

## DEVELOPMENT OF SCALES TO MEASURE CUSTOMERS' WILLINGNESS TO HAVE CONTROL AND THE CONTROL OFFERED BY SERVICE BUSINESSES

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### Abstract

*This study offers two new scales to be used by services marketing and management practitioners and academics. The scales measure how much control a service customer prefers to have and how much control a service business offers in order to reduce or eliminate various types of risks. Scales measure overall control required by a customer and the control offered by a service business based on the measurement of three types/dimensions of control (cognitive, behavioural and decisional). For the customer control scale data were collected from 384 service customers and for the service business control scale data were collected from 210 service customers. The internal consistency, discriminant validity, and convergent validity of each scale were assessed by means of item-total correlations, Cronbach's alpha, and comparison with other questionnaire items. Both of the control scales developed appear to have strong reliability and validity.*

**Key words:** *Perceived control; services marketing and management; cognitive control; behavioural control; decisional control*

**JEL Classification:** *M30, L80*

## I. INTRODUCTION

Services account for more than 68 % of (Gross Domestic Product) and about 50% of employment in the world (World Bank, 2016). Among the OECD countries, the service sector constitutes about 75 % of GDP, 80 % of employment and two-thirds of FDI (Foreign Direct Investment) inflows Nordås and Rouzet, 2015). Between 1996 and 2016 the proportion of service sector in overall world GDP and total employment increased by at least 10 % (World Bank, 2016). This means the world economy and employment are increasingly becoming dependent on the service sector. In line with this growth, an effective and efficient marketing and management of services are becoming increasingly more essential (Cioban, 2014). Service businesses are required to develop competitive advantage by offering more value to their customers (Koc, 2006).

Based on the above this study offers two new scales to measure the amount of control offered by a service business to its customers and the amount of control its customers expects to have from that particular service business. It is believed that the measurement of the amount of control provided and the amount of control expected, or required will enable decision makers to design their services in a more efficient and effective manner to establish competitive advantage.

## II. LITERATURE REVIEW

### Risk and Services

In general, customers find the purchasing of services riskier than the purchasing of tangible goods (Mitchel and Greatorex, 1993; Laroche, Bergeron, and Goutaland, 2003; Cunningham et al., 2005; Nordin et al., 2011; Dorothea and Benkenstein, 2014; Hamnge). This is primarily due to the intangibility, heterogeneity and inseparability nature of services (Zeithaml, Bitner and Gremler, 2012). Services are highly variable (heterogeneous), produced and consumed simultaneously (inseparable) and cannot be seen, touched, tested or used before their consumption (Koc, 2006; Zeithaml, Bitner and Gremler, 2012). Due to the above nature of services, service customers face a number of uncertainties and risks.

## **Control**

Human beings prefer to have control in any given situation to reduce uncertainty and increase predictability (Perlmutter et al., 1980; Ding et al., 2016). The reduction of risk and the increasing of predictability are so much important that they are believed to have caused the laying of the first foundations today's modern civilisation. The main motivation for the move from a hunter-gatherer society to agrarian society, circa in 8000 BC in Mesopotamia, was to reduce risk people faced and to increase the predictability of the future (Harari, 2014).

As the lack of predictability and of uncertainty are threats to their survival, people try to have as much control as possible in a given situation (Hagen et al., 2015). Miller's (1979) "minimax hypothesis" proposes that people are motivated to minimize the maximum danger to themselves. In other words, a person who has control over a dangerous event insures having a lower maximum danger than a person who does not have control. Kahneman and Tversky's (1979) prospect theory is similar in nature to Miller's minimax hypothesis. Kahneman and Tversky (1979) propose that people attach significantly more value to not losing than to winning.

Averill (1973) proposed three types of control (cognitive, behavioural and decisional) people would like to have in order to reduced risks and make the future more predictable. Cognitive control is about having sufficient information about the future and having the feeling that no negative surprises will occur (Franda, 2001; Koc, 2013). From a service consumption perspective, a customer may have control if s/he is appropriately informed about all necessary details ranging from prices to pay to instructions to use before making a purchase. For instance, certain types of tourists prefer package holidays to avoid negative surprises during their holidays (Yilmaz, 2017). Tourists buying package holidays prefer these holidays because they will not pay any additional amount of money in addition to the standard package holiday price. Again a patient would want to know the events which will take place before, during and after her/his surgery as well as the amount money s/he will be asked to pay to the hospital. Many mobile telephone users have prepaid lines so that they do not encounter negative surprises in the future (Koc, 2017).

Decisional control is about a person's ability to make one's decisions herself/himself without the pressure or intrusion of others. The provision of several alternatives regarding the service and being free from the pressure of service staff in terms of which service or service product to choose increase service customers' feelings of control. Hotels with open buffet restaurants increase their guests decisional control as they offer customers the freedom to choose. Again, Burger King's slogan "Have it Your Way" or an insurance company or a GSM company's offer to customers to design the service as they wish to have would be expected to increase customers' decisional control. The feeling of decisional control causes a Pavlovian conditioning, called illusion of control (Langer, 1975; Unzicker, 1999) or endowment effect (Thaler, 1980) which result in increased liking or preference for the choices the person makes herself/himself.

Finally, behavioural control is about the ability of a person to influence a situation or an event. For instance, the ability of the customer to change her/his mind and opt out of purchasing without having to pay any fees, charges and penalties allow customers to have behavioural control. When a customer buys a package holiday in advance and if s/he knows that s/he can cancel the purchase until a day before the holiday s/he will have the feeling of behavioural control.

The concept of control (cognitive, decisional and behavioural) have been studied by scholars from a wide variety of disciplines and perspectives. However, from a services marketing and management perspective the study of control has been mainly limited to topics such as customer co-production (Bendapudi and Leone, 2003; Esmark et al., 2016), the use of self-service Technologies (Lee and Allaway, 2002; Robertson, 2016), consumer choice (Hui and Bateson, 1991; Koc, 2013 and 2016) and risk perception (Yagil, 2002). Moreover, at present, there are no scales available to measure customers' level of willingness to control (in terms of cognitive, decisional and behavioural) and the level of control offered to customers by service businesses.

## **III. METHODOLOGY**

### **The Purpose of the Study**

Based on the explanations above this study aims to develop two control scales based on Averill's (1973) three types of control. The first control scale measures customers' willingness to have control (cognitive, decisional and behavioural). The second control scale measures a service business' ability or willingness to offer control to its customers.

### **Sampling and Data**

The data were collected by using Likert-type questionnaires based on convenience sampling from a sample of 384 participants (for the control scale to measure customers' willingness to have control) and 210 participants (for the control scale to measure customers' a service business' ability or willingness to offer control for its customers). The data were collected from the participants between January 2017 and May 2017 in Turkey with Turkish customers in the Turkish language. The questions in the questionnaires were developed in discussion with practitioners and academicians. Based on the feedback the questionnaires were re-designed pilot tested.

The first scale measured customers' willingness to have control when they make purchasing decision for services. The control scale for customers consisted of eleven items to measure behavioural control, thirteen items to measure decisional control and eleven items to measure cognitive control. The second scale measured service businesses' ability or willingness to offer control to its customers. The customers responded to the questionnaire for chosen service establishment. The second scale consisted of five items to measure behavioural Control, six items to measure decisional control and finally, eight items to measure cognitive control.

### Findings and Analysis

In the analysis of the data, Confirmatory Factor Analysis (CFA) was run with Lisrel 8,8 and Amos 21 statistical package programs. The maximum likelihood estimation method was used in CFA as the data were normally distributed. Table 1 shows the confirmatory factor analysis results for the scale developed to measure the willingness or ability of a service business to offer control to its customers. Both two questionnaires were administered in the Turkish language. In tables, each item is first written in English, then in Turkish in brackets. No item in the test had to be excluded based on the CFA results. The factor loadings of the items ranged from 0,57 to 0,84.

**Table 1. CFA Results - Control Scale for Service Businesses**

Dimensions	Items	Factor Loads
Behavioural Control	<b>The service business does not ask fees, charges or penalties to be paid when the customers changes his/her mind and opts out of purchasing.</b> (Hizmet işletmesi, müşteri bir hizmeti satın alırken satın alma işleminden vazgeçtiğinde/caydığında müşteriye maddi yaptırımlar uygulamaz)	0,57
	<b>The service business offers its customers the opportunity to opt out of purchasing at any time during the purchase.</b> (Hizmet işletmesi, müşteri bir hizmeti satın alırken satın alma sürecinin her aşamasında satın alma işleminden vazgeçebilme imkânı sunmaktadır)	0,74
	<b>The service business offers its customers the opportunity to opt out of purchasing without incurring any costs.</b> (Hizmet işletmesi, müşteri bir hizmeti satın alırken maddi bir zarara uğramadan satın alma işleminden vazgeçme/cayma imkânı sunmaktadır)	0,83
	<b>The service business does not pressure the customer (e.g.in the form of unapproving expressions or looks of service staff) when a customer changes her/his mind and opt out of purchasing.</b> (Hizmet işletmesi, müşteri bir hizmeti satın alma işleminden vazgeçtiğinde müşteri üzerinde herhangi bir baskıda (örneğin çalışanların olumsuz düşünce ve bakışları) bulunmamaktadır)	0,66
	<b>As the service business has online buying option it offers its customers the opportunity cancels a purchase.</b> (Hizmet işletmesi, sanal ortamda işlem yapabilme imkânı sunduğu için müşteriye vazgeçme/cayma imkânı sunmaktadır)	0,60
	Decisional Control	<b>The service business provides sufficient number of options for the customer.</b> (Hizmet işletmesi müşteriye hizmetle ilgili yeterli seçenekler sunmaktadır)
<b>Service personnel do not put pressure on their customers to influence their decisions.</b> (Hizmet işletmesi çalışanları, müşterilere satın alma ve tüketim tercihlerini yönlendirme konusunda baskı yapmaz)		0,71
<b>The service business allows its customers to make adjustments to the service to suit the service to their needs.</b> (Hizmet işletmesi müşteriye hizmet içeriği ile ilgili çeşitli değişiklikler yapabilmesine imkân sunar)		0,72
<b>The service business offers various alternatives to its customers to assist them in making their decisions.</b> (Hizmet işletmesi müşteriye çeşitli alternatifler sunarak onların karar vermelerine yardımcı olmaktadır)		0,64
<b>Service business does not exhaust its customers by providing unnecessary information.</b> (Hizmet işletmesi müşteriye, gereğinden fazla bilgi vererek müşteriye rahatsız etmez)		0,69
<b>Service personnel do not annoy its customers by being around the customers all the time when customers make their purchase decisions.</b> (Hizmet işletmesi personeli, müşteri hizmeti satın alma kararı verirken sürekli onun etrafında durarak rahatsız etmez)		0,84
Cognitive Control	<b>The service business does its best to make sure that its customers do not have negative surprises.</b> (Hizmet işletmesi müşterinin bir hizmeti satın aldıktan sonra negatif sürprizlerle karşılaşmaması için elinden geleni yapar)	0,72

	<b>The service business informs the customer regarding the scope and details of the service before the customer makes her/his purchase decision.</b> (Hizmet işletmesi hizmet alımından önce müşteriyi hizmetin kapsamı ve detayları hakkında müşteriyi bilgilendirir)	0,66
	<b>The service business predicts the potential uncertainties that may arise and informs the customer accordingly before the customer purchases the service.</b> (Hizmet işletmesi hizmetle ilgili doğabilecek belirsizlikleri öngörür ve bu konuda müşteriye hizmeti satın almadan önce bilgilendirme yapar)	0,64
	<b>The prices of the services offered by the service business are presented to the customer in a clear / understandable manner.</b> (Hizmet işletmesinde sunulan hizmetlerin fiyatları açık/ anlaşılır bir şekilde müşteriye sunulmaktadır)	0,67
	<b>The service business provides the customer with sufficient amount of information regarding the content of the service.</b> (Hizmet işletmesi hizmetin içeriği hakkında yeterli bilgiyi müşteriye sunar)	0,68
	<b>There is no ambiguity about the prices and the payment process regarding the services offered by the service business.</b> (Hizmet işletmesinde sunulan hizmetlerin fiyatları ve ödemeleri ile ilgili belirsizlik yoktur)	0,84
	<b>Customers who purchase services from the service business do not have any doubts regarding the price.</b> (Hizmet işletmesinden hizmet satın alan müşterilerin fiyat ile ilgili şüpheleri olmaz)	0,82
	<b>The customers do not have any anxiety regarding the price of the service.</b> Hizmet işletmesinden müşteriler hizmet satın aldıktan sonra ödeyecekleri ücret ile ilgili endişeleri olmaz.	0,77
<b>Model Fit Indices: (ML):NFI:,96, CFI:,97, RMR:=-,51, NNFI:,97, RMSEA:;,073.</b>		

Table 2 shows the confirmatory factor analysis results for the scale developed to measure the willingness of a customer to have control when purchasing a service. According to the results of Confirmatory Factor Analysis two items from the behavioural control, three items from the decisional control and one item from the cognitive control were excluded. According to the results of CFA, six items was excluded from the scale. The factor loadings of the items ranged from, 44 to 0,80. Cronbach's Alpha and Mc Donald's Omega values were used for the reliability coefficient of the data obtained from the scales. Although Cronbach's Alpha is more widely used in social studies, Mc Donald's Omega is the best way to measure the internal consistency (See Table 3) (Zinbarg vd., 2006; Zinbarg, Revelle ve Yovel, 2007; Boz, 2015).

**Table 2. CFA Results - Control Scale for Customers**

Dimensions	Items	Factor Loads
Behavioural Control	<b>When purchasing a service (e.g. a hospitality service in a hotel or a restaurant, a health service, a transportation, GSM or banking service, etc.), it is important for me to be able to opt out of purchasing.</b> (Bir hizmet (tatil, restoran, bankacılık, sağlık, telekomünikasyon vb.) satın alırken istediğim an satın alma işleminden vazgeçebilmek benim için önemlidir)	0,68
	<b>When I am in doubt that the service may not meet my expectations, it is important for me to reverse my decision to buy this service.</b> (Bir hizmetin beklentilerimi karşılaması ile ilgili şüphe duyduğumda satın alma işleminden vazgeçebilmek benim için önemlidir)	0,79
	<b>If and when change my mind not to purchase a service, I would not like to be under any pressure (e.g. the unapproving expressions or looks of service staff).</b> (Bir hizmeti satın alma işleminden vazgeçerken üzerinde herhangi bir baskı (örneğin çalışanların olumsuz düşünce ve bakışları) hissetmek istemem)	0,68
	<b>When purchasing a service, it is important for me to be able to opt out of purchasing that service at any stage of the purchasing process.</b> (Bir hizmeti satın alırken satın alma sürecinin her aşamasında satın alma işleminden vazgeçebilmek benim için önemlidir.)	0,72
	<b>During the process of purchasing if I feel that something is not right (e.g. regarding the quality of the service etc.) it is important for me to be able to change my mind and opt out of purchasing.</b> (Bir hizmeti satın alırken hizmetle ilgili negatif (kalite, beklenti) bir düşünce oluştuğunda istediğim an satın alma işleminden vazgeçebilmek benim için önemlidir)	0,76
	<b>When buying a service, I would not wish to feel that I have to make the purchase just because the service staff has/have been helpful to me.</b> (Biri hizmeti satın alırken hizmet personelinden yardım almamın beni o hizmeti satın almaya mecbur bırakmasını istemem)	0,59
	<b>When buying a service, I would not like to pay any fees, charges or penalties when I want to opt out of purchasing.</b> (Bir hizmeti satın alırken satın alma işleminden vazgeçtiğimde/caydığımında maddi bir zarara uğramak)	0,70

	istemem)	
	<b>When making my purchasing decision for a service it is important for me to be entitled to return the service without paying any fees, charges or penalties.</b> (Bir hizmeti satın aldıktan sonra ücretsiz iade imkânının olması satın alma kararım için önemlidir)	0,72
	<b>When making my purchasing if I wish to opt out of purchasing I would like the fees, charges or penalties to be minimum.</b> (Bir hizmeti satın alırken satın alma işleminden vazgeçtiğimde/caydığım da uğrayacağım zararın minimum olmasını isterim)	0,75
<b>Decisional Control</b>	<b>The services I buy by myself, without the influence of anyone else, would please me more.</b> (Başkasının etkisi olmadan kendim karar vererek satın aldığım hizmetler beni daha çok memnun eder)	0,60
	<b>It makes me uncomfortable when a service personnel attempts to help me without my request.</b> (Hizmet satın almak için bir hizmet işletmesine girdiğimde isteğim dışında personelin yardım etme teşebbüsünde bulunması beni rahatsız eder)	0,48
	<b>I would prefer to buy the service I choose rather than the one service staff recommends.</b> (Hizmet personelinin bana önerdiklerinden ziyade kendi seçtiğim hizmeti satın almayı tercih ederim)	0,55
	<b>The willingness of the service business staff to alter a product or service to suit my requests would make me pleased.</b> (Satın alacağım bir ürün/hizmetin (örneğin yiyecek) benim isteğime özel olarak değişebilmesi beni mutlu eder)	0,52
	<b>It makes me uncomfortable when a service personnel attempts to steer me against my will.</b> (Bir ürün/hizmeti satın alırken hizmet personelinin istemediğim halde beni yönlendirmeye çalışması beni rahatsız eder)	0,78
	<b>Unless I request, the presence of a service personnel around me when I make my purchasing decision would make me feel uncomfortable.</b> (Bir hizmeti satın alırken hizmet personelinin istemediğim halde yanımda durması beni rahatsız eder).	0,74
	<b>When buying a service, the pressure of service staff would make me feel uncomfortable.</b> (Bir hizmeti satın alırken hizmet personelinin yaptığı satış baskısı beni rahatsız eder)	0,72
	<b>I like the service I choose rather than the one offered by the service staff.</b> (Bir hizmeti satın alırken kendi seçtiğim hizmetleri hizmet personelinin önerdiği hizmetlerden daha çok beğenirim)	0,46
	<b>I prefer to buy self-service services as much as possible as other people will not attempt to influence my purchasing decision.</b> (Kararımı başkaları etkilemeyeceği için self servis hizmetleri mümkün oldukça satın almayı tercih ederim)	0,41
	<b>Cognitive Control</b>	<b>When I buy a service, having the exact price information, would make me feel more comfortable.</b> (Bir hizmeti satın alırken ödeyeceğim fiyatını biliyor olmam kendimi rahat hissetmemi sağlar)
<b>When I buy a service, having the exact price information, would influence my purchasing decision positively.</b> (Bir hizmeti satın alırken ödeyeceğim fiyatını biliyor olmam satın alma kararımı olumlu etkiler)		0,80
<b>It is important for me to have the exact pricing information before purchasing a service</b> (Bir hizmeti satın almadan önce net fiyat bilgisinin verilmiş olması benim için önemlidir)		0,78
<b>After making a purchasing decision for a service, the likelihood of future negative surprises would make me feel uncomfortable.</b> (Bir hizmeti satın aldıktan sonra hizmetle ilgili negatif sürprizlerle karşılaşma ihtimali beni tedirgin eder)		0,57
<b>It is disturbing for me to be unclear about the content / scope of the service when I buy a service.</b> (Bir hizmeti satın alırken hizmetin içeriği/kapsamı ile ilgili bilgilerin net olmaması beni rahatsız eder)		0,72
<b>During the purchase of a service the fact that information about the service is not clear reduces my trust for the service.</b> (Bir hizmeti satın alırken hizmetle ilgili bilgilerin net olmaması hizmete karşı olan güvenimi azaltır)		0,64
<b>The possibility of additional costs arising after the purchasing of a service would make me feel uncomfortable.</b> (Bir hizmeti satın aldıktan sonra ilave masrafların çıkma ihtimali beni rahatsız eder)		0,69
<b>I prefer purchasing pre-paid services (e.g. package holidays) as they prevent experiencing negative surprises.</b> (Ön ödemeli (paket tatil, kontör) hizmet satın alma işlemlerini daha sonra negatif sürprizlerle karşılaşmamı engelleyeceği için tercih ederim)		0,44
<b>Before purchasing a service, I prefer to be given just the required amount of information with an overload of information.</b> (Hizmeti satın almadan önce aşırı bilgi yüklemesi olmadan sadece gerekli bilgilerin verilmesi benim için önemlidir)		0,59
<b>It is important for me to have the price list before the purchasing of a service.</b> (Hizmeti satın almadan önce alacağım hizmet ile ilgili fiyat listesini görmem benim için önemlidir)		0,59
<b>Model Fit Indices: (ML):NFI:;93, CFI:;95, RMR:=-,66, NNFI:;95, RMSEA:;098</b>		

Table 3. Reliability Analysis for - Control Scale for Service Businesses and Service Businesses

	Control Scale for Service Businesses			Control Scale for Service Businesses		
	Behavioural Control	Decisional Control	Cognitive Control	Behavioural Control	Decisional Control	Cognitive Control
	9 items	9 items	10 items	5 items	6 items	8 items

<b>Cronbach's Alpha</b>	0,899	0,824	0,882	0,754	0,870	0,918
<b>Mc Donald's Omega</b>	0,925	0,872	0,916	0,809	0,903	0,944
<b>Cronbach's Alpha</b>	0,939			0,939		
<b>Mc Donald's Omega</b>	0,940			0,956		

Table 4 the demonstrates the score tables for both customers and service businesses. Based on the survey scores (points) customers (in terms of their willingness to have control) and service businesses (in terms of willingness or ability to offer control) can be classified into three categories, as low, medium and high. Scores (points) were calculated based on the responses of the participants.

**Table 4. Control Scales Score Tables**

Customer's Willingness to Have Control		Service Business' Ability or Willingness to Offer Control to its Customers	
<b>Cognitive Control</b>		<b>Cognitive Control</b>	
<b>Value</b>	<b>Willingness to Control</b>	<b>Value</b>	<b>Ability/Willingness to Offer Control</b>
1-20 points	Low	1-16 points	Low
21-30 points	Medium	17-24 points	Medium
31-50 points	High	25-40 points	High
<b>Decisional Control</b>		<b>Decisional Control</b>	
<b>Value</b>	<b>Willingness to Control</b>	<b>Value</b>	<b>Ability/Willingness to Offer Control</b>
1-18 points	Low	1-12 points	Low
19-27 points	Medium	13-18 points	Medium
28-45 points	High	19-30 points	High
<b>Behavioural Control</b>		<b>Behavioural Control</b>	
<b>Value</b>	<b>Willingness to Control</b>	<b>Value</b>	<b>Ability/Willingness to Offer Control</b>
1-18 points	Low	1-10 points	Low
19-27 points	Medium	11-15 points	Medium
28-45 points	High	16-25 points	High

#### IV. CONCLUSION

This study fills an important gap both in the theory and practice. Researchers and practitioners can use the scales developed in this study to measure the willingness of control customers prefer to have when purchasing services (e.g. hospitality, tourism, banking and insurance, health, retailing education, telecommunications, transportation, logistics, etc.) and to measure the ability or willingness of a service business to offer control to its customers. The scales can be used in researching a wide variety of topics including customer risk perception, customer satisfaction, brand loyalty, perceived risk, segmentation, positioning, customers' intention to buy, service design, customer added value, benchmarking, competitive advantage, customer participation, service failures, service recovery, etc.

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VI. APPENDIX

Control Scales

	Items - Control Scale for Services Businesses	Dimensions
1	The service business does not ask fees, charges or penalties to be paid when the customers changes his/her mind and opts out of purchasing. ( <i>Hizmet işletmesi, müşteri bir hizmeti satın alırken satın alma işleminden vazgeçtiğinde/caydığında müşteriye maddi yaptırımlar uygulanmaz</i> )	Behavioural Control
2	The service business offers its customers the opportunity to opt out of purchasing at any time during the purchase. ( <i>Hizmet işletmesi, müşteri bir hizmeti satın alırken satın alma sürecinin her aşamasında satın alma işleminden vazgeçebilme imkânı sunmaktadır</i> )	
3	The service business offers its customers the opportunity to opt out of purchasing without incurring any costs. ( <i>Hizmet işletmesi, müşteri bir hizmeti satın alırken maddi bir zarara uğramadan satın alma işleminden vazgeçme/cayma imkânı sunmaktadır</i> )	
4	The service business does not pressure the customer (e.g.in the form of unapproving expressions or looks of service staff) when a	

	<b>customer changes her/his mind and opt out of purchasing.</b> (Hizmet işletmesi, müşteri bir hizmeti satın alma işleminden vazgeçtiğinde müşteri üzerinde herhangi bir baskıda (örneğin çalışanların olumsuz düşünce ve bakışları) bulunmamaktadır)	
5	<b>As the service business has online buying option it offers its customers the opportunity cancels a purchase.</b> (Hizmet işletmesi, sanal ortamda işlem yapabilme imkânı sunduğu için müşteriye vazgeçme/cayma imkânı sunmaktadır)	
6	<b>The service business provides sufficient number of options for the customer.</b> (Hizmet işletmesi müşteriye hizmetle ilgili yeterli seçenekler sunmaktadır)	
7	<b>Service personnel do not put pressure on their customers to influence their decisions.</b> (Hizmet işletmesi çalışanları, müşterilere satın alma ve tüketim tercihlerini yönlendirme konusunda baskı yapmaz)	
8	<b>The service business allows its customers to make adjustments to the service to suit the service to their needs.</b> (Hizmet işletmesi müşteriye hizmet içeriği ile ilgili çeşitli değişiklikler yapabilmesine imkân sunar)	
9	<b>The service business offers various alternatives to its customers to assist them in making their decisions.</b> (Hizmet işletmesi müşteriye çeşitli alternatifler sunarak onların karar vermelerine yardımcı olmaktadır)	
10	<b>Service business does not exhaust its customers by providing unnecessary information.</b> (Hizmet işletmesi müşteriye, gereğinden fazla bilgi vererek müşteriye rahatsız etmez)	
11	<b>Service personnel do not annoy its customers by being around the customers all the time when customers make their purchase decisions.</b> (Hizmet işletmesi personeli, müşteri hizmeti satın alma kararı verirken sürekli onun etrafında durarak rahatsız etmez)	
12	<b>The service business does its best to make sure that its customers do not have negative surprises.</b> (Hizmet işletmesi müşterinin bir hizmeti satın aldıktan sonra negatif sürprizlerle karşılaşmaması için elinden geleni yapar)	
13	<b>The service business informs the customer regarding the scope and details of the service before the customer makes her/his purchase decision.</b> (Hizmet işletmesi hizmet alımından önce müşteriye hizmetin kapsamı ve detayları hakkında müşteriye bilgilendirir)	
14	<b>The service business predicts the potential uncertainties that may arise and informs the customer accordingly before the customer purchases the service.</b> (Hizmet işletmesi hizmetle ilgili doğabilecek belirsizlikleri öngörür ve bu konuda müşteriye hizmeti satın almadan önce bilgilendirme yapar)	
15	<b>The prices of the services offered by the service business are presented to the customer in a clear / understandable manner.</b> (Hizmet işletmesinde sunulan hizmetlerin fiyatları açık/anaşılır bir şekilde müşteriye sunulmaktadır)	
16	<b>The service business provides the customer with sufficient amount of information regarding the content of the service.</b> (Hizmet işletmesi hizmetin içeriği hakkında yeterli bilgiyi müşteriye sunar)	
17	<b>There is no ambiguity about the prices and the payment process regarding the services offered by the service business.</b> (Hizmet işletmesinde sunulan hizmetlerin fiyatları ve ödemeleri ile ilgili belirsizlik yoktur)	
18	<b>Customers who purchase services from the service business do not have any doubts regarding the price.</b> (Hizmet işletmesinden hizmet satın alan müşterilerin fiyat ile ilgili şüpheleri olmaz)	
19	<b>The customers do not have any anxiety regarding the price the of the service.</b> Hizmet işletmesinden müşteriler hizmet satın aldıktan sonra ödeyecekleri ücret ile ilgili endişeleri olmaz.	
		<b>Decisional Control</b>
		<b>Cognitive Control</b>

	<b>Items - Control Scale for Customer</b>	<b>Dimensions</b>
1	<b>When purchasing a service (e.g. a hospitality service in a hotel or a restaurant, a health service, a transportation, GSM or banking service, etc.), it is important for me to be able to opt out of purchasing.</b> (Bir hizmeti (tatil, restoran, bankacılık, sağlık, telekomünikasyon vb.) satın alırken istediğim an satın alma işleminden vazgeçebilmek benim için önemlidir)	
2	<b>When I am in doubt that the service may not meet my expectations, it is important for me to reverse my decision to buy this service.</b> (Bir hizmetin beklentilerimi karşılaması ile ilgili şüphe duyduğumda satın alma işleminden vazgeçebilmek benim için önemlidir)	
3	<b>If and when change my mind not to purchase a service, I would not like to be under any pressure (e.g. the unapproving expressions or looks of service staff).</b> (Bir hizmeti satın alma işleminden vazgeçerken üzerimde herhangi bir baskı (örneğin çalışanların olumsuz düşünce ve bakışları) hissetmek istemem)	
4	<b>When purchasing a service, it is important for me to be able to opt out of purchasing that service at any stage of the purchasing process.</b> (Bir hizmeti satın alırken satın alma sürecinin her aşamasında satın alma işleminden vazgeçebilmek benim için önemlidir.)	
5	<b>During the process of purchasing if I feel that something is not right (e.g. regarding the quality of the service etc.) it is important for me to be able to change my mind and opt out of purchasing.</b> (Bir hizmeti satın alırken hizmetle ilgili negatif (kalite, beklenti) bir düşünce oluştuğunda istediğim an satın alma işleminden vazgeçebilmek benim için önemlidir)	
6	<b>I prefer online purchases of services because it is easier to opt out of purchasing. *EXCLUDED*</b> (Sanal ortamda bir hizmeti satın alırken satın alma işleminden vazgeçebilmek daha kolay olduğu için (örneğin çalışanların olumsuz tepkileri olmayacağı için) bu tür satın almayı daha çok tercih ederim) *EXCLUDED*	
7	<b>When buying a service, I would not wish to feel that I have to make the purchase just because the service staff has/have been helpful to me.</b> (Biri hizmeti satın alırken hizmet personelinin yardım almanın beni o hizmeti satın almaya mecbur bırakmasını istemem)	
8	<b>When buying services online I feel that I have more control compared with traditional buying (e.g. from an actual store). *EXCLUDED*</b> (Sanal ortamda hizmet satın alırken fiziki ortamda satın almaya kıyasla kontrolün daha fazla kendimde olduğunu hissedirim) *EXCLUDED*	
9	<b>When buying a service, I would not like to pay any fees, charges or penalties when I want to opt out of purchasing.</b> (Bir hizmeti satın alırken satın alma işleminden vazgeçtiğimde/caydığım maddi bir zarara uğramak istemem)	
10	<b>When making my purchasing decision for a service it is important for me to be entitled to return the service without paying any fees, charges or penalties.</b> (Bir hizmeti satın aldıktan sonra ücretsiz iade imkânının olması satın alma kararım için önemlidir)	
11	<b>When making my purchasing if I wish to opt out of purchasing I would like the fees, charges or penalties to be minimum.</b> (Bir hizmeti satın alırken satın alma işleminden vazgeçtiğimde/caydığım maddi zararı minimum olmasını isterim)	
12	<b>The services I buy by myself, without the influence of anyone else, would please me more.</b> (Başkasının etkisi olmadan kendim karar vererek satın aldığım hizmetler beni daha çok memnun eder)	
13	<b>It makes me uncomfortable when a service personnel attempts to help me without my request.</b> (Hizmet satın almak için bir hizmet işletmesine girdiğimde isteğim dışında personelin yardım etme teşebbüsünde bulunması beni rahatsız eder)	
14	<b>I would prefer to buy the service I choose rather than the one service staff recommends.</b> (Hizmet personelinin bana önerdiklerinden ziyade kendi seçtiğim hizmeti satın almayı tercih ederim)	
15	<b>The assistance provided by the service staff by offering alternative options regarding the purchase makes me feel comfortable. *EXCLUDED*</b> (Hizmet işletmesinin alternatifler sunarak karar vermeme yardımcı olması kendimi rahat hissetmemi sağlar) *EXCLUDED*	
		<b>Behavioural Control</b>
		<b>Decisional Control</b>



16	<b>When buying a service, the limited number of alternatives offered by the service business makes me feel comfortable. *EXCLUDED*</b> (Hizmet işletmesinin sınırlı alternatif sunması satın alma işlemimde kendimi rahat hissetmemi sağlar) *EXCLUDED*	
17	<b>The willingness of the service business staff to alter a product or service to suit my requests would make me pleased.</b> (Satın alacağım bir ürün/hizmetin (örneğin yiyecek) benim isteğime özel olarak değişebilmesi beni mutlu eder)	
18	<b>It makes me uncomfortable when a service personnel attempts to steer me against my will.</b> (Bir ürün/hizmeti satın alırken hizmet personelinin istemediğim halde beni yönlendirmeye çalışması beni rahatsız eder)	
19	<b>Unless I request, the presence of a service personnel around me when I make my purchasing decision would make me feel uncomfortable.</b> (Bir hizmeti satın alırken hizmet personelinin istemediğim halde yanımda durması beni rahatsız eder).	
20	<b>When buying a service, the pressure of service staff would make me feel uncomfortable.</b> (Bir hizmeti satın alırken hizmet personelinin yaptığı satış baskısı beni rahatsız eder)	
21	<b>The provision of too much detail by a service personnel during a purchase would make me feel uncomfortable. *EXCLUDED*</b> (Bir hizmeti satın alırken hizmet personelinin çok fazla açıklayıcı bilgi vermesi beni rahatsız eder) *EXCLUDED*	
22	<b>I like the service I choose rather than the one offered by the service staff.</b> (Bir hizmeti satın alırken kendi seçtiğim hizmetleri hizmet personelinin önerdiği hizmetlerden daha çok beğenirim)	
23	<b>I prefer to buy self-service services as much as possible as other people will not attempt to influence my purchasing decision.</b> (Kararımı başkaları etkilemeyeceği için self servis hizmetleri mümkün oldukça satın almayı tercih ederim)	
24	<b>The services I buy with my own decision would meet my expectations more than the services I buy with the recommendation of others. *EXCLUDED*</b> (Kendim karar vererek satın aldığım hizmetler başkalarının önerisiyle aldığım hizmetlere göre beklentilerimi daha çok karşılar) *EXCLUDED*	
25	<b>I prefer to purchase a service via using self-service technology (such as internet, vending machines, etc.) so prevent others' attempts to influence my decision. *EXCLUDED*</b> (Bir hizmeti satın alırken kararımı etkilememesi için hizmeti servis personeli yerine teknoloji vasıtasıyla (örneğin internet, otomat vb. gibi) almayı tercih ederim) *EXCLUDED*	
26	<b>When I buy a service, having the exact price information, would make me feel more comfortable.</b> (Bir hizmeti satın alırken ödeyeceğim fiyatını biliyor olmam kendimi rahat hissetmemi sağlar)	
27	<b>When I buy a service, having the exact price information, would influence my purchasing decision positively.</b> (Bir hizmeti satın alırken ödeyeceğim fiyatını biliyor olmam satın alma kararımı olumlu etkiler)	
28	<b>It is important for me to have the exact pricing information before purchasing a service</b> (Bir hizmeti satın almadan önce net fiyat bilgisinin verilmiş olması benim için önemlidir)	
29	<b>After making a purchasing decision for a service, the likelihood of future negative surprises would make me feel uncomfortable.</b> (Bir hizmeti satın aldıktan sonra hizmetle ilgili negatif sürprizlerle karşılaşma ihtimali beni tedirgin eder)	
30	<b>It is disturbing for me to be unclear about the content / scope of the service when I buy a service.</b> (Bir hizmeti satın alırken hizmetin içeriği/kapsamı ile ilgili bilgilerin net olmaması beni rahatsız eder)	
31	<b>During the purchase of a service the fact that information about the service is not clear reduces my trust for the service.</b> (Bir hizmeti satın alırken hizmetle ilgili bilgilerin net olmaması hizmete karşı olan güvenimi azaltır)	
32	<b>The possibility of additional costs arising after the purchasing of a service would make me feel uncomfortable.</b> (Bir hizmeti satın aldıktan sonra ilave masrafların çıkma ihtimali beni rahatsız eder)	
33	<b>I prefer purchasing pre-paid services (e.g. package holidays) as they prevent experiencing negative surprises.</b> (Ön ödemeli (paket tatil, kontör) hizmet satın alma işlemlerini daha sonra negatif sürprizlerle karşılaşmamı engelleyeceği için tercih ederim)	
34	<b>Before purchasing a service, I prefer to be given just the required amount of information with an overload of information.</b> (Hizmeti satın almadan önce aşırı bilgi yüklemesi olmadan sadece gerekli bilgilerin verilmesi benim için önemlidir)	
35	<b>It is important for me to have the price list before the purchasing of a service.</b> (Hizmeti satın almadan önce alacağım hizmet ile ilgili fiyat listesini görmem benim için önemlidir)	
		Cognitive Control