is in at a specific point in time.	"I simply was not in a mood to complaint at all."
SITUATION SPECIFIC MOTIVES		
Unavailability of time	The shortage of available time to spare.	"I was in a real hurry so I decided not to complain as it would have consumed more time"
Lack of effort	Unavailability of enough energy to spare.	"I did not complain as it seemed like a total hassle."
Late realization of failure	The dissatisfaction happens quite late after the purchase.	"I found the color fading next year, though I didn't use it but it was too late to go back and complaint."
LOYALTY SPECIFIC MOTIVES		
Customer emotional loyalty	The customer is emotionally affiliated with the specific brand.	"I have been using these napkins for years and I think it might be a one-time mistake only"
Firm's reputation	The firm's name and image in the market.	"I decided not to complain to prevent their repute… there were too many people around."
FIRM-SPECIFIC MOTIVES		
Lack of complaint process knowledge	Ignorance regarding where and how to complain to the firm.	"I did not complain because I wasn't sure how to."
Perceived non-action from a firm	The perception is that the firm will be unresponsive and will do nothing to resolve the issue.	"I can bet nothing would be compensated so why would I waste my time complaining."
Previous experience with the same firm	The previous complaint experience with the same firm, with which the dissatisfaction episode happened.	"Why should I go to the hassle of complaining again when nothing was settled properly the last time I complained?"
PURCHASE SIGNIFICANCE-SPECIFIC MOTIVES		
Monetary significance	The importance of purchase for the customer in terms of its cost.	"Complaining about the napkins would have cost me more than its actual purchase so I decided not to complain."
Emotional significance	The importance of purchase for the customer in terms of his emotional affiliation with that.	"… also I didn't even bother to the complaint because it was such a trivial purchase (surface cleaner)."
CULTURE-SPECIFIC MOTIVES		
Social harmony	The accord/unity in the society.	"I did not complain because I wanted to maintain peace out there."
Negative impression of the complaint	The unfavorable impression of the complainer as a troublemaker and fussy.	"I did not complain because in our society people see complainer as trouble maker… there were people around that would have had a bad impression of me."
SOCIAL SETTING-SPECIFIC MOTIVES		
Influence of people around	The change in attitude is because people are present in the surroundings.	"There were so many people around and I didn't want to make a scene there."
Influence of friends, family, and colleagues	The change in attitude is because of the presence or suggestion of friends, family, and colleagues.	"I was really in a happy mood, enjoying my friend's company, so I just let it go."
RELIGION SPECIFIC MOTIVES		

Forgiveness	The trait of overlooking the mistake instead of forgiveness; is liked by religion.	"I just didn't feel like complaining… I mean he is just a human and even Allah forgives us all the time."
Perceived thanklessness	The negative trait of being unthankful; is disliked by religion.	"I just don't want to be a complainer all the time... I fear Allah might dislike that I am not being thankful."

The diverging main theme "religion-specific motives" reflects the religious affiliation or inclination of the respondent that obstructs him in voicing out his complaint. The dominant religion in Pakistan is Islam, which has a very influential role in shaping and developing its culture. The people in Pakistan are highly influenced by their religious affiliation. This study reflects that people have impressions of religious notions in the back of their minds that guide their buying and complaining behavior. Two sub-themes emerged in this theme; "forgiveness" and "perceived thanklessness". Forgiveness refers to the religious notion of forgiving people and giving them second chances. Respondents did not complain because they forgave the product/service provider for following the religion's teaching. Perceived thanklessness refers to the negative impression of complaining as being unthankful. The religious notion of always being thankful derives from this motive's psychology. Complaining is viewed as being unthankful which is not appreciated, hence people get to contend even if the product/service was not exceptional. Below is the summary of all the converging and diverging themes and sub-themes:

Table 3: Summary of Converging/Diverging Themes

Converging Themes & Sub Themes	Diverging Themes & Sub Themes
Personality-specific motives (Personality type: active/passive, Shyness to complaint, Compassionate, Mood/ state of mind)	
Situation-specific motives (Unavailability of time, Lack of effort, Late realization of failure)	
Loyalty-specific motives(Customer emotional loyalty, Firm reputation)	
Firm-specific motives (Lack of complaint process knowledge, Perceived non-action from the firm)	Firm-specific motives (Previous complaint experience with the same firm)
Purchase significance specific motives (Monetary significance, Emotional significance)	
Culture-specific motives (Social harmony)	Culture-specific motives (Negative impression of complaint)
Social setting's specific motives (Influence of people around, Influence of friends, family, and colleagues)	
	Religion-specific motives (forgiveness, perceived thanklessness)

6.   Conclusion

The rationale behind this research was to understand the underlying motives of non-complainers. We identified eight main and twenty sub-themes to generate our results. Most of the themes that emerged were converging from the literature. The religion-specific theme is the only theme that was diverging from the previous literature. Along with this, we came across two diverging sub-themes about culture and firm-specific motives. There could be several reasons for diverging themes. One of the reasons could be that this research is conducted in the context of Pakistan where there is a collective culture and people are always surrounded by friends and family. Under such a scenario either people don't bother to complain or simply they are pressurized by their friends or family not to complain. In Pakistani culture, a complainer is considered to be a trouble maker and that's why people don't complain so that no negative connotation can be attached to him. At times people feel reluctant because they had a previous dissatisfactory experience with complaint resolution. Moreover, Pakistan is an Islamic state where the focus is on forgiveness and brotherhood. This makes people reluctant while making complaints as our religion preaches forgiveness and gives a second chance to rectify mistakes. This study is contributing in the sense that it helps in providing deep insights into the non-complainer motives which is directly or indirectly affecting the firms.

6.1.   Limitations and Future Research Directions

In this area (non-complaining behavior) there are multiple research opportunities. The limitations of our study can be converted into future directions. For example, our sample size is

small which means incorporating more respondents or participants could have improved the quality of data (diversified responses). Time constraints and lack of resources are other limitations. We have chosen non-complainers who had a dissatisfied experience with both service and product. This could be narrowed down to gain deep insight into one of the particular domains i.e. either service or product When it comes to future directions there is room for researchers to go for confirmatory study and investigate whether these factors (factors identified in our research) are contributing to non-complaining behavior or not. Moreover, they can explore the factors which engage consumers to go for online complaints.

6.2. Implications

This study is important for managers in the sense that it will help them to understand what are the underlying motives of non-complainers and how they react to product/service failures under multiple contexts and conditions so that they can devise strategies accordingly to cope with this scenario. Moreover, from an organizational perspective, it is important to understand the behavioral differences of the customers. It is important to understand these differences because customers are considered to be one of the major stakeholders of the organization. There is an international guideline designed to accommodate customers' complaint behavior i.e. International Organization for Standardization (ISO), ISO 10002 (ISO, 2004) which will help managers to improve the process of customer complaints and encourages organizations to accommodate customers' viewpoint.

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