CONCEPTUAL MODEL FOR EXPLORING THE FACTORS WHICH IMPACT REACHING THE VOICE OF CUSTOMERS

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Since the voice of the customer (VoC) could be of core importance for an organisation's success, it is of high significance to identify the motivating and demotivating factors that influence the customers' intention to provide or not to provide feedback on service quality. This study aims to observe how awareness on the issue of providing feedback, personal beliefs on the impact of feedback, expectations from the company, and organisational culture impact the customers' decision to leave feedback. To explore the influence of the chosen factors an online survey was conducted and the Structural Equation Modeling (SEM) analysis was employed. The results show that awareness and organisational culture have a positive impact on the customers' decision to provide feedback, while the expectations from the company have a negative impact on such customer behaviour. The presented conceptual model might provide novel viewpoints into the factors which impact customers' behaviour regarding their decisions to provide feedback and initiate further studies on the topic of VoC.

Keywords: the voice of the customer, customer involvement, customer feedback, service quality, conceptual model, SEM analysis

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INTRODUCTION

Since the first appearance of trade, customers have been one of the most important stakeholders for a business (Liu et al., 2020). Each organisation strives to meet customer expectations in the best possible mode attempting to gain their satisfaction and reach their loyalty (Don Basari & Shamsudin, 2020). That is why becoming customer-centric should be the aim of the majority of businesses. Customers' perception of products' or services' performances could be used for measuring their quality, as a crucial determinant of competitiveness (Danish et al., 2018). Accordingly, customers are seen as the main revenue driver and profit generator (Razak & Shamsudin, 2019). In line with this, information on customer satisfaction is of core importance for customer-oriented organisations (Andrea et al., 2020). Voice of Customer (VoC) provides an ideal opportunity to advance loyalty through customer engagement (Bone et al., 2017). Continuous feedback from customers can guide the organisation since reality can often be different from the organisation's point of view (Hult et al., 2017). A customer who complains allows the organisation to improve their quality, so complaints should not be perceived as bad (Mwakatumbula et al., 2019). Instead, they should be considered as constructive criticism for a business to improve its operations (Salem et al., 2016). VoC directs organisational knowledge on how to upgrade the employee-customer relationship more easily, granting an opportunity to recover from failure (Liu & Mattila, 2015). Consequently, a common way companies work towards the objective of being customer-driven is to provide systems to gather feedback from them which will be a basis for locating quality problems and taking corrective action, as well as a core input into the new process of development (Fundin & Bergman, 2003).

Accordingly, the key to organisational success is its ability to continuously listen from its surroundings that are predominantly its customers (Storey & Larbig, 2018). On the other hand, there are certain motivating as well as demotivating factors that encourage customers to provide or not to provide their feedback on product/service quality. It is known that many unsatisfied customers will not say this to the organisation. They would rather talk about bad experiences with other potential customers. At the same time, the organisation stays less aware of the problematic areas regarding quality. By taking the great importance of the VoC into account, this paper aims to explore the motivating as well as demotivating factors that influence the customers in providing organisations with their perception of service quality. This could significantly boost organisations' knowledge on how to gather valuable VoC and become more aware of real customers' perception of service

quality. This could further give organisations the ability to adequately define the priorities for improvements and stay competitive. In line with this, this paper tends to clarify which factors have a greater impact on customer behaviour when it comes to providing or not providing feedback.

To answer the questions that arose, herein we strived to propose a novel conceptual model for quantifying the impact of different factors on reaching the VoC. To provide deeper insight into customers' willingness to give feedback about quality, motivating and demotivating factors are considered in different situations such as positive experience causing satisfaction and negative experience causing dissatisfaction. The respondents were questioned about factors based on their decisions to leave as well as not to leave feedback in such situations. To verify the proposed model, a questionnaire was designed on the importance of different factors for the respondents' decisions to provide as well as not to provide the feedback.

LITERATURE REVIEW

Customers' feedback is a form of their engagement, perceived as the voice of customer regarding a product or a service (Erickson & Eckrich, 2001). Feedback can be obtained from survey results gathered through a formal procedure, or from more informal comments that are made to employees or selected through telephone calls, emails and social media. Since services are customer-focused, it is essential to consider VoC (Urban, 2013) using some of such feedback forms. This is because the main goal of the organisation is, in fact, customer retention and nurturing customer loyalty (Hughes & Karapetrovic, 2006). Retaining customers is essentially the primary step in reaching market success, where upgrading customer satisfaction has emerged as a key solution for achieving it (Park et al., 2019). Customer satisfaction is grounded on either quality of the product or overall interaction between an organisation and the customer (Kim et al., 2019). During usage, customers gain expertise in the service and they may hold unique information that the organisation does not have (Gebert et al., 2003). They can provide valuable suggestions to prevent undesirable outcomes from reoccurring (De-Lara et al., 2014).

Organisations should tend to focus more on complaints than on positive customer feedback since people tend to memorise negative experiences more (Kensinger, 2007). However, on average only a small percentage of customers take action to give negative feedback to the organisation (Cook, 2008). It is more likely that dissatisfied customers will silently switch to another organisation (Fornell & Wernerfelt, 1987). Furthermore, it is suggested early on that negative VoC can have sig-

nificant influence on other potential customers' beliefs and intentions, as well as on decisions about buying a product or using a service (Sampson, 2006). Conversely, some users decide not to leave negative feedback believing that the complaint outcomes will not solve the problem (Donoghue & Klerk, 2009) since complaint process are often too complicated (Xu & Yuan, 2009).

Therefore, the importance of customer satisfaction and well-implemented complaint handling procedures inside the organisation are recognised as common challenges which require standardisation on an international level for the ease of process optimisation (Hughes & Karapetrovic, 2006). On the other hand, organisations should not put pressure on customers to evaluate their services since such data will be less valuable than feedback based on self-initiative (Ofir & Simonson, 2001). Customers are likely to withhold their feedback based on the tendency to underestimate the other side's desire for feedback (Abi-Esber et al., 2021). Moreover, customers appreciate to be asked for their opinion (Edinger-Schons et al., 2020).

Accordingly, it is of great importance to find out motivators and factors influencing the customers' decision to provide feedback about product/service quality. In line with this, Liu and Mattila (2015) researched customer feedback decisions based on high and low affective commitment. They concluded that customers who are highly committed to a service company have a decisive intention to help the company become better. They have also proved that such customers are more willing to provide feedback if it would serve for improvement purposes. On the other hand, they are less motivated to be involved if their feedback would serve for the evaluation of employees. Engaged customers are found to be emotionally connected to a company and want it to improve their services, and accordingly are more willing to share their impressions (Hsieh & Chang, 2016). Also, some authors argue that emotionally involved customers are more likely to provide useful information and constructive suggestions and ideas (Carvalho & Fernandes, 2018). Ran and Zhou's (2020) research shows that felt responsibility for constructive change motivates a customer to express promotive voice (positive feedback), but their sense of responsibility is not sufficient for them to express prohibitive voice (negative feedback) due to worrying about potential losses. The study also shows that the higher company-customer identification, the more likely customers will express positive feedback. Customers with higher personal self-impact are more likely to engage in positive voice behaviour (Ran & Zhou, 2020). Wang et al. (2021) research personality traits and cognitive styles of a customer as motivating factors

for providing feedback. Customers with extraversion trait are more likely to provide useful feedback information with self-efficacy as a main driver for feedback willingness (Wang et al., 2021). The research also shows that sensing/intuitive cognitive style is motivated by self-interest as the main driver and active/reflective cognitive style is motivated by the altruism factor.

Proposed conceptual model

This study tends to give deeper insight into the customers' willingness to provide feedback by analysing influencing factors and their significance. Some authors put an effort into finding out what could be motivators for customers to provide feedback about their satisfaction with product or service quality. Trust and commitment are found to be possible predictors of VoC (Bove & Robertson, 2005). Similarly, psychological ownership could also stimulate the customer's will to provide feedback (Béal & Sabadie, 2018). Customer readiness to be involved could also be influenced by their desire for control, as well as their organisational socialisation (Poushneh & Vasquez-Parraga, 2018). According to the same authors, customers' previous experience is also a significant influencing factor on their readiness, where customers' prior usage of service increases their comfort and familiarity with the service and hence motivation to get involved. Mathew and Thomas (2018) state that customers' emotional attachment tends to be in correlation with their commitment. Čolić (2008) analyses the socio-cultural aspects of consumption and consumerist culture in detail. On the other hand, companies' features, such as organisational atmosphere, also have an impact on customer behaviour (Haghighi et al., 2012). The impact of employees on customers has also been considered as important (Choi & Kim, 2020).

Following the defined objective of this research and from the theoretical framework, the following hypotheses were developed:

H1: Customer's awareness of the topic under discussion predicts their decision to provide feedback.

H2: Customer's expectations from the company depend on their awareness of the topic.

H3: Customer's personal beliefs predict their decision to provide feedback.

H4: Customer's expectations from the company depend on their personal beliefs.

H5: Customer's decision to provide feedback depends on the organisational culture of a company.

H6: Customer's decision to provide feedback depends on their expectations from the company.

H7: The structure of the proposed five new constructs as new instruments of measurement has acceptable internal consistency and confirmed factor structure.

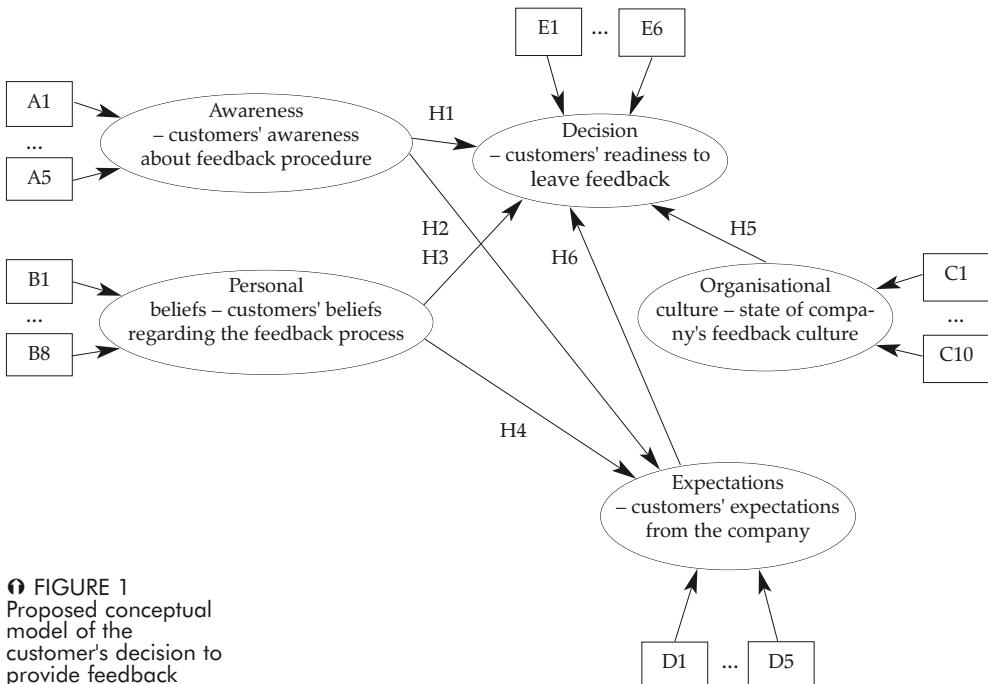The proposed conceptual model is given in Figure 1.

Ω FIGURE 1
Proposed conceptual model of the customer's decision to provide feedback

The conceptual model illustrates the influence of latent constructs observed in this research on the decision of a customer when it comes to providing feedback. Labels such as "A1" and "A5" are referencing the specific questions in the questionnaire relevant for the particular latent construct.

Research instrument

Several authors have discussed the aspects which are either influencing the feedback or customers' intention to provide feedback. Among these aspects are customer's perception of desire for feedback (Abi-Esber et al., 2021), customer's sense of their feedback value (Edinger-Schons et al., 2020), employees' influence on customer (Choi & Kim, 2020), customer's self-accomplishment, aim to improve the service and reward expectation (Wang et al., 2021). These aspects were the foundation of the questionnaire used for the research. This research is conceived in the form of an online survey, encompassing 79 questions divided into six sections. The first section includes

questions about the participant's characteristics and general questions related to frequency and means of leaving feedback.

The following sections focused on specific groups inside of the sample (subsamples), formed based on two sorting questions: Would you leave feedback if you were dissatisfied with a service? And: Would you leave feedback if you were satisfied with a service? These two questions allowed us to group respondents based on VoC behaviour and adjust questions to them.

The questions in the second section focus on those who would leave feedback if they were dissatisfied, while questions in the third section focus on the complementary part of the sample, those who would not leave feedback if they were dissatisfied. In each section, questions about the motivating and demotivating factors are grouped into:

- Awareness – respondents' awareness about feedback procedure, their rights as customers and how they felt after leaving feedback;

- Personal beliefs – respondents' beliefs when it comes to their rights to leave feedback and the consequences that feedback could trigger (both positive and negative);

- Organisational culture – the company's desire to receive feedback, atmosphere and employee's behaviour during the service;

- Expectations from the company – respondents' expectations from the company and assumption if the company is going to respond to feedback and to what extent;

- Decision – customers' readiness to leave feedback under a diverse set of circumstances and if they were encouraging their friends to do the same.

The sixth section focuses on the future intent of participants regarding leaving feedback.

All questions in the survey which measured the respondents' level of agreement with a statement were measured on a four-point Likert scale (1 – Absolutely disagree, 2 – Mostly disagree, 3 – Mostly agree, 4 – Completely agree). The identical approach is used for questions which measured the relevance (from respondents' perspective) of diverse factors which could influence the willingness (not) to provide positive/negative feedback (1 – Irrelevant, 2 – Less relevant, 3 – Quite relevant, 4 – Highly relevant).

Data analysis

To verify the proposed conceptual model, the structural equation modelling (SEM) analysis (Kline, 2005) was employed. The chosen analysis is based on the principles of factor analysis and

multiple regression analysis. On one hand, the SEM analysis can form new constructs which cannot be measured by a sole variable, and on the other, it can quantify the mutual impact between the newly created constructs (Kline, 2005).

Several studies in the field of research motivated us to conduct the SEM analysis. These studies include Wang et al. (2018), Wu et al. (2020), and Abro et al. (2020). Therefore, as in the mentioned studies, we also opted for the SEM analysis.

CONDUCTED RESEARCH

Conducted survey

We conducted an online survey using Google Forms service from February until March 2019. The survey was distributed electronically on social networks and e-mails of the authors. The sampling method applied was Convenience Sampling which is a nonprobability sampling method. This sampling method was used to reach as many respondents as possible from different backgrounds. Nevertheless, we are aware that this sampling method might be biased and that it has drawbacks (Etikan et al., 2016). Participation was voluntary and anonymous. All the questions in the survey were mandatory so there were no missing data. We have no information on the dropout rate, but having in mind the length of the survey, we believe a certain percentage of the respondents left the survey without submitting it. After collecting the data, statistical analysis was performed using SPSS 23 and AMOS 22.

Sample characteristics

The sample size of the research is 471 correctly filled-in questionnaires. 369 female respondents make 78.3% of the sample and 102 male respondents complement the rest, 21.7%. A slight disproportion in the gender of the respondents can be observed. However, such a disproportion could have been expected, as females are more willing to participate in online surveys and research (Moore & Tarnai, 2002). The mean age of respondents is 26.8 with a standard deviation of 9.113. The age of the respondents ranged from 14 to 68. When it comes to the highest level of education achieved, 242 (51.4%) finished high school, while 144 (30.8%) has a bachelor's or equivalent diploma.

The respondents were asked in which way they would most likely leave feedback. The question was defined as a multiple response question – the respondent could check multiple ways he/she is most likely to leave feedback. The most commonly named means of feedback were using online surveys, 286 times (46.66%), followed by e-mail (30.51%), over the phone (15.99%) and going personally to the company (6.85%). It is of

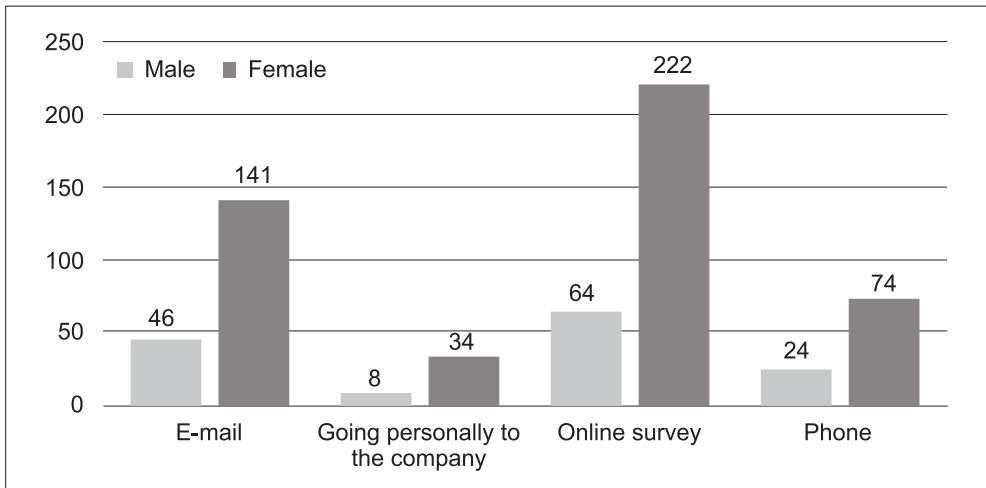interest to explore the mean of leaving feedback taking into account the gender of the respondent (Figure 2).

Next, the respondents were asked about their frequency of leaving feedback when satisfied and dissatisfied. The scale ranged from Never to More than 5 times. Respondents are more prone to leave positive feedback than negative. Namely, 27.0% of respondents stated that they left positive feedback more than 5 times, while when dissatisfied, 40.1% of respondents left feedback once or twice (Figure 3). This might indicate that a positive experience motivates customers to leave feedback more than a negative one.
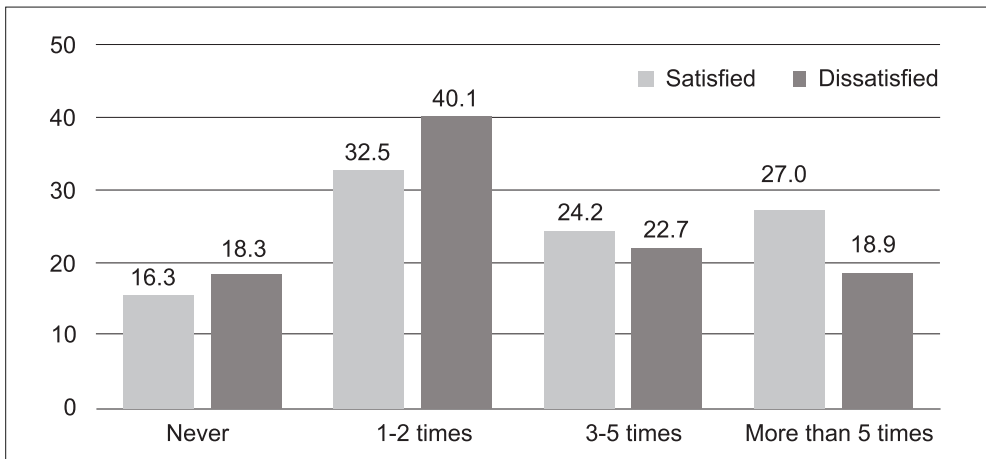
Additionally, it was explored whether there are gender differences when it comes to the frequency of leaving feedback. The results of the Mann-Whitney test show that there is statistically significant difference whereas in both cases male respondents proved to leave feedback more often (Table 1).

Leaving feedback when	Gender	Mean ± SD	Median	MW-test	Absolute mean difference	Difference
Satisfied	Male	2.81 ± 1.078	3.00	-2.086*	0.25	Female < Male
	Female	2.56 ± 1.038	2.00			
Dissatisfied	Male	2.77 ± 0.994	3.00	-4.045**	0.44	Female < Male
	Female	2.33 ± 0.974	2.00			

Note: *$p < 0.05$, ** $p < 0.01$

⌒ TABLE 1
Results of the MW test, mean, standard deviation and median per observed group, and the absolute mean difference

The research also explores whether respondents leave feedback when satisfied and dissatisfied with a product/service. The largest percentage of the sample admitted to leaving feedback both when satisfied and dissatisfied (85.6%). On the other hand, the fewest respondents are those who leave no feedback, just 7 of them. Having in mind that the subgroups of respondents were made based on their willingness to leave feedback when satisfied or dissatisfied, in the further analysis we will focus on those who leave feedback in both situations. The tabular presentation of willingness to leave feedback when satisfied and dissatisfied is given in Table 2.

⮐ TABLE 2
Cross-tabulation of respondents with regard to their willingness to leave feedback when satisfied and dissatisfied

		Satisfied	
		Yes	No
Dissatisfied	Yes	403 (85.6%)	41 (8.7%)
	No	20 (4.2%)	7 (1.5%)

Verification of the instruments and the SEM model

As a pre-test to the SEM analysis, confirmatory factor analysis (CFA) was conducted. The initial model had relatively solid fit to the data (Chi-square = 3110.247, $df = 520$, $p < 0.000$, RMSEA = 0.091, $0.089 \leq$ RMSEA ≤ 0.111, CFI = 0.726, SRMR = 0.154). All paths within constructs were statistically significant, so we did not modify any of them. This partially confirms H7. In the next step, the obtained factor loadings were inspected. If the measured factor loading was below 0.3, we interpreted it as that the item does not load on the factor well, therefore, it was removed. In the proposed construct structure, we retained only the items with factor loading above 0.3. We used modification indices to fine-tune our model. The final model had a solid fit to the data (Chi-square = 903.109, $df = 365$, $p < 0.000$, RMSEA = 0.059, $0.051 \leq$ RMSEA ≤ 0.065, CFI = 0.901, SRMR = 0.120).

Table 3 reports the results of correlation analyses exploring the relationships between factors within the proposed conceptual model. The strongest correlation is between *Awareness* and

Decision, 0.439, while the weakest is between *Expectations from the company* and *Awareness*.

	Awareness	Personal beliefs	Organisational culture	Expectations from the company
Awareness	1			
Personal beliefs	Not observed	1		
Organisational culture	Not observed	Not observed	1	
Expectations from the company	0.134	0.230	Not observed	1
Decision	0.439	Not statistically significant	0.161	0.146

⌒ TABLE 3
Correlations between latent factors in the CFA analysis

Cronbach's alpha was calculated as a measure of internal consistency of the proposed scales (Table 4). The coefficient takes value from 0 to 1, whereas 0 indicates low to no consistency, while 1 indicates a high level of consistency (Cronbach, 1951). As it can be observed, the results range from 0.703 to 0.876. These results confirm hypothesis 7.

	Awareness	Personal beliefs	Organisational culture	Expectations from the company	Decision
Items	3	8	10	3	6
α (scale)	0.803	0.703	0.876	0.815	0.749

⌒ TABLE 4
Cronbach's alpha per construct

The initial SEM model did not have a good fit to the data (Chi-square = 2186.991, *df* = 400, *p* < 0.000, RMSEA = 0.105, 0.101 ≤ RMSEA ≤ 0.110, CFI = 0.659, SRMR = 0.149). Therefore, to increase the quality of our model, we removed the insignificant path from the model and used modification indices. The significance of retained paths was measured using the critical ratio (C.R), whereas the C.R. value above 1.96 in absolute values indicated a statistically significant path. The removed insignificant path was between *Personal beliefs* and *Decision*. According to the modification indices, we added correlation relationships between errors of the same construct. As the modification indices significantly improved the model fit, that might indicate that there is a significant level of correlation among items. The modified model had a relatively good fit to the data (Chi-square = 839.455, *df* = 362, *p* < 0.000, RMSEA = 0.057, 0.052 ≤ RMSEA ≤ 0.062, CFI = 0.909, SRMR = 0.119). The value of CFI and SRMR are close to the threshold, indicating a solid fit.

First, the results on the outer model; the structure of each retained latent variable are provided (Table 5). Within the construct *Awareness*, after the fixed variable A1, the most impor-

tant variable is A2, the statement related to the need of leaving negative feedback. The values of the coefficients are all positive and statistically significant. The obtained results indicate that the more the respondents know related to the means of leaving feedback, their rights and the importance of feedback, the higher the possibility that they will provide feedback.

In the next latent construct, *Personal beliefs*, again all coefficients are positive and statistically significant. Compared to the construct *Awareness*, the coefficients are somewhat smaller. The results show that the closer the respondent is with the provider of the service, the higher the possibility that he/she will leave both positive and negative feedback.

In the following construct, *Organisational culture*, all ten coefficients are statistically significant. Within this construct, all the loadings are high, above 0.4. The most important factor for leaving both positive and negative feedback is the openness in the communication of the service provider, followed by the kindness of the service provider.

Taking a closer look at the construct *Expectations from the company*, the loadings are somewhat high, but again, all positive and statistically significant. The most important factor regarding the expectations, both when leaving positive and negative feedback, is the possibility of receiving a benefit (discount etc.).

In the last construct, *Decision*, the most important variable in the construct is E1 with the coefficient 0.667, followed by E4 with the coefficient 0.613. The most important factor for the decision whether to leave feedback or not is the satisfaction of the respondent, indicating that the more satisfied customers are more probable to leave feedback.

↻ TABLE 5
Estimated coefficients
in the outer model

Latent construct	Determinant(s)	Code	Standardised regression coefficient	C.R.
Awareness	We should leave feedback if we are satisfied with a service	A1	0.965**	/
	We should leave feedback if we are dissatisfied with a service	A2	0.841**	16.044
	I feel satisfied/accomplished when I leave feedback	A3	0.554**	10.921
Personal beliefs	Dis. I believe that I will contribute to quality improvement of the service by leaving feedback	B1	0.329**	/
	Dis. I believe that I have the right to express my opinion	B2	0.382*	4.481

(Continued)

Latent construct	Determinant(s)	Code	Standardised regression coefficient	C.R.
	I believe that my negative feedback won't endanger the front desk officer	B3	0.655**	4.229
	Dis. I advise for improvement since I have a close relationship with the front desk officer	B4	0.332**	4.165
	Sat. I believe that I will contribute to the quality improvement of the service by leaving feedback	B5	0.301**	4.455
	Sat. I believe that I have the right to express my opinion	B6	0.405**	4.614
	I believe that my positive feedback could contribute to the front desk officer	B7	0.452**	3.914
	I want to praise the front desk officer since I have a close relation to him/her	B8	0.332**	4.189
Organisational culture	Dis. The company asserts that they find customers' feedback valuable	C1	0.428**	/
	Dis. Front desk officer maintained open communication during the service	C2	0.654**	7.894
	Dis. Front desk officer was polite so I would like to suggest necessary improvements	C3	0.650**	7.487
	Dis. Front desk officer was impolite which encouraged me to give criticism	C4	0.487**	6.478
	Dis. There was a pleasant atmosphere during the service so I was inspired to suggest necessary improvements	C5	0.609**	7.245
	Dis. There was not such a pleasant atmosphere during the service so I was inspired to give criticism	C6	0.490**	6.119
	Sat. The company asserts that they find customers' feedback valuable	C7	0.538**	4.455
	Sat. Front desk officer maintained open communication during the service	C8	0.774**	4.614
	Sat. Front desk officer was polite so I would like to express my satisfaction	C9	0.760**	3.914
	Sat. Front desk officer was impolite which encouraged me to give criticism	C10	0.706**	4.189
Expectations from the company	Dis. I expect that my feedback is acknowledged by the company	D2	0.768*	/
	Dis. I expect a timely reaction from the company	D3	0.891**	14.066
	Dis. I expect rightful and objective treatment during issue solving	D4	0.661**	12.782

(Continued)

Latent construct	Determinant(s)	Code	Standardised regression coefficient	C.R.
Decision	I will leave feedback if I am satisfied	E1	0.667**	/
	I will leave feedback if I am dissatisfied	E2	0.601**	9.630
	I will leave feedback after many situations in which I am satisfied/dissatisfied	E3	0.526**	8.155
	I will leave feedback after a few situations in which I am satisfied/dissatisfied	E4	0.613**	7.393
	I will leave feedback right after the first occasion in which I am satisfied/dissatisfied	E5	0.592**	7.510
	I encourage my friends to leave feedback to a company	E6	0.442**	6.528

Note: *$p < 0.05$, ** $p < 0.01$

The obtained coefficients of the inner model are presented in Table 6. When it comes to the construct *Expectations from the company*, the two predictor constructs (*Personal beliefs* and *Awareness*) explain 10.2% of its variability. The obtained coefficients are such that if the *Personal beliefs* increase, the expectations from the company will rise. Similarly, if *Awareness* increases, the expectations from the company will rise. The construct *Decision* is somewhat better explained; 28.3% of its variance can be explained with the three predictors. Namely, the *Organisational culture*, *Expectations from the company* and *Awareness* have a positive impact on the decision to leave feedback.

↻ TABLE 6
Estimated coefficients in the inner model

Latent construct	Determinant(s)	Standardised regression coefficient	C.R.	Hypothesis
Expectations from the company ($R^2 = 0.102$)	Personal beliefs	0.266**	3.472	H4
	Awareness	0.115*	2.133	H2
Decision ($R^2 = 0.283$)	Expectations from the company	0.142**	2.483	H6
	Awareness	0.442**	6.506	H1
	Organisational culture	0.231**	3.574	H5

Note: ** $p < 0.01$, * $p < 0.05$, C.R. – critical ratio

DISCUSSION AND CONCLUSION

The conducted research was motivated by growing interest of business scholars and organisations in the VoC concept and its use for improving organisation's performance. The aim of the study was to investigate the importance of identified fac-

tors affecting customers' willingness to provide feedback. Nowadays it is vital for companies and businesses to understand their customers' behaviour and what (de)motivates them to leave feedback. The findings of the study propose awareness, organisational culture and expectations from the company as factors affecting the customer's decision to provide feedback both when satisfied and dissatisfied.

According to the results of the research, 40.1% of respondents left feedback once or twice when dissatisfied in the past, while 27.0% of them left positive feedback more than 5 times, indicating that positive experiences motivate people to leave feedback. Male respondents were more prone to leave feedback than female respondents. According to the obtained results, organisations are recommended to provide different means of leaving feedback, especially ones that do not require personal contact with the service provider. People are more willing to leave feedback via an online survey (46.66%) and e-mail (30.51%), rather than over phone (15.99%) and going personally to the company (6.85%).

Awareness as a factor has a positive effect on the customers' decision to leave feedback. Hence, the first hypothesis is confirmed. People's general opinion that providing both positive and negative feedback is something they should do has a great impact on their willingness to do so. The more people are aware of the means of providing feedback and their rights, the more they are willing to leave feedback. Feeling accomplished after providing feedback also has a positive impact. As awareness increases, expectations from the company will increase, which confirms the second hypothesis. This means that if people are aware of the importance of providing feedback and their right to do so, expectations from the company, such as receiving something in return, will increase.

Personal beliefs do not have a direct impact on the willingness to leave feedback, meaning that the third hypothesis is not confirmed. In the said construct, all of the coefficients are positive and significant, which shows that, for example, there is a higher possibility for the customer to provide both positive and negative feedback when he/she has a close relationship with a frontline employee. In comparison to another study that suggests it is less likely that customers will leave negative feedback if they have a firm interaction with employees (Mittal et al., 2008), this study suggests that the said possibility could be higher when customers believe their negative feedback will not endanger frontline employees and when they can advise for improvement. Similarly, Ran and Zhou (2020) have shown that higher company-customer identification contributes to stronger customer's willingness to express positive feedback. However, personal beliefs indirectly

affect the customers' decision to provide feedback through having a positive impact on expectations from the company. If personal beliefs increase, the expectations from the company will also rise. Accordingly, the fourth hypothesis is confirmed. The more the customers believe they have the right to express their opinion, or that it can contribute to quality improvement or the frontline employee, the more their expectations from the company, such as acknowledgement of the feedback, timely reaction, rightful and objective treatment and expecting something in return, will rise. Ran and Zhou (2020) have confirmed the direct connection between a customer's responsibility for constructive change and expressing positive feedback. In comparison, this study shows that felt contribution to quality improvement indirectly affects customer's willingness to provide feedback through expectations from the company.

The fifth hypothesis is confirmed, which proves that factors regarding the organisational culture also have a positive impact on the decision to leave feedback. When a customer has a high commitment and experiences a positive social interaction with an employee, there is a strong positive effect on the customer providing feedback (Celuch et al., 2015). The most important factor is open communication with the service provider. If a frontline employee is polite, a customer is more willing to provide positive feedback, but also a negative one in order to suggest necessary improvements. On the other hand, if a frontline employee is impolite, that would encourage customers to provide criticism. The results show that customers are more willing to suggest improvements if the atmosphere while providing the service was pleasant. If an organisation states the fact that it values customers' feedback, then they are more willing to provide both positive and negative feedback. This finding is in line with findings of another study which suggests that customers appreciate to be asked for their opinion (Edinger-Schons et al., 2020).

In addition, the association of expectations from the company and the decision to leave feedback is positive. By increasing the expectations from the company, the decision will increase. Hence, the sixth hypothesis is confirmed.

The results of our conceptual model show that 28.3% of the variability in the decision can be explained by these three factors: awareness, organisational culture and expectations from the company. In comparison to the mentioned research of Wang et al. (2021) which identifies personality traits and cognitive styles of the customer as a motivating factor for providing feedback, this study identifies other factors that could be in control of an organisation to some extent, providing the organisation with the opportunity to create an environment

that would gather VoC effectively. This study enriches the existing limited literature regarding the VoC and, hopefully, it will incite possible further research leading to identifying other factors that will explain even more change in customers' decisions.

The conducted study, although providing valuable insights, has several limitations which should be noted. First, the conducted study is a cross-sectional study. However, it might be of interest to reconduct the survey after the COVID-19 pandemic to explore how consumer behaviour has changed. Although that would not be a longitudinal study, it might indicate changes in consumer behaviour. Also, we used convenience sampling. If the study was to be redone, another sampling approach would be taken. Another future direction of the study which emerges is to conduct the same survey in neighbouring countries such as Croatia and Montenegro, which would allow exploring whether there are differences in consumer behaviour between countries. In that case, SEM multigroup analysis could be employed.

Since the VoC has great importance for organisational success, it is useful for the organisation to identify the motivating as well as demotivating factors that influence the customers' decision to provide or not to provide their feedback on service quality. In line with this, the paper could give significant insight into the influencing factors regarding customer behaviour and provide valuable practical implications for organisations. This could further lead an organisation towards areas of improvement that would enable it to gather VoC effectively.

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Konceptualni model za istraživanje faktora koji utječu na dopiranje do glasa korisnika

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Budući da bi glas korisnika (VoC) mogao biti od presudne važnosti za organizacijski uspjeh, dragocjeno je za organizaciju da pravodobno identificira motivirajuće i demotivirajuće faktore koji utječu na volju korisnika da ostave ili ne ostave povratne informacije o kvaliteti usluge. Cilj je ovog istraživanja promatrati kako svijest o pružanju povratnih informacija, osobna uvjerenja o utjecaju povratnih informacija, očekivanja od kompanije i organizacijska kultura utječu na odluku korisnika da ostave povratne informacije o kvaliteti proizvoda ili usluge. Da bi se ispitao utjecaj odabranih četiriju faktora, provedena je online anketa i analiza modeliranja strukturne jednadžbe (SEM). Rezultati pokazuju da svijest i organizacijska kultura pozitivno utječu na odluku korisnika da ostavi povratnu informaciju, dok očekivanja od kompanije negativno utječu na takvo ponašanje korisnika. Predstavljeni konceptualni model mogao bi osigurati nova gledanja na faktore koji utječu na ponašanje korisnika u vezi s njihovim odlukama da ostave povratne informacije i pokrenuti nova istraživanja na temu glasa korisnika (VoC).

Ključne riječi: glas korisnika, uključenost korisnika, povratne informacije, kvaliteta usluge, konceptualni model, SEM analiza