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This work is a part of a PHD-thesis focusing on how feedback from service employees can facilitate consumers' experiences in activity-based services.

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MARKETING | RESEARCH ARTICLE

Say it's fantastic or say nothing at all: Effects of feedback on consumers' satisfaction with the outcome of co-production

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Abstract: Participation in co-production is essential for consumers to ensure successful service outcomes. To ensure a satisfying service outcome, service providers offer consumers feedback on their task performance. This study contributes to a better understanding on how positive face-to-face feedback can drive consumers' satisfaction. More knowledge of how feedback from service employees drives consumers' satisfaction will help the service industry design, customize, and deliver meaningful experience-based products. By drawing on the self-presentation theory, in two experiments, we tested how face-to-face feedback influences consumers' satisfaction with the outcome of task performance. Our analysis showed that satisfaction with self-produced outcome was lower when participants were aware of others during co-production. Furthermore, participants' were more satisfied when they received positive face-to-face feedback about the outcome of their own task performance than positive face-to-face feedback on the process underlying task performance.

Subjects: Events; Hospitality; Tourism; Consumer Psychology; Communication Theory; Production, Operations & Information Management; Marketing

Keywords: co-production; feedback; satisfaction; self-presentation; experiments

1. Introduction

Within tourism, consumers' participation in task performance is essential for their service experience (Campos, Mendes, Valle, O, & Scott, 2015; Mathis, Kim, Uysal, Sirgy, & Prebensen, 2016). For example, in the aviation industry, customers normally order tickets, check in, or carry their luggage

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PUBLIC INTEREST STATEMENT

Consumers participate in activity-based services because they seek satisfying experiences. To facilitate these consumers experiences, service employees should give positive comments on the outcome of consumers' own task performance.

themselves as a part of their service experience. In the adventure tourism industry, consumers participate in tasks such as climbing, rafting, cooking, and the like. Due to the increase in services offering consumers to perform tasks themselves, there will be a growing need for guides and tourism employees who can provide relevant guidance and feedback to travellers on e.g. safety issues, their activity performance, or co-production of tasks during the trip. There is however still little knowledge about how feedback from service employees to customers actually works (Furenes, Øgaard, & Gjerald, 2017; Kim, Choi, & Verma, 2017; Wang, Luo, & Tai, 2017).

A commonly accepted approach to improve consumers' service experience is providing them with feedback on their task performance (Crommelinck & Anseel, 2013; Kim et al., 2017). Giving feedback to consumers is recognized as a psychological intervention used by service providers to influence consumers' task performance (Crommelinck & Anseel, 2013; Kluger & DeNisi, 1996). For example, an expert can give comments about consumers' self-made food (Furenes et al., 2017) or a guide can give comments on tourist performance (Mossberg, 2007). Therefore, it is essential that service employees give feedback in a way that improves tourists' service experiences.

To date, there has been a large number of studies suggesting that service employees (guides, experts, etc.) are important for improving tourists service experience (Mossberg, 2007; Ritchie, Tung, & Ritchie, 2011; Santos-Vijande, López-Sánchez, & Pascual-Fernández, 2015). On the other hand, current research has mostly focused on investigating customer feedback (Kim, Fesenmaier, & Johnson, 2013; Wang et al., 2017) without paying attention to how feedback from service employees influences consumers service experiences. There is therefore an urgent need to study feedback from the point of view of tourism employees. This is important for the industry that strives to deliver memorable tourism experiences. How should tourism employees respond to their customers? What kind of feedback works in tourism? Therefore, a better understanding of how feedback from service employees drives tourists and guests' satisfaction with the outcome of co-production will help the service industry to design, customize, and deliver meaningful experience-based products.

Consumers' satisfaction is the extent to which consumers' experience meets or exceeds their expectations (del Bosque, San Martín, & Collado, 2006). Importantly, satisfaction refers to the overall evaluation of the level of fulfilment, ranging from unpleasant to pleasant (Oliver, 1997). In this study, we conceptualized consumers' satisfaction with co-production as the extent to which consumers' overall evaluation of the outcome of their own task performance is perceived as being pleasant or unpleasant.

To examine the effects of feedback given by service employees on consumers' satisfaction with co-production, we conducted two experiments. In the first experiment, we manipulate participants' awareness about the other person on satisfaction at two levels of feedback. In the second experiment, we examine the effects of various types of positive face-to-face feedback on satisfaction with co-production. In addition to analysing the effect of positive face-to-face feedback on satisfaction with outcome, we also test the moderating effect of process enjoyment. This paper draws on the self-presentation theory to account for the hypothesized effects.

This study sought to contribute to the existing knowledge of how service employees can improve consumers' service experiences through positive feedback delivered face-to-face. The paper also sought to address the call for more experimental research on consumer behaviour in tourism literature (Cohen, Prayag, & Moital, 2013; Ritchie et al., 2011).

2. Theoretical background and hypothesis development

2.1. Psychological responses to feedback
Feedback refers to an action taken by an external agent or agents to provide information about one or more aspects of one's task performance (Kluger & DeNisi, 1996). Recent research has suggested that feedback directs people's attention to themselves (Baumeister, 1982; Kluger &

DeNisi, 1996). In co-production, feedback may therefore move consumers' attention away from the task and towards themselves.

Researchers have also claimed that feedback can influence people's self-image (Baumeister & Leary, 1995; Kluger & DeNisi, 1996; Leary & Kowalski, 1990). Considering the effect of feedback on consumers' self-image, feedback is likely to influence the ways in which consumers want the outcome of their task performance to present them to others. Moreover, Firat, Dholakia, and Venkatesh (1995) explained that consumers usually present themselves through symbols and physical objects. Researchers have proposed that the self-presentation theory is useful when we try to understand consumers' behaviour (Peters, Bodkin, & Fitzgerald, 2012; Schau & Gilly, 2003). Therefore, in this study, we use the self-presentation theory to explore and test the effect of feedback on consumers' satisfaction with the outcome of co-production (e.g. Baumeister, 1982; Baumeister & Tice, 1986; Leary & Kowalski, 1990).

Self-presentation refers to the way in which people control the impression they are making on others (Baumeister, 1982; Baumeister & Tice, 1986). People engage in self-presentation behaviour for two reasons: (1) because they want others to think favourably about them and (2) because they want their public self to resemble their ideal self (Baumeister, 1982).

In the following sections, we refer to the self-presentation theory to generate hypotheses for the two experimental studies proposed herein. The overall aim of both experiments was to explore the influence of feedback on consumers' satisfaction with the outcome.

2.2. The direct effects of consumers' self-awareness

To use self-presentation tactics, consumers must be aware of another person (Baumeister, 1982), such as an expert, a service employee, or a fitness trainer. The presence of such a person may motivate consumers to present themselves in a favourable way. Self-awareness is a state in which people attend to their own consciousness about their self-image (Duval & Wicklund, 1972). Prior studies have suggested that the presence of others increases people's self-awareness regarding their self-image (Banaji & Prentice, 1994; Baumeister, 1982; Leary & Kowalski, 1990). According to Baumeister (1982), people hold both private and public awareness. In that sense, the awareness of the other person may have an effect on how satisfied consumers are with the outcome of their task performance.

Pham, Goukens, Lehmann, and Stuart (2010) suggested that consumers' satisfaction is shaped through their self-awareness. When consumers perform tasks without any influence from others, their self-awareness and self-image are kept private. On the other hand, when consumers perform tasks knowing that another person could influence their self-image, their awareness will be public. In other words, when the task is relevant for another person, consumers become concerned about how the outcome represent their self-image. Drawing on the notion that consumers want to present an ideal self-image, when making something only for themselves, their self-awareness and their self-image is not threatened, because their self-awareness is kept private. On the other hand, when the outcome of consumers' co-production is relevant for another person, their self-awareness becomes public. As a result, consumers may want to protect their self-image by distancing themselves from the outcome of co-production. Therefore, awareness of others could have a negative effect on their satisfaction with the outcome of co-production. For this reason, we hypothesize:

H_1: Participants who are not aware (private) of others are more satisfied compared to participants who are aware (public) of others.

2.3. The direct effects of face-to-face feedback and satisfaction with co-production

Following the self-presentation theory, people seek to impress others by showing a positive self-image (Baumeister, 1982; Baumeister & Leary, 1995; Leary & Kowalski, 1990). Likewise, people seek positive feedback in order to impress others (Banaji & Prentice, 1994). In a recent study, Furenes et al. (2017) suggest that consumers' in co-production perceive natural feedback as

negative. If people want to present a positive image of themselves, they will be more satisfied with the outcome if they receive positive rather than neutral feedback. Therefore, we hypothesize:

H_{2a}: Participants who receive positive feedback are more satisfied with the outcome compared to participants who receive neutral feedback.

Since people attempt to present a positive self-image when the outcomes are relevant to others, we suggest that:

H_{2b}: Participants who receive positive feedback are more satisfied with the outcome compared to participants who receive no feedback.

2.4. The moderating effect of positive feedback

According to Jonas, Schulz-Hardt, and Frey (2005), experts' opinions are relevant when the outcome of one's task performance is applicable for others. If it is important for individuals to impress others, then positive feedback given under public awareness has a stronger effect on participants' satisfaction with the outcome compared to neutral face-to-face feedback or no feedback. We therefore suggest that:

H_{2c}: Positive feedback will moderate the effect between self-awareness and satisfaction with the outcome.

To test the effects of self-awareness and positive feedback on satisfaction with the outcome, we conducted two experiments. In line with Shadish, Cook, and Campbell (2002), causal relationships are best tested in randomized, controlled, and manipulated conditions. In the following sections, we report the results from both experiments.

3. Experiment 1

In experiment 1, we compared the effects of participants' self-awareness and of positive, neutral, and no face-to-face feedback on participants' satisfaction with the outcome of co-production.

3.1. Participants, design, and measurement

3.1.1. Participants

Overall, 78 undergraduate students, 36 (46%) male and 42 (54%) female, participated in this experiment. Among the participants, 50 (54%) were Norwegian and 28 (36%) were international students. Participants' ages were categorized into groups as follows: 18–19 years = 58%, 20–29 years = 36%, 30–34 years = 4.5%, and over 35 years = 1.5%.

3.1.2. Design

We used a 2 (private/public self-awareness) by 3 (positive/neutral/no face-to-face feedback) between-subjects factorial design. We randomly assigned all participants to one of the six conditions. The experiment took place in a laboratory set-up at a mid-sized Norwegian university.

The operationalizing of co-production is based on the principles that research have suggested that consumers' to participate in co-production since the task is characterized as being novel (Dabholkar & Bagozzi, 2002), creative (Dahl & Moreau, 2007), problem-solving (Burroughs & Mick, 2004; Franke, Keinz, & Schreier, 2008), and voluntary (Olsson, 2012). Therefore, we used a simple task that met the criteria for being creative, problem-solving, novel, and voluntary. Co-production was operationalized by giving participants the task to create your own flavour of juice. Participants' could select among five different flavours of juice to mix their own flavour. Self-awareness was operationalized as participants' awareness of others by asking the participants in the experimental group to mix juice for a classmate. Participants in the control group were asked to mix juice for themselves.

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In this study, we operationalized positive feedback by giving participants in the positive feedback group the following message "fantastic." Participants in the more neutral feedback group were given the message "okay." All participants were randomly assigned to different experts on juice. After mixing the juice, the expert tasted the juice and commented on the outcome. The participants in the no-feedback group finished the task without receiving feedback.

All participants answered a brief questionnaire with a manipulation check of self-awareness before they received feedback. After completing the questionnaire, all participants in the feedback conditions were directed to a separate room where they received face-to-face feedback from an expert. In total, four persons (two males and two females identically dressed) rotated as experts during the experiment. The participants were randomly assigned to different experts so that the characteristics of each expert would not affect participants' responses to the feedback.

After receiving feedback, the participants answered questions regarding the manipulation check of the feedback and their satisfaction with the juice. The participants in the control group were not given feedback. All participants in the control group completed the questionnaire after finishing the task. The experiment lasted for approximately 10 min.

3.1.3. Measures
We used a self-reported questionnaire that included questions from validated studies. All questions were translated into Norwegian and back to English to ensure content validity. All items were measured on a 7-point scale ranging from 1 ("*strongly disagree*") to 7 ("*strongly agree*"). Satisfaction with the outcome was measured using four items (e.g. "*All in all, I am satisfied with the juice I made*") adopted from Homburg, Koschate, and Hoyer (2006), α = .89. The questionnaire included manipulation checks and demographic variables. In line with Bendapudi and Leone (2003), we measured realism, "*The situation was realistic*" (n = 78, M = 5.19, SD = 0.14), and involvement, "*I had no problems involving myself in the situation*" (n = 78, M = 5.79, SD = 0.13).

3.1.4. Manipulation Checks
To check whether the manipulation of positive vs. neutral feedback was successful, we asked the participants to rate their emotional reactions to the feedback by responding to the item, "*I perceived the feedback as...*" on a 7-point scale ranging from 1 ("*very bad*") to 7 ("*very good*"), adopted from Bruner (1998). t-Tests showed significant differences (t (52) = −7.14, p < 0.001) between the positive (n = 27, M = 6.33, SD = 0.78) and neutral face-to-face feedback groups (n = 27, M = 4.26, SD = 1.29) in terms of emotional reaction. The calculated effect size was d = 1.94, r = .0.70 (Cohen, 1988). To assess whether manipulation of self-awareness worked as intended, we asked the participants who they were mixing the juice for, with the two response options of "*myself*" and "*another person*," as inspired by Moreau, Bonney, and Herd (2011). All participants in the private-awareness group (n = 41) reported mixing the juice for themselves, while all participants in the public-awareness group (n = 37) reported mixing the juice for others. Based on the results, we can accept that the manipulations worked as intended.

3.2. Results and discussion
Testing H_1, H_{2a}, H_{2b}, and H_{2c}. In line with H_1, the analysis showed that the participants in the private-awareness group (n = 41, M = 5.80, SD = 0.82) were more satisfied with the outcome (t (76) = 2.61, p < 0.05) compared to the participants in the public-awareness group (n = 37, M = 5.22, SD = 1.14), as hypothesized in H_1. The calculated Cohen effect size (Cohen, 1992) was d = 0.58, r = 0.28. We conducted a one-way analysis of variance (ANOVA) to test H_{2a} and H_{2b}. A significant difference emerged in satisfaction with the outcome among the participants who received positive, neutral, and no face-to-face feedback, F(2,75) = 3.28, p < 0.05. Post-hoc comparisons using the Tukey HSD test indicated that the participants who received positive face-to-face feedback (n = 27, M = 5.92, SD = 0.81) were more satisfied with the outcome compared to the participants who received neutral face-to-face feedback (n = 27, M = 5.29, SD = 1.21). The calculated Cohen effect size was d = 0.61, r = 0.29. This result supports H_{2a}.

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However, the participants who received positive face-to-face feedback (n = 27, M = 5.92, SD = 0.81) were not more satisfied with the outcome compared to the participants who did not receive feedback (n = 24, M = 5.34, SD = 0.89). This result does not support H_{2b}. Moreover, participants who received neutral face-to-face feedback (N = 27, M = 5.29, SD = 1.21) did not differ in how satisfied they were with the outcome compared to the participants who did not receive feedback (N = 24, M = 5.34, SD = 0.89). To test the interaction between awareness and face-to-face feedback, as hypothesized in H_{2c}, we conducted a two-way ANOVA. The analysis showed no significant interaction effect of self-awareness and face-to-face feedback on satisfaction with the outcome, $F(2, 71)$ = 0.221, p = 0.80. The follow-up analysis indicated that the participants who were aware of others (public awareness) and who received neutral feedback (n = 12, M = 4.85, SD = 1.19) were less satisfied with the outcome ($t(24)$ = −3.69, p < 0.005) compared to participants that were not aware of others (private awareness) and who received positive feedback (n = 14, M = 6.13, SD = 0.46). Based on these results, we cannot confirm H_{2c}.

3.3. Discussion
In this study, we found that the participants in the private-awareness condition were more satisfied with the outcome compared to the participants in the public-awareness condition. This finding was in line with our assumptions. Public awareness thus seems to have a negative influence on participants' satisfaction with the outcome.

Additionally, and also consistent with our assumptions, we found that the participants who received positive feedback were more satisfied with the outcome compared to the participants who received neutral feedback. In line with the self-presentation theory, people seek positive feedback in co-production to present a positive image of themselves to others.

Importantly, we found no differences in satisfaction with the outcome between the positive feedback group and the control group. Surprisingly, positive feedback did not influence the participants' satisfaction with the outcome. Moreover, our results show that consumers tend to be satisfied with the outcome when they do not receive feedback from others. This finding supports previous suggestions that consumers generally like the outcome of task performance when they have made something by themselves (Troye & Supphellen, 2012).

We found that positive feedback had a stronger influence on participants' satisfaction with the outcome than more neutral feedback. In line with Furenes et al. (2017), we therefore assume that consumers perceive neutral feedback as negative. This finding confirms our assumption that negative feedback may adversely affect consumers' self-image. In order to present an ideal self-image, consumers seek positive feedback on the outcome of their own task performance.

Nevertheless, the literature on feedback emphasizes that it can be difficult to separate positive feedback from information about task performance (Ilgen, Fisher, & Taylor, 1979). Therefore, whether positive feedback given face-to-face always has a positive effect on consumers' satisfaction with the outcome is unclear.

When consumers participate in co-production, they become personally involved in the execution process as well as the outcome of co-production (Troye & Supphellen, 2012). This means that consumers involve themselves in the task to create or produce the outcome for their own consumption. Therefore, positive feedback may influence various aspects of how consumers present themselves through the process, self, or the outcome when they participate in the co-production process.

According to Hattie and Timperley (2007), positive feedback can provide different levels of information about task performance. First, positive feedback can be about the task or product. Second, positive feedback can be aimed at the process used to create or make a product or

complete a task. Third, positive feedback can be personal, in the sense of being directed to the "self," which is suggested to be unrelated to the performance of the task. Therefore, positive feedback could influence consumers' satisfaction with the outcome based on whether feedback refers to the task, the process, or the self.

In tasks requiring consumers to produce or create something for their own consumption, feedback on consumers' self-made product may have an effect on their self-presentation. Prior studies have pointed out that feedback on a product is often perceived as objective (Butler, 1999). Positive feedback on a tangible product of one's own making may therefore be perceived as an objective positive image of oneself. Given that people usually seek to present a positive image of themselves, positive feedback about the outcome may thus have a positive effect on satisfaction with the outcome (Hattie & Timperley, 2007; Kluger & DeNisi, 1996).

In co-production, consumers put their own effort into the production or creation process (Buechel & Janiszewski, 2014; Franke & Schreier, 2010; Moreau et al., 2011). Research has indicated that feedback on the process underlying people's task performance can shift consumers' attention from the task to the individual's self-concept (Hattie & Timperley, 2007; Kluger & DeNisi, 1996). Feedback directly related to oneself, such as positive feedback about consumers' effort invested in the process of doing the task, is likely to be perceived as subjective feedback (Ilgen et al., 1979). Subjective feedback is often related to one's self-concept and refers to one's private self-view (Hattie & Timperley, 2007; Kluger & DeNisi, 1996). Following the self-presentation theory (Baumeister, 1982), people usually have a private self-view and a public self-view. Subjective feedback may thus differ from one's own private self-image and the desired public self-image. If people seek to present a positive image, but the positive feedback differs from the private image, positive feedback may have a negative effect on their satisfaction with the outcome.

During co-production, consumers become involved in performing the task (Troye & Supphellen, 2012). Drawing on the notion that positive feedback regarding oneself relates to one's private self-image, positive feedback about oneself may have little to do with the self-made product. Given that people seek positive feedback on the outcome product to present themselves, positive feedback related to oneself may have a negative effect on satisfaction with the outcome. Taken together, we hypothesize:

H_{3a}: Participants who receive positive feedback on the outcome of task performance are more satisfied with the outcome compared to those who receive positive feedback about the process.

H_{3b}: Participants who receive positive feedback on the outcome of task performance are more satisfied with the outcome compared to those who receive positive feedback about themselves.

The direct and indirect effects of process enjoyment on satisfaction with the outcome of task performance

Several studies have proposed that consumers participate in co-production because they enjoy the process underlying their task performance (Dabholkar & Bagozzi, 2002; Franke & Schreier, 2010). Process enjoyment refers to psychological benefits (e.g. fun, enjoyment) derived from consumer task performance (Yim, Chan, & Lam, 2012). Most importantly, process enjoyment has a positive influence on people's satisfaction with the outcome of task performance (e.g. Prayag, Hosany, & Odeh, 2013; Yim et al., 2012). Therefore, we hypothesize:

H$_{4a:}$ Process enjoyment and satisfaction with the outcome are positively related.

Positive feedback and a high level of process enjoyment may influence satisfaction with the outcome of task performance. We therefore propose that consumers will be more satisfied with the outcome when they receive positive feedback and perceive a high level of process enjoyment.

H$_{4b:}$ Process enjoyment moderates the relationship between positive feedback and satisfaction with the outcome.

4. Experiment 2

In Experiment 2, we manipulated positive face-to-face feedback on outcome, process, and oneself and subsequently measured satisfaction with the outcome of task performance. We also tested whether perceived process enjoyment moderates the relationship between these variables and the outcome.

4.1. Participants, design, and measurement

Participants. Overall, 73 undergraduate students participated in this experiment. Twenty-five of the participants (34%) were male, and 48 (66%) were female. Most participants (61%) were in the 21–30 age group. The remaining participants (39%) were in the 17–20 age group. Out of the 73 participants, 2 were excluded from the analysis due to low scores on the manipulation check. All participants were randomly assigned to one of the three groups.

Design. Three feedbacks (positive feedback about outcome/positive feedback about self/positive feedback about process) between-subjects factorial design was applied. We replicated the same task as in Experiment 1. In this study, we randomly assigned all participants to one of the three feedback conditions. We manipulated positive feedback about outcome of task performance by experts telling participants "*this juice is fantastic*." The participants who received positive feedback on the process underlying task performance received the message "*your effort is fantastic*." The participants who received feedback about themselves in task performance received the message "*you are fantastic*." All participants mixed their juice and received feedback individually. The participants were randomly assigned to receive feedback from one of the seven feedback givers (four females and three males). The feedback giver provided face-to-face feedback to the participants in the three groups interchangeably. After receiving individual feedback, the participants answered questions regarding age and gender, manipulation check, satisfaction with the outcome, and process enjoyment. The experiment lasted approximately 8–10 min.

Measures. We measured satisfaction with the outcome using four items (α = .89) adopted from Homburg et al. (2006). Process enjoyment was measured using four items (α = .93) adopted from Yim et al. (2012) and adjusted to this particular context (e.g."*Making juice was very enjoyable*"). We measured realism, "*The situation was realistic*" (n = 71, M = 5.13, SD = 1.30), and involvement, "*I had no problems involving myself in the situation*" (n = 71, M = 5.65, SD = 1.29), as inspired by Bendapudi and Leone (2003).

Manipulation check. To control for the manipulation of positive feedback, we asked the participants to select the statement that best explained whether the feedback was on "*how good I am*," "*my effort in the task*," or the "*taste of the juice,*" as proposed by Bryant (2015). In the respective conditions, 20 out of 20 participants (100%) reported "*taste of the juice*," 27 out of 28 (96%) reported "*effort in the task*," while 24 out of 25 (96%) reported "*how good I am*." Since 96% of the participants perceived the positive face-to-face feedback as intended, we believe the manipulation was successful.

4.2. Results and discussion

Test of hypotheses H$_{3a}$ and H$_{3b}$. A one-way between-groups ANOVA was conducted to explore the effect of positive feedback on satisfaction between the three groups (F (2, 68) = 3.60, *p* < 0.05). A

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post-hoc comparison using the Tukey HSD test indicated that the participants who received feed-back about the outcome of the task performance ($n = 20$, $M = 6.43$, SD = 0.51) were more satisfied with the outcome compared to the participants who received feedback about the process ($n = 27$, $M = 5.85$, SD = 0.73). The calculated Cohen's effect size was $d = 0.92$, $r = 0.43$. This result supported hypothesis H_{3a}. Furthermore, the result showed that the participants who received feedback about the outcome of task performance ($n = 20$, $M = 6.43$, SD = 0.51) were not more satisfied with the outcome compared to the participants who received feedback about themselves ($n = 24$, $M = 5.98$, SD = 0.91). The calculated Cohen's effect size was $d = 0.65$, $r = 0.31$. This result did not support hypothesis H_{3b}. We tested H_{4a} using correlation. The analysis showed that participants who scored high on satisfaction with the outcome also scored high on process enjoyment ($r = 0.37$, $p < 0.001$), supporting H_{4a}.

We used PROCESS by Hayes (2013) to test the moderation, as proposed in H_{4b}. PROCESS gives us the opportunity to probe an interaction in a regression model through the estimation of conditional effects. We used the Johnson–Neyman technique to investigate the region of significance (Hayes & Preacher, 2014). After we centred the mean, following Hayes's (2013) recommendations, the inter-action (model 1) was statistically significant (F (3, 67) = 9.36 $p < .001$, $R^2 = 0.3$). This result confirms hypothesis H_{4b}. We found that the perceived level of enjoyment influences the relationship between positive feedback and satisfaction with the outcome (see Table 1 and Figure 1).

5. General discussion
In this paper, we applied the self-presentation theory to test the influence of face-to-face feedback on consumers' satisfaction with the outcome of co-production. We designed two experiments to test the proposed relationship. Based on the results of both experiments, we suggest that face-to-face feedback influences customers' satisfaction with the outcome in several ways.
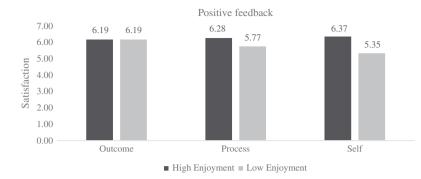
In experiment 1, we discovered that the participants who were not aware of others were more satisfied with the outcome compared to those participants who were aware of others. We also found that the participants were more satisfied with the outcome when they received positive face-to-face feedback rather than a more neutral feedback. The most interesting finding, however, is that positive face-to-face feedback did not change participants' satisfaction with the outcome compared to participants' who did not receive any feedback at all. In addition, we did not find any interaction effect.

In experiment 2, we found that the participants were more satisfied with the outcome when they received positive face-to-face feedback on the outcome of task performance (the juice) rather than positive face-to-face feedback on the process (making the juice). Following the self-

Table 1. Results of a regression analysis examining the moderation effect of enjoyment on satisfaction

	Coeff.	SE	t	p
Intercept i_1	6.02	0.08	75.96	0.000
Feedback (X) b_1	−0.21	0.10	−2.09	0.040
Enjoyment (M) b_2	0.27	0.09	3.08	0.000
		Feedback × Enjoyment (XM) b_3	0.35	0.12
2.87	0.005			
		$R^2 = 0.30$ F(3, 67) = 9.36, $p < .001$		

$N = 71$.

Figure 1. Illustration of the conditional moderating effect of enjoyment on satisfaction.

presentation theory (Baumeister, 1982), we assumed that consumers use the outcome of co-production (e.g. the juice) to impress others.

Surprisingly, we could not find any significant differences in satisfaction with the outcome between participants who received positive feedback on the outcome and those who received positive feedback about themselves. However, we must be careful with drawing any conclusion to avoid type II error.

In line with our hypotheses, we found no differences in satisfaction with the outcome between participants who received positive feedback on the process and on themselves. Positive feedback on the process as well as feedback on oneself appears to provide subjective information about participants' self-concept. Based on the assumption that people want to present themselves in a positive way, participants' subjective understanding of themselves seems to influence feedback on the task or self, thereby removing the attention from the object.

Our research also implies that the participants' level of process enjoyment influences their satisfaction with the outcome. The participants who received positive feedback about themselves and had a high level of enjoyment were more satisfied with the outcome of co-production, compared to participants' who were enjoyed the task less. We also found that participants who received positive feedback about the outcome were not influenced by their process enjoyment. On the other hand, we found that participants with a low level of process enjoyment who received positive feedback about the process or themselves were more likely to be satisfied with co-production. Therefore, feedback about the process or self seems to depend on people's enjoyment in performing the task.

We believe that the theory of self-presentation (Baumeister, 1982) helps us to understand how face-to-face feedback can influence consumers' satisfaction with the outcome of co-production. Based on the assumption that positive face-to-face feedback from service employees can motivate consumers to control the impression they are making on others through the outcome of task performance, we suggest that positive face-to-face feedback on the outcome, rather than positive face-to-face feedback on the process, has a positive influence on consumers' satisfaction with co-production.

6. Managerial implications

From a managerial perspective, the results of both experiments offer important implications regarding how face-to-face feedback from service employees can be applied to ensure successful service outcomes. Even though our participants performed a simple task (mixing juice), we believe that deliberate face-to-face feedback can also be applied to tasks that are more complex. Interestingly, consumers seem to be satisfied with co-production without receiving any feedback at all, which is an important finding. Even though we now know that positive feedback is more valuable compared to neutral feedback, our findings also indicate that positive feedback may have different effects, depending on whether it is given on the task, the process, or oneself. To enhance the outcome of co-production experiences, service employees should provide positive feedback on consumers' self-

made products instead of the process or consumers themselves. The findings from this study might be universal in that students in other countries could have similar service experiences.

7. Study limitations and future research

Experiments have significant limitations in terms of generalizability. They are like a snapshot; one location, one time, using a small sample, testing very specific treatments. The experiments in this study represent an initial investigation of a hypothesis for which we have found support. However, further research is needed to test the validity of this study and the extent to which the findings can be generalized beyond the experimental research setting.

I this study, we delivered face-to-face feedback immediately after the participants performed the task. Positive feedback delivered later might have resulted in different findings. According to the previous literature on feedback, the timing of feedback could influence people's reaction to the message (Hattie & Timperley, 2007; Ilgen et al., 1979; Kluger & DeNisi, 1996). Therefore, more information is needed on how the timing of positive face-to-face feedback influences customer satisfaction with co-production.

In this study, we did not measure the tactics that individuals use to control the impression they make on others. Jones and Pittman (1982) argued that people use self-promotion (Jones & Pittman, 1982) or self-protection (Tedeschi & Norman, 1985) tactics to present a positive self-image. In this study, we did not include measures of self-promoting and self-protective tactics. Therefore, further studies should explore how such tactics influence consumers' satisfaction with the outcome when they receive face-to-face feedback on task performance. Another important extension of this research would be to investigate the effect of feedback from multiple feedback providers on consumers' satisfaction with outcome of task performance. In this study, the participants received feedback from just one person. Feedback on individual task performance from several experts could offer additional insights.

We also believe it is important for future studies to test the effect of positive face-to-face feedback on satisfaction with the outcome in a task where the outcome is not an objective product. For example, positive face-to-face feedback given on task effort could provide more information on how to deliver positive feedback on tasks like rafting, climbing, and the like.

The findings from this study might differ among an older population and for business decision-making. Due to the student's age range and experience categories, further studies should test how feedback influences older consumers and business decision-making satisfaction with the outcome in co-production.

Due to the limitation regarding explorative analyses, we hope that further studies may confirm our models or present a better alternative explanation for the driver of feedback on satisfaction with the outcome.

8. Conclusions

In this paper, we explored and tested the influence of face-to-face feedback on consumers' satisfaction with co-production. Our results suggest that positive face-to-face feedback may not change consumers' satisfaction with co-production. To enhance consumers' satisfaction with co-production, service employees should provide positive feedback or refrain from providing feedback; that is, they should either say *"it's fantastic!"* or say nothing at all.

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