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Stakeholder anger - Negative engagement towards organizations online: a literature review

Organizational communication & PR

Master's thesis

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ABSTRACT

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Abstract

Stakeholder anger and different engagement behaviors of stakeholders are relatively new search topics, especially in the context of communication within online environments. Besides, negative engagement behavior has not been conceptualized as a phenomenon in the earlier studies. It is also possible that some organizations lack the ability to deal with stakeholder anger.

In these circumstances, the aim of this thesis was to create a comprehensive model concerning the process of negative engagement online and visualize how stakeholders become hateholders. This qualitative, theoretical study was implemented as an integrated literature review and it explored what is already known on the topic and what new insights could be added. The literature included in this thesis was published after year 2000 and written in English. It was also available in electronic format.

Findings of the 24 peer-reviewed articles on anger were associated with multiple organizational issues. The issues emerged both on- and offline and presumably led to stakeholder anger. The organization's role and level of involvement in the issues varied from non-existent to high. There were also many stakeholder behaviors occurring between the experienced issues and actual interactive, negative engagement behavior.

The research shows that anger activates stakeholders to the negative engagement behavior. The negatively engaged stakeholders or hateholders have real power over public conversation by utilizing negative electronic word-of-mouth. Hateholders' negative engagement could be a potential issue among online users and spread to commonly shared anger towards organization. The trolls also influence the negative engagement process, especially its reliability. Conclusively, organizations must be able to monitor hateholders and issues discussed online. At the same time they must be able to take part the discussion, even if facing criticism.

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ABSTRAKTI

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Tiivistelmä

Sidosryhmien vihaa ja sitoutumista organisaatiota kohtaan on tähän mennessä tutkittu melko vähän erityisesti online-ympäristöissä tapahtuvan viestinnän näkökulmasta. Lisäksi niin kutsutulle negatiiviselle sitoutumiselle ei ole aiemmin annettu tarkkaa määritelmää. On myös mahdollista, että kaikissa organisaatioissa ei ole totuttu käsittelemään vihaisia sidosryhmiä.

Edellä mainittuihin lähtökohtiin nojaten tämän teoreettisen tutkimuksen tarkoituksena oli havainnollistaa negatiivista sitoutumista ja samalla osoittaa, mistä syistä johtuen sidosryhmät kääntyvät organisaatiota vastaan muuttuen samalla hateholdereiksi. Tutkimus toteutettiin integroituna kirjallisuuskatsauksena ja siinä pyrittiin yhtäältä tarkastelemaan mitä edellä mainituista aiheista tähän mennessä tiedetään ja toisaalta millaisia uusia näkökulmia voidaan nostaa esille. Tutkimuksessa käytetty englanninkielinen aineisto oli julkaistu vuoden 2000 jälkeen ja se oli saatavilla sähköisessä muodossa.

Vertaisarvioidusta, sidosryhmävihaa käsitelleestä artikkelikirjallisuudesta (24 kpl) saatujen tulosten perusteella organisaatioon kohdistuvan vihan takana oli monia syitä, jotka nousivat esille sekä online- että offline-ympäristöissä. Lisäksi organisaation rooli sidosryhmävihaan johtavien syiden takana vaihteli pienemmästä suurempaan. Organisaatiota kohtaan koettujen negatiivisten kokemusten ja itse negatiivisen sitoutumisen välillä esille nousi erilaisia sidosryhmien tunnetilojen ja käyttäytymisen muotoja.

Tutkimuksen perusteella voidaan tehdä se johtopäätös, että hateholdereilla on todellista valtaa online-keskusteluissa ja asiat leviävät käyttäjien välillä negatiivisina huhuina. Hateholdereiden negatiivinen sitoutuminen voi kasvattaa muidenkin online-käyttäjien vihaa organisaatiota kohtaan ja negatiivisia asioita jaetaan näin ollen julkisesti lisää. Niin kutsutuilla trollaajilla on myös vaikutuksensa negatiivisen sitoutumisen prosessiin, erityisesti esille nousseiden asioiden luotettavuuteen. Organisaatioiden täytyy tarkkailla hateholdereita sekä omista toiminnoistaan verkkoympäristöissä julkisesti levitettäviä asioita. Samalla niiden tulee pystyä ottamaan kritiikin keskelläkin osaa keskusteluihin, joita niistä käydään.

Asiasanat Sidosryhmäviha, negatiivinen sitoutuminen, hateholderit, yhteisöviestintä	

Säilytyspaikka Jyväskylän Yliopisto, Viestintätieteiden laitos	

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1 INTRODUCTION

Stakeholder relationships are vital for organization's profitability, existence and legitimacy (Brodie, Hollebeek, Juric & Ilic 2011; Freeman, Harrison, Wicks, Parmar & de Colle 2010; Luoma-aho & Paloviita 2010). Moreover, the interaction and communication between an organization and its stakeholders is relatively dynamic and active (Brodie et al. 2011; Luoma-aho & Vos 2010). Technological development and the birth of social networking environments have assured that communication is also more public today (Smith, Juric & Niu 2013; Chu & Kim 2011; Luoma-aho & Vos 2010).

Interaction between stakeholders and an organization is part of a larger phenomenon, which is often referred as customer engagement (van Doorn, Lemon, Mittal, Nass, Pick, Pirner & Verhoef 2010). Additionally, Brodie, Ilic, Juric and Hollebeek (2013) argue that stakeholders may engage with brands, products and virtual brand communities in addition to organizations. These engagement processes are often accompanied by different emotions that play a central role for stakeholder relations in general (Luoma-aho 2010, 5). In addition, emotions are not always positive and the situation could lead to stakeholder anger.

In this study, the focus is on those aspects of stakeholder engagement that result from different experiences (Brodie et al. 2013; Vivek, Beatty and Morgan 2012; Brodie et al. 2011; Mollen & Wilson 2010; Calder, Malthouse & Schaedel 2009) and lead to negative, interactive participation on online environments (Brodie et al. 2013). These engagement behaviors influence negatively especially the organization. Negative, interactive participation of stakeholders on online environments is referred as *negative engagement* in this thesis.

Engagement expectedly arises from experiences (Brodie et al. 2013; Vivek et al. 2012; Brodie et al. 2011; Mollen & Wilson 2010; Calder et al. 2009). In addition, the experiences stakeholders are ruminating can lead to anger, which has severe consequences in many ways. Anger may lead to a negative word-of-mouth (Coombs & Holladay 2007, 301), which can be considered one of the most visible forms of negative engagement. In addition, anger could also contribute to disengagement behavior (Bowden-Everson & Naumann 2013, 2) by influencing purchase intention (Coombs & Holladay 2007, 301). Moreover, people may highlight negative things about the

organization and avoid its products or services because of anger (Coombs & Holladay 2007, 301). Anger may also result in complaining, switching and boycotting (van Doorn et al. 2010). Attempts to hurt the service provider are also possible (Zeelenberg & Pieters 2004, 453) and anger can even escalate to sabotage behavior (McColl-Kennedy, Sparks & Nguyen 2011, 708).

Simola (2009) claims, that a connection between anger and anti-corporate activism has been apparent for some time. However, she adds (2009, 215) that logic behind anger is not always obvious and thus questions organizations' abilities to react on the anger of stakeholders. Conclusively, the focus in this thesis is on the evolvement process of stakeholder anger, and how it can contribute to negative engagement.

1.1 Research gap and research questions

Even though there is much scientific interest in organization-stakeholder relationships and engagement processes, stakeholder anger hasn't received much of scholarly attention (Simola 2009, 215; McColl-Kennedy, Sparks & Nguyen 2011, 707). In addition, customer engagement has gained scholarly attention only recently, thus underlining that stakeholder anger and stakeholder engagement are relatively new topics (Bowden-Everson & Naumann 2013) especially in terms of online environments (Jahn and Kunz 2012; Cheung et al. 2011). Besides, negative engagement hasn't been conceptualized as a phenomenon and only few authors have acknowledged it (Bowden-Everson & Naumann 2013; Smith et al. 2013; McColl-Kennedy et al. 2011; van Doorn et al. 2010; Simola 2009). To get some alternative insights it is reasonable to understand other forms of engagement than it has already been covered (Brodie et al. 2013).

Because organizations have difficulties dealing with angry stakeholders, there is a real need to develop the research concerning negative engagement and understand the experiences behind stakeholder anger (Brodie et al. 2013; McColl-Kennedy, Sparks & Nguyen 2011, 707; Simola 2009). At the same time it is reasonable to explore what is already known on the topic. It still remains unclear how this whole concept of negative engagement online could be presented. Furthermore, earlier research has not unified and collected together the emerging issues leading to stakeholder anger. Two research questions are formed for this thesis:

1. What are the triggers of anger toward organizations according to the literature?

2. How can negative engagement be modeled?

1.2 Implementation of the research

The purpose of this qualitative, theoretical study was to model stakeholder anger leading to negative engagement behavior online. At the same time, the idea was to seek and understand through conceptual analysis the overall phenomenon of negative engagement better.

This study was conducted as a traditional literature review and the research focused on existing academic journal articles. Moreover, some methods from the systematic literature review were also used. Critical content analysis was utilized to explore the findings from the reviewed literature.

Literature review, in general, can be considered to be a method and research technique that "conducts research about research" (Salminen 2011, 1). According to Jesson, Matheson & Lacey (2011, 74), the traditional review aims to be comprehensive by presenting a summary of current state of knowledge about a particular subject, and at the same time it also seeks to add new insights on the topic.

Traditional literature reviews can be separated into two orientations: narrative and integrated (Salminen 2011, 7). Narrative review aims at giving a broader and more descriptive picture from the literature (Salminen 2011, 7-8), whereas integrated review is a good method to produce new insights from the literature already available (Torraco 2005; Salminen 2011, 7-8). This study had a more integrative focus.

As already mentioned, the findings from the literature review were explored with the help of critical content analysis. In general, content analysis is a method that describes the content in a coherent form and at the same time adds value for the information revealed from the findings (Tuomi & Sarajärvi 2004). The aim was to give new and fresh insights, and also broaden the knowledge concerning negative engagement and stakeholder anger. In integrated literature reviews, critical analysis and synthesis work in tandem and create new knowledge about previous research (Torraco 2005, 363). They also build new perspectives on the topic as a whole (Torraco 2005, 363). Conclusively, this thesis was separated into three phases:

1. Introduction of the main concepts and the context of the study: stakeholders, levels of negative engagement, different outlooks on anger and online environments are presented.

2. Implementation of the traditional literature review: by exploring issues that stakeholders are experiencing in a way that possibly leads to anger towards organization. In this phase, Arlene Fink's (2010, 4) seven-step model of systematic literature review is partially applied.

3. Critical analysis of findings from the literature review. The findings are connected with the context of the study and synthesized. As a conclusion, the Negative Engagement Model is created to demonstrate the process of stakeholder's negative engagement in online environments.

2 CONTEXT OF THE STUDY

Organizing of an integrated literature review should begin with conceptual structuring, in which the main concepts are introduced (Torraco 2005, 359). In this chapter the context of the study is presented. At the beginning, stakeholders are defined. Alternative views concerning engagement processes are discussed and hateholders are defined. Different outlooks on anger are also summarized.

To give a more dynamic example of the determinants that connect the organization, stakeholders' and hateholders' engagement processes together, issue arenas and social networking sites are covered. At the end of the chapter, determinants and motives behind negative electronic word-of-mouth are discussed and trolling as a phenomenon introduced.

2.1 Stakeholders

It can be said that there are as many interpretations for the definition of stakeholder as there are authors. The concept of the stakeholder was originally defined as those groups that were vital for organization's existence, and it originally included shareowners, employees, customers, suppliers, lenders, and society (Freeman et al. 2010, 31).

One definition is that stakeholder of an organization is any group or individual who can affect or is affected by the achievement of the organization's objectives (Freeman 1984, 46). This definition is quite problematic though, because according to it almost everyone could be defined as a stakeholder. Some scholars claim that even the natural environment can be seen as a one (Freeman et. al. 2010, 208).

Because of the ambiguous nature of the stakeholder definition, it is important to have a clear and unambiguous term for the topic. Harrison and

St. John (1998 as cited in Freeman et. al. 2010, 105) divide the stakeholder environment into three regions: the broad environment, the operating environment and the organization. Stakeholders outside organization are part of the operating environment that influences the firm and over the firm has some influence (Freeman et. al. 2010, 105). Even though Freeman et al. (2010) are giving some proper definitions by addressing different regions, there is still a room for more precise approach on how stakeholders could be defined. Conclusively, in this thesis *stakeholders are considered as a person or a group of people, not necessarily working on the organization. People within this group are somehow related to organization e.g. by publishing information or reviews about the organization online, available to a multitude of people.*

Customers and consumers are closely related to the stakeholder groups that are acting on the operating environment (Freeman et al. 2010, 105). Customers are also related to organization by buying its products or services. However, it is good to recognize that *one can be seen as a stakeholder even if not buying organization's products or services.* One support for this definition is that behavioral manifestation toward a brand or firm might go beyond purchases and be a result of pure willingness to be engaged with organization (van Doorn et al. 2010, 253; Brodie et al. 2013). There are also many organizations that are not even selling anything.

Engagement is an interesting point-of-view to approach stakeholder-organization relationships because unlike the past, building and maintaining relationships is easier through social media (Johansen & Nielsen 2011; Pagani & Mirabello 2011) and the value for stakeholders outside organization is today created through interactive actions (Sashi 2012; Chu & Kim 2011). According to Chu and Kim (2011, 50) people can associate themselves with different brands by becoming a friend or fan of them in social media. In addition to the definitions above, *becoming a friend or fan or sending a message on public forum concerning organization is enough for one to be considered as a stakeholder.*

Stakeholders outside organization are among those groups who make a claim on the firm and those who can influence, or may be influenced by the firm (Freeman et. al. 2010, 207). In other words, organizations are actually having a hard time trying to see who can be influenced. It is also challenging to control actions of the stakeholders, thus stressing that from this perspective they can be defined as "external", not belonging to organization (Luoma-aho & Vos 2010).

Depending on classification, engagement of the stakeholder could be categorized through its initiator (e.g. customer, consumer or client) or it can also be related to the object of engagement (e.g. organization or brand)

(Vivek et al. 2012). As a result, the definition of stakeholder engagement can have different variations and be dependent of the context (Javornik & Mandelli 2012). Therefore, it is reasonable to approach the topic more precisely from the perspective of stakeholder-organization relationships, and also look for more proper definitions for different engagement behaviors.

2.2 Engagement and disengagement

Stakeholders are engaged with organizations for a reason (Brodie, et al. 2011). According to Oxford Dictionaries (2013) verb "to engage" refers to occupying, attracting or involving someone's interest or attention. "Engage in" refers to participating or becoming involved in something (Oxford Dictionaries 2013). Stakeholder engagement with organization can be considered as a process (Bowden-Everson & Naumann 2013, 2). Engagement relationship with service provider includes "positive, interactive and co-creative" actions (Bowden-Everson & Naumann 2013, 2).

So-called "circular logic" (Gummerus et al. 2012) and iterative nature (Brodie et al. 2011) of engagement have assured that it is not always easy to categorize it to different antecedents and consequences. Engagement has different behavioral and attitudinal dimensions that are effective both on cognitive and affective levels (Vivek et al. 2012; Brodie et al. 2011). Engagement includes also multidimensional concepts between subject and object (Brodie et al., 2011). In addition, it is highlighted that involvement and participation should be seen as required elements associated with engagement (Vivek et al. 2012; Brodie et al. 2011). Vivek et al. (2012) also note that it is possible that engagement occurs after the initial service setting between customer and firm.

Brodie et al. (2011, 257) separate the engagement from participative and involvement actions, by underlining the role of stakeholder's experiences with certain engagement objects (e. g. organization). From this perspective, the experiences concerning organization are already representing the engagement in general. More precisely, it is possible that engagement could be experienced only at psychological level (Brodie et al. 2013). Stakeholder's experience can also be defined through individual responsiveness and how something perceived fits in his or her life (Calder et al., 2009). The reason for being engaged with organization can arise straight from these experiences (Mersey et al., 2010, 41).

Interaction and participation are related to each other and at the same time the experiences together with behavioral dimensions of engagement are

stressing and constructing the stakeholder engagement on online environments (Brodie et al. 2013). Thus, stakeholder can be considered as interactive by just being present on particular online environment or either participating actively to the content creation there. On the other hand, some authors (e.g. Jahn and Kunz 2012) claim that intensity and active participation are the only real indicators of engagement. As already mentioned, this thesis especially focuses on negative, participative and interactive actions on stakeholder engagement. However, the experiences are also constructing some parts of the stakeholder's engagement process with organization.

The determinants that drive people to get engaged with organization may arise from multiple background factors. Those factors can be more precisely referred as experiences that are functioning as constituencies for engagement (Brodie et al. 2013; Vivek et al. 2012; Brodie et al. 2011; Mollen & Wilson 2010; Calder, Malthouse & Schaedel 2009). Van Doorn's et al. (2010, 254) definition of Customer Engagement Behaviors (CEB) focuses on behavioral aspects in customer-to-firm relationship. Engagement behaviors go beyond transactions and purchases, and may be defined as behavioral manifestations of the customer (van Doorn et. al 2010, 254). These manifestations often have a brand or firm focus and are driven by motivational drivers (van Doorn et. al. 2010, 254). Actions beyond purchases can be both positive and negative (van Doorn et. al 2010, 254).

These actions are also interesting from the perspective of a stakeholder engagement in general. CEB's may be targeted to a broad network of actors including other current and potential customers, suppliers, general public, regulators, and firm employees (van Doorn et. al 2010, 254). Instead of certain brand or firm, the target could be basically anyone.

Customer engagement also encompasses customer co-creation. According to van Doorn et al. (2010, 254), making suggestions to improve the consumption experience, helping other customers, and coaching service providers are all aspects of co-creation, which can be considered as customer engagement behaviors. Figure 1 illustrates the ways of antecedents that lead to certain customer engagement behavior.
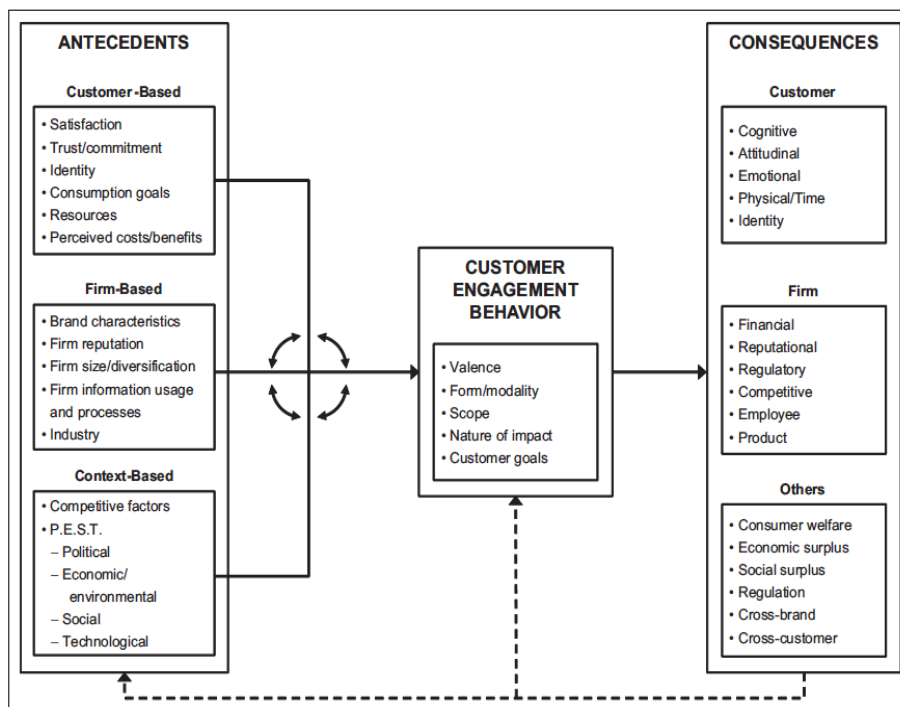
FIGURE 1 Conceptual model of customer engagement behavior (van Doorn et. al. 2010, 256)

Antecedents can be customer-based, firm-based and/or context based. These behaviors have different consequences that can affect customer, firm and/or others. The continuum of behaviors can signify from pure voice to pure exit and also many behaviors in between are possible (van Doorn et. al 2010, 254). Some public behaviors (such as blogging) may signify both voice and exit or non-exit through relationship strengthening (van Doorn et. al 2010, 254). However, van Doorn et al. (2010) are not necessarily dividing the behaviors to positive or negative groups. Focus in this thesis is especially on those negative actions that go beyond purchases and include at least pure voice behavior on public forums.

Pure exit behavior is a good example of disengagement process between stakeholder and organization. Nevertheless, disengagement should not be confused with negative engagement, as we are about to find out. Disengagement refers to actions where stakeholder withdraws the relationship with organization and is doing it through different brand behaviors (Bowden-Everson & Naumann 2013, 2). Failed expectations towards service or product are common situations where people disengage with organizations. In figure 2, stakeholder's reactions to failed expectations are introduced.

Behavioral Responses

Switch

Inertia

Complain

W-O-M

Regret

Failed Service Encounter
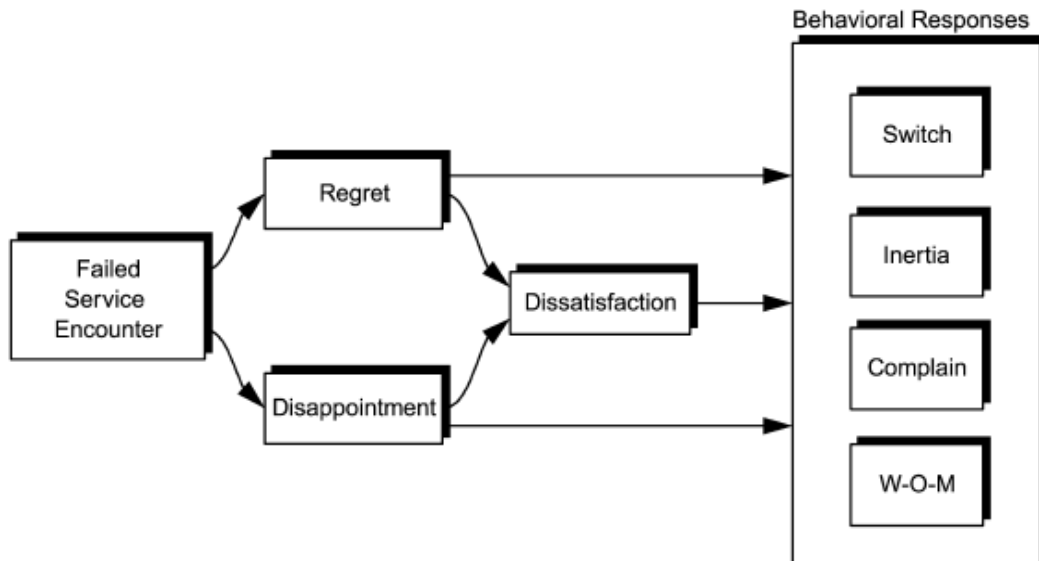
Disappointment

Dissatisfaction

FIGURE 2 Behavioral responses to failed service encounters (Zeelenberg. & Pieters. 2004, 447)

Person can feel regret, disappointment and dissatisfaction towards organization's services (Zeelenberg & Pieters 2004, 447). Behavioral responses can lead to a change of the service provider (switch) and to complain behavior. Lack of any action (inertia) is also possible but in some cases word-of-mouth is quite common (Zeelenberg & Pieters 2004, 448-449). Hennig-Thurau, Gwinner, Walsh and Gremler (2004, 39) refer to electronic Word-of-Mouth as "any positive or negative statement made by potential, actual, or former customers about a product or company, which is made available to a multitude of people and institutions via the Internet."

Relationships between stakeholder and organization might go through multiple service encounters and it might take time that the encounter turns from positive to negative (Bowden-Emerson & Naumann 2013, 2). Depending on a service setting, stakeholder can experience both engagement and disengagement at the same time, throughout the service relationship with organization (Bowden-Emerson & Naumann 2013, 2).

Failed service encounters could also lead to different participative and interactive response, such as negative engagement. It is important to begin the conceptualization of the negative engagement and describe how the phenomenon can be seen. It is also reasonable to understand the difference between disengagement and negative engagement, even though both of the processes have some similarities.

2.3 Negative engagement and hateholders

Even though Bowden-Everson and Naumann (2013) have been defining the disengagement and other behavioral responses, they have not been able to fully categorize those from the organization point of view. There is a lack of defining how visible some of the behavioral responses actually are and what longer term consequences e.g. public complaining and negative word-of-mouth might cause. Even though the engagement between stakeholders and organizations has been defined in various ways (e. g. Brodie et al. 2013), the negative aspect on different outlooks of engagement still remains unclear. From these perspectives it is reasonable to give another definition and also separate disengagement from negative engagement by arguing that *negative engagement is resulting from different stakeholder experiences and seen as a series of participative engagement actions on online environments, in which case somebody is publicly revealing negative issues concerning organization and making it available to a multitude of people.*

When the categorizing of the levels of negative engagement begins, it is good to recognize that people express their emotions in different forms. In some cases they just keep their feelings as their own or only speak with somebody they know. Sometimes they express themselves more publicly (van Doorn et. al. 2010; Hennig-Thurau et. al. 2004; Chu & Kim 2011; Zeelenberg & Pieters 2004). Different levels of publicity also affect the engagement process in general. In table 1, publicity of stakeholders' interactive participation is separated into three groups: private, semi-public and public.

TABLE 1 Publicity of interactive patricipation

PRIVATE	SEMI-PUBLIC	PUBLIC
MOSTLY OFFLINE - In confidence - In person - One on one	ON- AND OFFLINE - Unhidden, venting online privately - Not intend to share publicly - Can be considered as involvement engagement behavior of stakeholder	MOSTLY ONLINE - Visible to a multitude of people - Intend to share publicly - Can be considered as interactive and participative engagement behavior of stakeholder

The major differences between these groups are in the communication environments and on the intentions why people are engaged in a certain way. People in private group share their thoughts about organization mostly offline. Opinions are unrevealed or people are only talking to somebody they already know.

Semi-public category consists of people who are not hiding their thoughts but are still cautious who will be able to see them. These people might have an interaction online with more than one person. They could e.g. be chatting with small group of friends privately and share their experiences there. It could be considered as an engagement that includes involvement behavior (Brodie et al. 2011).

People in public category mostly advance online environments. Online environments are seen as an effective way to reach a great amount of people, also those that are unknown. Having a public speech offline is also a possible way to share one's thoughts about organization with many people but on the online environments space and time are not generating a problem. People in public category have participative forms in their engagement behavior (Brodie et al. 2013) and they can be considered as stakeholders in terms of this study.

As discussed earlier, the line between public and private manifestations online is one of the definitions for person to be considered as a stakeholder. The publicity of one's interaction also affects the levels of negative engagement. Furthermore, people should also have determination and motivation to the engagement process with organizations online (Hennig-Thurau 2004; Chu & Kim 2011). Basically, person needs a true reason for online communication, but also willingness to be participative and active for spreading issues considering organization.

Van Doorn et al. (2010) argue that the way of engagement is significant. Different behavioral aspects are also important part of engagement (Vivek et al. 2012; Brodie et al. 2011; van Doorn et al. 2010) and the behavioral aspects are often associated with participative actions (Vivek et al. 2012). Moreover, the participative actions can be divided to different passive and active behaviors (e.g. Gummerus et al. 2012; Pagani & Mirabello 2011; Muntinga et al. 2011).

Even though there is some separation made on the behavioral dimensions of engagement, the negative aspects are still remaining unclear. Following this, the levels of negative engagement on online environments are presented and divided into groups in Table 2.

TABLE 2 Levels of negative engagement on online environments

LEVELS OF NEGATIVE ENGAGEMENT ONLINE	SEMI-PUBLIC	PUBLIC
PASSIVE	Person with neutral emotions	Resentful stakeholder
ACTIVE	Angry person	Hateholder

In table 2, people are considered either passive or active from the perspective of levels of negative engagement on online environments. Already introduced semi-public and public categories are also shown in the figure. As long as engagement stays at a semi-public level, person is considered either neutral or angry. People in these categories are not seen to have straight connection with organization because they share their opinions only with small amount of people e.g. on private online chat, or only read others' comments. In other words, they don't share information publicly, available to a multitude of people and thus cannot be considered as stakeholders.

Passive behavior is usually associated with concepts like reading comments (e.g. Gummerus et al. 2012) or different consuming actions (e.g. Heinonen 2011; Muntinga et al. 2011). However, in this case the passive behavior could also be visible to others if it occurs publicly. Somebody who passively participates might reveal his/her opinion only if asked, for example on public online survey. People in passive, public category have some effect on organization and are considered as resentful stakeholders. As mentioned above, one way for person to become a stakeholder is by creating content concerning organization, available to a multitude of people on a public discussion board or on social networking site. Even if these people are passive their behaviors are public and they affect the organization. Thus, they can also be considered as stakeholders. The opinions these resentful stakeholders reveal about organization are sort of public, even though they are not *actively* shared.

Active behavior is usually associated with higher forms of engagement, through actions such as content creation and taking part on public online interaction as a contributor (Gummerus et al. 2012; Heinonen 2011). Content creation can be seen as the highest level of activeness on online environments

(Muntinga et al. 2011). In this case, anger is *activating* the people to begin the discussion on online environments on one's own hook. Anger might evolve and it could lead to a situation where one becomes the hateholder.

Freeman et al. (2010) have separated stakeholders to groups and approached the concept from different point-of-views. However, it has remained unclear if there are stakeholders who are having a negative aspect in their relationship with organization. To give an alternative approach to this, it is reasonable to argue that *a person, angry towards organization, becomes a hateholder when he or she shares this negative experience publicly and makes it available online to a multitude of people*. Actions of the hateholder can be seen as public manifestation of the negative engagement (Smith et. al. 2013, 6). This happens when the content becomes available to a multitude of people. According to Luoma-aho (2010, 5), "hateholders are formed when the distrust and negative emotion that stakeholders feel toward an organization are strong enough to hinder it." However, not all the negative emotions experienced lead to hateholders (Luoma-aho 2010, 5). In a case like that people are passive and share their emotions more privately. These people are referred as angry persons from the perspective of levels of negative engagement.

Conclusively, it can be said that negative engagement is on the hands of the hateholder. Brodie et al. (2013) argue that being present on certain online environment could be a form of engagement. However, negative engagement requires active participation. The anger usually activates stakeholders and if they begin their online manifestation, it also means that they take their role as hateholders. Different experiences behind stakeholder engagement might lead to anger, which is one of the triggers behind hateholders interactive participation. Anger can also be seen as a significant variable behind the whole concept of negative engagement. Moreover, the anger can also have different outlooks, which are covered next.

2.4 Anger

The *emotion* of anger can be normally seen as an outburst of negative feelings that are cumulated over the time. This dominant perspective on anger describes it as a socially inappropriate and publicly undesirable irrationality, and due to its destructive nature it needs to be contained and controlled (Simola 2009, 216).

From this point of view, anger is something that should not be tolerated or expressed publicly. Simola (2009, 217) describes that the nature of anger is seen from economical and philosophical perspectives "as a problematic and

even pathological emotion whose public expression is undesirable and disruptive and therefore in need of containment."

Dominant perspective on anger also highlights the role of professionals to keep other persons under control. These perspectives underlines the role that "rational" experts should play in helping people suppressing anger or subordinating ideals to those in authority (Simola 2009, 217).

From the organization's point of view, the dominant perspective on anger could be something that is not apparently seen as influential to its functionality and profitability, due to its irrational nature. When the anger is observed from different perspective – as a social change essential and catalyst – it gets totally new form as a tool of power and persuasion, which can be utilized by hateholders. Simola (2009) draws a connection between anger and anti-corporate activism, which means that it is a significant issue that should be taken into account on organizations.

When anger is reviewed as a social change essential, it is not only seen as outburst of negative emotions. Instead, the focus moves from individual to society and towards equality – depending on which position stakeholder can take. From social change essential point of view, anger is seen tolerated and people are even encouraged to express their anger.

People usually get angry because some ways of the actions of others may have wronged them. When people express anger, they are both asserting their moral equality among others and expressing something that they think is justified (Simola 2009, 219). Anger can be seen as a reasonable form of expressing one's opinions.

Although anger can be used as an effective way of expression, the power of anger as a social change essential is not equal to everyone. Those who act in less powerful positions are more willingly to be understood wrong. Simola (2009, 219) stresses that despite the potential of anger to contribute to positive political change, the anger of those who are less powerful is often restrained through the use of negative social constructions.

Examples of the negative labeling or negative social construction of anger that occur are its characterization as physical and mental illness, immaturity or just plain badness (Simola 2009, 219). Anger is not only a state of mind or happening at a cognitive level. It has affection at a behavioral level too. Hateholders' public expressions have a direct impact on organization's accountability.

According to Coombs and Holladay (2007, 301), anger can be a catalyst for negative word-of-mouth and purchase intention and it can energize people to avoid buying a product or service. Figure 3 (Coombs & Holladay 2007, 303) demonstrates the context of crisis responsibility situation, and how

anger leads to an increased proclivity towards negative word-of-mouth and reduced purchase intention.
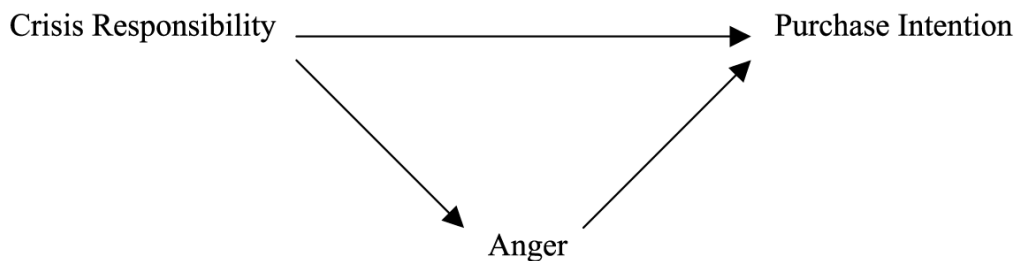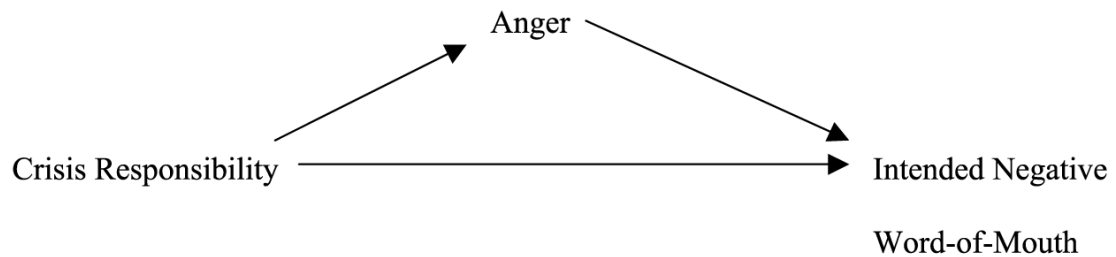
FIGURE 3 Negative communication dynamic (Coombs & Holladay 2007, 303)

Crisis responsibility and anger should be predictors of negative word-of-mouth that exist as a threat to the organization (Coombs & Holladay 2007, 304). These two variables also predict purchase intention (Coombs & Holladay 2007, 304). Anger generated by organizational crisis has both indirect and direct consequences. Purchase intention can be seen as an example of disengagement (Bowden-Everson & Naumann 2013, 2), whereas negative word-of-mouth as an example of negative engagement.

Executives on organizations are more aware of, and concerned with the public discussion managed by stakeholders on social networking sites (Coombs & Holladay 2007, 304). As already discussed above in the context of negative engagement, electronic word-of-mouth differs from purchase intention for two reasons: it is not limited to the stakeholders experiencing the crises and it also has longer lasting effects (Coombs & Holladay 2007, 304). Negative eWOM spreads unfavorable information from person to person and people may read the comment of hateholder long after the crisis, even though the original writer is not angry anymore (Coombs & Holladay 2007, 304).

The way anger is expressed is a big factor when its influence towards organization is evaluated. Simola (2009, 220) reminds that although it is argued that anger can be a politically necessary tool for addressing injustice, it should also be noted that anger is not always a positive emotion. Turner (2006, 116) argues that people pay attention to the anger appeal. Anger can be severely problematic, depending on when and how it is experienced, understood and expressed (Simola 2009, 220).

From the hateholder point of view, it is important not to misplace anger if one wants to express it appropriately. Violence associated with anger and the displacement of anger by blaming others are actions that should not be accepted (Simola 2009, 220). People are able to reduce anger and gain redemption if the angry message appeals appropriately (Turner 2007, 116). If the hateholder's message improves receiver's situation and is accepted, anger highly correlates with persuasiveness (Turner 2007, 116).

To summarize the healthy forms of anger and to see it as an effective tool in social change essential, neurotic anger should be divided from political anger. Simola (2009, 220) stress that neurotic forms of anger are not reflecting authentic political anger. Control over the appeal of anger separates whether anger is seen as utilitarian or destructive (Turner 2006, 116).

In order to be authentically political, the anger must be open to critical self-reflection for which others are not responsible (Simola 2009, 220). The political form of stakeholder anger is the one that can be utilized and seen as a potentially effective towards organizations due to its rhetorical nature and openness to critically reviewed argumentation.

As discussed in the chapter, anger can be approached from different point-of-views. It can be seen as an action, emotion or expression. The interest here is on Simola's (2009) approach especially, in which connection is drawn between the anger and anti-corporate activism but at the same time the strategic processes of organizations and ability to face the anger are questioned. Anti-corporate activism could actually become visible in forms of negative engagement. Table 3 summarizes the different outlooks on anger discussed above.

TABLE 3 Outlooks on anger

Article	Outlook	Model	Synopsis
Coombs, W-T. & Holladay, S-J. 2007. The negative communication dynamic – Exploring the impact of stakeholder affect on behavioral intentions. *Journal of Communication Management,* Vol 11 No 4, pp. 300-312.	Action	The negative communication dynamic	Anger can be a catalyst for both negative word-of-mouth and purchase intention and it can energize people to avoid buying a product or service.
Simola, S-K. 2009. Anti-corporate activist anger: inappropriate irrationality or social change essential? *Society and business review*, Vol 4 No 3, pp 215-230.	Emotion	–	"Anger is a problematic and even pathological emotion whose public expression is undesirable and disruptive and therefore in need of containment."
Simola, S-K. 2009. Anti-corporate activist anger: inappropriate irrationality or social change essential? *Society and business review*, Vol 4 No 3, pp 215-230.	Expression	–	When people express anger, they are both asserting their equality as moral agents and expressing moral judgments of injustice. However, the power of anger is not equal to everyone.
Simola, S-K. 2009. Anti-corporate activist anger: inappropriate irrationality or social change essential? *Society and business review*, Vol 4 No 3, pp 215-230.	Expression	–	To summarize the healthy forms of anger and seeing it as an effective tool in social change essential, it is reasonable to separate neurotic anger from political anger. Neurotic forms of anger are not reflecting authentic political anger.

			People are able to reduce anger and gain redemption if the angry message appeals appropriately. If the message improves receiver's situation and the response is accepted, anger highly correlates with persuasiveness. Control over the appeal of anger separates whether anger is seen as utilitarian or destructive.
Turner M. M. 2007. Using emotion in risk communication: The Anger Activism Model. *Public Relations Review,* Vol 33, pp. 114-119.	Expression	The anger activism model	

The experiences the stakeholders ruminate could lead to anger. Anger and anti-corporate activism are issues that might correlate (Simola 2009) and on the continuum of behavioral responses hateholders make themselves visible online, by interactively participating with organizations there. Therefore, stakeholders' and hateholders' rhetorical possibilities on public forums, in general, occur via social networking sites. As already mentioned, the online environments are the main arenas where the negative engagement is most likely occurring.

2.5 Issue arenas and social networking sites

When the contextual background is reviewed and arenas where the participative, interactive engagement between stakeholders, hateholders and organizations occur the shift from traditional perspective to new one is obvious. The focus of interaction between organization and its stakeholders is today on different topics than it is traditionally expected.

New communication technologies develop and it means that stakeholders should be seen differently than before (Luoma-aho & Vos 2010, 315). Stakeholder communication occurs on multiple online environments nowadays, leading to a situation where the organization has less control over the interaction. Issues and topics are at the center of communication. (Luoma-aho & Vos 2010, 316.)

Facing the traditional views of a stakeholder and its role as a "property of organization" Luoma-aho and Vos (2010, 317) give another perspective by arguing that the organization is only one of the parties involved in public discussion and issues may also be less strongly related to the organization.

However, the issues are under interest of both sides: stakeholder and organization (Luoma-aho & Vos 2010, 317). From this perspective, the focus shifts away from organization and goes towards issues considering it.

Stakes in broader issues demands participation in the public discussion (Luoma-aho &Vos 2010, 317). Analyzing what is at stake for the other participants and noting conflicting interests is important. Simultaneous involvement of organizations and issues can be supported on an emotional, ideological and economic level. (Luoma-aho & Vos 2010, 317.)

Luoma-aho and Vos (2010, 319) claim that organizations and stakeholders should be seen as having an equal stake in the issues discussed in arenas. Managers and leaders of an organization must take into consideration this shift of perspectives.

Management functions have to focus more and more on proactive rather than reactive actions. Leading decisions should regularly monitor the changing issues. Organization-centered thinking shifts towards dialogue on issue arenas that are outside the organization's control (Luoma-aho & Vos 2010, 322). This means that finding a balance in the relevant issue arenas is important and needs continuous monitoring because of the changing dynamics of organizational environment (Luoma-aho & Vos 2010, 323).

New communication technologies encourage stakeholders to express their opinions to a wider public and build constituencies easier (Luoma-aho & Vos 2010, 323). Traditional media spheres are standing aside because of the growing number of social media environments and it means that the number of potential issue arenas also increase (Luoma-aho & Vos 2010, 322).

Online communication can benefit users by providing easy way to connect with others regardless of time and space (Hardaker 2010, 215). The majority of online discussion, debate and review of today take place in social networking sites (SNS's). Interaction among different stakeholders is notably visible in these environments. Social media consists of online applications allowing the creation and exchange of content generated by users (Kaplan & Haenlein 2010, 61).

According to Mangold & Faulds (2009, 358), social media encompasses a variety of social networking sites (e.g. Facebook, MySpace and Friendster), creativity works-sharing sites (e.g. YouTube and Flickr), collaborative websites (e.g. Wikipedia) and microblogging sites (e.g. Twitter). Different discussion boards, chat rooms and consumer rating websites are also among those that are (depending on provider) open for discussion and thus can be considered as a part of public online communication (Mangold & Faulds 2009, 358).

These environments are good examples of the issue arenas where the

actual stakeholder interaction occurs. They are also the places to express neutral, positive or negative emotions publicly. The interaction could occur between stakeholder, hateholder and organization but also between stakeholders of different organizations and interests. Organization itself might be a part of conversation either as a subject or object.

Negative engagement online e.g. on social media environments becomes visible in different forms. As Coombs and Holladay (2007, 303) argues, the anger could lead to an intended negative word-of-mouth, which is one of the most visible forms for hateholders to get engaged with organization, and at the same time express themselves publicly.

2.6 Negative electronic Word-of-Mouth and trolling

Relatively common phenomenon for interactive stakeholder engagement on social networking sites is that those encompass a wide range of powerful channels for electronic Word-of-Mouth (eWOM) communication (Mangold & Faulds 2009, 358). Besides, stakeholders are significantly interested in eWOM communication (Chu & Kim 2011).

EWOM is considered as trust worthier source of information than company-generated persuasive messages and consumers often rely on it when basing their purchase decisions (Chu & Kim 2011, 48). By commenting, liking or passing along to their social connections, people voluntarily display their brand preference along with their persona (e.g. name and picture), which can engender eWOM communication (Chu & Kim 2011, 49).

People are engaged in eWOM communication for multiple reasons. As mentioned above, it is not all about making better purchase decisions but also to be a part of social interaction. People want to connect themselves to certain brands and products and thus create their self-image to others. This is one of the major factors that divide eWOM in SNSs from traditional organizational advertising and other one-way promotional actions where the space for stakeholders' self-imaging is almost nonexistent.

People seek different ways to interact with brands and other consumers in SNS's and thus enable truly interactive eWOM (Chu & Kim 2011, 50). Voluntary exposure to brand information is important in these environments. Important characteristic that makes SNSs unique from the perspective of eWOM is that user's social networks are already available on these sites (Chu & Kim 2011, 50).

SNS contacts are members of consumers' existing networks and may have increased credibility against unknown strangers. This leads SNSs to become

an important source of product information for people (Chu & Kim 2011, 50) even though the information can be dangerously wrong (Hardaker 2010, 223). Stakeholders can powerfully share information and build emotions and connotations towards organization through eWOM communication with the help of existing networks.

Determination towards eWOM in SNSs can be examined through three aspects: opinion seeking, opinion giving and opinion passing (Chu & Kim 2011, 50). Trust, normative influence and informational influence are positively associated with all of those three aspects whereas tie strength with opinion seeking and passing (Chu & Kim 2011, 65). Besides determination, motivational factors are also affecting stakeholders' engagement on eWOM.

Wetzer, Zeelenberg and Pieters (2007) argue that, "negative word-of-mouth communication includes all negatively valenced, informal communication between private parties about goods and services and evaluation thereof." According to Hennig-Thurau et al. (2004, 46-47) consumer behavior on eWOM can be separated into eight motive factors. Four of the factors include some negative motivation behind them:

- Platform assistance
- Venting negative feelings
- Concern for other consumers
- Advice seeking

Platform assistance category consists of convenience in seeking redress, problem-solving support or exertion of power over company. Advice seeking category is associated with post-purchase actions of a customer. (Hennig-Thurau et. al. 2004, 46-47.) For hateholders, venting negative feelings can be seen as a crucial motivation factor towards negative eWOM. Anger usually relates to negative WOM for goals of venting and taking revenge (Wetzer, Zeelenberg & Pieters 2007, 674). People are talking differently if they are searching for advice or wanting to take revenge (Wetzer, Zeelenberg & Pieters 2007, 675).

Angry people might be more destructive than uncertain, disappointed or regretful ones (Wetzer, Zeelenberg & Pieters 2007, 675). Those people who are feeling themselves angry might also be more potential to take revenge over firm (Wetzer, Zeelenberg & Pieters 2007, 675). It is important to pay attention to the specific emotion felt and also note that destructive negative WOM will affect more negatively than constructive negative WOM (Wetzer, Zeelenberg & Pieters 2007, 675).

Negative WOM is interactive and the way it is received is affecting how it is experienced (Wetzer, Zeelenberg & Pieters 2007, 675). Furthermore,

stakeholders' and hateholders' expressions vary and as discussed above, they are engaged with organizations for different motives and with different attitudes.Sometimes people are writing negative things on online environments simply because they can. In table 4, this possible option is taken into account and added to the levels of negative engagement.

TABLE 4 Trolling from the perspective of levels of negative engagement

	SEMI-PUBLIC	PUBLIC	MALICE
PASSIVE	Person with neutral emotions	Resentful stakeholder	-
ACTIVE	Angry person	Hateholder	Troll

A person, who is making a deliberately offensive or provocative online posting with the aim of upsetting someone or eliciting an angry response from this target, is called a troll (Oxford Dictionaries 2013). Motives behind trolling can emerge from different issues but in terms of negative engagement the trolls are seen having an intention to harm the organization online and thus considered *active*. There is also a possibility that trolls are motivated by political, financial or ideological gain (Fosdick 2012). In other words, a person who is publishing a negative comment could be a fake without own intentions, who has been paid to write that malice comment.

Online communication allows people to contact others for the negative purposes such as crime and bullying (Hardaker 2010, 223). The possibility of deception (whether intentional or accidental, or self- or other-imposed) is greatly increased in online environment because it offers a very high degree of anonymity (Hardaker 2010, 223). Moreover, sadistic, psychopathic, narcissistic and manipulative characteristics have been associated with trolls acting online (Buckels, Trapnell & Paulhus 2014).

Trolling can be especially problematic from the organization point-of-view when the published information is false. One phenomenon for trolling is that the troll purposefully sends false information that harms the organization. At the same time, the active role seen from the perspective of

levels of negative engagement is highlighted. In trolling situations organization must act in a way that corrects the false information and doesn't utilize the goals of the troll. The troll typically aims to conceal his own malicious intents (Hardaker 2010, 237) and is doing it if it pays off (Fosdick 2011).

All in all, the trolls could have multiple motivational factors behind their online engagement. They are also having a mentionable role on negative engagement process. In general, motivational drivers, sadistic intention to harm the organization, and reliability are the characteristics that usually distinguish the trolls from the hateholders. However, recognizing the troll is not always so easy. For organization, it might be time consuming and possibly demands careful monitoring of particular online interaction situation to be able to separate trolls from the hateholders and respond properly.

3 METHODS

Implementation of the integrated literature review is introduced more precisely next. This is an important part in the review, because it describes the general procedures utilized in the study (Torraco 2005, 360). Differences between traditional and systematic methods are discussed first and after that the general procedures used in this study are explained.

3.1 Traditional literature review

Because this study is conducted as a traditional literature review, it gives some discretion for the researcher (Jesson, Matheson & Lacey 2011). Integrated traditional literature review is a good way to produce new insights about already researched topic and it also helps the researcher to synthesize the findings after the literature has been critically evaluated (Salminen 2011, 8).

According to Salminen (2011, 8), the integrated orientation is sort of a link or bond between the traditional and systematic review methods. In this phase, some techniques from the systematic literature review are used. The aim is at adding some reliability for the research, which is sometimes questioned when doing a traditional review (Jesson et al. 2011; Salminen 2011).

The systematic literature review is an effective way to test hypotheses, present results in a concise form and evaluate how consistent the results are (Salminen 2011, 9). However, if the integrated orientation of traditional review is divided on phases, it has some similarities with systematic literature review. Both have a clear research problem, and the literature is collected, evaluated and analyzed during the process. The results and a

conclusion are also presented at the end. (Salminen 2011, 8.) Different quality assessments are usually the major dividers between traditional and systematic literature review methods (Salminen 2011; Jesson et. al. 2011).

Systematic literature review is an abstract of integral content of previous studies in a particular subject and the review might reveal the lack of earlier research and highlight some new ways of study (Salminen 2011, 9). The idea is to chart discourses and screen for interesting and important studies from the perspective of scientific results. Jesson et al. (2011, 12) indicate that systematic review has a obvious purpose with defined search approach followed by inclusion and exclusion criteria.

The systematic review also addresses a specific research question (Jesson et. al. 2011, 12). The researcher goes through plenty of research material in a compact form and positions the study in the context of history and own scientific background (Salminen 2011, 9). At the same time it is easier for researcher to justify why the research is significant (Salminen 2011, 9).

Moreover, systematic literature review has a strict methodology that is protocol-driven, standardized and structured (Jesson et. al 2011, 103). At the same time, systematic literature review is time consuming, expensive and is often done by more than one researcher (Jesson et. al. 2011, 103), which was not the case this time.

As already mentioned, different quality assessments are usually the major dividers between traditional and systematic literature review methods (Salminen 2011; Jesson et. al. 2011). In this thesis, the relationships between the reviewed literature and methodologies used in them were not taken into notice, which is commonly done in systematic literature reviews.

Methods from systematic literature review are implemented in general, by partly following Arlene Fink's (2010, 4) model. In figure 4, literature review is separated into seven steps:

1. Select research questions

↓

2. Select Bibliographic Databases and Web sites

↓

3. Choose Search Terms

↓

4. Apply Practical Screen Eg. content covered: years; outcomes studied; research design etc.

↓

5. Apply Methodological Quality Screen Research design; sampling; data collections; interventions; data analysis; results; conclusions

↓

Train Reviewers (if more than one)

↓

Pilot Test the Reviewing Process

↓

6. Do the Review Add hand searches of references to online searches

↘

Monitor Quality

↓

7. Synthesize the Results Report on current knowledge; justify the need for research; explain research findings; describe quality of research

↙ ↘

Produce Descriptive Review   **Perform meta-analysis**
Primarily qualitative synthesis of results   Statistical combination of results
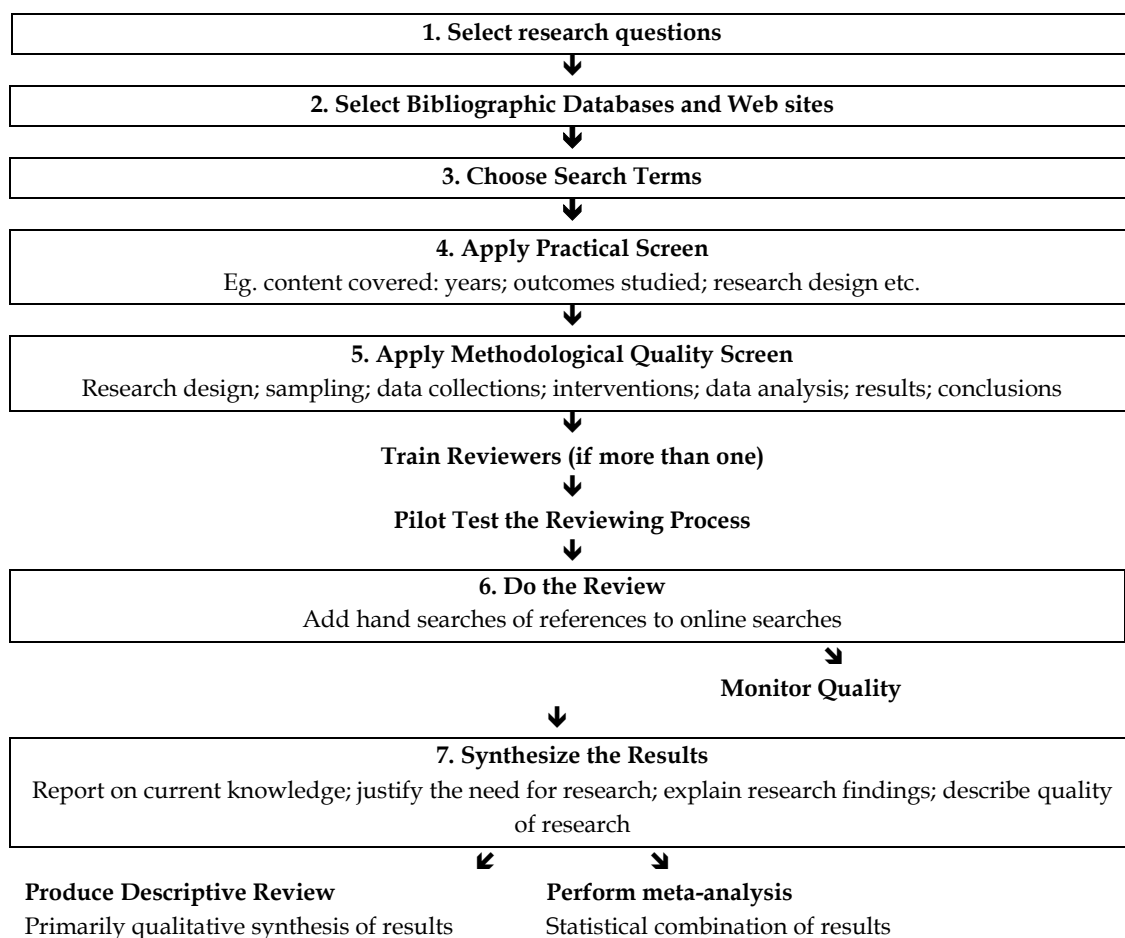
FIGURE 4 Seven-step model (Fink 2010, 4)

Fink model's (2010, 4-5) first step is to choose the research questions. This is a critical part because the research questions are aiming the researcher in decision-making process and addressing what kind of articles should be included (Jesson et. al. 2011, 110).

The second step is the selection of those databases from which to look for literature. After the databases are clear search terms are decided. Search terms should frame the topic enough so the appropriate literature can be found. However, the framing should not be too tight. (Fink 2010, 5.)

According to Fink (2010, 5), the preliminary literature searches usually give a lot of results. It is important to screen for articles with certain criteria so the relevant articles could be found (Fink 2010, 5). By reading headings and abstracts and scamming through the material, the researcher should be able to find the relevant literature for the review (Jesson et. al 2011, 115). It is also important to analyze introductions and conclusions when deciding what literature should be included (Jesson et. al. 2011, 115).

Finally after these steps, it is time to conduct the review. The results are

put together and represented as a whole. The content of the review is interpreted and analyzed, and a conclusive part is written down (Fink 2010, 5).

3.2 Review process

By following the seven-step –model, the research questions were formed first. They were as follows:

1. What are the triggers of anger toward organizations according to the literature?

2. How can negative engagement be modeled?

After the questions were apparent, bibliographic databases were decided. In this study University of Jyväskylä's Nelli-portal's advanced search was used as main source to find applicable databases. Those databases under University of Jyväskylä's subscription and thus accessible were included in the thesis.

The bibliographic advanced search was divided into two search terms. First search term focused on stakeholder (acting outside organization) anger. Second search term dealt with customer anger. Both search terms aimed at getting the most comprehensive findings out of databases dealing with stakeholder anger in general. The main inclusion criteria were that the literature must be in a peer-reviewed journal, written in English, available electronic and published year 2000 or later.

First advanced search was conducted on October 2013. Search terms used in Nelli's advanced quick search were "stakeholder" AND "ang*". Business-Communication QuickSet was also selected to specify the results under the more suitable fields of this study. Search for "Any word=(stakeholder) And Any word=(ang?)" in "Business-Communication" found 25761 results.

After the results from five best-matched databases with highest rankings were marked, those were used. Five databases with highest amount of hits were:
- ABI/INFORM Complete (ProQuest)
- Emerald Journals (Emerald)
- Business Source Elite (EBSCO)
- Academic Search Elite (EBSCO)
- Communication & Mass Media Complete (EBSCO)

The search was conducted again in these databases with their own search engines. According to Jesson et al. (2011, 22), in most of the cases peer reviewed journals are those, which quality is assured and they have gone through an academic evaluation process. This was kept in mind and within the search engines following content restrictions (where available) were used:

- Language: English
- Content: scholarly / peer reviewed journal
- Years covered: published after year 1999

Search terms "stakeholder" AND "ang*" together with the content restrictions gave the following results in the databases:

- ABI/INFORM Complete (ProQuest)
  Search for Date: After 31 December 1999, Source type: Scholarly Journals, Trade Journals. Language: English. Found 739 results.

- Emerald Journals (Emerald)
  Found for: Content = Journals, (*stakeholder* in All fields) and *(ang** in All fields), between 2000 & 2014, inc. EarlyCite articles, inc. Backfiles content, subscribed content only. Found 1571 results.

- Business Source Elite (EBSCO) Search for "Any word=(stakeholder) And Any word=(ang?)" Limiters: Scholarly (Peer Reviewed) Journals, Published Date: 20000101-20141231. Found 369 results.

- Academic Search Elite (EBSCO)
  Search for "Any word=(stakeholder) And Any word=(ang?)" Limiters: Scholarly (Peer Reviewed) Journals, Published Date: 20000101-20141231, Language: English. Found 620 results.

- Communication & Mass Media Complete (EBSCO)
  Search for "Any word=(stakeholder) And Any word=(ang?)" Limiters: Scholarly (Peer Reviewed) Journals, Published Date: 20000101-20141231, Language: English. Found 32 results.

The overall result of search engines in search one was 3331 articles. After the results were evident, abstracts and headings of articles and journals with highest relevance were scammed through as Jesson et al. (2011, 115)

recommend. Moreover, Jesson et al. (2011, 20) remind, that even though it is important to scam through as many papers as possible, it is important to choose the most significant and relevant to the research questions.

Fink (2010, 22) argues, that search terms should not frame the topic too much because some relevant studies might be excluded. By following this argument, the search was also conducted with another search terms to get more extensive results.

Second advanced search was conducted on December 2013 with same criteria and restrictions as search number one. The idea at this point was to find issues considering *customer* anger. It was appropriate to find literature dealing with customers because they can be referred as one of the most visible stakeholders acting outside organization (Freeman et al. 2010, 31).

In search two the terms "customer" AND "ang*" were used. Business-Communication QuickSet was also selected. Search for "Any word=(customer) And Any word=(ang?)" in "Business-Communication" found 287158 results. Five databases with highest amount of hits in search two were as follows:

- ABI/INFORM Complete (ProQuest)
- Academic Search Elite (EBSCO)
- Emerald Journals (Emerald)
- Communication & Mass Media Complete (EBSCO)
- Business Source Elite (EBSCO)

The search was conducted again in these databases with their own search engines. Search terms "customer" AND "ang*" together with the content restrictions (Language: English, scholarly / peer reviewed journal, published after year 1999) gave the following results in the databases:

- ABI/INFORM Complete (ProQuest)
  Search for "Any word=(customer) And Any word=(ang?)" Search for Date: After 31 December 1999, Source type: Scholarly Journals, Trade Journals. Language: English, Peer reviewed. Found 425 results.

- Academic Search Elite (EBSCO)
  Search for "Any word=(customer) And Any word=(ang?)" Limiters: Scholarly (Peer Reviewed) Journals, Published Date: 20000101-20141231, Language: English. Found 539 results.

- Emerald Journals (Emerald)
  Content = All content, (*customer* in All fields) and (*ang** in All fields), between 2000 & 2014, inc. EarlyCite articles, inc. Backfiles content, subscribed content only. Found 5603 results.

- Communication & Mass Media Complete (EBSCO)
  Search for "Any word=(customer) And Any word=(ang?)" Limiters: Scholarly (Peer Reviewed) Journals, Published Date: 20000101-20141231, Language: English. Found 92 results.

- Business Source Elite (EBSCO)
  Search for "Any word=(customer) And Any word=(ang?)" Limiters: Scholarly (Peer Reviewed) Journals, Published Date: 20000101-20141231. Found 1081 results.

Overall, there were 7740 articles in search two. The main inclusion criteria were the same as in search one: the literature should have been found in a scholarly journal and available electronic, the article must have been written in English and published year 2000 or later. After the results were evident, abstracts and headings of articles and journals with highest relevance were scammed through in a same way as it was done with search one results. Again, as Jesson et al. (2011, 20) suggest, the most relevant content was scammed through.

When the articles were scammed through there should have emerged that somebody felt anger towards organization. Methodologies used in the studies were not evaluated, which is common decision made in traditional literature reviews (Salminen 2011, 6). Those articles were excluded that didn't match with the criterion of angry subject outside organization or were only dealing with employee-customer relationships, without acknowledging the issues for stakeholder anger.

From the overall results, 59 articles were chosen under further review to see how many of them would be appropriate to include in the thesis. As Jesson et al. (2011, 20) argue, "Some of the best advances in knowledge come from bringing two or more separate fields together to create a new perspective." This was taken into account during the process and finally 24 articles from 18 different journals formed the final literature. Those articles were also most likely to be able to answer to the research questions. 35 articles were excluded.

4 RESULTS AND FINDINGS

In this chapter, the research data is demonstrated. Findings from the literature review are also presented.

4.1 Research material

Material and data from the literature review has been categorized in five sections. Included articles consisted of research papers and case studies. The final data of literature review consisted of 24 articles in 18 different journals:

- California Management Review
- Corporate Communications: An International Journal
- International Journal of Health Care Quality Assurance
- International Journal of Pharmaceutical and Healthcare Marketing
- International Journal of Public Sector Management
- Journal of Business Ethics
- Journal of Business Research
- Journal of Business Strategy
- Journal of Communication Management
- Journal of Retailing
- Journal of Service Research
- Journal of the Academy of Marketing Science
- Public relations review
- Social Behavior and Personality
- Social Responsibility Journal
- The TQM Magazine
- Tourism Review
- Transforming Government: People, Process and Policy

The reviewed literature is introduced in table 5. The name and publishing information of the articles are on the top left section. Subject of anger towards organization and context of the articles are also written down. Organizational issue –section shows the summary of the negative issues organizations are facing according to the particular article. If there was a significant model represented in the text, the name of it is written down on the right section.

TABLE 5 Reviewed literature

Article	Subject	Context/Focus	Organizational issue	Model
Alkayid, K., Hasan, H & Meloche, J. A. 2009. Simulating information exchanges to investigate the utility of public web sites. *Transforming Government: People, Process and Policy,* Vol 3 No 3, pp. 271-288.	The families of ill patients	Stressful concern about a sick family member, lack of interaction	Surrogate family members are not completely satisfied with what they found on web service -> verbal communication is better when they want info about "their" patient. Lack of face-to-face contacts generates uncertainty.	Conceptual model
Champoux, V., Durgee, J & McGlynn, L. 2012. Corporate Facebook pages: when "fans" attack. *Journal of Business Strategy,* Vol 33 No 2, pp. 22-30.	Greenpeace (another organization) activists, angry consumers	Environmental issues, inappropriate response to criticism	Harm, fear of harm and threatened values are three basic sources of public outrage. Deleting posts and responding in rude tone generates more anger.	7 steps for success
Chen, W., Tsai, D. & Chuang, H-C. 2010. Effects of missing a price promotion after purchasing on perceived price unfairness, negative emotions, and behavioral responses. *Social Behavior and Personality,* Vol 38 No 4, pp. 495-508.	Consumer	After-purchase emotion	Greater perceived price unfairness (PPU) is generated when consumers miss the promotion because of seller's actions. PPU is likely to induce anger over disappointment and regret. Consumers who experience high levels of anger tend to spread negative word of mouth.	-

Coombs, W. T. & Holladay, S. J. 2012. Amazon.com's Orwellian nightmare: exploring apology in an online environment. *Journal of Communication Management,* Vol 16 No 3, pp. 280-295.	Discussion board participants	Apology issued online	Positive results were not achieved until an apology was utilized. Ignoring stakeholders in responding to online posts created rejection towards apology. Lack of engagement means more negativity.	-
Dhir, K. 2006. Corporate communication through nonviolent rhetoric. *Corporate Communications: An International Journal,* Vol 11 No 3, pp. 249-266.	Stakeholders, customers	Corporate communication, violent rhetoric	When stakeholders are in a disadvantage position, advertisement can be seen as a violent form of persuasion designed only to promote organization.	-
Gelbrich, K. 2010. Anger, frustration and helplessness after service failure: coping strategies and effective informational support. *Journal of the Academy of Marketing Science,* Vol 38, pp. 567-585.	Angry customers	Service failure	Helplessness is a pure moderator on the relationship between anger and confrontational coping. High helplessness levels increase the positive effect of anger on vindictive negative word-of-mouth.	
Heath, P. & Milne, D. 2002. Making quality everyone's business: a case study of partnership in primary care. *International Journal of Health Care Quality Assurance,* Vol 15 No 3, pp. 99-105.	Adult mental health patients	Service quality, patient satisfaction	Lack of information, long waiting lists, appropriateness of psychological help, high regard for the psychologist, role of patient and the need for more therapy could generate dissatisfaction.	-

Ihlen, O. & Berntzen, O. 2007. When lobbying backfires: balancing lobby efforts with insights from stakeholder theory. *Journal of Communication Management,* Vol 11 No 3, pp. 235-246.	Key constituencies	Failed lobby campaign	Lack of sensitivity, inability to take proper notice of resistance to the campaign. The failure to appreciate the points-of view, the needs and the rationality of stakeholders, and arrogant appearance. Failing to maintain favorable relations with key stakeholders -> generated anger.	-
Jin, Y., Pang, A. & Cameron, G. T. 2010. The role of emotions in crisis responses. Inaugural test of integrated crisis mapping (ICM) model. *Corporate Communications: An International Journal,* Vol 15 No 4, pp. 428-452.	Publics	Crisis, emotions in crises, organization respond strategies	Publics involved in crises pertaining to reputational damage, technological breakdown, industrial matters, labor unrest and regulation/legislation are likely to feel anxious, angry and sad. At the same time they are likely to engage conative coping.	The integrated crisis mapping (ICM) model
Kerley, R. 2007. Controlling urban car parking - an exemplar for public management? *International Journal of Public Sector Management.*	Car parkers	Urban on street car parking, managing complex public services	Governments in many jurisdictions in UK have failed to convince drivers that control of parking is necessary, not just desirable.	-
Kiely, T. 2013. Tapping into Mammon: stakeholder perspectives on developing church tourism in Dublin's Liberties. *Tourism Review,* Vol 68 No 2, pp. 31-43.	Church visitors	Stakeholder collaboration in the development of a localized church tourism trail	While there was a broad understanding of those often fuzzy concepts relating to "tourists" and "church tourism", challenges emerged for supply-stakeholder groups: being promoted as tourist attraction, raising revenues, safety issues, creating value and rebuilding trust.	-

Lindenmeier, J, Tscheulin, D. K. & Drevs, F. 2012. The effects of unethical conduct of pharmaceutical companies on consumer behavior. Empirical evidence from Germany. *International Journal of Pharmaceutical and Healthcare Marketing,* Vol 6 No 2, pp. 108-123.	German consumers	Unethical corporate behavior of pharmaceutical companies	Individuals inclination to join boycotts and engage in boycott communication results from anger about animal testing, perceived immortality of pharmaceutical companies' corporate behavior and negative corporate image of pharmaceutical companies.	Proposed relationships model
Linsley, P.M & Slack, R.E. 2012. Crisis Management and an Ethic of Care: The Case of Northern Rock Bank. *Journal of Business Ethics,* vol 113, pp. 285-295.	Local stakeholders, shareholders, customers, local community	Crisis, post crisis, financial crisis	Lack of an ethic of care both pre- and post-crisis periods generated anger towards organization	-
Lähteenmäki, S. & Laiho, M. 2011. Global HRM and the dilemma of competing stakeholder interests. *Social Responsibility Journal,* Vol 7 No 2, pp. 166-180.	Local stakeholders, citizens	Job transfers, lay offs	Social responsibility is evaluated from a very subjective point of view. Company is likely to be blamed for unethical behavior if cuts and layoffs are made in the home country's personnel.	-
McDonald, L.M., Sparks B. & Glendon, A. I. 2010. Stakeholder's reactions to company crisis communication and causes. 2010. *Public relations review,* Vol 36, pp. 263-271.	Stakeholders	Crisis	Denial, excuse, and justification attracted strong negative stakeholder reactions. Controllability single strongest predictor of anger.	-

McColl-Kennedy, J. R., Sparks, B. A. & Nguyen, D. T. 2011. Customer's angry voice: Targeting employees or the organization? *Journal of Business Research,* Vol 64, pp. 707-713.	Customers	Poor service encounters	Customer anger takes place if event is appraised as unfair, organization has high level of control and there is a stable cause of service failure. Customer anger arising from perceptions of distributive justice more likely to be targeted on organization.	1) Model for customer anger at organization. 2) Model for customer anger at employee.
Pace, K. M., Fediuk, T. A. & Botero, I. C. 2010. The acceptance of responsibility and expression of regret in organizational apologies after a transgression. *Corporate Communications: An International Journal,* Vol 15 No 4, pp. 410-427.	Stakeholders	Crisis result of transgression, organizational apologies	The less organization accept responsibility for the crisis, more anger stakeholder would feel. Less regression organization expressed for the crisis, more anger stakeholder would feel toward organization.	-
Patterson, P. G., McColl-Kennedy, J. R., Smith, A. K. & Lu, Z. 2009. Customer Rage: Triggers, Tipping points and Take-outs. *California Management Review,* Vol 52 No 1, pp. 6-29.	Customer	Complaint handling and service recovery	Rage evolves over time, after complaints were poorly handled and multiple opportunities given by the customer to the firm to recover. If basic human needs are threatened it works as a trigger. Rage behaviors vary but employee response – especially non-response – could add fuel to the initial small flames.	
Sonpar, K., Pazzaglia, F. & Kornijenko, J. 2010. The Paradox and Constraints of Legitimacy. *Journal of Business Ethics,* Vol 95, pp. 1-21.	Non-institutional stakeholders	Legitimacy seeking	Legitimacy-seeking behaviors led to a loss of confidence -> then fostered anger and activism.	-

Strizhakova, Y., Tsarenko, Y. & Ruth, J. A. 2012. "I'm Mad and I Can't Get That Service Failure Of My Mind.": Coping and Rumination as Mediators of Anger Effects on Customer Intentions. *Journal of Service Research,* Vol 15 No 4, pp. 414-429.	Customers dealing with anger	Service failures	Extensive rumination has negative implications for customer-provider relationships. It also decreases positive behavioral intentions and increases negative word-of-mouth intentions.	Conceptual and supported model of Mediation effects of Coping strategies and Rumination about the service failure incident
Surachartkumtonkun, J., Patterson, P. G. & McColl-Kennedy, J. R. 2013. Customer Rage Back-Story: Linking Needs-Based Cognitive Appraisal to Service Failure Type. *Journal of Retailing,* Vol 89 No 1, pp. 72-87.	Customers	Negative/failed service encounter	Five types of initial service failure propelling into rage. Core service failure and employee unresponsive behavior most common to generate anger. Other three includes employee inappropriate behavior, slow speed of service and employee unethical behavior.	-
Walker, D. H. T. 2000. Client/customer or stakeholder focus? ISO 14000 EMS as construction industry case study. *The TQM Magazine*, Vol 12 No 1, pp. 18-25.	Stakeholders of a construction project	Construction project, project developer fail	Failing to anticipate the impact of emissions -> concerns by locals lead to political pressure and funding was withdrawn.	-
Watson, T. 2007. Reputation and ethical behaviour in a crisis: predicting survival. *Journal of Communication Management,* Vol 11 No 4, pp. 371-384.	Customers and other stakeholders	Corporate communication and corporate governance in a crisis reputation	In all case studies represented here; poor management, unethical practices, a lack of engagement with customers and other stakeholders, indifferent or aggressive performances by CEOs and lack of preparedness for crisis communication severely or terminally affected these companies.	Revised taxonomy

Watson, T., Osborne-Brown, S. & Longhurst, M. 2002. Issues Negotiation - investing in stakeholders. *Corporate Communications: An International Journal,* Vol 7 No 1, pp. 54-61.	Consumers, stakeholders	Failed expectations	The financial consequences of not recognizing potential issues and dealing with them effectively can be harsh for the company concerned. More involving approach to deal with all stakeholders should be encouraged.	Five stages of Issues Negotiation

4.2 Findings

According to the findings of the traditional literature review, there are multiple issues that could be leading to different stakeholder behaviors. Before those issues lead to certain behavior, there are also many feelings or emotions in between the stakeholders are facing through the relationship process with organization.

In figure 5, different themes that arose from the literature and are closely related to the context of the study are presented. Negative organizational issues are listed first. The amount of certain stakeholders' feelings or emotions popped up in the articles is counted after that. The amount of different participative stakeholder behaviors associated with the literature is presented as well.

ORGANIZATIONAL ISSUES

- Different crisis situations
- Lack of face-to-face contacts
- Inappropriate response to criticism
- Perceived price unfairness
- Ignoring stakeholders, lack of engagement
- Misplaced advertisement
- Generating high levels of customer helplessness
- Lack of information, misplacement of stakeholder (patient)
- Lack of sensitivity, failing to maintain relationship and disrespecting stakeholders
- Governmental control
- Failed collaboration
- Unethical corporate behavior, animal testing
- Failed social responsibility
- Denial, excuse, justification and controllability
- Unfair event, high level of control, service failure and distributive justice
- Lack of responsibility and regression
- Poorly handled complaints and slow service recovery, employee response behavior
- Non-responsive behavior
- Core service failure, employee unresponsive, inappropriate or unethical behavior, slow speed of service
- Failing to anticipate the impact of emissions
- Poor management, unethical practices, a lack of engagement with customers and other stakeholders, indifferent or aggressive performances by CEOs and lack of preparedness for crisis communication
- Not recognizing potential issues and dealing with them effectively

FEELINGS / EMOTIONS OF STAKEHOLDERS

- Anger (11)
- Negativity (6)
- Rage (3)
- Concern (2)
- Regret (2)
- Harm, fear of harm or threat (1)
- Dissatisfaction (1)
- Uncertainty (1)
- Disappointment (1)
- Anxiousness (1)
- Sadness (1)

PARTICIPATIVE STAKEHOLDER BEHAVIORS

- Negative word-of-mouth (3)
- Activism (2)
- Conative coping (1)
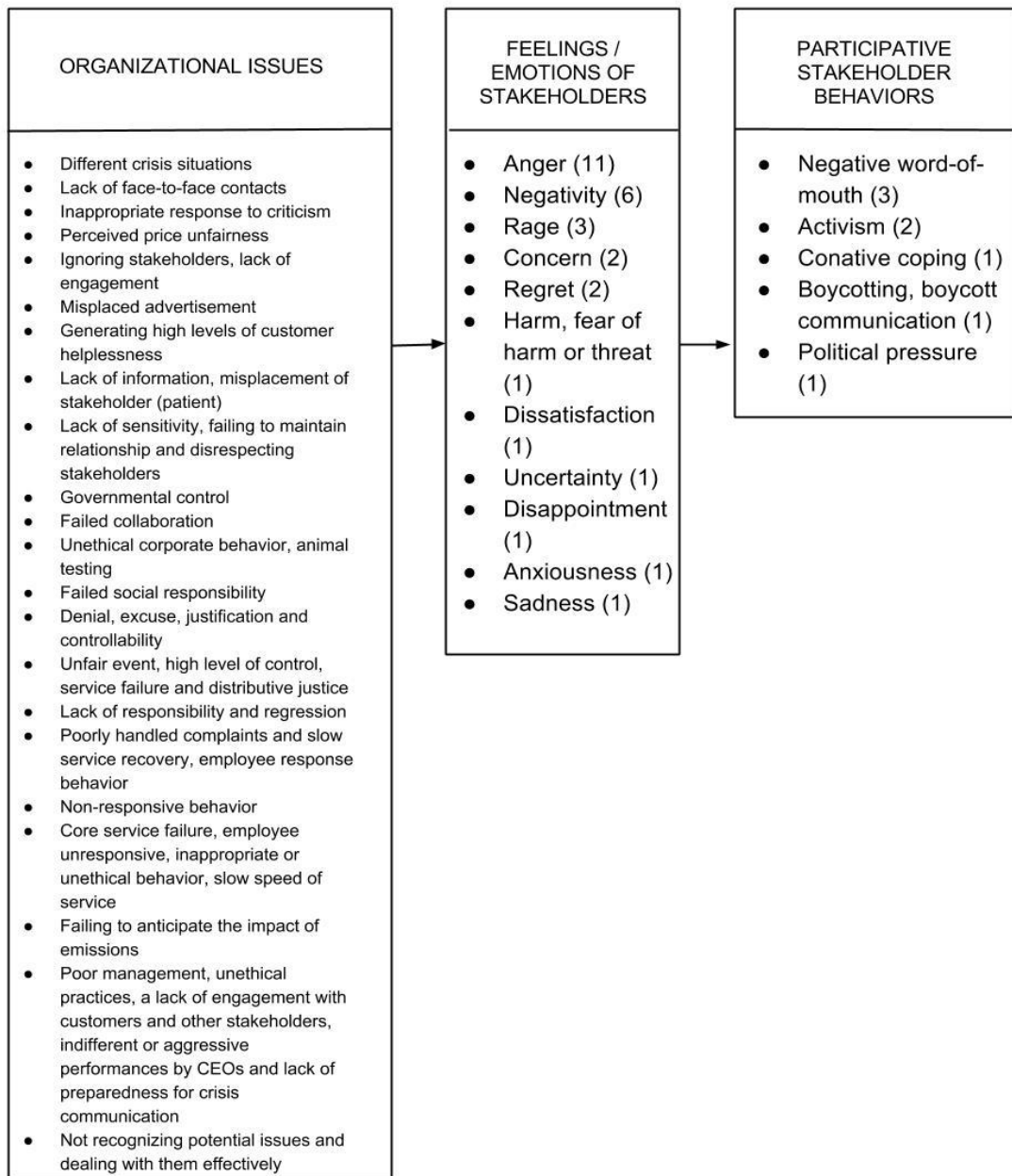- Boycotting, boycott communication (1)
- Political pressure (1)

FIGURE 5 Associations with the literature

As already discussed, the focus in this study is on anger and how it leads to negative engagement. Even though not all the issues lead to anger and later to negative engagement, it is still an assumption here that it is more likely to happen, due to the higher amount of anger associations with the reviewed literature. Most of the participative stakeholder behaviors listed here, such as negative word-of-mouth and activism, are also overlapping with negative engagement and could be considered as negative engagement behavior as well.

We can see from the results of the literature review, that different crises situations are among those that make stakeholders feel themselves angry. If organization ends into a so-called crisis, there are many mistakes already made (Jin et. al. 2010; Linsley & Slack 2012; McDonald 2010; Pace et. al. 2010). Reputational damage, technological breakdown, industrial matters, labor unrest and legislation can all build up a crisis (Jin et. al. 2010).

If organization does not recognize the potential issues (Watson et. al. 2002), acts irresponsibly and presumes too much on denial and excuses for justification of its own actions, things usually turn out to be critical (Pace et. al. 2010; McDonald 2010). Lack of an ethic of care on pre- and post-crisis situations usually becomes to be the issue that leads to anger (Linsley & Slack 2012).

Poor management functions could be the common denominator leading to anger (Watson 2007). Layoffs (Lähteenmäki & Laiho 2010), environmental issues (Champoux et. al. 2012) and unethical corporate behavior, such as animal testing (Lindenmeier et. al 2012) are among different issues disappointing people outside organization.

Interaction between stakeholders and organization could be difficult sometimes. Examples of violent rhetoric (Dhir 2006) and bad corporate communication (Watson 2007) underline this issue. Not only the bad communication but also the deficiency and lack of it are impulses that lead to anger (Alkayid et. al. 2009; Heath & Milne 2002; Watson 2007). In addition, legitimacy seeking (Sonpar et. al. 2010) and apologies issued (Coombs & Holladay 2012; Pace et. al 2010) after having done something wrong can also lead to an unwanted direction from the organization point of view.

Failed lobbying (Ihlen & Berntzen 2007) is one of the situations where organization could end up facing stakeholder anger. Non-profit organizations such as administrations and congregations face anger also. Control over car parking (Kerley 2007), issues whether a church should be seen as a tourist attraction (Kiely 2013) and project development failure (Walker 2000) give examples of difficulties to deal with complex public services, both on governmental and local levels.

Bad service quality (Heath & Milne 2002) and failed expectations (Watson et. al. 2002) can be considered as classic examples of the issues behind anger. Moreover, when stakeholder anger is analyzed from the customer behavior perspective, most of the anger situations generated as a result of failed or poor service encounters (Gelbrich 2010; McColl-Kennedy et. al. 2011; Patterson et. al. 2009; Strizhakova et. al. 2012; Surachartkumtonkun et. al. 2013). However, it depends on individual opinion, what is seen as poor service. Customer feeling helplessness (Gelbrich 2010), employee unethical

or inappropriate behavior (Surachartkumtonkun et. al. 2013) and high organizational control (McColl-Kennedy et. al. 2011) can all be considered as failed service encounters. If customer feels that the basic human needs are threatened it could also work as a trigger for anger (Patterson et. al. 2009).

Front office workers and customer servants have an important position when service encounters are evaluated. The actions of an organization employee can be crucial for the development of customer anger (McColl-Kennedy et. al. 2011; Surachartkumtonkun et. al. 2013, Patterson et. al. 2009). As already emphasized, non-responsive behavior of the employee is not a good option if the organization wants to keep customers satisfied (Patterson et. al. 2009).

It is also pointed out that anger could be targeted either on individual employee or towards the whole organization (McColl-Kennedy et. al. 2011). Interactional injustice, where customer feels not respected, not valued or not treated with dignity is situation where anger is more likely targeted at organization, whereas both interactional injustice and slow response time at individual employee (McColl et. al. 2011, 711-712).

Time has significant role in other ways too. Patterson et al. (2009) argue that even if the customer gives numerous opportunities for organization to recover from the service failure it could still handle the situation poorly. This means that more rage is evolved over longer period of time. Similarly, the more customers have time to ruminate negative feelings, the worse the relationship with the service provider gets (Strizhakova et. al. 2012).

If a person is missing the price promotion and recognizes it after purchasing product or service, more likely the anger is going to be felt (Chen et. al. 2010). The seller's role is crucial in these situations, meaning that customer should be well informed at all times (Chen et. al. 2010).

Customers who feel high levels of anger are more likely to spread negative Word-of-Mouth as a result (Chen et. al 2010; Gelbrich 2010; Strizhakova 2012). Again, extensive rumination (Strizhakova et. al. 2012) and high levels of helplessness (Gelbrich 2010) are among the crucial factors, which increase the possibility for negative WOM. The findings represented here are critically analyzed in the next chapter.

5 CONCLUSIONS AND DISCUSSION

According to Torraco (2005, 362), synthesis in integrated literature review connects existing ideas with new ones and creates a new formula for the topic. It is somewhat clear in the conclusion part, where the findings were analyzed and connected with the context of the study. Consequently, a Negative Engagement Model is demonstrated. Validity and reliability of the study are also evaluated. At the end of the chapter, implications for future research are reflected on.

5.1 Conclusions

Depending on the point-of-view, the issues behind stakeholder anger can be divided into different groups. To be more precise, issues can actually be seen as *experiences* as Brodie et al. (2013) argue, which could develop toward participative, interactive engagement behaviors. The experience felt by a stakeholder is actually the beginning of engagement process and if it leads to anger, it activates people to the *negative engagement*. Naturally, the experiences stakeholders are facing could also have other consequences but the main focus here was on the connection between anger and negative engagement behavior the experiences led to. It is also important to recognize that certain issues not always lead to particular stakeholder behavior, and there is a possibility that many different emotions and feelings occur between certain behaviors.

In many cases, organizations and their actions were the cause leading to anger (Pace et al. 2010; McDonald 2010; Linsley & Slack 2012; Coombs & Holladay 2012; Pace et al 2010; Walker 2000; Gelbrich 2010; McColl-Kennedy et al. 2011; Patterson et al. 2009; Strizhakova et al. 2012; Surachartkumtonkun et al. 2013; Heath & Milne 2002; McColl-Kennedy et al. 2011; Patterson et al.

2009). Furthermore, as Coombs & Holladay (2007, 303) argue, organizational crises were also among those that could lead to stakeholder anger (Jin et al. 2010; Linsley & Slack 2012; McDonald 2010; Pace et al. 2010).

On the other hand, anger was also generated because of issues outside organization's control or because of actions of competitors (Jin et al. 2010; Ihlen & Berntzen 2007; Surachartkumtonkun et al. 2013; McColl-Kennedy et al. 2011; Patterson et al. 2009). Additionally, actions of environmental organizations or activist groups were also triggers leading to stakeholder anger (Champoux et al. 2012; Lindenmeier et al 2012, Kerley 2007; Kiely 2013; Walker 2000).

It might also be argued, that communication and lack of communication were both issues leading to anger (Dhir 2006; Watson 2007; Alkayid et al. 2009; Heath & Milne 2002; Watson et al. 2002). In addition, stakeholder anger evolved on both online- and offline-environments. Offline behavior can affect online behavior and vice versa (Coombs & Holladay 2012; Pace et al 2010).

Van Doorn et al. (2010, 256) point out that customer engagement behavior towards organization can have different antecedents: customer-based, firm-based or context based. In the represented findings, the role of organization stands out in negative light. Moreover, and as Van Doorn et al. (2010, 253) argue, it was apparent that negative engagement with an organization often went beyond purchase and service situations. Because there are numerous issues experienced that are leading to anger, it is reasonable to divide them to three groups from the point of views of an organization:

- **Organization has no part of involvement over the issue** (technological breakdown, legislation)

- **Organization has some level of involvement, or control over the issue** (customer helplessness, environmental issues, unethical actions, reputation, legitimacy seeking, customer missing the price promotion, actions of individual employee, failed expectations, basic human needs threatened)

- **Organization has high level of control over the issue** (service failure and opportunities to recover from it, service quality, project development failure; poor management functions, layoffs, lack of an ethic of care, violent rhetoric, lack of communication and non-responsive behavior, high level of control, irresponsibility, denial of own actions, apologies issued online, failed lobbying)

An issue is usually unexpected or in some other way beyond organizational control when an organization has no part in the stakeholder's experience leading to anger. For example, legislation is defined by others and natural forces could cause technological breakdowns.

Normally, in cases where an organization has some level of control over the issue leading to anger, there are two sides to be considered. Typically those are the customer and the organization. If the customer has missed a price promotion, both the organization and stakeholder could have done something wrong. Customer helplessness, failed expectations and basic human needs threatened are usually experienced subjectively. It is also assumed that environmental issues and what is seen as unethical varies. This is an obvious issue with global organizations. Even though there is possibility to give regulations and directions, this thesis assumes that the actions of individual employees can't be totally controlled even though they are usually hired by the organization. Individuals make their own decisions about what to do and what not.

If service encounters are failed and the stakeholder gives numerous opportunities for the organization to recompense those failures, organization's control over issues leading to anger can be considered big. Poor management functions leading to layoffs, irresponsibility, and denial of own actions are all issues that underline the role of organization behind the experiences that lead to stakeholder anger. Failed lobbying is also an action, which is under the control of organization. Apologies issued online, violent rhetoric, lack of communication and non-responsive behaviors are all decisions made by – none other than – organization or its management about their interaction with others.

5.2 Negative Engagement Model

On figure 6, findings of the literature review and context of the study are connected together. As a result, Negative Engagement Model is presented to visualize how stakeholder anger and negative engagement occurs in online environments.
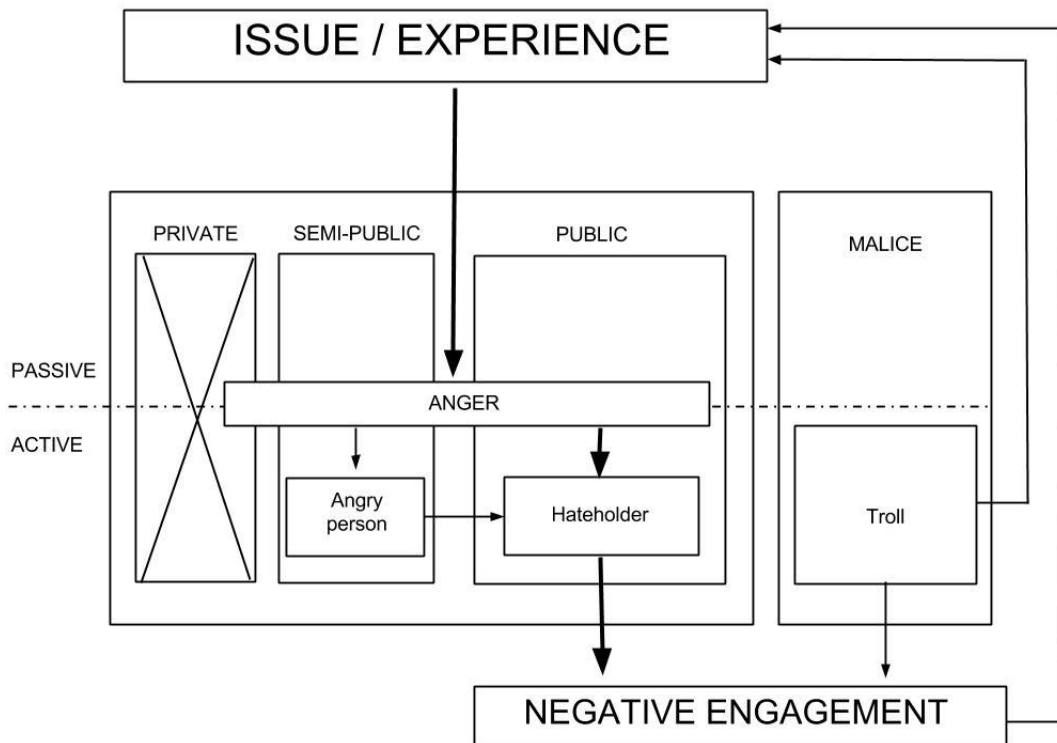
FIGURE 6 The Negative Engagement Model (Adapted from Brodie et al. 2013; Coombs & Holladay 2007; Chu & Kim; Fosdick 2012; Hardaker 2010; Luoma-aho 2010; Luoma-aho & Vos 2010; Simola 2009; van Doorn et al. 2010; Zeelenberg & Pieters 2004)

The process on the Negative Engagement Model begins with stakeholder's experience. Basically, the engagement process occurs in that point at psychological level, as Brodie et al. (2013) argue, and it evolves through anger towards more participative and interactive behavior, referred as negative engagement. Issues and experiences could also lead to other engagement behaviors but on the model the interest is on a situation where it leads to *negative* engagement in particular.

So far, anger has been seen as an action, emotion or expression (Coombs & Holladay 2007; Simola 2009; Turner 2007). However, on the Negative Engagement Model it has a new role: anger becomes an activator. Passive and active as well as private, semi-public and public levels of negative engagement are visible on the model. Private level, however, has been restricted out of the review because it is not seen effective from the perspective of interactive and participative engagement behaviors.

As already mentioned, the process begins with an experience that generates anger and finally leads to hateholders. The trolls also have an effect on the process by being active variables behind negative engagement, unrelated to actual experiences. The hateholders are part of the active public

sphere, and the trolls form the malice sphere on the model. Negative engagement of hateholder could also be an impulse that leads to commonly shared online anger. Van Doorn et al. (2010, 256) argue that customer engagement follows sort of circular logic, in which the consequences customer are facing can actually lead through antecedents to different stakeholder behaviors than it was originally expected.

If the stakeholder faces an experience that leads to anger, the anger also activates the stakeholder and horizontal line in the middle of the model is crossed. To be more precise, people are actually activated by the anger in the process, not the experience itself. Even though Brodie et al. (2013) claim that being present is enough to be referred as online engagement behavior, in this process active participation is required for *negative* engagement. As already mentioned, the experience could also lead to other behavioral consequences, such as disengagement or lack of any action (Zeelenberg & Pieters 2004, 448-449).

Actions of the hateholders could be an impulse generating more anger towards organization among online users. Moreover, actions of hateholders should also activate the organization by forcing it to react to the situation no matter how high control over the original issue (leading to anger) organization has. According to Coombs and Holladay (2007, 304), crisis responsibility and anger should be predictors of negative word-of-mouth that exist as a threat to the organization. However, organizational crisis is not the only context where stakeholders experience themselves angry and crisis responsibility should not be seen as an only threat for organization. According to the findings of systematic literature review, there are multiple issues, which work as negative experiences and lead to stakeholder anger. Naturally, many of those can also be considered as crisis situations.

Following the levels of negative engagement, people who stay passive are usually satisfied for current situation and don't feel regret towards organization. A person who is angry towards organization becomes a hateholder when he or she actively shares this emotion and makes it available online to a multitude of people. In a case like that angry person moves from semi-public sphere to public sphere.

An organization has different reactions depending on the levels of negative engagement and how passive or active stakeholders are. Additionally, organization can trust on their proactivity as long as stakeholders are satisfied. By being proactive, organization could improve its situation and maintain its legitimacy better (Luoma-aho & Paloviita 2010). When there is an issue that leads to anger, things change. If activated and angry person turns into a hateholder, organization must react and take part

in the public online discussion in a way or another. Organizational actions demand participation in the public discussion and also preparedness to face those issues considering it (Luoma-aho & Vos 2010, 317).

Hateholder's spread more and more negative issues online and thus highlight the role of social networking environments. Moreover, the trolls have also a notable role in online communication. They can take part in it and strike like shark in the bloody water (Hardaker 2010; Fosdick 2012). The trolls have different motives behind the negative engagement than those who are "naturally" angry. They might not have any impulse behind their anger and can still spread negative issues about organization, only for their own amusement (Hardaker 2010; Buckels et al. 2014). As already mentioned, the actions of the trolls are also one possible issue that leads to growing stakeholder anger.

Moreover, trolling could be one of the ways to hurt the service provider (Zeelenberg & Pieters 2004, 453) and it can also be seen as a sabotage behavior (McColl-Kennedy, Sparks & Nguyen 2011, 708), which is also threatening organization's functions. Additionally, trolls can spread negative electronic word-of-mouth without a trigger, unexpectedly. Trolls often try to conceal their own malicious intentions and can spread information that is false, simply because they can (Hardaker 2010, 237). Hardaker (2010, 237) says about trolls that their "real intention(s) is/are to cause disruption and/or to trigger or exacerbate conflict for the purposes of their own amusement." In these circumstances, it is crucial how and how fast organization could react to trolling.

Negative online communication could generate more anger than it was expected at the beginning. A good example of the hateholder in action is negative electronic Word-of-Mouth, which can activate anger among online users that spreads fast (Wetzer, Zeelenberg and Pieters 2007; Hennig-Thurau et. al 2004). More users become hateholders and things could roll like a snowball. Negative electronic WOM is also one of the issues outside organization's control generating more negative experiences among stakeholders.

Negative engagement and issues spread on online environments are visible to a multitude of people. It means that hateholder's personal anger could end up being a starting point for the public, common anger. By doing so, it follows the common phenomenon for negative engagement process on online environments and social networking sites (Smith, Juric & Niu 2013). Over time the original issue that led to anger towards organization actually turns out to be something else. In that case, the issue is the manifestation of the hateholder. The "common anger" is spread over and over again and it

really underlines the fact that a small mistake or action – either or not organization has control over it – could be severe and consequences should be taken seriously. The negative manifestation could also be available online long time after it has been originally published (Coombs & Holladay 2007, 304), even though the revealed content could be false (Hardaker 2010, 223). It is also good to recognize that for some people the negative experience and engagement process could begin in cognitive level and lead to other negative behaviors than *negative engagement* in particular. These behaviors could also be harmful for organization.

The way negative engagement is expressed is important (Simola 2009, 220). Acts of violence associated with anger and the displacement of anger by blaming others, might decrease the power of negative engagement (Simola 2009, 220). People are able to reduce anger but if the message somehow improves receiver's situation and is accepted, anger highly correlates with persuasiveness (Turner 2006, 116). It is also noticeable that destructive negative WOM will affect more negatively than constructive negative WOM (Wetzer, Zeelenberg & Pieters 2007, 675).

It might be so that without the hateholder the issue behind anger might never have been revealed, and the public rage towards organization might not even existed. The hateholder has real power over negative engagement and anger towards organization (Luoma-aho 2010). As a result, organization has to especially monitor those issues considering it, instead of focusing only on the situation at hand (Luoma-aho & Vos 2010, 323). It can be said that the thinking must go outside the box (Luoma-aho & Paloviita 2010).

Moreover, users spread negative information over and over again online by using their social networks (Chu & Kim 2011; Coombs & Holladay 2007). This underlines the responsibility of organization on its stakeholders on social networking environments, where the information flows like a snowball (Hennig-Thurau et. al. 2004). As the findings of the literature review show, denial, excuse or lack of communication should not be options for organization. It is also stressed that the organization really has to react to the negative engagement of the hateholder but it has to do it in a right way, and avoid doing something that could generate more issues leading to the anger.

As a consequence, instead of focusing only on its own way of interaction, organization must also monitor what others say about it (Luoma-aho & Vos 2010, 323). Especially hateholders require active monitoring (Luoma-aho 2010, 6). Conversely, those who see the organization critically might reveal some valuable information and organization can actually use it as strength, even if the appealing message is negative (Luoma-aho 2010, 6). This also

accentuates the role of individual hateholders (instead of organizations) who act online and spread the information publicly. In conclusion, observations concerning stakeholder anger and negative engagement online can be presented in a following list:

- There are numerous issues leading to stakeholder anger, some of them are under organization's control and others are not. The experienced issues could also begin the engagement process at a psychological state.
- Anger triggers people, works as an activator for the hateholders and can end up to the negative engagement behavior.
- Negative engagement of the hateholders could be potential impulse leading to common, shared anger which could evolve among users and grow over a longer period of time in online environments.
- The hateholders have real power over public conversation and affect the issues discussed in online environments.
- The trolls also have an effect on the online discussion, especially on its reliability.
- Organizations must be able to monitor the hateholders and issues discussed online. At the same time they must be able to take part in the discussion even if facing criticism.

5.3 Discussion

The aim of this literature review was to create a comprehensive model that describes stakeholder anger and negative engagement online. The research questions in this thesis were as follows:

1. What are the triggers of anger toward organizations according to the literature?

2. How can negative engagement be modeled?

The thesis was separated into three phases and the research was implemented by connecting the theoretical context of the study with the findings of the literature review, and by analyzing this coherent whole critically. As a result, Negative Engagement Model was presented.

   The findings of the literature review indicated that there are multiple issues behind stakeholder anger, which could eventually lead to hateholder

behavior. The issues can be divided to three groups, depending on how much of, if at all, involvement or control organization has over those issues. Anger activates people and the actions of the hateholders and trolls form the base for negative engagement in online environments.

The Negative Engagement Model presented that there is always some experience that begins stakeholder's engagement process with organization and the experience can lead to anger. The experiences could also lead to other engagement behaviors. If anger is felt it activates the person and when the anger is revealed online, available to a multitude of people, it also means that the person turns out be a hateholder.

Trolls, actions of organization and many other issues could be the reasons behind negative experiences. The hateholders could also be generating more impulses leading to anger. This "common" anger is shared over and over again in online environments and the amount of negative engagement grows over longer period of time.

Even though the findings indicated that numerous issues could lead to anger and hateholders, it is not so obvious whether the anger is aimed at individual person (employee) or at the whole organization. It was only mentioned in passing during the presentation of the findings of the literature review. The presumption was, however, that the stakeholder anger is aimed at whole organization. It was also the case in the process represented in the Negative Engagement Model.

It is noticeable that earlier researches, which formed the literature in this thesis, did not necessarily focus on stakeholder anger in all cases. Instead, the phenomenon of stakeholder anger emerged through critical and analytical reading of the literature during the review process. The literature dealt also with customers who could be considered as a group of stakeholders. Nevertheless, defining different stakeholders is somewhat problematic. All in all, at the beginning of the study the stakeholders were defined in a particular way to give some proper outlines for the research. The decisions also stressed the subjective nature of this research in its way. Subjectivity is, though, a relatively common issue that emerges when doing qualitative studies (Hirsjärvi, Remes & Sajavaara 2009, 161).

5.4 Evaluation and limitations of the research

Traditional literature reviews are sometimes facing methodological limitations (Jesson et al. 2011, 74). Critique is raised about author's subjectivity, which is quite often implicit. It has also been under argument

that there is no clear protocol and methods used in the studies are not always carried out. (Jesson et al. 2011, 74.) It is also argued that the reviews can't cover all the aspects of previous research (Torraco 2005, 361) and qualitative studies are only trying to reveal things that are already known (Hirsjärvi et al. 2009, 161).

These limitations are apparent in this thesis also. However, there were some adjustments made that the review could be more valid. For example, instead of narrative orientation, integrated orientation of the traditional review was the base methodology during the research. Moreover, methods from the systematic literature review were also partly used to give some protocol to be followed, which is often missed in these types of reviews.

At some points, the systematic method was not followed so chronologically. For example, some reviewing of literature was already done before the "official" review, when the theoretical context of the study was formed. Decision-making and evaluation were made to find appropriate theories to be included in the thesis. Consequently, the context of the study gave some guidelines, topics and viewpoints to be taken into account in the literature review process on phase two.

Throughout the thesis there is quite strong subjective effect of author visible on the decisions made. The analyzing process of the literature is also accompanied by subjectivity of the researcher, meaning that it is open to various interpretations. As already mentioned, this is quite common phenomenon in the traditional literature reviews and qualitative studies in general (Jesson et al. 2011; Hirsjärvi et al. 2009, 182). Moreover, these details should not always be considered as a weakness. The researcher might actually reveal some viewpoints that have not been taken into account in the earlier studies.

As already discussed, systematic literature review would give more valuable findings than traditional review, if it is implemented properly (Jesson et al. 2011; Fink 2010). However, too systematically and mechanically conducted reviews might lack some essential details (Tuomi & Sarajärvi 2004). Because this study was conducted as a traditional literature review it also gave some discretion for the researcher. This was seen as an advantage throughout the research process.

When the reliability of this study is evaluated it has more pros than it is expected from the traditional literature reviews in general. Relatively clear protocol was introduced that could be followed quite easily, if same type of research is implemented again. It is good to notice, though, that the databases and literature presented here might not be available to all researchers. Subscriptions are one of the issues that might be a problem. The

literature is also developing over time, and using the same search terms five years from now might give different findings. However, situations like these are more dependent on practical than methodological issues.

By using different search terms could, naturally, give some alternative results and indications. In this thesis the focus was on stakeholder anger and customer anger. By using such search terms as "consumer anger", "client anger" and "interest group anger" might also be useful, and give some value for the researcher in the future. It is noteworthy, that a successful literature review in specific topic requires functional search terms that are utilized properly (Jesson et al. 2011, 12; Fink 2010, 4).

When the findings are evaluated it is unlikely that they could be generalized without additional research done in the future. It is also good to recognize that the findings and critical content analysis represented here were not trying to be the all-encompassing truth. As Torraco (2005, 361) argues, instead of trying to cover all the details of previous research the integrated reviews often "tells a story" which leads to a new conclusions.

The idea at the beginning of this research was that the analyzed literature could be used as an understanding tool, which raises some new insights and origins for the topic. The purpose was to seek and understand those emerging issues and impulses that could lead to stakeholder anger. How it finally emerges in the form of negative engagement was also under review. The point was that the analyzed findings are hopefully as versatile and comprehensive description of the phenomenon of negative engagement as possible. Hirsjärvi et al. (2009, 161) argue that being comprehensive enough is a good value for the qualitative research. Hopefully this thesis could be giving some guidelines for the future research and the Negative Engagement Model could also be developed and improved from now on.

5.5 Implications for the future research

It seems that this thesis can be described as a beginning or launch for negative engagement research, which could be developed even further in the future. Hopefully one alternative viewpoint is represented here and the thesis was able to fill some research gaps that have existed on the topic.

Future research on the phenomenon of negative engagement might include some implications where Negative Engagement Model could be tested in general, and see if it really works as presented in this thesis. Future research can also go deeper in the stakeholder anger. By doing a case studies and investigating negative engagement on social networking sites at

practical level could give some new perspective to the topic. Focus should also be on the organizations point of view and how they are dealing with negative engagement and angry stakeholders. For example, how organization could affect to the healing process of hateholders and be able to make them faith-holders instead. Negative engagement and anger of organization's employees can also be a perspective to take into consideration in the future research examinations. However, the Negative Engagement Model should be first improved and developed even further before being able to generalize it.

Firstly, the process presented on the Negative Engagement Model should be re-examined. In the current model, the basic series of conclusions follow a relatively simple line where the experience leads to anger and anger leads via hateholders to negative engagement. These series of conclusions have some advantages but there are also some gaps emerging from it.

It is worth of examination what happens between these series of conclusions. For example, following questions can be raised: What issues and experiences are actually leading to anger? What kind of other engagement behaviors can be defined? Does anger always activate people to negative engagement? What is actually making people to become either angry or hateholders? Can the process presented in the model have different course and direction?

Secondly, the definitions presented here are quite vague. An issue that emerges from the model is the definition of anger. For example, how anger differs from such emotions as hate, negativity, disgust or disagreement in general? In this thesis, the anger was basically seen to cover all of these emotions and worked as an activator for hateholders to manifest themselves publicly. Few different antecedents concerning anger were introduced but it is possible that they did not cover all the details. Relationship between anger and negative engagement behavior should be reviewed more precisely in the upcoming studies.

The hateholders are also a topic that raises many interesting questions. Are some people more likely to become hateholders than others? Can the hateholders be divided in groups? There are many fruitful possibilities to approach and explore the hateholder behavior even more.

One of the significant topics on the communication field is ethics, which is actually a leading theme in the 2014 Euprera Congress also. By approaching the negative engagement from this perspective would give some alternatives and ensure that hateholder behavior could be analyzed even further. For example, following research questions could be used to fill those still noticeable research gaps:

1. According to the previous literature on negative engagement and stakeholder anger, how often are ethical issues the reason for negative stakeholder engagement?

2. Can all negative engagement be categorized as hateholder activity?

The connection between emerging ethical issues and negative engagement could be explored and find out how likely the ethics are the reason behind negative engagement behavior. By following the first research question and by developing the research concerning negative engagement, hateholders could be approached from an alternative perspective and categorized more precisely. It would also fill the research gaps that still exist.

   Conclusively, negative engagement is a topic that needs more attention on the upcoming researches. Not only it needs to be more precisely defined, but also different perspectives and themes for research concerning it should be taken under review. Possibilities between this thesis' theoretical processes and general implications should also be critically analyzed and processed. Even though some research gaps have already been filled in this thesis it is still obvious that stakeholder anger hasn't got enough scholarly attention and the negative engagement is in need of alternative conceptualizations in the future.

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