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Beware the Fury of the Digital Age Consumer: Online Consumer Revenge: A Cognitive Appraisal Perspective

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ABSTRACT

Online consumer revenge is costing companies millions of dollars annually. Yet, a limited number of studies have investigated the factors that influence online consumer revenge and the degree to which they carry on across cultural boundaries. A serious gap was noticed concerning the forms, triggers, and process of consumer revenge in the online context. Additionally, it was noticed that previous theoretical models of consumer revenge go directly from the desire for revenge state to the actual revenge state without explaining the cognitive process the consumer goes through when evaluating the decision whether or not to commit revenge. To address these research gaps, a mixed method approach was applied. A qualitative approach was employed first to explore this behaviour. Afterwards, a scenario based survey was used in order to examine and test the casual relationships between the variables identified in the first study on a larger sample from Jordan and Britain.

Overall, the findings of this thesis have proven for the first time the secondary appraisal state consumers go through when evaluating their online revenge coping options. In this state, consumers were found to evaluate the reach of their actions, the risk involved, and the ability to perform the online revenge behaviour. Additionally, this thesis found that the British participants cognitively evaluate their online revenge options more extensively when compared to the Jordanian participants. The findings of this thesis also identify a new set of triggers for online consumer revenge including the type (process/outcome) and the severity of the service failure. This finding shifts away from the traditional fairness violations view of the triggers of consumer revenge. Moreover, the findings of this thesis establishes the role of the national culture in influencing online revenge as demonstrated by the difference in the harm appraisals, negative emotions, and the desires for revenge between the English and Jordanian participants.

Beware the Fury of the Digital Age Consumer:

Online Consumer Revenge: A Cognitive Appraisal Perspective

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Thesis Submitted in Fulfilment of the Degree of Doctor of Philosophy

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To My Family

Chapter 1

The dark side of the digital age consumer

1.1.Introduction:

The electric guitar of a Canadian singer named Dave Carroll was damaged during a United Airlines flight and he had to spend $1,200 on getting it fixed. After he sent numerous complaints for the airlines for compensation and damages, the airlines still refused to cover his costs. So to get back at them, Carroll recorded a song called 'United Breaks Guitars'. This video was viewed 11 million times on YouTube after it was uploaded. As a result, the company's shares fell by 10% and suffered losses equivalent to $180 million. (see Moschini, 2011; Tripp and Gregoire, 2011, for more details).

Another similar story comes from an American family who bought a freezer from their local Sears Hometown Store in Texas. When the Sears delivery van arrived at their house, Toot the family dog ran out to investigate the car. As the driver was parking the van, the family heard a loud yelp. Toot was seriously injured and he passed away shortly afterwards. After trying to get some sort of compensation and being told repeatedly by Sears that the store is not accountable for the incident, the family created a website called searskilledmydog.com, and shortly afterwards, the website went viral and became a media sensation with the family's story reported by major media networks. This eventually forced Sears into issuing a formal apology to the family for their loss. (See, wordpress.com; dailyfinance.com for more details).

Generally, dysfunctional and deviant acts of consumers are widespread (e.g. Daunt and Harris, 2012; Reynolds and Harris, 2009; Harris, 2008; Fullerton and Punj, 2004). There are an increasing number of reports of dysfunctional consumer acts occurring around the world (Daunt and Harris, 2012). In the United States alone, the financial loss caused by shoplifting acts reaches 37.5 billion dollars each year (e.g. Fisk, Grove, Harris, Keeffe, Daunt, Bennett, and Wirtz 2010), where in the United Kingdom 450 million are spent annually on store security and crime prevention techniques (Mitchell and Chan, 2002). Additionally, the contentious growth of the counterfeits market to reaching over 5-9% share of the global trade according to some reports (e.g. Hieke, 2010), imposes dangerous threats to various industries, whether from the financial loss due to the loss of large amounts of revenue, to the threat of damaging the original brand image and

reputation by being associated with the imposters (Staake, Thiesse, and Fleisch, 2009). Not to mention the amounts of lost revenue occurring as a result of giving compensations or changing products due to illegitimate customer complaints and their exploitation of the return policies of companies (Fisk et al, 2010). However, the financial costs of these acts are not the only consequences of these dysfunctional behaviours. Increasing turnover rates, employees emotional exhaustion and stress, fear, lower employee performances, dissatisfaction with the organization, ruining the consumption experience, and even crimes (Harris and Reynolds, 2011; Huang, Lin, and Wen, 2010), are but a few examples of the psychological and emotional consequences of consumers dysfunctional behaviours which includes, aggression, theft and verbal and physical abuse against the organization, its employees, and other fellow customers.

Furthermore, the negative publicity and the huge economic losses that were created by the actions of Mr. Carroll and the American family are only two examples of what angry consumers can achieve when seeking revenge. Despite united airlines' refusal to compensate Mr. Carroll for the damages it has caused him, the airline suffered huge economic losses that probably wouldn't have occurred without the Internet (e.g. social networks and blogs) facilitating the actions of consumers seeking revenge, such as Mr. Carroll. A number of scholars (e.g. Fisk et al, 2010; Harris, 2008) state that the amounts of lost profit due to giving compensations as a result of vindictive customer complaints is substantial and is growing rapidly. Additionally, the occurrence of consumer revenge in response to service failures and dissatisfaction is also increasing at an alarming rate (e.g. Funches, Markley, and Davis 2009; Zourrig, Chebat, and Toffoli 2009a; Gregoire and Fisher, 2008). "A Customer Rage Survey (CRS) conducted in 2005 revealed that 15% of shoppers who received unsatisfactory service are seeking revenge for their suffering and 1% of them admit already exacting revenge" (Zourrig et al, 2009a, p. 995). A recent survey by newvoicesmedia also showed that 60% of generation Y American consumers will likely share their negative consumption experiences online (Gutbezhahl, 2014). Similarly, a recent study also showed that 36% of consumers share their negative service experiences online using social media websites with 26% of them actually complaining to the firm's website (Rampton, 2014). As a result, the topic of consumer revenge and retaliation has attracted increased attention from researchers (e.g. Joireman, Gregoire, Devezer, and Tripp, 2013; Gregoire, Laufer, and Tripp, 2010; Funches, et al, 2009; Mccoll-Kennedy, Patterson, Smith, and Brady 2009; Zourrig et al ,

2009a; Gregoire, and Fisher, 2008; Bechwati and Morrin, 2007; Wetzer, Zeelenberg, and Pieters, 2007; Gregoire, and Fisher 2005; Bechwati and Morrin, 2003; Bougie, Pieters, and Zeelenberg, 2003; Huefner and Hunt, 2000) due to its importance for both organizations (Gregoire et al, 2010) and the consumer (Huefner and Hunt, 2000). A number of researchers (e.g. Gregoire et al, 2010; Tuzovic, 2010; Funches et al, 2009) also argued that certain revenge behaviours, like public online complaining for negative publicity and negative electronic word of mouth, need special attention because of their damaging and devastating effects on firms.

Despite the increasing importance of this subject for marketing and consumer behaviour researchers, limited attention has been given by scholars to examine this behaviour in the online context with a general focus on examining this behaviour in the traditional market context (Gregoire et al, 2010: Funches et al, 2009). This lead Tripp and Gregoire, (2011) to try to examine why consumers like Mr Carroll and the American family take to the Internet to complain and get revenge and identified the feelings of betrayal and being cheated by the firm's actions as the only reason consumers use the Internet to vindictively complain.

Furthermore, several authors in the field of consumer behaviour have noticed the important role of the Internet and technological advancements in enabling consumers to respond and be more active in their transactions (e.g. Pentina, Koh, and Le, 2012; Gregoire and Fisher 2008; Behrang, Bornemann, Hansen and Schrader, 2006; Freestone and Mitchell, 2004). According to Pentina et al, (2012) the recent developments in web, 3G, and 4G technologies have created a big change in the relationship between the customer and the firm, because it have enabled the consumer to respond to the offers and messages sent to him/her and express his/her feelings towards it. And sometimes they can express their feelings in a very hostile manner, like in the case of Mr. Carroll and the American family. Additionally, Behrang et al, (2006) also argue that the Internet interactivity has enabled consumers to be more active in their transactions. Moreover, a number of scholars have also argued that the Internet have certain features that might not be available to any other medium (e.g. Shanahan and Hyman, 2010; Haloush and Malkawi, 2008; Ward and Ostrom, 2006). These features could help explain why consumers use the Internet to get revenge against firms that wronged them. Therefore, other than the feelings of betrayal, the how and why do consumers use the Internet to

get revenge after a service failure is still unknown. Consequently, the aim of this thesis is to examine the phenomenon of online consumer revenge and identify its process, forms, and causes. By doing so, this thesis will present the first attempt for examining consumer revenge behaviour outside Anglo-Saxon countries, where some scholars identified differences between consumer responses to service failures in eastern and western cultures (Zourrig et al, 2009a). Therefore, building on the foundations laid down by other scholars in the field of dysfunctional consumer behaviour and revenge, this thesis extends the previous work to develop its own conceptual model for online consumer revenge that details the complete process of online revenge, and introduces some new factors that could help in examining the cognitive, emotional and motivational aspects of online consumer revenge behaviour.

This chapter will start by giving an introduction to the topic examined in this thesis followed by the definition of dysfunctional consumer behaviour, revenge, and online revenge. The previous research in the area of dysfunctional consumer behaviour and revenge is discussed next. Then the objectives and goals of this thesis are highlighted followed by a brief description of the theoretical foundation and the methodology used. Finally, the chapter will finish by describing the structure of this thesis by providing a brief summary of each chapter in this thesis.

1.2. The Concept of revenge & Online Revenge:

In the literature of dysfunctional consumer behaviour there are various terms used to describe consumers' dysfunctional and deviant acts. For example: according to Fullerton and Punj, (1993) whom from a norm violation perspective used the term aberrant consumer behaviour to describe these dysfunctional and unethical acts as the" behaviour in the exchange settings, which violates the generally accepted norms of consumption situations and which is therefore held by disrepute by marketers and by most consumers" (p.570). While in another study in 1997, they later defined it, this time using the term consumer misbehaviour, a term also used by Tonglet, (2001), as the behavioural actions in which the consumer violates the generally accepted norms of conduct in consumption situations. Meanwhile, Lovelock, (2001) uses the term Jaycustomers to describe consumers who" act in thoughtless or abusive, causing problems for the firm, its employees, and other customers" (P.73). While using the term "problem customer" Bitner, (1994) describe them as consumers who are "unwilling to

cooperate with the service provider, other customers, industry regulations, and/ or laws"
(P.98).

Furthermore, offering a much broader definition but still limited to the service setting,
Harris and Reynolds, (2004) used the term "dysfunctional customer behaviour" to
define customers wrong acts that disrupts otherwise functional service encounters. Most
recently Huang, (2009) used the term "other-customer failure" to describe the disturbing
and unethical actions of other customers in the service setting. Finally, Mitchell,
Balabanis, Schlegelmilch, and Cornwell, (2009) used the term "unethical consumer
behaviour" to offer a much broader definition to describe these activities as" consumer
direct or indirect actions which cause organizations or other consumers to lose money or
reputation" (p. 396).

The variety of terms used, reflects the various perspectives that this topic has been
investigated and studied (e.g. Fisk et al, 2010; Harris et al, 2004), either from the
perspective of customers norm violation (e.g. Fullerton and Punj, 1993,2004), to
describing the activities of these customer (e.g. Lovelock, 1994, 2001), to describing
the nature of these acts either being overt (e.g. Fullerton and Punj, 1997,2004), or both
covert and overt, (e.g. Harris and Reynolds, 2004), until finally describing these
activities from the perspective of other customer's (e.g. Huang 2009).

Moreover, revenge as one type of consumer misbehaviour is a "basic human impulse
and a powerful motivator of social behaviour" (Bradfield and Aquino, 1999, p. 2).
Across the different literatures, revenge has always been viewed as a coping mechanism
to restore justice and fairness (Gregoire et al, 2010; Funches et al, 2009; Aquino, Tripp,
and Bies 2006; Bradfield and Aquino, 1999). And according to Aquino et al, (2006)
what differentiate revenge from other acts of negative reciprocity is that revenge is
always accompanied by greater behavioural and emotional intensity. Furthermore,
according to Funches et al, (2009) revenge is an action taken in response to a suffered
offense. Additionally, other definitions to describe revenge include: "the infliction of
harm in return for perceived wrong" (Bradfield and Aquino, 1999, p.2). However this
definition was later expanded in the study of Aquino et al, (2006) to the "effort by the
victim of harm, to inflict damage, injury, discomfort or punishment on the party judged
responsible for causing the harm" (p. 2). Meanwhile, according to Huefner and Hunt,
(2000) from a social psychology perspective, revenge is a type of aggression that is

intended to hurt someone. Revenge was also described as "an aggressive act that is often justified by the pursuit of equity" (Stillwell, Baumeister, and Del Priore, 2008, p. 1).

In the consumer context, revenge has been referred to using different terminologies. Including "vengeance' (e.g. Bechwati and Morrin, 2003), "revenge" (e.g. Gregoire et al, 2010) and retaliation (e.g. Funches et al, 2009). This is supported by Gregoire et al, (2010) and Zourrig et al, (2009a) who both noted that these terms (revenge and vengeance) are used interchangeably to refer to revenge. With regards to the term "Retaliation", some researchers (e.g. Zourrig et al, 2009a) state that there is a difference between revenge and retaliation on the basis of rationality, where revenge is only to relief negative emotions and retaliation is to deter. However, some authors (e.g. Mccullough, Kurzban, and Tabak, 2013; Funches et al, 2009; Huefner and Hunt, 2000), also used this term without distinction to refer to revenge actions and some researchers (e.g. Funches et al, 2009) found that retaliatory actions are sometimes motivated by revenge. Therefore, while some authors tend to differentiate between the two terms, some researchers most notably, (e.g. Gregoie et al, 2010; Funches et al, 2009; Gregoire and Fisher, 2006; Huefner and Hunt, 2000) tend to view both as a related concept. Thereby, the terms revenge, vengeance and retaliation are used interchangeably in this thesis to refer to revenge.

Some researchers (e.g. Gregoire et al, 2010; Gregoire and Fisher, 2008; Huefner and Hunt, 2000) have conceptualized consumer revenge and retaliation as tangible acts/behaviours of revenge. For example; retaliation "occurs when the customer intentionally does something to hurt the store or business" (Huefner and Hunt, 2000, p. 63). As for customer retaliation, it has been defined as the "customer's actions that are designed to punish and cause inconvenience to a firm for the damages the customer felt it caused" (Gregoire and Fisher, 2008, p. 247). Other researchers (e.g. Zourrig et al, 2009a; Gregoire and Fisher, 2006; Bechwati and Morrin, 2003) have viewed consumer revenge as a psychological state (e.g. feelings and emotions/desires). For example; Zourrig et al, (2009a) broadly defined consumer revenge as "an intense emotional state requiring relief, based on the perception and motivation that one has been wronged rather than on a rational thought undifferentiated anger, or retributive justice" (p. 996). Whereby, Bechwati and Morrin, (2003) introduced and conceptualized a new concept

for consumer revenge called 'the desire for vengeance', and defined it as "the retaliatory feelings that consumers feel toward a firm, such as the desire to exert some harm on the firm typically following an extremely negative purchase experience" (p. 6). Similar to that, Gregoire and Fisher, (2006) also introduced a concept called 'desire for retaliation' which is a "customer felt need to punish and make the firm pay for the damages it has caused" (p. 33). Therefore, in light of the previous terms and definitions used to describe consumer revenge, it is evident that two elements are common among most of these definitions; 1- the harmful nature of revenge towards the target of revenge, and 2- revenge is the result of perceived wrong doing from the other party which is usually the firm.

Regarding online consumer revenge, previous studies (e.g. Gregoire et al, 2010) used the term "online public complaining for negative publicity" to refer to "the act of using online applications to alert the general public about the misbehaviour of a firm" (p. 743), and identified it as a form of consumer revenge (e.g. Gregoire et al, 2010). However, in this thesis online public complaining for negative publicity is considered to be a form of online revenge. Thereby, due to the desire to offer a much broader definition to the online revenge behaviour and the lack of definitions describing this behaviour, in this thesis online revenge is defined as the consumer use of the Internet and its various applications after a service failure in both legal (e.g. vindictive complaining) and illegal manners (e.g. hacking), in order to teach the offending firm a lesson and damage the firm's image and reputation by sharing his/her story online and warning other consumers.

Haloush and Malkawi, (2008) note that the Internet has a number of characteristics that are not available for other types of media, the first is the reduced cost and the higher frequency of communication. Second, it have great accessibility, which benefit both the consumer himself who now can shop for products from around the world and service providers who now can reach millions of consumers at a very low cost. Third, the Internet has a structure of real societies, which enables it to form a very large community in which consumers exchange knowledge and information. Fourth, its interactivity, which enables consumers to interact with other parties without being at the same place or at the same time, in addition to being able to express themselves more efficiently. Consequently, in contrast to consumer revenge in brick and mortar settings,

the consumer revenge acts performed in the online context generates a larger amount of negative publicity as seen in the story of Dave Carroll (Tripp and Gregoire, 2011). Therefore, the Internet will increase the scope of the service failure story and the act of revenge from a small number of people to hundreds, thousands, or even millions of people. Furthermore, the online medium also provides a lower perception of risk or high risklessness (Shanahan and Hyman, 2010), when compared to revenge acts in market settings which if the consumer was caught could involve jail time or fines. Consequently, the low risk of the online medium could encourage consumers to retaliate against misbehaving firms even more now with the wide spread nature of social media websites (Funches et al, 2009; Albers-Millers, 1999). Finally, the online medium also provides revenge-seeking consumers with a higher ability to perform the revenge behaviour when compared to offline revenge with perceived behavioural control in particular being strongly related with consumer behaviour in the virtual context (Shim, Eastlick, Lotz, and Warrington 2001).

Additionally, although there are some similarities between online complaint behaviour and online revenge when both behaviours are purposively vindictive, it should be noted the online consumer revenge behaviour is different from complaint behaviour in the sense that its aimed at coping in addition to relieving stress and negative emotions, and is not focused on solving the problem that caused the complaint as most complaints are (Stephens and Gwinner, 1998). Therefore, online revenge is aimed at getting back at a misbehaving firm and is not necessarily designed to solve a problem with a firm or get any sort of compensation.

Finally, although some scholars (e.g. Funches et al, 2009) note that consumer revenge behaviours are not part of the dysfunctional consumer behaviour literature, in this thesis consumer revenge behaviour is considered a part of the forms of dysfunctional consumer behaviour or misbehaviour, a view also shared by some scholars (e.g. Huefner and Hunt, 2000; Fullerton and Punj, 1997). Generally, two main differences can be noticed when looking at revenge and other forms of consumer dysfunctional behaviour. First, consumer revenge behaviours occur as a response to perceived injustice from the consumer perspective and with the desire to cope and restore justice (Gregoire et al, 2010). Whereby, others forms of misbehaviours are initiated by the customer himself either as a result of personality traits (Reynolds and Harris, 2009) low

risk apprehensions (Tonglet, 2000) thrill seeking (Fullerton and Punj, 1997), or financial reasons (Harris, 2008). Second, consumer revenge is usually accompanied by strong emotional desires like anger, frustration or betrayal in addition to an extensive cognitive process, traits that are not shared with other forms of dysfunctional behaviour which may result as an impulse or with the consumer being opportunitistic. However, despite these differences between consumer revenge behaviours and other forms of consumer misbehaviours like shoplifting, fraudulent complaining, piracy and counterfeiting, this thesis considers all of these behaviours to be types of dysfunctional consumer behaviour. The reason for this perspective is that this thesis considers all of these behaviours as behaviours that will ruin the consumption experience and the market transaction for both the firm and the consumer. Additionally, this thesis views consumer revenge behaviour as actions that will fail to communicate to the service provider the issues that resulted in these types of activities, thus, increasing the chances of further revenge incidents, and without giving the firm any indication to what caused the revenge act in the first place.

1.3. Previous Research in the area of dysfunctional consumer behaviour and revenge:

Although the area of dysfunctional consumer behaviour remains a relatively new field of research, the number of researchers in this area of research is growing (Harris and Daunt, 2011). However, after examining the literature, it can be noticed that studies within the dysfunctional consumer behaviour can be classified into three main themes that has attracted the attention of scholars within the literature. First, a stream of research within the dysfunctional consumer behaviour literature has focused on identifying the triggers and antecedents of these acts from a macro-level perspective. This stream of studies (e.g. Reynolds and Harris, 2009: Fullerton and Punj, 1997), found that factors like the personal traits and predispositions, the market place characteristics, and the interaction effects of these factors in the market or exchange setting leads to either normal consumer behaviour or to consumer misbehaviour. Even though these two studies have laid down the foundations to understanding dysfunctional consumer behaviour from a macro-perspective, one of these studies is theoretical (e.g. Fullerton and Punj, 2004) and one is empirical (e.g. Reynolds and Harris, 2009). Therefore, in order to fully understand the roots behind these activities more empirical

work needs to be carried out to identify even more factors that encourage this behaviour.

Furthermore, the second stream of the research on consumer dysfunctional behaviour has focused on the control techniques used to reduce these dysfunctional and misbehaving acts (e.g. Pate, Adams, and Meyer, 2011; Berry and Seiders, 2008; Fullerton and Punj, 1997). These studies identified factors such as education and deterrence (Fullerton and Punj, 1997), changing the marketing approach (Berry and Seiders, 2008), and shopping bags tagged with radio frequency identification tag (Pate et al, 2011) as means for reducing consumer misbehaviour acts.

Another small stream of the literature has focused on the consequences of the dysfunctional acts of consumers on the organization, its workers, and the consumer himself (Huang, Lin, and Wen 2010; Huang, 2010; Huang, 2008; Reynolds and Harris, 2006). Huang et al, (2010) found that when consumers feel that the dysfunctional or misbehaving acts performed by other consumers in the exchange setting could have been controlled by the organization and is likely to happen again, they tend to form negative opinions and evaluations toward the organization. Similarly, Huang, (2008) found that consumers consider other customers misbehaviour to be the firm's responsibility when they think that the firm can control it. This study also found that companies have to act as the police to ensure appropriate behaviour by consumers. Furthermore, Huang, (2010) found that when consumers feel that the organization recovery responses were effective, they tend to give favourable evaluations about the organization than consumers who feel that there has been little effort made to solve other customer misbehaviour. Moreover, while investigating the effects of dysfunctional and misbehaving consumer acts on the organization employees, Reynolds and Harris, (2006) explored how the workers in the hospitality industry cope and deal with misbehaving customers and found that they employ a number of coping tactics, before (preparing mentally for work), during (avoiding the customer or bribing him) and after (trying to calm down or taking revenge) the incident or the misbehaviour of the customer.

One more stream of research within the dysfunctional consumer behaviour has focused on the individual forms or acts of consumer dysfunctional behaviour like shoplifting, counterfeits, consumer rage and aggression, illegitimate customer complaining and

returns, and finally consumer revenge and retaliation behaviour. The first and the majority of the research done on the individual forms of the acts of dysfunctional consumer behaviour has focused on shoplifting with a number of studies focusing on the antecedents of shoplifting (e.g. Tonglet, 2001; Babin and Babin, 1996; Cox, Cox, Anderson and Moschis 1993; Cox, Cox, and Moschis 1990; Dirghami, 1974). These studies identified factors such as risk, personality traits, gender, need for thrill, peer influence, social and financial factors and a person's mood as motives for shoplifting. The second stream of scholars (e.g. Deepack, 2011; Pate et al, 2011; Ferreira and Carvalho, 2009; Budden, Miller, and Griffin, 1991; Glasscock, Rapoff, and christophersen, 1988; French, Crask, and Mader, 1984; Dickerson, 1979) within this literature focused on examining shoplifting deterrence techniques and measures, in addition to how does these measures interact with the customers. This stream identified factors such as social, ethical, and moral factors, the type and layout of the store, and frequency tagged shopping bags as possible deterrents. However, one criticism than can be noticed in this stream of studies is that all of these studies seem to be geographically concentrated. Except for two studies, the study of Ferreira and Carvalho, (2009) that was conducted in Lisbon and the study of Deepack, (2011) which was set in Jammu city in India, all the above studies were conducted in the United States. Also the majority of these studies tend to focus on using attitudinal theories to gauge the consumer intention to shoplift and not his/her actual behaviour.

The second stream of studies focusing on the individual forms of consumer dysfunctional behaviour has focused on the topic of the consumer purchase behaviour of counterfeits. A stream of studies focused on the antecedents of this behaviour and identified factors such as attitudes (e.g. Norum and Cuno, 2011), the product price and quality and subjective norms (e.g. Seung and Boonghee 2010), personality and social factors (e.g. Phau and Teah, 2009), risk (e.g. Miller,1999), demographic factors (e.g. Swami, Premuzic, and Furnham, 2009), and brand image and involvement (e.g Bian and Moutinho, 2009). Another stream within this literature focused on the antecedents of this behaviour in the online context, identifying factors such as attitudes and norms (e.g. Chen, Pan, and Pan, 2009), personal factors and risk (e.g. Ang, Cheng, Lim, and Tambyah, 2001), price and product availability (e.g. Ho and Weinberg, 2011), economic, experiential, risk, and peer factors (e.g. Shanahan and Hyman, 2010). Finally, some of the literature on counterfeits has focused on its consequences and

outcomes, like the study of Hieke, (2010) which examined the effects of the counterfeits on the image of luxury brands using an experimental design and found that the single exposure to the counterfeit won't necessarily lead to altering the consumers' evaluation of the original brand. Similar to this study, is the work of Bian and Moutinho, (2011) which explored the effect of owning a counterfeit product on the perception of both the original brand and the counterfeit, and reached similar conclusions to the previous study. Although, there seems to be a variety in the places these studies has been conducted in, all of the literature on the motives and antecedents of counterfeits purchase has focused on the consumers' attitudes and intention to buy, and not on their actual behaviour. Additionally, it was noticed that all of these studies except for the study of Trott and Hoecht, (2007) have focused on the negative consequences of counterfeiting. Therefore, additional research into the possibility of positive outcomes as a result of counterfeiting should also be explored.

The third stream of articles regarding the individual forms of dysfunctional consumer behaviour has focused on consumer fraudulent returns and illegitimate complaining. With regards to illegitimate complaining, Reynolds and Harris, (2005) classified illegitimate complaints to four types including ,"opportunistic complaints" which occurs whenever the opportunity or the possibility of gaining something arises," professional complaints" which refers to professional customer complainers who does it on a regular basis and continuously look for ways to exploit the retailer ,"conditioned complaints" refers to customers who do it more frequently and it doing so, found a way to present their complaints in an effective manner, and "one-off complaints" refers to consumer who only did it once. Meanwhile, the motives for these complaints ranged from financial, avoiding responsibility for own errors, to enhancing feelings of self worth and self esteem. In another study concerning opportunistic complaining, Baker, Magini, and Perdue, (2012) found that the personality traits and the financial gains play an important role in encouraging the customer to engage in this behaviour. Additionally, this study argues that yielding to opportunistic complaints will indeed trigger further complaints of this nature in the future.

Furthermore, Harris, (2008) explored the motives and drives behind consumers' fraudulent returns and identified factors such as the past experiences in returning, the knowledge of the retailer's rules, public self conscious, the consumer anomia, which is

the perceived absence of norms or law, the consumer attitudes toward returning, thrill seeking needs, the perceived impact of the act, and social norms. Although all of these factors were found to be influential, past experiences appeared to be the most important factor. In another study of Harris, (2010) he examines the factors that facilitate the consumers exploitation of retailers return policies by identifying factors related to the success of this behaviour. These factors include the relationship between the customer and the company, the customer knowledge of the rules and policies of returning, the timing of the return, the type of product involved, the interaction style with the employee, and the personal connection with the employee.

A new small stream of studies has focused consumer rage and aggression. For example, the study of McColl-Kennedy et al, (2009) explored consumer rage associated emotions, expressions, and behaviours following the failure of the service encounter. They found that the different types of customer rage emotions are related to different types of expressions and behaviours. McColl-Kennedy et al, (2009) identified two forms of consumer rage usually experienced after a service failure, the first is"rancorous rage" and is characterized by "intense feelings of ill will or animosity and by acrimonious, malevolent, anger" (p. 232). Whereby, the second was labelled "retaliatory rage" and is "characterized by feelings of fierceness, and by destructive, violent anger", (p. 232). Another study of Patterson et al, (2009) examines the triggers of customer rage in four countries (e.g. United states, Australia, Thailand, china) and found that rage is usually triggered when the consumer feels a threat to his/her basic human needs, like self esteem and feelings of fair treatment and injustice, and that this rage tend to evolve over a long period. Also, this study showed that consumers from eastern cultures are more likely to exhibit simple forms of rage behaviours (raising voice) than those from western cultures. It found that western consumers will more likely display violent behaviours (screaming, cursing, threatening), than eastern ones. However both cultures appeared equally likely to display retaliatory behaviour including, (boycotting, negative word of mouth, taking revenge). This small stream of studies leads us to the topic at hand, consumer revenge behaviour.

Two streams of studies can be identified within the consumer revenge literature which will be discussed more extensively in the next chapter. The first of these streams focused on exploring the forms of this behaviour. This stream identified a number of

behaviours as forms of revenge including, shoplifting, vindictive complaints and vandalism (e.g. Huefner and Hunt, 2000), boycotts and trashing (e.g. Funches et al, 2009), marketplace aggression, physical and verbal abuse and online complaining (e.g. Gregoire et al, 2010), and switching to a competitive brand (e.g Bechwati and Morrin, 2003). Furthermore, the second stream of consumer revenge studies focused on examining the internal and external antecedents of this behaviour. Following a cognitive-emotion action sequence and based on the foundations of Justice and blame theory, this stream of studies identified a number of factors including the lack of fairness and blame attributions (e.g. Gregoire et al, 2010; Funches et al, 2009; Gregoire and Fisher, 2008; Bechwati and Morrin, 2003), perceived greed (e.g. Gregoire et al, 2010), betrayal (e.g Gregoire and Fisher, 2008), dissatisfaction and anger (e.g. Hufner and Hunt, 2000). With regards to the external triggers, the double deviation (A failed service encounter and a failed recovery attempt) was identified by Tripp and Gregoire, (2011) as the main reason behind acts of revenge.

Despite the valuable insights the consumer revenge literature has provided it was still bound to mainly examining this behaviour in brick and mortar settings and neglected examining the triggers, types, and the process of this behaviour in the virtual context. Additionally, it was noticed that the previous literature didn't explain how the desire for revenge is transformed into actual behaviour. Therefore, the next section will describe the problem statement of this thesis in addition to the motivation for conducting this research.

1.4.Research objectives & Methods of Inquiry:

1.4.1: *Research Objectives & Research Questions:*

Although the interest in studying consumer revenge is increasing (Gregoire et al, 2010; Funches et al, 2009), this phenomenon still needs further exploration. The previous consumer revenge literature have mainly focused on identifying the forms and antecedents of consumer revenge in the market exchange settings (e.g. Gregoire et al, 2010; Funches et al, 2009; McColl-Kennedy et al, 2009; Zourrig et al, 2009a; Gregoire, and Fisher, 2008; Bechwati and Morrin, 2007; Wetzer et al, 2007; Bechwati and Maureen, 2003; Bougie et al, 2003; Huefner and Hunt, 2000). Even though online complaining to create negative publicity as a form of consumer revenge have been

examined as a type of consumer revenge in a few studies (e.g. Tripp and Gregoire 2011; Gregoire et al, 2010), exploring other types of online revenge and identifying the causes of the consumer choice to get revenge in online contexts should be examined since all of the previous studies basically used the same antecedents to explain the triggers of consumer revenge (Gregoire et al, 2010), including the lack of fairness (e.g. Gregoire and Fisher, 2008) and double service failures (e.g. Tripp and Gregoire, 2011). These studies overlooked examining the effect of the type of service failure (process-outcome) on consumer online revenge, a factor that was found to elicit different consumer responses after each type of failure (Bhandari, 2010; Ural, 2008), and will provide new insights into the development of this behaviour. Additionally, the effect of certain factors such as: perceived control and perceived risk on consumer revenge haven't been examined before. With all of these factors found to strongly influence acts of dysfunctional consumer behaviour and consumer behaviour in online contexts in the literature (e.g. Huang, Wang, and Boulanger, 2011: Shanahan and Hyman, 2010: Reynolds and Harris, 2009). Therefore, in this thesis two studies were conducted; the first study was a qualitative study to identify and generate insights into the forms and the causes of consumer revenge in online contexts. Whereby, the second study proposed and tested an overall online consumer revenge model that for the first time details the process a consumer goes through after a service failure until he commits online revenge. However, it should be noted that the second study was conducted after the findings of the first qualitative study were analyzed so that any new gained insights were incorporated into the design and structure of the online revenge model. Consequently, after reviewing the consumer revenge literature and the previous models of consumer revenge, a number of potential gaps appear worthy of further examination:

First, all of the previous theoretical models of consumer revenge have mainly focused on revenge in brick and mortar contexts (e.g. Gregoire et al, 2010; Zourrig et al , 2009a; Gregoire and Fisher, 2008; Wetzer et al ,2007; Bechwati and Morrin, 2003; Bougie et al, 2003; Huefner and Hunt, 2000). And despite the limited attention that was given to examining the forms of online revenge behaviour – only few previous attempts identified consumer's vindictive complaint behaviour to online consumer agencies as form of consumer revenge, with a methodology aimed at only analysing the consumer complaints that were sent to the consumer agency (e.g. Tripp and Gregoire, 2011; Gregoire et al, 2010) - these research efforts overlooked exploring other types/forms of

online revenge behaviours and they didn't explain why consumers choose the Internet as a medium to exert revenge. Therefore, how do consumers exert revenge online (what are the forms and process of online revenge) and why do consumers use the Internet and other parts of the social media to take revenge instead of using traditional means of revenge haven't been examined. Previous calls have been made to explore consumer revenge in online contexts (e.g. Gregoire et al, 2010; Funches, et al, 2009; Gregoire, and Fisher, 2008). Hence, this thesis will attempt to answer these calls. By employing a mixed method approach that first explores online consumer revenge with a purposive sample of people who actually committed acts of online revenge in the past, in addition to using for the first time a scenario based approach to examine the process of online revenge on a larger sample.

Second, almost all of the previous models of consumer revenge used the theory of fairness and justice as the theoretical base for describing consumer revenge. In addition, these models tend to move from the desire for revenge state to the actual revenge state without explaining the cognitive process the consumers go through when deciding their choice of whether or not to commit revenge. Although, this process known as a secondary cognitive appraisal has been long established to occur in the theory of cognitive appraisal (Stephens and Gwinner, 1998: Lazarus, 1991) and will help explain for the first time the cognitive process of consumers seeking to get revenge, none of the previous work has examined this stage of the revenge process. Therefore, in order to better understand the online revenge phenomenon, there is a need for developing and testing a separate online consumer revenge model that incorporates all the related variables that will help explain/predict consumers the complete online consumer revenge from start to finish.

Third, a number of factors that were found to influence consumer behaviour and misbehaviour have not been examined by the consumer revenge literature. For example; the potential role of consumers perceived control and perceived risk, in addition to the Internet accessibility and reach in mediating the relationship between the desire for revenge and actual revenge has never been examined, with the previous models of consumer revenge going directly from the desire for revenge to actual revenge behaviour without any justification. Additionally, the effect of the type of service failure (e.g. process or outcome) on consumer revenge have not examined to date. And the type

of service failure was found to influence and generate different responses from customers after a service failure (e.g. Ural, 2008; Bhandari and Polonsky, 2007; Shapiro and Nieman-Gonder, 2006).

Finally, the majority of the work in the consumer misbehaviour and revenge literatures was conducted in western and Anglo-Saxon countries with no previous studies in the Middle East. Therefore, examining online revenge behaviour outside these countries in countries with different national cultures and markets will provide some new insights into the nature of this behaviour as well as shedding a light on the differences in the online revenge process between these different countries. Thus, this will be the first empirical study that examines the differences and similarities in the online consumer revenge in the middle east and the united kingdom of Britain.

Therefore, In light of the gaps identified, this study will attempt to answer the following research questions:

1- How and why do consumers use the Internet to get revenge after a service failure?

1-1: What is the process of online consumer revenge?

1-2: How does the desire for revenge transform into actual online revenge behaviour?

1-3: What is the cognitive appraisal difference between an emerging market and a developed market?

Consequently, based on the research questions generated after an extensive examination of the consumer revenge literature, this thesis aims to achieve a number of objectives. First, proposing and empirically testing an online consumer revenge theoretical model that is based on the previous consumer revenge literature, while introducing some new variables that explain the consumer's choice to exert his/her revenge online. Second, this thesis aims to identify the reasons and the various forms that consumers use to get revenge while using the Internet and its social networking sites. Third, this thesis aims to identify the cognitive appraisal process of online consumer revenge. Finally, this thesis aims to examine the differences in the cognitive appraisal online revenge process between Jordan and the United Kingdom of Britain.

1.4.2: The Methodology of the study:

In order to meet the objectives of this thesis and to answer the research questions in addition to testing the hypotheses of the thesis, a systematic and appropriate approach has to be implemented. Therefore, a mixed method was adopted in which two main studies were conducted. First, a qualitative approach using online interviews and documentation was deemed suitable for the first study and was adopted to examine the phenomenon of online consumer revenge. The goal of the first study and for using this approach was to investigate the reasons consumers use the Internet to get back at firms, and also to identify the ways consumers employ the Internet to get back at offending or misbehaving firms. Moreover, the use of the qualitative approach would also help in developing a questionnaire that would cover the complete process of online revenge.

In the second quantitative study which was conducted after the findings of the first qualitative study were analyzed, a quantitative approach was adopted. Using online questionnaires and a self administered questionnaire, the aim of the study was to examine the relationships between the identified variables on a larger scale and identify casual relationships. Using scenario based questionnaires; two samples were collected from different countries in order to compare the behavioural differences regarding online consumer revenge in Jordan and the United Kingdom of Britain.

This mixed approach of data collection methods allowed for a better examination of the research questions in addition to a better understanding of the research topic, Therefore, providing a more complete picture of the phenomenon of online consumer revenge.

1.4.3: *Scope of the study*:

The research seeks to examine the phenomenon of online consumer revenge and to identify the factors that trigger and encourage this behaviour. The findings generated of this research will contribute to the literature understanding of consumer revenge behaviour in the online context and in two new different countries. Additionally, this thesis should give some new insights into the cognitive appraisal process a consumer goes through before committing an act of online revenge. To achieve the goals of this thesis, a representative sample of the population must be used first in order to provide some helpful insights, conclusions, and applications.

At the start of this thesis, the scope of the research can be determined from the research problems and objectives. Therefore, since this study is concerned with studying the phenomenon of online consumer revenge in its natural habitat or context, at first, the best way to start the enquiry is to sample a number of consumers who have committed acts of online revenge in the past and in the process, excluding those who haven't. Various industries were reported by the sample as targets of their revenge actions including both service providers and manufacturers. Furthermore, while there are a number of ways consumers can use to get revenge in the traditional brick and mortar market context, this thesis is restricted solely to the online and virtual context and does not examine the consumer revenge behaviour in any other context. Therefore, this makes it the only study in the literature that solely focuses on consumer revenge behaviours in the virtual context.

Additionally, due to the desire to increase the scope of this study and to test the findings of the first study on a larger sample, the second study used hypothetical scenarios. The scenarios were used in order to see if there are any differences between people who committed online revenge and those who didn't, in addition to comparing the findings of two culturally different samples consisting of University students from Jordan and the United Kingdom of Britain. Therefore, this thesis has increased the scope of studying consumer revenge behaviour from only focusing on consumer revenge in the market context to consumer revenge in the online context, and from a literature focusing on consumer revenge behaviour in developed markets to emerging markets.

1.4.4: Research context (Emerging and Developed markets):

Taking into account that almost all of the existing literature concerning dysfunctional customer behaviour and in particular consumer revenge behaviour are conducted in Anglo-Saxon countries, this thesis aims to be the first study to the researcher knowledge to be conducted in a different country and a different market.

As will be discussed in more detail in the next chapter, this thesis will focus on exploring the phenomenon of online consumer revenge behaviour in Jordan (an emerging market) in addition to the united kingdom of Britain (a developed or an advanced market). An emerging market refers to middle income countries with under

liberalization economies whereby a developed market refers to high income countries with an advanced economy (International monetary fund, 2012).

Within the consumer behaviour context, the findings that different national cultures and markets influence consumer behaviour tend to show that western consumers are more likely to adopt confrontational strategies than non Asian consumers. Lai, He, Chou, and Zhou, (2013) found that American consumers are more likely to write online reviews to help other consumers than Chinese consumers. Additionally, Swaidan, (2012) found that consumers from a collectivist culture are less likely to engage in questionable behaviours in comparison to consumers from individualistic cultures. Another finding by Chen et al, (2009) also confirms that Asian consumer are more tolerant to service failures than western ones but only when the service failure is non social. Similarly, Zourrig et al, (2009b) also suggested a number of differences in the cognitive appraisal process between consumers from western and eastern cultures.

Therefore, this thesis will investigate the nature of the online consumer revenge behaviours and the forms of this behaviour in addition to the factors which facilitate and encourage this sort of behaviour in both Jordan and the United Kingdom of Britain.

1.5. *Theoretical Foundation: A Cognitive Appraisal Perspective:*

As previously mentioned, the literature on consumer revenge behaviour relied heavily on the justice and fairness theory to explain consumer revenge behaviour. However, in this thesis the framework for this study will rely on the theory of cognitive appraisal as well as the previous literature of consumer revenge. A Cognitive appraisal is "a process through which the person evaluates whether a particular encounter with the environment is relevant to his or her well-being, and if so, in what ways" (Stephens and Gwinner, 1998, p. 175) Developed by the work Folkman and Lazarus, (1985) and Lazarus, (1991) this theory proposes that after an incident, the individual evaluates whether or not the incident was harmful or stressful (Primary appraisal). This theory also states that the individual will consider whether or not to cope with the stressful situation and which party is blamed for the stressful situation in a secondary appraisal process. Furthermore, if the incident is deemed as threatening or stressful, the individual will enter an emotional elicitation state. Finally, this theory propose that if the individual perceives a possibility of a successful coping behaviour and blames an outside party for the stressful

situation, the individual will engage in problem focused coping in which he take direct action to cope with the situation. However, if the individual perceives a low coping potential and blames himself for the stressful situation avoidance and emotional coping strategies are employed in which the individual will more likely blame himself and avoid direct coping.

This theory has been applied to numerous subjects including innovation, (e.g. Choi, Sung, Lee, and Cho, 2011), psychology, (e.g. Devonport and Lane, 2006), service failures (e.g. Dalakas, 2005; Bennet, Hartel, Mccoll-Kennedy, and James, 2003 ; Stephens and Gwinner, 1998), buying behaviour, (e.g. Patrick, Lancellotti, Demello, 2009), consumer dysfunctional behaviour, (e.g. Huang, 2009), and Zourrig et al, (2009a) theoretical paper regarding consumer revenge in different cultures. However, despite this theory ability in successfully explaining an individual cognitive, emotional, and behavioural responses after a stressful encounter for complaint behaviour (Stephens and Gwinner, 1998), and even revenge (Zourrig et al, 2009a), limited attention has been giving to the role of cognitive appraisal theory in explaining revenge behaviour (Zourrig et al, 2009a). Therefore, with the majority of the literature trying to explain consumer revenge behaviour from a justice and fairness perspective, the framework for understanding online revenge behaviour in this thesis will be based on the theory of cognitive appraisal.

Rather than focusing only on the personal assessments of the service failure, this theory will allow for examining the influence of both situational and personal factors after a service failure. Moreover, this theory places a stronger emphasis on the emotional component rather than focusing only on cognitive component (Zourrig et al, 2009a). Additionally, the use of this theory as a framework for online revenge will allow for examining for the first time the secondary appraisal state in which consumers will evaluate the decision and the possibility to commit online revenge. Consequently, using the theory of cognitive appraisal as a framework for understanding online consumer revenge will allow for an examination of the complete cognitive, emotional, motivational, and behavioural process of online revenge.

1.6. A Comprehensive Online Revenge Framework:

In this thesis, the proposed online revenge model suggests that the consumer assessment of the service failure severity, in addition to situational factors relating to the type of service failure (process/outcome), will trigger a primary appraisal process. In this appraisal, certain factors like helplessness and the consumer dissatisfaction with the service recovery will elicit a negative emotional response in which emotions such as betrayal, anger, and frustration will lead consumers to experience a desire for revenge and vengeance. After this desire for revenge is formed, the proposed online revenge model argues that consumers in a secondary appraisal state will evaluate their coping options and their ability to successfully commit online revenge. In this state, given the Internet nature, this thesis argues that the Internet ability to reach large number of people, its low risk, and its ability to provide consumers with a higher perception of control will encourage consumers to get revenge online. With regards to the online revenge coping options, the online revenge model suggests that consumers will achieve online revenge coping in one of two manners, either by adopting a problem focused and direct approach and committing acts of online revenge in a manner the misbehaving firm might notice or by adopting an avoidance focused or indirect approach in which the consumer commits online revenge by avoiding direct interactions with the firm through directing his/her revenge message to a third party such as family or friends.

Furthermore, the online revenge model proposed in this thesis will help explain the complete cognitive (primary & secondary appraisals), emotional (emotional elicitation) and behavioural (coping) aspects after a certain event (Zourrig et al, 2009a). First, starting from the primary appraisal process, the cognitive appraisal theory allows for including both personal and situational factors when compared to only the fairness dimensions generally used in previous studies to predict revenge. Therefore, instead of examining only personal fairness assessments of the service failure, this study examines both the personal assessments regarding the service failure (severity), and the situational factors relating to the service failure itself (type of failure, recovery actions). Second, the cognitive appraisal theory places a higher emphasis on the emotional elicitation stage, which despite being identified as a key sequence in the consumer revenge process (Gregoire et al, 2010), was usually still overlooked in favour of the cognitive fairness evaluations role in evoking revenge. Finally and most importantly, the cognitive

appraisal theory allows for examining the secondary appraisal process in which the consumer evaluates his/her coping options, a sequence which was clearly missing from the previous models of consumer revenge which seemed to go directly from a desire for revenge state to actual revenge state. Therefore, as mentioned earlier in this chapter, the online revenge characteristics (the high reach, low risk, and higher control) that differentiate this behaviour from market setting revenge will help explain this gap in the literature by identifying the secondary appraisal process consumer goes through after having the desire for revenge and before committing online revenge.

1.7. Contribution to knowledge:

Consumers' use of the Internet to get revenge against firms that wronged them is increasing with the ever growing popularity of social media platforms (Moschini, 2011). Despite this, the majority of the consumer revenge literature has focused on examining this behaviour in the traditional market context from a justice theory perspective and in Anglo-Saxon countries (Gregoire et al, 2010: Funches et al, 2009). Additionally, the previous literature neglected explaining how the consumer desire for revenge transforms into actual revenge or online revenge behaviour.

Consequently, this thesis offers four main contributions to the literature. The first contribution of this thesis relates to the theory of cognitive appraisal in which the findings of this thesis have demonstrated the secondary appraisal process consumers go through after having a desire for revenge. Therefore, establishing for the first time how consumers evaluate their coping options and their decision to whether or not to commit online revenge. These findings contribute to the theory of cognitive appraisal by providing proof that the secondary appraisal state does actually occur and will not necessarily take place at the same time a primary appraisal process takes place. Additionally, the findings of this thesis demonstrate that in the consumer online revenge process, all stages (Primary appraisal/ secondary appraisal /emotional elicitation/ coping) proposed by the theory of cognitive appraisal does not necessarily occur at a similar sequence.

Second, this thesis contributes to the consumer revenge literature by proposing and empirically testing an online consumer revenge theoretical model based on the theory of cognitive appraisal and by doing so, the study expands the consumer revenge literature

beyond the dominant view of the justice and fairness theory way of looking at consumer revenge behaviour. Therefore, this thesis goes beyond just focusing on identifying the antecedents of revenge in online contexts, to examining the emotions, cognitions and the behavioural intentions of consumers after having the desire for revenge by examining the mediating effect of perceived control, perceived risk and reach on the consumer online revenge processes. By doing so, this thesis provides insights into the online consumer revenge process at all of its stages, and establishs for the first time the cognitive process consumers go through when evaluating their coping options and before online revenge. This contribution provides the literature with a complete picture of the online revenge process that transcends the simple cognition-emotion-action view in the literature and adds a new dimension to the consumer revenge process. Additionally, the online consumer revenge model incorporates both personal (severity assessments) and situational (Type of failure) antecedents in the online revenge model. Consequently, this provides new insights into the formation of this behaviour when compared to only the fairness evaluations that were largely used in the literature. By doing so, this thesis also contributes to the service marketing literature by establishing for the first time the influence of the type of service failure in eliciting different emotional responses and secondary appraisal processes for consumers.

Third, this will be the first study in the area of consumer revenge to be conducted in the Middle East and outside Anglo-Saxon countries and will also include a cross national comparison between Jordan and the United Kingdom of Britain. Therefore, not only will this thesis provide new insights on the similarities and differences in the online revenge process between Jordanian and British consumers, this thesis will also present a theoretical model of online revenge that is established in two different countries with different markets and different national cultures. Thus, this thesis provides a model of online revenge that is robust across different national cultures.

Finally, this thesis contributes to practice by showing for the first time how consumers evaluate and respond to different types of service failure situation. Additionally, this thesis goes beyond the traditionally examined forms of consumer revenge to exploring consumer revenge in online contexts and identifying how does consumers use social media tools to exert revenge on organizations, and also by identifying the different types of revenge behaviours in online contexts. Gregoire and Fisher, (2008) argue that

research on the reasons underlying customer revenge and retaliation is needed because the potential for customers to harm firms has grown rapidly with the prevalence of online complaints and online protection agencies. Thereby, presenting for the first time a typology of the forms of online revenge that is based on the platforms consumers use to get revenge online, in addition to shedding the light on previously unexplored forms of online revenge, will provide important insights regarding the nature of this behaviour to the consumer revenge literature as well as managers. Moreover, identifying which types of service failures usually motivate consumers to commit revenge and which platforms they will use to get revenge, will also help firms develop specific recovery strategies to deal with each type of service failure and each form of online revenge.

1.8. Thesis structure:

This thesis consists of six chapters that will systematically describe the ways the research questions of this thesis have been answered. with the introduction chapter attempting to provide an introduction of the subject at hand and the common themes that will emerge in this thesis. In addition to stating the research problem, this chapter highlighted the motivation, research questions, objectives, the main contributions, and the methodology used in this thesis.

Chapter two will provide a review of the research conducted in the area of consumer revenge in addition to detailing the theoretical framework and rationale used to describe the relationships between the variables of the study in the online consumer revenge model.

Chapter three will first describe the general approach and philosophical position of this thesis. Afterwards, this chapter will discuss the first empirical study in this thesis starting with the research design and methodology. This chapter then moves to discuss the pre-test study, the interview translation process, the validity and reliability of the qualitative study in addition to the findings of the first qualitative study, followed by a general discussion of the findings.

Chapter four describes the methodology and the measurement validation techniques of the second quantitative study of this thesis. This chapter starts by describing the quantitative research design and the general approach for the second study. This will be followed by a discussion regarding the questionnaire development and the use and

development of the hypothetical scenarios, in addition to the measures used in this study. Afterwards, the participants and procedure of the second study are presented, followed by the sample characteristics of the complete sample, in addition to the Jordan and the British samples separately. The second section of this chapter deals with the measurement validation techniques including principal component analysis (PCA) and confirmatory factor analysis (CFA) in addition to the results of the common method bias. The final section of this chapter will present the ethical considerations and the chapter's conclusion.

Chapter five describes and presents the findings of the quantitative part of this thesis including, the results of the correlations analysis, the hierarchal regression, and the mediation analysis for the complete sample of the study (N=417). Afterwards, the second section of this chapter presents the results of the differences between the Jordan and British samples through the use of Hierarchal regression, mediation analysis, and T-tests. The final section of this chapter presents the discussion of the main findings of this study, in addition to this chapter conclusion.

Finally, chapter six first provides a review of the approach used to address the objectives of this thesis. Chapter six then moves to present the theoretical and managerial contributions of the study. The final section of chapter six discusses the limitations of this thesis, in addition to the research suggestions that are worthy of future investigation.

1.9. *Chapter Summary:*

This introductory chapter provides an overview of the topics that will be discussed in this thesis. The chapter started with an introduction and some examples of the phenomenon of online consumer revenge followed by a justification of the importance of studying this area of consumer behaviour. The definition of dysfunctional consumer behaviour in addition to consumer revenge and online revenge were provided followed by a brief review of the literature. The problem statement of this thesis as well as the motivation of conducting this thesis was presented next in addition the scope, methodology, and the research context of this thesis. The theoretical foundation of this thesis was also briefly discussed along with the model of online revenge. The contributions of this thesis were also briefly discussed. An outline of the chapters of this

thesis was presented in the final part of this chapter. The next chapter will discuss and examine the previous work done in the area of consumer revenge as well as the theoretical framework and the conceptual model of the study.

Chapter 2

The consumer revenge process: a review

2.1 Introduction

This thesis aims to investigate the cognitive, emotional, and motivational process of online consumer revenge by developing a conceptual model that will provide insights into all stages of this process including the secondary appraisal process which was neglected so far by the literature. The emphasis on this –secondary appraisal- stage of the revenge process is because of the importance of this stage in explaining how the consumer desire for revenge transform into actual revenge behaviour. A number of findings have demonstrated that the online platform has certain characteristics that distinguishes it from other mediums including a higher perception of control, lower risk, and a higher reach (Shanahan and Hyman, 2010: Huang et al, 2011; Shim et al, 2001). Chapter one has provided a description of the themes and the problems that will be discussed in this thesis, in addition to a description of the aims and objectives of this research. Therefore, in order to gain an understanding of this behaviour, an extensive examination of the previous work on consumer revenge and dysfunctional consumer behaviour was done. Based on this examination, a theoretical model was developed that incorporates a number of different factors that were hypothesized to have a significant influence on the online consumer revenge behaviour.

This chapter will start by an examination of the past work that dealt with consumer revenge behaviour. Furthermore, the theory behind consumers' revenge behaviour according to the previous literature will be discussed, in addition to the theory that will be used in this study to help explain the online revenge process. Finally, the conceptual model and the hypotheses of this study will be presented, followed by a conclusion of this chapter.

2.2. Previous Research in Consumer Revenge:

Across the contexts of organizational behaviour and psychology several factors appear to cause and encourage revenge behaviour (Gregoire et al, 2010; Funches et al, 2009; Gregoire and Fisher, 2008). In general, scholars view revenge as a form of coping and dealing with injustice (Gregoire et al, 2010; Funches et al, 2009; Stillwell et al, 2008;

Aquino et al, 2006; Cloke, 1993). Furthermore, in the discipline of organizational behaviour a number of factors can lead to revenge including the perceived power and status of the offender (Aquino et al, 2006; Milgram, Stern and Levin, 2006), attributions of blame also appear to play a role in evoking revenge (Aquino, Tripp and Bies, 2001). Additionally, other studies viewed factors like thrill seeking as the main reason behind exerting revenge (e.g. Cloke, 1993). A number of studies also examined the influence of revenge on a number of factors including, counter-productive work behaviours (e.g. Jones, 2004), the organizational leader's health (e.g. Little, Simmons, and Nelson, 2007), perceived co-worker loafing, (e.g. Hung, Chi, and Lu, 2010), abusive supervision (e.g. Liu, Kwan, Wu, and Wu, 2010) and workplace deviance (e.g. Bordia, Restubog, and Tang 2008). Therefore, it can be noticed that the revenge behaviour is common and has been studied extensively in a number of subjects within the management and organizational behaviour literatures. However, with regards to the consumer context, surprisingly a very limited number of studies in the area of consumer behaviour and marketing research have examined consumer revenge behaviour (Gregoire et al, 2010; Funches et al, 2009).

Before discussing the identified themes in consumer revenge literature, it was noticed that the justice and fairness theory was used extensively in the revenge literature as a basis for examining consumer revenge (Gregoire et al, 2010). Fairness and Justice Theory suggests that "negative perceptions of fairness may arise from factors associated with procedural, interactional, and distributive justice" (Mccoll-Kennedy and Sparks, 2003, p. 253). On the foundations of equity theory, which attempts to explain satisfaction in terms of fairness and unfairness perceptions within relationships justice theory emerged (Bechwati and Morrin, 2003) and "has been foundational in the revenge and service literatures" (Gregoire et al, 2010 p. 741). According to Bechwati and Morrin, (2003) "prior researchers have suggested that the concept of perceived injustice lies at the heart of vengeance" (P.343). Across the different literatures justice and fairness theory was also applied successfully to a variety of research fields including, Service marketing (e.g. Wirtz and Mattila, 2004;Mccoll-Kennedy and Sparks, 2003; Ruyter and Wetzles, 2000; Goodwin and Ross, 1992), economics (e.g. Shehryar and Hunt, 2005), Management, (e.g. Son and Kim, 2008; Aquino, Lewis, and Bradfield, 1999). And with regards to the consumer revenge literature, almost all of the previous literature on consumer revenge behaviour has used this theory in their studies to

describe the consumer revenge behaviour (e.g Gregoire et al, 2010; Funches et al, 2009; Gregoire and Fisher, 2008, Bechwati and Morrin, 2007; Bechwati and Morrin, 2003). This led Gregoire et al (2010) to state that this theory is one of the most fundamental theories for understanding consumer revenge. However, despite the importance of this theory in explaining this behaviour, it places too much focus only on the cognitive component through the fairness and blame evaluations. Thus, neglecting the emotional and situational components that usually accompany the acts of consumer revenge, despite the importance of the emotional and situational components in the consumer revenge process (Gregoire et al, 2010: Zourrig et al, 2009a). Additionally, this theory fails to identify how consumers decide how to cope with the service failure, and given the nature of consumer revenge, it's very important for scholars to identify the factors that might encourage or discourage acts of revenge.

This preference in the theory of justice is evident when examining the first theme identified in the consumer revenge literature. This research theme focuses on identifying the antecedents and motives of consumer revenge (e.g. Gregoire et al, 2010; Funches et al, 2009; Mccoll-Kennedy et al 2009; Zourrig et al, 2009a; Gregoire, and Fisher, 2008; Bechwati and Morrin, 2007; Wetzer et al, 2007; Bechwati and Morrin, 2003; Bougie et al, 2003; Huefner and Hunt, 2000). Generally speaking, Shteynberg, (2005) argues that what seems to activate revenge and makes it different from other service failures is usually the severity of the incident from the consumer's perspective. Also, according to Tripp and Gregoire, (2011) acts of revenge almost always results from a double deviation, which means both a service failure and a failed recovery effort occurred in the service encounter (Tripp and Gregoire, 2011; Gregoire et al, 2010). Furthermore, within this theme of research focusing on examining the phenomenon of consumer revenge, seven theoretical models have been developed. Moreover, some of these models were empirically tested by a number of researchers (e.g.; Joireman et al, 2013; Mdakane et al, 2012; Gregoire et al, 2010; Gregoire, and Fisher, 2008; Bechwati and Maureen, 2003; Huefner and Hunt, 2000) to explain consumer revenge and identify its causes and triggers. These theoretical models that mainly focused on consumer revenge started with the study of Huefner and Hunt (2000) and its extension of the Hirschman (voice, exit, loyalty) model to include retaliation, and then the choice model of Bechwati and Morrin, (2003) which found that the strength of the desire for revenge will lead either to loyalty (remaining with the firm) or choosing a lower quality product

or service (switching). After that came the service theory model (e.g. Gregoire, and Fisher, 2008) which identified the perception of betrayal as a key trigger in leading to either retaliatory responses (High betrayal) or reparation (low betrayal). Similarly, the conceptual model of Zourrig et al, (2009a) suggested that ideocentrism and allocentrism will moderate the path to coping actions, with people from ideocentrism backgrounds more likely to commit revenge actions, and people from allocentric backgrounds less likely to adopt revenge actions. The integrated model of Gregoire et al, (2010) came next and integrated and extended the previous models by introducing perceived greed as a key driver for revenge. This model also introduced the perception of power as a moderator between the desire for revenge and revenge behaviours. However, it was found that power only moderated the paths to direct marketplace revenge behaviours with no influence on indirect revenge which according to their classification includes online revenge. Mdakane et al, (2012) later used the integrated model and also reached similar conclusions. Finally, Joireman et al, (2013) developed a revenge and reconciliation choice model, which identified the perceived firm motives as a key factor in leading to negative emotions and in eventually choosing revenge or reconciliation behaviours.

In general, consumer revenge theoretical models follow a cognition-emotion-action sequence (Gregoire et al, 2010) when compared to the cognition-emotion-cognition-action sequence followed in this study. And it usually starts with four factors that lead to revenge including: the 1) distributive fairness, which refers to the outcome received by consumers, 2) procedural fairness, which refers to the firm's methods or rules or procedures in dealing with consumers complaints, 3) the interactional fairness, which refers to the manners in which the firm's workers or employees treat the customers, and 4) The blame attribution, which refers to the consumers perception of how much the firm's is at fault or responsible for the service and recovery failure, and it's a dimension of the attribution theory. Concerning the antecedents of revenge, Gregoire et al (2010), Gregoire and Fisher, (2008), and Bechwati and Morrin, (2003) all argued that these appraisals or evaluations that usually follow a service failure will lead to acts of revenge. Additionally, these scholars also found that the violation of these appraisals will usually lead to a state of anger. This notion -that the consumer evaluations will usually lead to anger and that anger is strong predictor for revenge- is supported by a number of other scholars (e.g. McColl-Kennedy et al, 2009; Zourrig et al, 2009a;

Gregoire and Fisher, 2008; Wetzer et al, 2007; Bechwati and Morrin, 2003; Bougie et al, 2003; Huefner and Hunt, 2000). Furthermore, the previous models introduced variables such as the desire for revenge (e.g. Gregoire et al, 2010), or the desire for Vengeance (e.g. Bechwati and Morrin, 2003), to reflect the intentional dimension of revenge. Finally, for the revenge act itself, the previous models examined a number of behaviours, such as spreading negative word of mouth (e.g. Gregoire et al, 2010), choosing a less optimal choice (e.g. Bechwati and Morrin, 2003), and shoplifting and vandalism (e.g. Huefner and Hunt, 2000). Therefore, despite the valuable insights the consumer revenge models have provided it can be argued that they didnt exactly explain how the desire for revenge transform into actual revenge behaviour with only the integrated model of Gregoire et al, (2010) empirically testing power and using it as a moderator in trying to explain how consumers decide to whether commit direct or indirect revenge actions, and found no influence for it on behaviours similar to online revenge.

Furthermore, the literature and models of consumer revenge also identified a number of different variables as antecedents or determinants of consumer revenge including: dissatisfaction, (e.g. Huefner and Hunt, 2000; Bougie et al, 2003), anger and regret (e.g. Gregoire et al, 2010; McColl- Kennedy et al, 2009; Bonifield and Cole, 2007;Wetzer et al, 2007; Bougie et al, 2003; Huefner and Hunt, 2000), perceived firm greed (e.g. Gregoire et al, 2010), unfairness (e.g. Gregoire et al, 2010; Gregoire, and Fisher, 2008; Bechwati and Morrin, 2003), perceived betrayal (e.g. Gregoire and Fisher, 2008), failure severity (e.g. Gregoire et al, 2010; Gregoire and Fisher, 2008), damages to self-identity (e.g. Bechwati and Morrin, 2007), recovery failure (e.g. Bonifield and Cole, 2007),salience affiliation (e.g. Bechwati and Morrin, 2007), firm motives (e.g. Joireman et al, 2013), and relationship quality (e.g. Mdakane et al, 2012). Furthermore, one theoretical model developed by Zourrig et al, (2009a) was not empirically tested and identified the cultural dimensions of "ideocentrism" and "allocentrism" as important factors that affect the consumer decision to get revenge. Additionally, a number of empirical studies (e.g. Funches et al, 2009; Gregoire and Fisher, 2005) also examined additional antecedents of consumer revenge including: product failures (e.g. Funches et al, 2009), and the strength of the relationship with the firm (e.g. Gregoire and Fisher, 2005).

The second of the research themes in the consumer revenge literature is the one focusing on identifying the various forms or types of consumer revenge and retaliation. Within this research theme, a number of studies (e.g. Gregoire et al, 2010; Funches et al, 2009; Huefner and Hunt, 2000) have identified a number of forms of consumer revenge/retaliation acts. After examination, three main forms can be identified with the first of these forms relating to actions taken to cost the service provider money as a form of payback, and are directed at the firms equipment and facilities. For example: "create cost or loss" refers to the effort taken to cost the store more money or effort (Huefner and Hunt, 2000). Similarly, Funches et al, (2009) also identified "cost/loss" referring to consumers choosing a revenge act that equals the amount of financial or time loss incurred to them by the firm. Other identified forms of revenge are vandalism, which refers to damaging or destroying the properties of the firm in order to get back at them (Huefner and Hunt, 2000), and similarly "trashing", which refers to making a mess in the store, like throwing products to the floor (Funches et al, 2009). Furthermore, the second main form of revenge relate to physical acts against the firm's employees and include "personal attack", which refers to the effort taken to hurt the worker or manager through verbal or physical abuse, or through complaining to their supervisors about them (Huefner and Hunt, 2000). Also, Funches et al, (2009) later increased the scope of these behaviours into a new classification called "aggression and power", which referred to the expression of the revenge act in three ways, hostility (usually verbal abuse), overt hostility (physical abuse, theft, vandalism) and obstructionism, which refers to consumer actions that intends to stop the firm from achieving its goals or actions. These studies also identified other forms of consumer revenge acts including "stealing", referring to taking products without paying for it just to get back at the firm (Huefner and Hunt, 2000), "consumption prevention" referring to encouraging others to stop purchasing and spreading negative word of mouth to damage the firm (Funches et al, 2009), or simply "negative word of mouth" which refers to telling the story of your dissatisfaction experience, or an exaggerated version of it with intention of hurting the business (Huefner and Hunt, 2000), "boycotting" which refers to withholding consumption either temporarily or permanently and finally, "voice, exit, betrayal" which refers to complaining to the service provider, leaving the firm and/or switching to a competitor (Funches et al, 2009).

Based on these classifications, it can be noticed that all the forms of consumer revenge identified by previous studies are either directed at the firm's facilities, employees, or through activities designed to discourage consumption, and encourage boycotts. Furthermore, in contrary to previous classifications and categorizations of consumer revenge forms, Gregoire et al (2010) classified the acts of consumer revenge as direct or indirect, with direct acts of revenge occurring during direct encounters with the firm and its workers and indirect acts of revenge occurring behind the firms back.

Other forms of consumer revenge were examined in empirical studies and include: choosing a less optimal product choice (e.g. Bechwati and Morrin, 2003), third party online complaining for negative publicity (e.g. Gregoire et al, 2010), and addictive consumption (e.g. Elliot, Eccles and Gournay, 1996). According to Bechwati and Morrin (2003) choosing a less optimal product choice refers to consumers who decide to leave the firm, however instead of choosing the best product choice, they choose a product that they think will allow them to get even with the firm, which may even include a lower quality product. Another form of consumer revenge examined is third part complaining for negative publicity which refers to the "the act of using online applications to alert the general public about the misbehavior of a firm" (Gregoire et al, 2010, p. 743). Finally addictive consumption was identified by Elliot et al, (1996) as a form of revenge, and occurs when the addiction and the consumption act are developed and done with the intention of getting revenge on a particular family member or spouse. Funches et al, (2009) also identified the roles consumers tend to play when committing revenge and found that consumers portray three roles, the "avenger" when planning to get even with the firm and teach them a lesson, the "altruist", when taking action on behalf of other consumer and finally, the "victim" when consumers feel that they are threatened. This finding implies that acts of revenge are not entirely driven by the need for revenge every time and sometimes they are driven by the need to protect others.

However, what can be revealed while reviewing the previous work on identifying the forms of revenge, which was mostly exploratory in nature (e.g. Huefner and Hunt, 2000; Funches et al, 2009), is that the research on the consumer revenge forms have only focused on identifying these overt behaviours/forms in market settings while neglecting exploring and identifying these behaviours/forms in online settings, with the exception of some limited attempts (e.g. Gregoire et al, 2010; Gregoire and Fisher,

2008) focusing only on examining one form of online revenge labelled as 'third party online complaining for negative publicity'. Another, consequential criticism that can be directed towards the literature focusing on the forms of revenge, is that no previous studies attempted to examine the forms of revenge in online contexts, as well as why in the first place does consumers choose online settings instead of traditional market settings to exert revenge. As previously mentioned in chapter one, in this thesis it is argued that the high reach, control, and the low risk of the online platform will enable almost every consumer suffering from a negative service encounter to get back at the misbehaving firm without having to fear the consequences of their actions when compared to the market settings forms of revenge. Additionally, the online platform could provide a variety of ways for consumers to strike back at misbehaving firms (Funches et al, 2009). Therefore, identifying the ways consumers use the Internet to get revenge as well as the reasons it's easier for them to commit revenge online, will provide some valuable insights into the nature of this behaviour.

One more research stream in the consumer revenge literature focuses on consumer "Third party complaining for negative publicity" as a form of revenge. However, the main focus of this stream has been on analyzing the behaviour of consumer complaining to consumer agencies (e.g. Tripp and Gregoire, 2011; Gregoire et al, 2010; Ward and Ostrom, 2006). For example, the qualitative study of Tripp and Gregoire, (2011) analyzed a number of consumer complaints to a consumer agency and identified that consumers suffering from a failed service encounter and a failed recovery effort, tend to feel a sense of betrayal that leads them to complain online as a form of revenge. Whereby, the study of Gregoire et al, (2010) briefly examined consumers' third part complaining and identified it as a form of indirect revenge. Finally, the study of Ward and Ostrom, (2006) identified consumers' third party complaining and creation of protest websites as form of venting and a way for them to get revenge. Therefore, while there has been a number of proposed models to describe consumer revenge, only the models of Jorieman et al, (2013), Gregoire et al, (2010), in addition to the qualitative study conducted by Tripp and Gregoire, (2011), have incorporated one form of online revenge 'third party complaining', with the rest of the literature trying to explain the consumer revenge behaviour in brick and mortar settings. This lead Gregoire et al, (2010) in addition to Funches et al, (2009) to state that there should be more attention given to online revenge.

Author	Model path	Theory	Key constructs	Context
Huefner and Hunt (2000)	Service failure & inequity----dissatisfaction—revenge	Hirschman (voice, exit, loyalty)	Dissatisfaction	Offline revenge
Bechwati and Morrin, (2003)	Fairness dimensions ---desire for vengeance---choosing a suboptimal product	Fairness & justice theory	Fairness	Offline revenge
Gregoire and Fisher, (2008)	Fairness judgments and relationship quality ----- betrayal--- retaliation	Fairness & justice theory	Betrayal	Offline revenge and includes online complaining for negative publicity
Zourrig et al, (2009a)	Primary appraisal (harm)---secondary appraisal (blame)—anger – revenge or avoidance	Cognitive appraisal	Culture	Offline revenge
Gregoire et al,(2010)	Fairness appraisals- perceived greed—anger- desire for revenge—power--direct and indirect revenge	Fairness and Justice theory	Perceived greed and power	Offline revenge and includes online complaining for negative publicity
Mdakane et al, (2012)	Relationship quality—desire for revenge—direct and indirect revenge	Gregoire et al,(2010) model	Relationship quality	Offline revenge
Joireman et al, (2013)	Fairness, blame, severity, recovery—firm motive—anger—desire for revenge- revenge or reparatory behaviours	Fairness and Justice theory	Firm motives	Offline revenge and includes online complaining for negative publicity

Table (2-1): *Theoretical models dealing mainly with consumer revenge*

Finally, as previously mentioned in chapter one, some similarities and some differences exist between online revenge and the online complaint and electronic word of mouth behaviour (eWOM). Therefore, in order to get a clear perspective on the phenomenon of online revenge, one has to examine the previous literature on this topic. eWOM usually refers to "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" (Jung and Kim, 2012, p.344). Like online revenge, King, Rachola, and Bush, (2014) cites that eWOM reaches more people than the traditional WOM, the message is visible and not private, and takes place in the online context. Additionally, like online revenge, eWOM influences consumer purchase behaviour as well as being a result of it. However, like online complaining, eWOM is not generally aimed to get back at a firm and can be drived by a need to vent, solve the problem or to help other consumers (Jung and Kim, 2012). Furthermore, when looking at the studies examining eWOM, a number of themes appear to form the back bone of this literature. For example, a number of studies have focused on examining the factors that encourage and affect Ewom (e.g. Xue and Zhou, 2011; Xie, Miao, and Lee, 2011; Steffes and Burgee, 2009; Park and Lee, 2009; Park and Kim, 2008; Thorson and Rodgers, 2006; Sen, 2008; Thorson, Gwinner, Walsh, and Gremler, 2004; Ha, 2002). These studies identified factors such as risk (e.g. Ha, 2002), website reputation (e.g. Park and Kim, 2008), consumer previous knowledge (e.g. Xue and Zhou, 2011; Park and Kim, 2008), trust, (e.g. Sen, 2008), social ties, (e.g. Steffes and Burgee, 2009), interactivity (e.g. Thorson and Rodgers, 2006), source Credibility (e.g. Xie, Miao, and Lee, 2011), and service failures (Gregoire et al, 2010; Huefner and Hunt, 2000), as the main factors influencing eWOM either in a positive or a negative way. For example, if the website reputation (Park and Kim, 2008) and the source Credibility (Xie, et al, 2011) are high, the eWom were found to be highly influential in the purchase process. Similarly, the severity of the service failure can increase or decrease Ewom intentions.

The other stream of studies in this literature focused on identifying the impact of eWOM on the consumer purchase choice and the firm related factors (e.g. Wu and Wang, 2011; Prendergast, Ko and Yuen, 2010; Karakaya and Barnes, 2010; Lee, Rodgers, and Kim, 2009; Kee, 2008; Lee, Park, and Han, 2008; Park, Lee, and Han, 2007) and proposed that eWOM has an impact on brand selection (e.g. Karakaya and Barnes, 2010), Buying behaviour and purchase intention (e.g. Prendergast, Ko and Yuen, 2010; Kee, 2008; Park, Lee, and Han, 2007), product attitudes (e.g. Wu and Wang, 2011; Lee, Park, and Han, 2008), brand and website attitudes (e.g. Lee, Rodgers, and Kim, 2009), and the trustworthiness of online stores (e.g. Utz, Kerkhof, and Bos, 2012).

However, despite the number of studies examining this behaviour, it can be noticed these studies also didn't focus on identifying the channels used for eWOM in addition to the motives behind choosing these channels for eWOM. This was also noticed by Jung and Kim, (2012) who cited that there is a lack of research concerning the channels, motives, and time related factors of eWOM. Therefore, since this thesis aims to identify the channels of online revenge (i.e. forms), in addition to identifying revenge behaviour as a motive of eWOM, the findings of this thesis will help in answering some of the research gaps in the eWOM literature.

To summarize, after an extensive examination of the literature, some arguments can be made after reviewing the consumer revenge literature and the Ewom Literature. For example, concerning the theoretical models of consumer revenge, they tend to move from a state of a desire for revenge to a state of actually committing revenge without an explanation of the cognitive process a consumer goes through. Some theoretical models of consumer revenge (Gregoire et al, 2010) incorporated power as a moderator, and as the only factor a consumer considers before actually committing revenge. However, as mentioned earlier a number of other variables could exist that will also help explain the transition from a state of desire for revenge to actual behaviour including, the perceived control and perceived risk, which were both absent in the reviewed models explaining consumer revenge. Furthermore, there is empirical evidence of the effect that the perception of risk has on dysfunctional consumer behaviour especially shoplifting and piracy (e.g. Shanahan and Hyman 2010; Chen, Pan, and Pan, 2009; Tonglet, 2000; Albers-Millers, 1999). The notion that the greater the risk involved with behaviour, the less likely consumers will perform this behaviour is supported by a number of studies (e.g. Tonglet, 2000; Albers-Millers, 1999). Furthermore, perceived risk has been found to influence behaviour and particularly consumer behaviour in online contexts (e.g. Mohamed, Hassan and Spencer, 2011; Okazaki, 2008; Featherman and Pavlou, 2003; Lim, 2003). Also it was found to influence a number of dysfunctional consumer behaviours. For example: Shanahan and Hyman, (2010) found that the increase in online piracy (scouring) is because pirates belief that there isn't a risk involved in their actions, Whereby, Tonglet, (2000) found that perceived risk affected consumers decision to shoplift. Finally it was also found to affect consumers' purchase of illicit goods and counterfeits (e.g. Albers-Millers, 1999). Similarly, the customer perceived control was found to be a strong predictor of technology usage (Huang, Wu, Wang, and

Boulanger, 2011) and online shopping (Huang et al, 2011; Shim, Eastlick, Lotz, and Warrington 2001), and in the consumer misbehaviour literature, shoplifting (e.g. Tonglet, 2000) and piracy (e.g. Chen et al, 2009) were also found to be influenced by the perception of control. Although the role of perceived control hasn't been examined before in the consumer revenge literature as presented in literature review before, empirical evidence of the effect of control on other types of dysfunctional behaviour lead us to posits that the consumer perceived control over using the Internet and its various applications will facilitate and encourage consumers to get revenge online. Additionally, as mentioned in chapter one, a number of key characteristics relating to a lower perception of risk, in addition to a higher reach and perception of control, differentiate consumer revenge acts in the online platform from those in the traditional market context. Consequently, this study proposes that consumers will evaluate these factors when they are evaluating their coping options at the secondary appraisal stage. Therefore, all of these findings have contributed in the decision to include these factors in the online revenge model as their influence on other types of dysfunctional consumer behaviour was apparent.

Additionally, it can be noticed that the majority of the previous literature on consumer revenge used the same antecedents (fairness and justice appraisals) to predict the consumer revenge behaviour (Gregoire et al, 2010; Funches et al, 2009; Zourrig et al, 2009a; Gregoire and fisher, 2008; Bechwati and Morrin, 2003). Therefore, the role of different antecedents like the perception of power and helplessness, in addition to the types of service failure (process and outcome) have never been investigated by the consumer revenge literature before, despite the importance of these factors in explaining numerous consumer outcomes after a service failure. These factors were found to influence complaining (Gelbrich, 2010), word of mouth (e.g. Swanson and Kelly, 2001), and even workplace revenge (Aquino et al, 2006). Thus, investigating the influence of these factors on online consumer revenge would provide some new insights into this behaviour from both situational (type of service failure) and personal (Severity, Helplessness and power) perspectives when compared to the personal evaluations that were dominant in the literature.

Another argument can be made regarding the previous focus of the consumer revenge literature on examining this behaviour and its forms only in brick and mortar context.

Therefore, the forms and types of consumer revenge in the online virtual context have never been explored or examined before and considering the fact that the Internet provides a variety of ways to interact and communicate with people and service providers, a large number of ways could exist in which consumers could use to get back at misbehaving firms.

The final argument concerning the consumer revenge literature concerns the large emphasis on using the theory of justice and fairness to explain and predict the process of consumer revenge. With the majority of the theoretical models dealing exclusively with consumer revenge using this theory as a basis to explain the relationship between the variables (e.g. Gregoire et al, 2010; Funches et al, 2009; Gregoire and Fisher, 2008; Bechwati and Morrin, 2003), with only the conceptual work of Zourrig et al, (2009a) using the cognitive appraisal theory as a basis for examining the cultural differences in the revenge process. Therefore, examining the cognitive, emotional, and motivational aspects of the process of online consumer revenge could be better explained through the use of a different theory that could help detail the cognitive process a consumer goes through from the start of service failure incident to the moment the consumer actually commits online revenge.

Consequently, after reviewing the previous work done in the area consumer revenge and highlighting some of the existing research gaps in the consumer revenge literature, the next section will discuss the rationale for using the theory of cognitive appraisal to describe the relationships between the variables of the study.

2.3. Consumer Online revenge: A Cognitive Appraisal Perspective:

The theory of cognitive appraisal state that an individual personal interpretation of a specific event will determine his/her emotional reaction, and that when a situation is perceived as being stressful, the appraisal process will lead the person to consider cognitive and behavioural coping strategies (Dalakas, 2006; Stephens and Gwinner, 1998), which in this case could include online revenge. Furthermore, the cognitive appraisal theory is attributed to the work of Lazarus (1991) and Folkman and Lazarus, (1985). The main focus of this theoretical framework is on consumers cognitive, emotional, and behavioural processes related to online revenge, which could help in a better interpretation of the personal and situational factors that leads to online consumer

revenge. According to Zourrig et al, (2009a), using this theory to provide a theoretical framework for consumer revenge is very appropriate and it will allow for a better examination of the psychological mechanisms of the consumer revenge behaviour because it includes cognitive, motivational, and emotional elements, in addition to emphasizing a condition "where harm was experienced with such severe unfairness that consumers are left to cope with a serious stress" (p.997). Moreover, this theory has been applied to numerous subjects including innovation, (e.g. Choi, Sung, Lee, and Cho, 2011), psychology, (e.g. Devonport and Lane, 2006), service failures (e.g. Dalakas, 2005; Bennet, Hartel, and Mccoll-Kennedy, 2003 ; Stephens and Gwinner, 1998), buying behaviour, (e.g. Patrick, Lancellotti, Demello, 2009), consumer dysfunctional behaviour, (e.g. Huang, 2009), and Zourrig et al, (2009a).

As previously mentioned in this chapter, it was noticed that most of the previous models have focused on the fairness appraisals and the motive aspects of revenge. Despite the valuable insights these established appraisals has provided, the fairness appraisals are still bound to the personal evaluations of a consumer after a service failure, and do not examine the situational factors that are related to the service encounter, in addition to the consumer interaction with his/her environment (Zourrig et al, 2009a). Furthermore, it's apparent that the previous models overlooked the emotional elements and the situational elements, even though anger and betrayal were previously found to influence consumer revenge (Gregoire et al, 2010). The majority of these models still focus only on the cognitive component of revenge (Zourrig et al, 2009a). Therefore, examining the antecedents of emotional responses to a service failure is very important due to the fact that emotional responses have been found to hugely influence the consumer revenge behaviour (Gregoire et al, 2010), with mainly anger (Bechwati and Morrin, 2003) and betrayal, (Gregoire and Fisher, 2008) being the main triggers. Additionally, aside from the model of Gregoire et al, (2010) which placed the consumer perceived power as a moderator between the desire for revenge and actual revenge, and was found not to influence indirect forms of revenge including online revenge, the previous models in the consumer revenge tend to always go from the consumer's desire to get revenge to actual revenge and in the process, overlooking any other factor beside power that the consumer might consider after the having the desire for revenge. Consequently, a conceptual model which follows a cognition-emotion-cognition-action sequence could better explain the entire process of revenge, and in this case online revenge, in a way which

would better explain this behaviour when compared to the cognition-emotion-action sequence followed by previous work. Therefore, this study will take a relatively different approach from the majority of the previous work by using the cognitive appraisal theory as a foundation for understanding the online consumer revenge process because of its heavy emphasis on the cognitive, emotional, and motivational aspects of the individual interaction with the environment, in addition to its ability to explain the secondary appraisal process a consumer will go through before choosing his/her coping strategy.

By contrast to previous theories , the cognitive appraisal and coping theory by Lazarus, (1991) focuses more on the cognitive and emotional element in addition to the consumer's interaction with his/her environment and surroundings, thus, providing a framework for unifying the previous work on consumer revenge (Zourrig et al, 2009a). Furthermore, one of the key reasons the cognitive appraisal theory is most suited to online revenge is due to the fact as previously mentioned in chapter one, the online context is highly interactive in addition to being part of the consumer environment (Haloush and Malkawi, 2008). This makes it much easier for a consumer to cope with a service failure and his negative emotions using online social networks when compared to offline revenge. Consequently, the cognitive appraisal theory was chosen as a basis for explaining the relationships between the variables of this thesis for at least three main reasons: First, this theory focuses on the cognitive, emotional, and motivational aspects of certain behaviours and not just on the cognitive component (Zourrig et al, 2009a). Second, this theory allows for a better explanation of the secondary appraisal process which occurs before the individual choose his/her coping option, a situation which the previous models failed to clarify, despite the importance of uncovering the secondary cognitive appraisal process a consumer goes through when evaluating his/her coping options especially for a behaviour such as revenge. Finally, it stresses a situation such as a service failure where a severe, unfair and stressful situation occurs leading the individual to want to cope with the situation (Stephens and Gwinner, 1998).

Furthermore, by using the theory of cognitive appraisal, this study will be extending the previous work on consumer revenge in a number of ways: First, the online consumer revenge extends the previous work by examining for the first time the influence of situational factors like the type of service failure on online consumer revenge. Second,

the online consumer revenge model incorporates the concept of helplessness to the revenge literature as a main catalyst for online consumer revenge. Third, the online consumer revenge model extends the previous work by examining the cognitive process the consumer goes through after having the desire for revenge and when he/she is considering his/her coping options. Thereby, the online consumer revenge model extends the previous work done on consumer revenge by incorporating new concepts into the revenge literature such as, the perceived risk or risklessness, perceived control, and the reach of the Internet as factors that consumers will consider or be influenced by before choosing his/her coping options.

Moreover, the theory of cognitive appraisal state that after a dissatisfying service encounter the consumer evaluates the stressfulness of the encounter by undergoing a process called a cognitive appraisal (Lazarus, 1991). This process has two aspects, the first is called a primary appraisal, in which the consumer evaluates the motivational relevance or importance of the situation to his or her needs, and was found to hugely influence the emotional reaction of the consumer (Dalakas, 2005). This appraisal relates to whether or not the service failure was harmful and has three components, whether the service failure is relevant to the consumer needs, whether the service failure inhabits them from achieving their goals, and whether the service failure affects the consumer's self esteem or values (Stephens and Gwinner, 1998). Any threats to these components will lead the consumer to perceive the service failure as stressful. Additionally, Stephens and Gwinner, (1998) state that when a service encounter is perceived to be successful, the consumer will require no coping action. The second aspect is called secondary appraisal in which the consumer evaluates his or her coping options regarding the service failure (Dalakas, 2005). This appraisal also includes two components, the blame attribution, which refers to who is responsible for the service failure and was found to influence acts of revenge as previously mentioned (e.g. Gregoire et al, 2010; Bechwati and Morrin, 2003), and the coping potential which concerns the consumer evaluations about their ability to successfully perform the coping alternative.

As a result, the model for online consumer revenge suggests that a severe service failure encounter will trigger a cognitive appraisal process in which the consumer will examine the service failure (primary appraisals) and the availability of coping options (secondary

appraisal). This model suggests that after a service failure which refers to a situation in which the firm failed to meet the customer expectations (Bhandari, 2010), personal beliefs (Severity evaluations) and situational factors (type of service failure) will trigger a primary appraisal process in which the perception of helplessness and power, in addition to the evaluations of the recovery actions employed, will trigger a number of negative emotions including betrayal, anger and frustration. According to Dalakas, (2005) appraisal theorists all agree that emotional outcomes are triggered by some types of cognitive appraisals including a sense of control over an event or situation. Consequently, according to the previous literature in consumer revenge (e.g. Gregoire et al, 2010; Bechwati and Morrin, 2003), these emotions will lead to a strong sense of anger and a desire for revenge. Therefore, the personal factors presented in this model will influence how the individual will evaluate the service failure. Similarly, the situational factors concerning the type of service failure will also influence the cognitive appraisal process and lead to negative emotions. The model presented here also examines the nature of the negative emotions arising after the primary cognitive appraisal leading to the desire for revenge, in addition to identifying the available coping options. Before committing online revenge, the online consumer revenge model suggests that the consumer will evaluate factors such as risk, reach and control before committing online revenge in one of the two ways presented here. Therefore, the model suggests that the path between the desire for revenge and the online revenge behaviour will depend on a secondary cognitive appraisal process in which the consumer will examine certain factors that will determine or not his/her online revenge behaviour. In this study, as argued in chapter one, online consumer revenge is different to offline revenge because of a number of characteristics the Internet provides for consumers seeking revenge. The first of these factors is the reach of the Internet, which allows for the consumer message to reach a very large number of people. Additionally, the online revenge model proposes that in the secondary appraisal process consumers will perceive a lower risk and a higher ability to perform the revenge behaviour. Based on these cognitive evaluations, this thesis argues that the consumer will be encouraged to get back at the misbehaving firm using online platforms.

To summarize, this thesis aims to examine the phenomenon of consumer revenge in the online context. The previous section described the theory and the framework of this thesis. Building on the previous work done in the consumer revenge literature, this

study will present its own conceptual model regarding the process a consumer goes through before getting revenge online. Supported by the results from the previous revenge and dysfunctional behaviour literature, consequently, 15 main relationships can be derived, describing the influence of each factor during the online revenge process. The following section describes the previous literature for each hypothesis.

2.4. The Online Consumer Revenge Model:

2.4.1: Antecedents of online revenge:

2.4.1.1: Personal and situational antecedents:

In this study it's proposed that personal and situational factors relating to the service failure itself will also influence the cognitive appraisal process and trigger the online consumer revenge process. These factors relate to the type of the service failure in addition to the severity of the service failure.

In the context of consumer revenge, consumers will make evaluations about the overall fairness of the service failure, which in turn will trigger a sense of betrayal which will create a desire for revenge (Gregoire and Fisher, 2008; Ward and Ostrom, 2006). Gregoire and Fisher, (2008) found that consumers negative evaluations about the fairness of the service failure will lead to a sense of betrayal which triggers a desire for revenge. Whereby, Ward and Ostrom, (2006) also found that perceptions of injustice lead to perceptions of betrayal among consumers after a service failure.

The first variable that will trigger the cognitive appraisal process relates to the personal factors dimension and concerns the severity of the service failure. This study argues that the consumers assessment of the failure severity which is the "the magnitude of loss that customers experience due to the failure" (Hess, Ganesan and Klein, 2003, p. 132), will directly lead to a primary cognitive appraisal process and to a strong emotional elicitation and desire for revenge. In this study, the severity of the service failure will be a key trigger of the online revenge process by leading to the perceptions of helplessness, power, recovery satisfaction evaluations, and eventually to feelings of betrayal (Gregoire and Fisher, 2008).

According to theory of cognitive appraisal, consumers' personal beliefs regarding the market place interactions will influence their cognitive appraisal (Dalakas, 2005:

Stephens and Gwinner, 1998). Therefore, in this study, consumers' beliefs about the severity of the service failure will lead to the primary cognitive appraisal state. Further support for these links from the literature comes from the findings of Gregoire et al, (2010) and Gregoire and Fisher, (2008) who both cite that failure severity is a key antecedent for indirect revenge behaviours and found it to influence directly certain types of revenge behaviours including, intentionally spreading negative word of mouth and online complaining for consumer agencies. Additionally, Gregoire and Fisher, (2008) found that failure severity has a significant impact on customers' perception of being betrayed and their negative emotions. Furthermore, although the majority of consumers asses the level of harm after a service failure (Stephens and Gwinner, 1998), Zourrig et al, (2009b) notes that culture tend to influence the way consumers asses harm after a service failure and that consumers from western cultures tend to perceive service failures as more severe when compared to eastern consumers.

Therefore, this study proposes that the severity of the service failure will positively influence consumers' cognitive appraisal process and their perception of betrayal, which will eventually lead to a desire for revenge. Additionally, this thesis also posits that British consumers will perceive a higher level of severity when compared to Jordanian consumers. Hence, the following hypotheses are proposed:

H1A: The stronger the consumer's perception of failure severity, the stronger the perception of helplessness.

H1b: *The stronger the consumer's perception of failure severity, the stronger the perception of power.*

H1c: *The stronger the consumer's perceptions of failure severity, the less likely consumers' are satisfied with the firm recovery efforts.*

H1d: The stronger the consumer's perception of failure severity, the stronger the negative emotions of betrayal.

H1E: Consumers from western cultures (British) will perceive a higher degree of severity than consumers from eastern cultures (Jordanian)

Additionally, in the literature of service marketing and recovery, service failures tend to be viewed as either a process or outcome failures (Bhandari and Polonsky, 2007). This

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means that a service failure can occur twice during the service encounter (Bhandari, 2010). A process failure refers to a situation in which a problem occurs in the delivery process which could affect the final core service (e.g. rude waiter/airlines lost personal luggage) (Hui, Ho, and Wan, 2011). According to Bhandari, (2010) "When service performance does not meet customer expectations of the service delivery process, the service fails even if the core service meets expectations" (p. 42). Moreover, process failures were found to influence consumer responses after the service failure more than outcome failures in some studies (e.g. Ural, 2008; Ruyter and Wetzels , 2000; Parasurama, Berry, and Zeithaml, 1991), with a stronger negative influence than outcome failures on complaint motives after a service failure (Bhandari, 2010). With regards to the second type which is called an outcome failure, it refers to the failure of the firm or service provider in performing or providing the basic service (e.g. bad meal/ unavailable hotel room) (Bhandari and Polonsky, 2007). In other words, it refers to what the consumer actually receives after the service is completed (Bhandari, 2010). Outcome service failures were also found to influence consumer outcomes more than process failures by another stream of studies (e.g. Bhandari and Polonsky, 2007; Shapiro and Nieman-Gonder, 2006), with a stronger influence on consumers feelings of dissatisfaction after a service failure.

Generally, both types of service failures were found to influence a number of consumer outcomes including, switching intentions (e.g. Hui et al, 2011), word of mouth referrals (e.g. Swanson and Kelly, 2001), and complaining (e.g. Bhandari and Polonsky, 2007; Shapiro and Nieman-Gonder, 2006; McDougall and Levesque, 1999). While previous research (e.g. Tripp and Gregoire, 2011; Gregoire et al, 2010) have clearly showed that consumer revenge follows a double deviation and a lack of fairness perceptions. The previous revenge literature neglected examining the effect of the type of service failure on consumer revenge despite the valuable insights the identification of whether a specific type of service failure tend to motivate this behaviuor more often than the other. In this study, it is argued that the first factor leading to negative consumer emotions and online revenge is the type of service failure encountered by the consumer. As seen by the previous studies, a number of different findings by scholars indicate that the most influential type of service failure appears to vary between consumers, with some scholars citing process service failures (e.g. Bhandari and Polonsky, 2007), and some findings suggesting outcome failures to be more important (e.g. Ural, 2008).

Furthermore, the theory of cognitive appraisal posits that a stressful encounter like a service failure and assessments relating to this service failure will influence the cognitive appraisal process and lead consumers into an emotional elicitation state (Dalakas, 2005). Similarly, Stephens and Gwinner, (1998) also note that situational factors regarding a service failure will trigger a primary cognitive appraisal process and lead to negative emotions.

In this thesis it is argued that the type of a service failure will lead first to a cognitive appraisal process in which consumers will evaluate their perception of helplessness, power, and their satisfaction with the recovery efforts employed by the firm. Additionally, based on the previous findings in the service marketing literature (e.g. Bhandari, 2010: Bhandari and Polonsky, 2007), this thesis also posit that the type of service failure (process or outcome) influence on the negative emotions of betrayal will vary depending on the type, as these types of service failures were found to have different effects on consumers' emotional responses and their desire for revenge and both types of failure appear to be perceived differently to consumers as demonstrated by a number of findings (e.g. Bhandari and Polonsky, 2007; Shapiro and Nieman-Gonder, 2006). In general, the role of service failures in encouraging acts of revenge and leading to negative emotions has been established in the literature (Joireman et al, 2013: Gregoire et al, 2010: Bechwati and Morrin, 2003).Therefore, the online revenge model propose that both types (process-outcome) of service failures will trigger a negative emotional response from consumers after a stressful encounter (e.g. Bhandari and Polonsky, 2007; Shapiro and Nieman-Gonder, 2006; McDougall and Levesque, 1999). Thus, the following hypotheses are proposed:

H2A: The type of service failure (Process, outcome) will have different positive effects on consumers' feelings of betrayal.

H2b: The type of service failure (Process, outcome) will have different positive effects on consumers' desire for revenge.

2.4.1.2: The primary appraisal process:

The role of helplessness, power, and recovery satisfaction:

The theory of cognitive appraisal propose that in the primary appraisal process consumers evaluate three main components, first, consumers evaluate the relevance of the service failure to their needs and whether the failure was harmful or stressful (i.e. goal relevance) (Dalakas, 2005). Additionally, consumers also evaluate the degree to which the service failure inhibits their goals (i.e. Goal congruent) (Stephens and Gwinner, 1998). Finally, consumers also assess whether or not the situation is harmful to their ego or self esteem (i.e. ego involvement) (Dalakas, 2005). Stephens and Gwinner, (1998) note that the violation of any of these three components will lead an emotional elicitation state.

In this thesis, it is argued that the first and most important factor in the cognitive appraisal process is the evaluation of helplessness which occurs "when people perceive a low potential to cope with a goal incongruent event" (Gelbrich, 2010, p. 569). In other words, helplessness occurs when consumers are faced with a situation that limits their achievement of a specific goal. Furthermore, helplessness usually arises after a stressful situation like a service failure in which the consumer was unable to achieve his/her goals (Gelbrich, 2009). Similarly, Stephens and Gwinner, (1998) state that after a goal incongruent event, consumers will enter a cognitive appraisal state leading them to an emotional elicitation state. Therefore, faced with a service failure in addition to a failed recovery effort, this model argues that consumers will perceive a sense of helplessness after the service failure. Additionally, the online revenge model argues that helplessness will lead consumers to the emotional elicitation stage in which a number of negative emotions will eventually lead to a desire to get revenge (Stephens and Gwinner, 1998: Gelbrich. 2009). However, in this study helplessness will lead consumers directly to the emotional elicitation stage in which they will first experience feelings of betrayal, a key trigger for online complaining and revenge (Obeidat and Xiao, 2014: Gregoire and Fisher, 2008).

Moreover, with regards to the influence of culture on goal incongruence, a number of scholars (e.g. Zourrig et al, 2009b: Hui and Au, 2001) suggest that eastern consumers are more likely to evaluate the service failure as more goal incongruent than western

consumers. Hui and Au, (2001) also found that Chinese consumers (eastern) tend to perceive a greater level of unfairness in the complaint handling process –a process that costs time and money) than Canadian consumers (western).

Generally, the role of helplessness has been mainly studied in the literature in the context of digital marketing (e.g. Krone, Kai, and Gediga, 2002; Parasuraman, 2000), and service failures (e.g. Gelbrich, 2010, 2009). Furthermore, the previous literature that examined this factor has found that helplessness influences dealing with technical services like computers (e.g. Krone et al, 2002), and adopting new technologies (e.g. Parasuraman, 2000). However, in the service failure context, previous findings provide support for this link since it was found that after the service failure, helplessness arise and strongly influence negative emotions such as anger and regret (e.g. Gelbrich, 2010: Gelbrich. 2009). Additionally, Gelbrich, (2010) found a strong relationship between helplessness and anger, in addition to finding high levels of helplessness with consumers engaged in negative word of mouth and vindictive complaining. Additionally, Obeidat and Xiao, (2014) also found helplessness to lead to strong perceptions of perceived betrayal. Therefore, in this study, the online consumer revenge model argues that helplessness will lead to betrayal first, a key emotion and trigger of online complaining for negative publicity, and was found to be one of the strongest predictors of consumers taking the time and effort to complain online (Tripp and Gregoire, 2011). Also, it's an emotion with strong links to anger as previously found by Gregoire and Fisher, (2008). Furthermore, Stephens and Gwinner, (1998) and Dalakas, (2005) both found that the failure in a goal incongruent event will lead the consumer to an emotional elicitation stage in which a number of negative emotions may arise. Therefore, this thesis argues that similar to anger, helplessness will also influence betrayal. Furthermore, it should be noted that Gelbrich, (2010) and Lazarus, (1991) both noted that after a service failure consumers with high levels of helplessness would doubt the success of any coping options and therefore tend to engage in vindictive complaining and not engage directly with the firm. However, as mentioned in chapter one and based on previous findings, this thesis argues that the Internet provides a safe and empowering platform for helpless consumers to get back at offending firms without any fear or risk (Shanahan and Hyman, 2010; Behrang et al, 2006; Ward and Ostrom, 2006). Consequently, based on these findings, this study proposes that after a service failure, consumers will enter a cognitive appraisal in which a sense of helplessness will

lead them to enter an emotional elicitation stage in which they will feel a number of negative emotions starting with betrayal. Hence the following hypotheses are proposed:

H3A: The stronger the perceptions of helplessness, the stronger the negative emotions of betrayal.

H3B: Consumers from eastern cultures (Jordanians) will perceive a higher degree of helplessness than consumers from western cultures (British)

Similarly, Gregoire et al (2010) describes customer perceived power as the "customer's perceived ability to influence a firm, in the recovery process, in a way that he or she might find advantageous" (p. 744). In other words, power refers to the personal perception an individual has regarding his/her ability to change the situation and gain benefits after a service failure. In this study, it's argued that that the Internet has empowered consumers and provided them with a medium to strike back at misbehaving firms. Therefore, it is proposed that this factor will also be a key trigger of online revenge and will lead consumers to feel negative emotions and mainly betrayal. According to Behrang et al, (2006) the Internet influences and increases consumer power in three ways, first, by growing the customers' information power and therefore, increasing the scope of information the consumer is exposed to, Second, by forcing firms and corporations to provide more information about their products and services, and finally, by encouraging third party communications, which increases the scope of interactions between the consumer and other consumers, and between consumers and the firm.

In this thesis its argued that the consumer perception of power, a personal belief according to Gregoire et al, (2010) will lead consumers to enter the emotional elicitation stage and experiences a number of negative emotions starting with betrayal (Obeidat and Xiao, 2014). The cognitive appraisal theory state that when a situation is perceived as stressful, the personal beliefs about control, which in this situation includes his/her perception of power to influence the situation, will influence the cognitive appraisal process and lead to a state of emotional elicitation (Stephens and Gwinner, 1998). Additionally, in contrary to Gregoire et al, (2010) suggestions that power will only influence direct forms of revenge, Obeidat and Xiao, (2014) found power to be a key trigger in the cognitive appraisal process with strong links to betrayal. Therefore, in this

study, it is proposed that power will affect indirect forms of revenge too by increasing the chances for these consumers to get revenge online. In other words, the Internet provides consumers who have the desire for revenge but are not able to exert it, with a medium and a way to do so. And it also provides a way for these consumers to demonstrate their power (Ward and Ostrom, 2006).

Similarly to helplessness, previous findings have also established that eastern consumers are more sensitive to threats to their self esteem or ego (Zourrig et al, 2009b). Whereby, Lazarus, (1991) also suggests that culture may produce different patterns of ego involvement (perceptions of power). Mattila and Patterson, (2004) also found that Asian consumers were more sensitive to ego threats than American consumers. Therefore, this thesis proposes that the perception of power after a service failure will lead to negative emotions of betrayal, and that Jordanian consumers will experience more threats to their ego (i.e. less power) than British consumers. Hence the following hypotheses;

H4A: The stronger the perception of power, the stronger the negative emotions of betrayal.

H4B: Consumers from eastern cultures (Jordanians) will perceive a lower degree of power than consumers from western cultures (British)

With regards to the service recovery failure, it occurs when the customers tries unsuccessfully to resolve the problem with the firm through complaining to them to address the issue (Gregoire and Fisher, 2008). In other words, a service recovery failure happens when the firm fails to address the initial customer complaint. In this study, the failure of the service recovery actions, a factor also relating to the goal incongruent element, is a key trigger leading to the perception of being betrayed. The reason for this is due to the notion that this failure of addressing the problem, in addition to the initial service failure, will lead consumers to feel twice violated and cheated by the firm (Tripp and Gregoire, 2011). Additionally, the theory of cognitive appraisal also state that when a consumer is faced with a goal incongruent event such as a failure of recovery actions after a service failure, consumers will experience negative emotions (Stephens and Gwinner, 1998). Thereby, the recovery actions failure is key trigger of the online revenge process. In the literature, Tripp and Gregoire, (2011) found that the recovery

failures will lead to feelings of betrayal and will sometimes lead the consumer to vindictively complain online for third parties. Similarly, a number of scholars in the literature (e.g. Obeidat and Xiao, 2013: Joireman et al, 2013: Tripp and Gregoire, 2011: Gregoire et al, 2010: Gregoire and Fisher, 2008: Bonifield and Cole, 2007) also found a relationship between failed recovery efforts and negative emotions after a service failure. Moreover, this model mainly deals with two recovery actions after a service failure, the first one relates to the organizational actions (Compensation) which is one of the most common ways of handling dissatisfied consumers (Mattila, 2001), and involves offering some type of benefit to the consumer. While the second relates to the workers actions (apology), and its one of the main and important actions a consumer expects after a service failure (Bhandari, 2010).

Thereby, based on the findings of the previous studies in the area of service marketing and consumer revenge, this study proposes that after a service failure, the failed recovery efforts will lead consumers to feel a number of negative emotions and eventually to a desire for revenge. Hence, the following hypothesis:

H5: The recovery actions satisfaction will negatively influence consumers' negative emotions of betrayal

2.4.2: Primary appraisals outcomes: *Emotional elicitation:*

"Negative emotions are regarded as outcomes of stressful cognitive appraisals" (Stephens and Gwinner, 1998, p.180), therefore, this study proposes that after the service failure the consumer stressful cognitive appraisals will lead the consumer to feel or experience a number of negative emotions, mainly anger, betrayal, and frustration (Gregoire et al, 2010; Gregoire and Fisher, 2008). These in turn will lead to a desire for revenge (Gregoire et al, 2010), and eventually actual revenge (Wetzer et al, 2003). A number of findings also offer support for this notion. For example; Wetzer et al, (2003) found that after a service failure consumers will experience feelings of anger and frustration which will lead them to experience the need to vent or get revenge. Gelbrish, (2010) also found that feelings of anger and frustration usually arise after a service failure and leads to spreading negative word of mouth. Additionally, the findings of Tripp and Gregoire, (2011) and Gregoire and Fisher, (2008) show that feelings of betrayal lead to online public complaining to generate negative publicity. Finally, the

role of negative emotions also seems to vary across different cultures. For example: Zourrig et al, (2009b) state that consumers from western cultures will usually experience stronger negative emotions than those of western cultures. Similarly, Roseman, Dhwan, Naidu, and Thapa, (1995) also found that Eastern consumers (Indians) experience less anger when compared to western consumers (Americans). Moreover, Zourrig et al, (2009b) and Stephan, white, and Cabezas, (1996) cite that sometimes in eastern cultures, expressing negative emotions is considered inappropriate when compared to western cultures, where it's normally accepted.

Furthermore, Perceived customer betrayal a "customer's belief that a firm has intentionally violated what is normative in the context of their relationship" (Gregoire and Fisher, 2008, p.250). Gershoff, (2004) also defined betrayal as the violation of a psychological contract between a consumer and a firm. Additionally, Gershoff, (2004) also notes that this psychological contract could be assumed by one of these sides without the knowledge of the party. This study argues that the first emotion arising after the service failure is feelings of being cheated and betrayed. According to Gregoire and Fisher, (2008) consumers find acts of betrayal as very hard to forget. This study argues that consumers' perception of betrayal is one of the key emotions that triggers the effort for getting back at the firm online (Tripp and Gregoire, 2011), in addition to triggering feelings of anger and frustration (Gregoire and Fisher, 2008).

Support for this linkage comes from a number of scholars in the consumer revenge literature (e.g. Gregoire and Fisher, 2008, Ward and Ostrom, 2006). For example, Ward and Ostrom, (2006) found that perceptions of being betrayed had very strong consequences on the individual and that they tend to play a role in encouraging anti-consumption behaviours and protests. Additionally, they found that the reason of the development of consumer protest websites is a way for consumers to vent their frustration after feelings of betrayal. Ward and Ostrom (2006) also found that approximately 90% of consumers who participate in protest websites, experience strong feelings of anger in response to feeling betrayed by the firms. Furthermore, Tripp and Gregoire, (2011) found after analyzing a number of complaints that some consumers sent to an online consumer agency, that the common factor among consumers was the perception of being betrayed. Additionally, it was also found that betrayal is associated with, and sometimes will lead to anger (Tripp and Gregoire, 2010; Gregoire and Fisher,

2008). However, the findings of Gregoire and Fisher (2008) demonstrate that perceived betrayal could also lead directly without anger to a desire for revenge. This could be down to reasons such as creating awareness or teaching the firm a lesson. Consequently, based on all of the previous findings in the revenge and cultural contexts, this study follows a path in which, the customer perceived betrayal will lead directly and indirectly through anger and frustration to a desire for revenge. Hence, the following hypotheses:

H6A: The consumer perception of betrayal will increase the feelings of anger and frustration

H6B: The consumer's feelings of betrayal will increase the consumer desire for revenge.

H6C: Consumers from western cultures (British) will experience more betrayal than consumers from eastern cultures (Jordanians)

In this thesis it's argued that anger is also a key trigger for online consumer revenge acts (Gregoire et al, 2010). Furthermore, anger refers to "a strong negative emotion that involves an impulse to respond and react" (Gregoire et al, 2010, p. 742). In this model, its argued that after the service failure, the perception of being betrayed will lead consumers to experience strong feelings of anger which will ultimately lead to desires for getting revenge (Gregoire and Fisher, 2008). All of the consumer revenge literature provide support for this link and found anger to be a predictor of the desire for revenge, as well as acts of revenge, thus making it the key emotion behind acts of revenge (e.g. Gregoire et al, 2010; Mccoll-Kennedy et al, 2009; Zourrig et al, 2009; Gregoire and Fisher, 2008; Wetzer et al, 2007; Gregoire and Fisher 2005; Bechwati and Morrin, 2003; Bougie et al, 2003; Huefner and Hunt, 2000). Therefore, this study suggests that consumers' feelings of anger will lead them to experience a desire for revenge. Similarly to anger, Frustration refers to an "unpleasant inner conditions that emerge from the interference of goal attainment" (Tuzovic, 2010, p. 447). In the online revenge model, it is predicted that feelings of frustration after the service failure will similarly lead to a desire for revenge (Bougie et al, 2003). This negative emotion was also found to influence a number of consumer actions after a service failure including spreading negative word of mouth (e.g. Bougie et al, 2003), revenge (e.g. Wetzer et al, 2007), and

online complaining (e.g. Tuzovic, 2010). Therefore, this study proposes that feelings of frustration after the service failure will lead consumers to experience a desire for revenge. Hence, the following hypotheses:

H7A: The consumer's feelings of anger and frustration will increase His/her desire for revenge.

H7B: Consumers from western cultures (British) will experience more anger and frustration than consumers from eastern cultures (Jordanians).

Moreover, the desire for revenge (D.R) is a "customer felt need to punish and make the firm pay for the damages it has caused" (Gregoire and Fisher, 2008, p.33). In simple terms it's "a felt need to exert harm" (Gregoire et al, 2010, p. 741). This concept was introduced by a number of researchers to reflect the behavioural intention for exerting revenge (e.g. Gregoire et al, 2010; Gregoire and Fisher, 2006; Bechwati and Morrin, 2003). Furthermore, this study argues that the consumers' desire for revenge will not be enough for them to act on without certain factors that manifest the desire into actual behaviour. This notion is supported by the model and findings of Gregoire et al, (2010) which state that this term is usually used to refer to the increasing possibility of exerting revenge, because the will and desire to get revenge may be there, but the consumer might not always be able to exert it. Moreover, the heavy emphasis on this concept in the literature is because it provides a way to explain the manifestation of these desires into actual behaviour. This is done by including variables that will help explain this transition (Gregoire et al, 2010). This desire for revenge also had significant links with revenge behaviours as shown by the findings of the previous literature (e.g Gregoire et al, 2010; Gregoire and Fisher, 2008; Bechwati and Morrin, 2003). In this thesis, incorporating the three main mediating variables (risk, reach, and control) into the online consumer revenge process was based on three considerations, first, as previously mentioned in chapter one, these three factors were found to be highly related to consumer behaviour and misbehaviour acts in the online context, and based on previous evidence (e.g. Stephens and Gwinner, 1998), the desire for revenge and the evaluation of coping options will be strongly linked due to the fact that at this stage, the consumer will start to think on a way to get back at the firm (Gregoire et al, 2010). Second. consumers normally make evaluations regarding their coping strategies when a situation is perceived as stressful or harmful (Stephens and Gwinner, 1998) and none of the

previous work did show the exact cognitive process a consumer goes through when evaluating their coping options. Third, incorporating these factors is extremely functional, as it will provide insights on how the desire for revenge is transformed into actual behaviour, in addition to allowing firms to know how angry consumers evaluate the risk, the reach, and their ability to strike back when feeling they have been mistreated. Therefore, this study proposes that the link between the consumers' desire for revenge and actual online revenge is influenced by variables such as; Reach, the consumer perceived control, and the consumer perceived risk or risklessness Additionally, since the desire for revenge is strongly influenced by consumers negative emotions (Gregoire et al, 2010: Gregoire and Fisher, 2008: Bechwati and Morrin, 2003) and since western consumers usually experience stronger negative emotions than those from eastern consumers (Zourrig et al, 2009b), this thesis also proposes that English consumers will experience stronger desires for revenge when compared to the Jordanian consumers.

H8A: The desire for revenge will positively influence all online revenge behaviours.

H8B: Consumers from western cultures (British) will experience a stronger desire for revenge than consumers from eastern cultures (Jordanians)

2.4.3: Secondary Appraisals:

The mediators and moderators of the relationship between the desire for revenge and the forms of online revenge:

After the stressful service encounter, a cognitive appraisal process starts for the consumer leading him to experience a number of negative emotions until a desire for getting revenge is formed. At this stage, this model proposes that the consumer will evaluate his/her coping options, while keeping in mind certain factors such as the risk of the coping option, its reach, the ability to perform the coping behaviour, and his/her sense of altruism.

The Secondary appraisal process "consists of consumers' assessments of their ability to cope with the marketplace problem" (Stephens and Gwinner, 1998, p. 176). In other words, the secondary appraisal is a process in which the consumer will evaluate his/her coping options (Dalakas, 2005). Furthermore, coping strategies normally include both

cognitive and behavioural activities (Stephens and Gwinner, 1998). Generally, Stephens and Gwinner, (1998) cites that the secondary appraisal process includes three elements. First, the blame attribution, which refers to who is at fault for the service failure, second, the coping potential, which refers to the consumer assessment of whether or not he/she can achieve his/her coping goal. And third, the future expectations, which relates to whether or not things might get worse in the future. However, this thesis is mainly concerned with the coping potential element due to its ability to explain the manifestation of the desire for revenge into actual behaviour. Additionally, although the blame attribution role in evoking revenge is well established within the literature (Gregoire et al, 2010), it was still accounted for when developing the scenarios as will be discussed in chapter four. With regards to the future expectations element, as previously mentioned in chapter one, the goal of this thesis is to uncover the process of online revenge starting from the triggers until the customer actually commits revenge. Therefore, this thesis does not aim to examine the cognitive process after revenge.

Consequently, as previously mentioned this study propose that the difference between the revenge process in the market and online settings relies on three main mediating factors that encourage consumers to get revenge online instead of using the traditional market settings forms of revenge. Based on the theoretical model and findings of Gregoire et al, (2010) this study proposes that the path between the customer desire for revenge and online revenge will be influenced by factors such as, perceived control, the reach of the Internet, and the risklessness of the Internet. Additionally, this thesis also argues that altruism will influence the path between the desire for revenge and online revenge as discussed in the following sections.

Moreover, previous evidence suggests that the consumer cultural background tend to influence the secondary appraisal process. For example: Zourrig et al, (2009b) and Poon, Michael, and Kevin, (2004) found that western customers have a stronger tendency to take effort to protect themselves and their rights when compared to eastern consumers. Similarly, Hui and Au, (2001) in addition to Mattila and Patterson, (2004) also found that western consumers are more likely to adopt direct form of coping when compared to the non confrontational ways eastern consumers adopt. Therefore, since western consumers are more likely to actually commit coping behaviour, it's safe to

argue that they are more likely to cognitively evaluate their coping options more Hence, the following hypothesis:

H9: Consumers from western cultures (British) will cognitively evaluate their coping options more than consumers from eastern cultures (Jordanians).

The first mediating factor in this thesis is perceived control. According to Kuan, Ho, and Chang, (2011) perceived control is the extent that an individual perceives that they have or posses the resources or abilities to perform a particular behaviour. While according to Tonglet, (2000) it refers to "the individual's perception of how easy or difficult performance of the behaviour is likely to be" (p. 338). Furthermore, the concept of perceived behavioural control was introduced in the theory of planned behaviour (Evans, Jamal, and Foxall, 2006). According to Kidwell and Jewell, (2003) it was introduced to specify that the likelihood of successfully completing a behaviour, will depend on the perception of whether or not a person have control over this behaviour. Additionally, according to Stephens and Gwinner, (1998) and Dalakas, (2005), the perception of control is a key element in the secondary appraisal process. In this study, it is argued that the more likely a consumer beliefs that he/she is able to perform the act of revenge using the Internet, and the more likely that he/she beliefs that the Internet makes it easy for him/her to perform this act, then the probability of exerting online revenge increases. Therefore, this study propose that consumers will use the Internet because it will allow them to perform the revenge behaviour better than they could have in the traditional market context, where they might not be able to get revenge at all. Therefore, a high level of perceived control will mediate the path between the consumers desire to get revenge and their actual online revenge behaviour.

 Perceived control was also found to be a strong predictor of the use of technology and online shopping (e.g. Huang et al, 2011; Shim et al, 2001). Also, according to Lee, (2010) some considerable research attention has been given to the mediating effects of control on negative behavioural consequences or outcomes. Additionally, in the consumer misbehaviour literature, Tonglet, (2000) found that acts of shoplifting were highly associated with the concept of perceived control. Whereby, Chen et al, (2009) also found that perceived control plays a role in predicting and influencing consumers use intention of pirated software. However, despite its influence on a number of

dysfunctional consumer behaviours, the affect of control on consumer revenge and online revenge hasn't been examined yet. Hence, the following hypothesis is proposed:

H10: The consumer level of perceived control will mediate the path between the desire for revenge and online revenge behaviours.

With regards to the perceived risklessness, it is simply an opposite function of perceived apprehension risk or the concept of perceived risk (Shanahan and Hyman, 2010). Featherman and Pavlou, (2003) defined perceived risk as a felt uncertainty concerning possible negative consequences that results from performing certain behaviours.

In this study it is argued that since some consumers will avoid direct confrontations with the firm, therefore opting for an indirect way of revenge without the fear of counter retaliation (Gregoire et al. 2010). This study proposes that the Internet is a medium that provides consumers with a way of getting revenge without getting caught or fear of counter-retaliation (Shanahan and Hyman, 2010), and that there will be a perception of risklessness or low risk levels associated with taking revenge online which will highly encourage consumers to take revenge online instead of other direct ways. Therefore, it is proposed that this risklessness will mediate the path between the desire for revenge and the online revenge forms and will transform this desire into actual behaviour.

In the literature, perceived risk was found to affect shoplifting (e.g. Tonglet, 2000), knowingly purchasing counterfeits (e.g. Matos, Ituassu and Rossi, 2007; Ang, Cheng, Lim, and Tambyah, 2001) and online piracy (e.g. Shanahan and Hyman, 2010). Shanahan and Hyman, (2010) found that the increase in online software piracy is largely related to the belief that the risk associated with piracy is low, because pirates believe copyright laws are weak and Laughable. Shanahan and Hyman, (2010) also found that when consumers believe that risklessness is high or that the consequences of getting caught are minimal, the tendency to engage in dysfunctional behaviours increases. This notion was also supported by a number of scholars (e.g. Matos et al, 2007; Fullerton and Punj, 2004: Tonglet, 2000; Albers-Millers, 1999). Additionally, Albers-Millers, (1999) found that the greater the level of perceived risk, the less likely a person is to engage in illicit behaviours. Whereby, Matos et al, (2007) also found that the consumer purchase intention of counterfeit products will be hugely influenced by the perception of risk involved. Finally, Tonglet, (2000) also found that low risk apprehensions encourage

shoplifting. Consequently, this study proposes that consumers in most cases will be encouraged to get revenge online due to the low risk involved in the virtual context in comparison with the revenge acts in market contexts such as shoplifting and vandalism. Therefore, this thesis proposes that the risklessness of the Internet will mediate the path between the desire for revenge and the online revenge behaviours. Hence, the following hypothesis is proposed:

H11: "The consumer perception of low levels of risk (high risklessness) will mediate the path between the desire for revenge and online revenge behaviours.

Moreover, in promotion and advertising campaigns, reach or frequency refers to the number of people or percentage that fall into the audience to which an ad is targeted (Rouse, 2005). Pepelinjak, (2001) also defines reach "as the percentage of people within a given universe who are exposed to a particular advertisement at least once within a given period of time" (p. 1). Although measuring the direct percentage of people exposed to an add or a message in the Internet is difficult (Chandler and Easterly, 2001), in this context, the reach and accessibility of the Internet refers to its ability to carry the customer's message quickly and to a very large number of people and with low costs. The Internet as a medium provides a way in which an individual can reach millions of people with disregard to geographic locations, time or legal frameworks (Haloush and Malkawi, 2008). This specific feature that the Internet has is not generally possessed by other forms of revenge because it allows the consumer to get back at the misbehaving firm without any costs and with minimum effort on his/her behalf. It also reaches thousands if not millions of people in the world wide web as previously seen in the case of Dave Carroll mentioned earlier in chapter one, where his actions were viewed by more than 11 million people around the world. Furthermore, this factor was found to help increase the spread and influence of electronic word of mouth in social media platforms (Svensson, 2011). Therefore, in this study it is proposed that after the consumer wishes to get revenge, the reach of the Internet will be the most influential factor in mediating the path between this desire for revenge and actual online revenge, by facilitating this desire into actual behaviour, due to the Internet ability to carry the angry consumer message to a very large number of people and damaging the offending firm in the process. Hence:

H12: The reach of the Internet will mediate the path between the desire for revenge and online revenge behaviours.

Finally, the online consumer revenge model also suggests that the consumer altruism values will moderate the path between the desire for revenge and committing online revenge (Funches et al, 2009). Altruism refers to "an urge to take action on behalf of others" (Funches et al, 2009, p. 236). Previous research findings has found that altruism tend to influence consumer behaviour (e.g. Ujiie, 2011) market helping behaviour, (e.g. Price, Feick, and Guskey, 1995), online complains (e.g. Ward and Ostrom, 2006), forwarding online content (e.g. Ho and Dempsy, 2010), Marketplace complaining (e.g. Chelminski and Coulter, 2007), and revenge (e.g. Funches et al, 2009). Furthermore, in the context of consumer revenge Funches et al, (2009) identified altruism as one of the roles of consumers use when taking revenge, stating that sometimes consumers embody the role of an altruist when committing acts of revenge. In this study, it is argued that altruism will play an important role in encouraging and moderating the path to online revenge especially when consumers are using social media platforms to post his/her revenge message where hundreds of their friends and family members can see it. Therefore, this study proposes that the path between the desire for revenge and the avoidance online revenge behaviour, where the consumer targets his/her message to his family or friends and not directly to the misbehaving firm, will be moderated by altruism. Hence, the following is proposed:

H13: The customer's altruism values will moderate the path between the desire for revenge and avoidance online revenge.

2.4.4: Coping strategies of online revenge:

"Coping consists of the efforts people make to manage the demands that are taxing to their psychological resources" (Stephens and Gwinner, 1998, p. 181), and revenge in the consumer revenge literature has always been viewed as a coping mechanism (Gregoire et al, 2010).

As previously mentioned, the previous consumer revenge literature incorporated online public complaining to refer to using online applications to alert the public about the misbehaviour of a firm (Gregoire et al. 2010). However, this behaviour involves complaining to others and third party platforms as a form of revenge and can be

considered a legal behaviour and a customer right. In this study however, online consumer revenge is a broader concept and more intense in nature. In this thesis online revenge was defined as the use of the Internet and its various applications after a service failure in both legal (e.g. vindictive complaining) and illegal manners (e.g. hacking), in order to teach the offending firm a lesson, warn other customers and damage the firm's image and reputation. Therefore aside from public complaining to third parties platforms, online revenge also involves illegal activities such as hacking, and is done for the sole purpose of getting even with the offending firm.

According to theory of cognitive appraisal, three main forms of coping strategies are employed by individuals after a stressful encounter and can be employed individually or combined (Stephens and Gwinner, 1998). The first form of coping is "problem focused coping" in which the consumer takes direct action against the misbehaving firm in a number of ways including mail or face to face interactions (Stephens and Gwinner, 1998). The focus of this coping strategy is generally external (e.g. toward the offender) and not internal (e.g. self blame). Moreover, in this form of coping, this study propose that consumers' online revenge acts will be directed toward the offending firm itself using online platforms that the firm will eventually notice (e.g. consumer advocacy websites, reviews, the firm's page in social networking websites). The second form of coping identified by this theory is labelled "avoidance coping". Normally, in this form of coping consumers usually avoid any interaction (e.g. complaining) with the firm and simply leave for another firm (Dalakas, 2005). However, in this thesis it is argued that consumers will eventually take action by sharing their story with their social contacts and warning them not to deal with this firm, in order to damage the firm's reputation and image and by doing so, they do actually avoid interacting directly with the firm. Finally, the third form of coping was labelled "emotion based coping" in which the consumer blame himself for the service failure and remain silent (Stephens and Gwinner, 1998). However, since consumer revenge action are normally directed at an offending party and does not include self blame (Gregoire et al, 2010), this thesis in concerned with the first two coping strategies only.

Furthermore, since western consumers are more likely to experience stronger negative emotions and desires for revenge (Zourrig et al, 2009b), a number of findings also suggest that culture tend to influence the coping strategies employed by consumers. For

example, a number of authors (e.g. Zourrig et al, 2009b; Hardie, Critchley, and Morris, 2006; Cross, 1995) have suggested and found that consumers from western cultures are more likely to adopt direct forms of coping (problem focused), whereas, consumers from eastern cultures are more likely to adopt indirect forms of coping (avoidance). The reason for this as Zourrig et al, (2009a) cites is that consumers from western (individualistic) cultures usually employ coping options that might influence their external environment. Whereby, consumers from eastern cultures (collectivist) are more likely to adopt indirect coping strategies that will not influence the harmony of the group. Therefore, based on these findings:

H14A: *Consumers from western cultures (British) are more likely to adopt problem focused online revenge than consumers from eastern cultures (Jordanians).*

H14B: *Consumers from eastern cultures (Jordanians) are more likely to adopt avoidance focused online revenge than consumers from western cultures (British).*

2.4.5: Consumer revenge across cultures

As previously mentioned in chapter one, this thesis aims to examine the differences in the online revenge process between two countries with different markets and cultural nationalities. In addition to influencing people beliefs, values, and behaviours (Triandis, 1989), the national Culture is generally viewed by researchers to be one of the main determinants of consumer behaviour (Nayeem, 2012). Culture can be defined as "the whole set of beliefs, attitudes and ways of doing things of a reasonably homogenous set of people" (Boachie-Mensah and Boohene, 2012, p. 112). Furthermore, culture was found to influence consumers buying behaviour for a number of areas including, automobiles purchase (e.g. Nayeem, 2012), online review behaviour (e.g. Lai et al, 2013), ethics (e.g. Swaidan, 2012), consumers need for conformity and Uniqueness, (e.g. Liang and He, 2011), Internet buying, (e.g Al Kailani and Kumar 2011), and consumer tolerance, (e.g. Chan, Wan, and Sin, 2009).

Mccullough et al, (2013) state that the revenge behaviour is universal. Additionally, across the consumer revenge literature, a number of findings tend to support the notion that cultural backgrounds tend to influence this behaviour (Zourrig et al, 2009a). For example, a customer rage survey in 2005 found that Hispanic-American customers are

three times more likely to seek revenge after a service failure than Anglos-Americans (BusinessWire, 2007). Another example comes from Patterson et al, (2009), who found that when Asian customers are treated badly they are more likely to adopt non confrontational strategies and boycott or switch to another firm, while Australian customers are more likely to adopt confrontational strategies including verbal and physical attacks. Zourrig et al, (2009a) also state that consumers coming from and idiocentric- person-level individualism- background are more likely to get revenge after a service failure than consumer coming from an allocentric background - person-level collectivism-.

As clearly demonstrated in this chapter, a number of differences were reported in almost every stage of the cognitive appraisal process. For example: in the primary appraisal stage eastern consumers were found to be more sensitive in evaluating goal incongruent events than western consumers. Furthermore, in the emotional elicitation stage, western consumers were found to experience stronger emotions than eastern consumers. Similarly in the secondary appraisal state, evidence suggests that western consumers will also cognitively evaluate their coping behaviour more than eastern consumers. Finally, when adopting coping strategies, consumers from western and more developed backgrounds are more likely to adopt confrontational strategies. Whereby, eastern consumers are more likely to adopt non confrontational coping strategies.

As previously mentioned, the literature on consumer revenge highlights a serious limitation in which all of these studies have been conducted in western cultures aside from one study in Africa (e.g. Mdakane et al, 2012). Therefore, as these findings clearly demonstrate the influence of the different nationality backgrounds on the behaviours of these customers, and as the influence of the national culture has been empirically established by the previous studies. Therefore, the comparison between Jordan and Britain, two countries with an emerging market and a developed market could provide some useful and insightful information on the phenomenon of online consumer revenge. Thereby, based on the previous findings this model proposes the following hypothesis:

H15: *The national culture will influence the online revenge process where the British sample participants are more likely to commit online revenge than the Jordan sample participants.*

Finally, as seen in figure (2-1), the online revenge process start when personal and situational factors lead consumers into a primary appraisal, this primary appraisal will lead to an emotional elicitation state, in which the consumer will experience negative emotions and a desire for revenge. Afterwards, the online revenge model proposed that consumers will be encouraged to get revenge online after a secondary appraisal, leading them to commit online revenge by adopting either a direct approach (problem focused), or indirect approach (avoidance focused), or both.
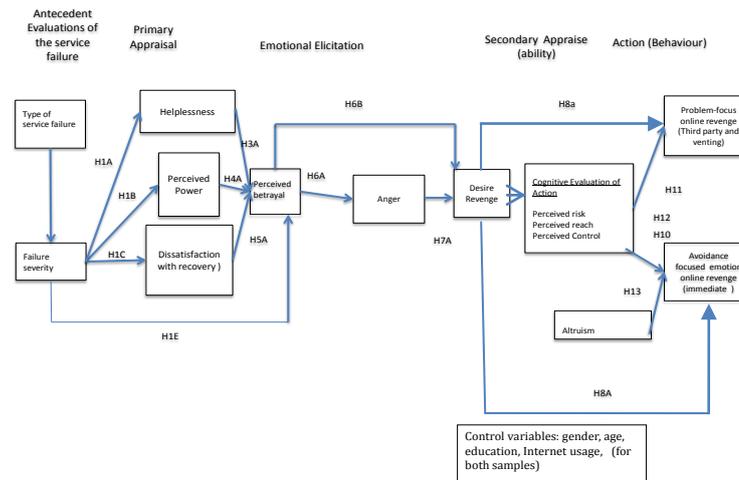
Figure (2-1): *Conceptual model of online consumer revenge*

2.5. Chapter Summary:

The literature review which has been presented in this chapter has underlined the need to develop an understanding of the triggers and the ways in which consumers commit revenge in both online and offline contexts. This understanding will minimize these activities and encourage firms to provide better services and establish a better communication process with their customers.

The online platform has been identified by some studies in the literature as a tool in which consumers can hit back at misbehaving firms and companies (e.g. Funches et al, 2009), however little effort was taken by scholars to examine the revenge behaviour in this medium. This chapter has detailed the rationale behind the consumer revenge behaviour according to the previous literature and underlined the research focus of the literature regarding consumer revenge behaviour. This has led to the generation of the research questions and problems. This work aims to generate an understanding of the

causes of this behaviour and to determine the ways in which consumers employ the Internet as a tool to get revenge. An understanding of this phenomenon would not only add helpful academic information to the literature concerning consumer revenge, but could also be of use to managers, where it is important for them to understand what causes some of this negative publicity that is directed towards their firms.

In order to study this thesis research questions, a set of factors that some of which are new to the consumer revenge literature were examined in order to measure their influence on online consumer revenge behaviour. These factors include the type of service failure, helplessness, the reach of the Internet, perceived control, and risklessness. Therefore, it is one goal of this study to determine the effects of each of these factors on the online revenge process. This led to 15 main hypotheses, describing each of these relationships. The final section of this chapter has underlined the conceptual basis for each set of hypothesis in this study, followed by the literature understanding that gives support for each hypothesis. It was suggested that after a stressful situation (e.g. service failure), personal (severity evaluations) and situational factors (the type of the service failure) will trigger a cognitive appraisal process which will lead to negative emotional responses. These emotions will in turn lead the consumer to consider a coping strategy and in this case online revenge. Additionally, the online revenge model suggests that depending on certain factors (e.g. risk, reach, control perceptions), consumers will be encouraged to actually commit online revenge after a negative service encounter. Therefore, this model suggests that the second appraisal process will lead to one or two coping styles of online revenge behaviours. Problem focused in which the consumer will directly target the offending firm, or avoidance focused in which the consumer will indirectly target the offending firm.

The next chapter will provide a description of the research methodology and the findings of the first empirical study of this thesis which was conducted to examine the online consumer revenge phenomenon.

Chapter 3

Methods of Enquiry

3.1. Introduction:

The previous chapter has outlined the theoretical foundation this thesis will be built upon and identified a serious lack of knowledge concerning the consumer revenge process in online contexts. Therefore, for the first time in the consumer revenge literature, this thesis aims to develop a model of online consumer revenge behaviour and examine the cognitive emotional and motivational process of online consumer revenge, thus, providing a complete picture of the online revenge process including the secondary appraisal state which was neglected so far in the literature. To achieve the objectives of this thesis, two empirical studies were needed to study this phenomenon. The first qualitative empirical study will examine the phenomenon of online consumer revenge in order to identify its process, triggers, and forms. Afterwards, a second quantitative empirical study will be conducted to examine this phenomenon in both Jordan and the united kingdom of Britain, in order to examine this behaviour on a larger sample and establish casual relationships between the variables of the study as will be discussed in chapters four and five.

Based on this, the first section of this chapter outlines the research design and philosophy for this thesis. Afterwards, this chapter focuses first on the methodological aspect of the first study. As mentioned in the previous chapter, in order to understand the online consumer revenge process and the ways consumers get revenge online and due to the lack of attention given to this phenomenon by researchers (e.g. Gregoire et al, 2010; Funches et al, 2009), a qualitative approach was used first to examine this behaviour (e.g. Saunders et al, 2007). The qualitative design was also used to serve as a basis for designing a questionnaire than can be used in future studies. To better understand the methodology used here, the first section of this chapter will discuss the research setting and the pre-test for the interviews, the triangulation of methods , the translation process, the validity and reliability of the study, the instruments used for the first study, the participants, procedure, and data analysis. Finally, the second section of

this chapter will present the findings of the first study, followed by a discussion of the results.

3.2. General Approach to Enquiry:

Since this thesis will conduct two studies with different objectives and methodologies, one has to adopt an intermediate philosophical position due because it allows "for the influence of both situational and voluntary factors in accounting for the activities of human beings" (Holden and Lynch, 2004, p. 406). Additionally, Holden and Lynch, (2004) also argue that "humans are born into an already structured society, yet societal structures evolve and change through human interaction" (P. 407). The pragmatism view also suggests that the most important factor influencing the philosophical position in any research is the research question (Saunders et al, 2007).

Concerning the first qualitative study, in order to understand the nature of the phenomenon of online consumer revenge including its triggers, processes, and forms, one has to adopt a research philosophy that allows the researcher to understand, interpret, and examine this behaviour from the consumers' point of view. Interpretivism "advocates that it is necessary for the researcher to understand differences between humans in our role as social actors" (Saunders, Lewis and Thornhill, 2007, p. 116). Saunders et al, (2007) also states that it is important for the researcher in an interpretivism philosophy to enter the world of the research subjects and understand it from their point of view. Therefore, while qualitative research also attempts to understand the problem from the point of the people under examination (Hammersley, 1992), interpretivism also involves understanding social processes by getting inside the world of those generating it (Orlikowski and Baroudi 1991). The role of the researcher in this situation is to bring awareness to the restrictive conditions of the status quo (Orlikowski and Baroudi 1991; Obeidat, 2008). Bryman and Bell, (2011) also states that while interpretivism relies on the participants interpretations, it also relies on the researcher interpreting the participants interpretations. Therefore, since this thesis attempts to first examine the online revenge process in its natural online setting, and aims to gather data regarding this behaviour from a group of people who actually committed acts of online revenge before, interpretivism was deemed as the most appropriate approach. Additionally, Interpretivism was chosen to examine the online

consumer revenge behaviour and understand its facilitating factors, because it will allow the researcher to enter the participants' world and examine this behaviour through their eyes and in its natural environment, in a way that will strengthen the exploration of online revenge. Furthermore, concerning the second quantitative study which attempts to establish casual relationships between the variables of the study, a research philosophy similar to the objectivist view was deemed most suitable for the purposes of this study (Saunders et al, 2007). Moreover, in the consumer revenge literature, the tendency to adopt this philosophical position is evident considering the majority of the literature used quantitative methods to study the topic of consumer revenge (e.g. Joireman et al, 2013; Madakane et al, 2012; Gregoire et al, 2010; Gregoire and Fisher, 2008; Bechwati and Morrin, 2003). Therefore, since the most important factor influencing the philosophical position in any research is the research question (Saunders et al, 2007), for the first qualitative study an interpretive philosophy was adopted. Whereby, for the second quantitative study objectivism was adopted since it aims to establish casual relationships and has explanatory purposes.

Furthermore, Saunders et al, (2007) defined research as something that people will undertake to investigate problems in a systematic way. Similarly, Sekaran, (2003) stressed the importance of the word "systematic" to underline that research is based on logical steps and not only beliefs. Therefore, this research will address the research questions of this thesis by using a systematic methodology. A blend of theoretical and empirical approaches were used in gathering the data, in addition to an extensive study of literature which was conducted in order to identify the main problems, and gain insights into the consumer revenge behaviour.

As previously mentioned, this thesis aims to examine the online consumer revenge phenomenon in addition to presenting an established model of the online revenge process. Thus, aiming to examine different aspects of the online revenge behaviour, a mixed method research was needed to answer the research questions of this thesis. Furthermore, a mixed method research refers to using qualitative and quantitative data collection methods either together or in a sequence (Saunders et al, 2007). Therefore, in the first study a qualitative approach was chosen to gather data of the phenomenon of online revenge and serve as a base for developing a questionnaire. Whereby, a quantitative approach was then used, as will be discussed more extensively in the next

chapter, to collect explanatory data and establish casual relationships between the variables. Consequently, both methods are designed to complement each other and provide a better understanding of the research problem when compared to using either method by itself (Malhotra, 2010).

3.3: Empirical Study 1: *The Forms & Triggers of online consumer revenge*

3.3.1: Qualitative approach & the Triangulation of Methods:

Qualitative research refers to any research that uses techniques that generates nun-numerical data (Saunders et al, 2007). Furthermore, qualitative research "produces findings arrived from real-world settings where the phenomenon of interest unfold naturally, unlike quantitative researchers who seek causal determination, prediction, and generalization of findings, qualitative researchers seek instead illumination, understanding, and extrapolation to similar situations" (Golafshani, 2003, p. 600). Such situations need data that can be interpreted from unstructured and semi-structured methods and gathered from a purposive sample (e.g. Sekaran, 2003; Obeidat, 2008).

In light of the difficulties associated with studying dysfunctional consumer behaviour and consumer revenge, and since it's still considered to be a relatively new field of research (e.g. Harris and Daunt,2010; Gregoire et al, 2010), a qualitative research approach seems to be the most appropriate with studies looking to identify the forms and types of dysfunctional consumer behaviours and revenge. For example, Harris et al, (2004) identified the types of consumer misbehaviours with a qualitative approach. Harris, (2008) also identified the types of fraudulent returners with a qualitative approach. Similarly, the study of Huefner and Hunt, (2000) which was the first study that identifies the forms of consumer revenge also adopted a qualitative methodology. Therefore, due to the lack of insights regarding the triggers and the forms of this behaviour in online contexts, a qualitative approach was deemed most suitable to first identify both the triggers and the forms of this behaviour (Saunders et al, 2007). This study will be conducted in Jordan and will be the first study concerning consumer revenge behaviour and dysfunctional consumer behaviour to the researcher knowledge to be conducted outside Anglo-Saxon countries. A qualitative study usually aim is to find out "what is happening, to seek new insights, to ask questions and to assess phenomena in a new light" (Saunders et al, 2007, p. 139). One of the main advantages

of qualitative studies is their flexibility (Malhotra, 2010), while also maintaining a sense of direction to the enquiry (Adams and Schvaneveldt, 1985), therefore, since there has not been any research conducted to primarily examine online consumer revenge behaviours, the first empirical study will be qualitative in nature.

There are many advantages for using a qualitative approach, for example, the amount of data a qualitative study generates is very rich and has a lot of depth in comparison to other research tools like questionnaires, while also allowing the researcher a great deal of flexibility in conducting the research (Saunders et al, 2007). Furthermore, according to a number of authors (e.g. Bryman and Bell, 2011; Malhotra, 2010; Pettigrew, 1990) qualitative research is more appropriate for studying social processes that require in depth analysis. Furthermore, since there is little known about the consumer revenge in online contexts and this being the first study in the Middle East region to investigate online revenge, in addition to the sensitivity of the topic studied in this thesis, using a qualitative approach in this study will allow the researcher for the first time to gather rich and detailed information regarding the online revenge process in a way that will uncover the cognitive, emotional, and behavioural aspects of online revenge. While also maintaining some flexibility in collecting the data, which in this study will be done using semi-structured online interviews and documentation, two methods that will complete each other and reduce any bias associated with collecting and analyzing the data. Despite that, there are a number of common limitations for adopting a qualitative approach, one of these limitations is about the generalizations of the findings due to the fact that these types of studies are usually conducted in a specific context (Saunders et al, 2007). This can be overcome by including more contexts in the analysis (Mathews and Ross, 2010). However, these limitations will be discussed in detail later in this chapter.

Generally, there are three methods for conducting a qualitative research, including a review throughout the literature, focus group interviews, and conducting interviews with experts in the subject (Saunders et al, 2007). Furthermore, in this study online interviews were chosen for a number of reasons: First, due to the difficulty of grouping together a group who committed online revenge in one place, online interviews seemed the most suitable approach for effectively contacting this target population. Second, because of the desire to let the participants talk freely and openly, the anonymous nature

of online interviews appeared to be the most appropriate method to achieve this objective. Finally, since the aim of this research is to study this behaviour in the participants' natural context, online interviews seemed most suitable to achieve this goal.

Therefore, the aim of the first study is to examine consumer revenge behaviour in online contexts, by doing so this study aims to uncover the triggers of this behaviour, mainly what type of service failures causes online revenge. Additionally, the study aims to uncover the ways in which consumers get revenge online and by doing so, presenting the first ever typology of consumer online revenge behaviours. Lastly, the final aim of this study is to identify the factors that facilitate and encourage consumers in the first place to get revenge online instead of getting revenge in the traditional ways (e.g. vandalism or shoplifting).

Moreover, triangulation refers to the "use of different data collection techniques within one study in order to ensure that the data are telling you what you think they are telling you" (Saunders, 2007, p. 146). Triangulation is also used to decrease the bias associated with using only a single method and to increase the understanding of the research problem (Olsen, 2004).

Generally, there are four types of triangulation approaches that first include investigator triangulation, which involves using more than researcher to investigate and analyze the problem. Environmental triangulation is another type that involves using the different locations, factors, and settings that are related to the environment to which the study took place. The third type is called theory triangulation and refers to using a number of perspectives to measure a single subject. Methodological triangulation is the fourth and final type, and it is the one used in this study. Furthermore, this type involves using multiple qualitative and quantitative approaches to study the research problem.

Therefore, to provide a clearer picture of the online consumer revenge phenomenon and increase the validity and reliability of the research, the researcher used two research methods (online semi-structured interviews and documentation) to investigate online consumer revenge, as will be discussed in the instruments section in this chapter. Having discussed the nature of the qualitative design and its advantages, the next section will discuss the research context of the first study.

3.3.2: Research context:

The first qualitative study was conducted in Jordan. This makes it the first study in the literature of consumer revenge to the researcher's knowledge, to be conducted outside Anglo-Saxon countries.

Geographically Jordan is located in southwest Asia, it borders to the south of Syria, west of Iraq, and northwest of Saudi Arabia. Jordan's 6 and a half million population consists mostly of Arabs in addition to small groups of Circassian and Chechen descents while half of its population are of Palestinian origins (Obeidat, 2008). Furthermore, the formal religion in Jordan is Islam with almost 92% of the population and remaining 8% consist mainly of Arab Christians (CIA Fact Book, 2004). Classified by the World Bank as an "upper middle income country", the Jordanian economy has grown at an average rate of 4.3% annually since 2005 (CIA Fact Book, 2004). Additionally, unlike many other countries in the region like Syria, Iraq and Palestine, Jordan enjoys political stability. Furthermore, one of the main reasons for conducting this study in Jordan is because when the current king of Jordan Abdullah revealed his intentions on turning Jordan into the high tech capital in the Middle East (Cohan, 2010), Active reforms took place which lead Jordan to have one of the most advanced Internet and communications infrastructure in the middle east (Arabipcenter, 2013). With some reports predicting that Jordan will surpass the ICT giants in the region like Israel and India if these reforms continued at this rate (Internetworldstats, 2012). Also, unlike the other countries in the Middle East region, the government in Jordan actively encourages the widespread use of the Internet, which lead to the Internet penetration in Jordan to reach over 63% of the population at the end of the year 2012 (Internetworldstats, 2012). Right now Jordan ranks as one of the few countries in the Middle East region with a continuous increase and improvement in its Internet network performance.

However, with this continuous increase in Internet usage levels among Jordanians, recent reports have cited an increase in online revenge acts in Jordan (Ammonnews, 2012: Electrony, 2012), with consumers taking matters into their own hands and striking back against firms they felt have wronged them. Combined with the advantage of understanding the language being it's the researcher's home country, in addition to the

lack of studies in this part of the world, all of these reasons have contributed to the decision to conduct this study in Jordan.

3.3.3: Instrument:

Interviews are generally considered to be one of the best research tools used to collect and to generate data relevant to the research topic (Saunders *et al*, 2007). Conducting In-depth interviews can be very helpful in seeking new insights (Mathews and Ross, 2011). In the first empirical study of this thesis, using interviews allowed the researcher to examine the process a consumer goes through before committing online revenge and to examine the ways they use the Internet to do so. It also allowed the researcher to uncover the unknown factors that encourages consumers to use the Internet to commit revenge in the first place.

There are many types of interviews that can be used to collect data and in a qualitative study, "semi-structured interviews may be used in order to understand the relationships between variables" (Saunders et al, 2007, p. 314). Semi-structured interviews are suitable for the qualitative nature of the topic, for theory development and to generate rich and detailed data (e.g. Mathews and Ross, 2011). These types of interviews are also an appropriate method for uncovering the patterns and motivation behind revenge (Sekaran, 2003), because of their big capacity to produce and generate valuable insights into a given subject. Therefore, in order to generate information for further systematic analysis, the first empirical study of this thesis employs semi-structured online interviews which are generally recognized to be mainly suitable for qualitative purposes (Saunders et al, 2007; Sekaran, 2003). Semi structured interview are usually recommended for qualitative research and mostly for situations where there is very little information about the topic at hand (e.g. Bryman and Bell, 2011), as this is the case with online revenge.

Online interviews refer to interviews that are conducted using the Internet and its applications in addition to organizations intranets (Saunders et al, 2007).There are many advantages of using this particular instrument. In particular, the accuracy of the data collection is enhanced, the population studied in this case is geographically dispersed, low costs, and it avoids any problems regarding audio recording and transcriptions.

Additionally, using online software to conduct the interviews will usually minimize any interviewer biases (Saunders et al, 2007; Sekaran, 2003).

Due to the sensitivity of the topic, online interviews were also used in order to increase the participants' anonymity and encourage them to talk more freely about their experiences and revenge behaviour (Opdenakker, *2006).* Additionally, if the group studied is very difficult to contact as this is the case with the topic of online consumer revenge, this instrument seems most suitable. Gruber, Szmigin, Reppel and Voss, (2008) also argue that conducting online interviews facilitate gathering data from a group of respondents that would have been difficult to contact otherwise. Also, due to the fact that this study is examining an online phenomenon, it would be much better to use methods suitable to the sample under consideration. Therefore, using online interviews will make it easier to target consumers who actually committed acts of online revenge before.

The interview questions were taken from the revenge interview guide *(Please refer to appendix 2A)* provided by the study of Funches et al, (2009) which attempted to identify new forms of consumer revenge, However, some questions were added by the researcher and some were modified to reflect revenge in online contexts. The questions added by the researcher included *"Did you feel able to influence the decisions made by the firm? In other words, did you feel you had leverage over the firm during the negative encounter?",* which was intended to measure the power perception, and *"What made you choose the Internet as a tool for exerting revenge?"* which was intended to identify the secondary coping evaluation process and the reasons behind choosing to commit revenge online. **"***What type of online applications or medium did you use to get revenge and how did you use it to get revenge?"*, which was intended to identify the forms of online revenge. *"Thinking back at the dissatisfactory incident, after experiencing a desire for revenge, what do you think the firm could have done to solve the issue?",* which was intended to identify any recovery strategies that would solve the issue. And finally, *"if you had the ability to get back at a firm without getting caught through only one of those ways, which way would you choose and why?? 1- vandalise the store or property, 2- vindictively complain to the firm, 3- attack the workers or 4- get revenge online or 5- other (please specify)",* which was intended to identify the participants preferred form of revenge

Furthermore, in order to increase the validity and reliability of the data analysis, to decrease the bias associated with the use of a single method, and to provide a more complete picture of this phenomenon (e.g. Saunders et al, 2007), Documentation, a data collection method through reviewing existing documents and reports was also used to corroborate the interview data and solve some of the issues faced during the interview process (Obeidat, 2008). Furthermore, this unobtrusive method provides valuable and rich data helpful in understanding the group under examination (Marshall and Rossman, 2006). Therefore, the author gathered documents from a variety of sources, including, news reports, articles, videos, and interviews, because these types of secondary data sources will provide a richer background for understanding consumers online revenge processes (e.g. Saunders et al, 2007), and will also help produce some new questions that could be addressed in the interview process (e.g. Pratt, Rockmann, and Kaufmann, 2006). Additionally, there wasn't any issues regarding accessing these documents since they can be found in numerous reports and news websites across the Internet, and are available for any member of the public as will be seen in Table (3-1) in section (3.3.7).

3.3.4: Pre-test of the interview questions:

The aim of this pre-test was to test the main ideas of the research questions and identify any weaknesses of the research design and the instruments of data collection in addition to allowing for any necessary modifications to the research design (e.g. Saunders et al, 2007; Sekaran, 2003). Additionally, because some of the questions were based on western cultures it was important to test the feasibility and validity of these questions before the data collection. Furthermore, the pre-test was conducted using five online interviews with an average length of 45-50 minutes. A student group was first chosen for the pre-test because they were more likely to commit online revenge since they represent a generation that grew up with technology (Prensky, 2001). Therefore, the interviews were with five Jordanian MBA students who were chosen because they have previously committed an act of online revenge before and agreed to be interviewed.

The researcher asked permission from the dean of the business school in Jordan University, in addition to the professor of a marketing management MBA course and was granted access to the students. The researcher introduced the subject at the beginning of the class and explained the objectives and requirements of the research. Five students agreed to participate and provided their email addresses to the researcher.

After agreeing on a specific time, the interviews were conducted using MSN Messenger. The results of the pre-test showed that the questions regarding the respondents' previous negative experiences before revenge and the methods they used to get revenge were suitable to provide satisfactory data to answer the research questions of this study. Additionally the participants found all questions to be clear and understandable.

Regarding the translation of the questions from English to Arabic (the researcher mother tongue), they were first modified and translated by the researcher himself. Afterwards, a second interpreter (a PHD student at Durham Business School) translated the interview questions back to their original language. After that the researcher met with the independent translator to compare the two translations and no issues were raised regarding the translation of the questions. Furthermore, a committee approach was used next as suggested by Van de Vijver and Tanzer, (2004) where one PHD candidate in Coventry University and one Academic professor from Jordan University who both speak Arabic and are all in the business field, reviewed the interview questions and the translation done by the researcher.

Agreeing with Saunders et al, (2007) and Usunier, (1998) a back translation taken by two or more independent translators will ensure the best match between the source and the target translation, While also eliminating any bias from the researcher, in addition to increasing the objectivity between the questions (e.g. Saunders et al, 2007; Obeidat, 2008). Therefore, the researcher gave a copy of the interview questions in English to the reviewers in order for them to translate it to Arabic. Afterwards, the researcher met with both reviewers in order to agree on a single copy for the interview, and solve any issues related to the translation. An agreement on the final copy was reached during this meeting. Finally, the version that all the reviewers agreed upon was given to an MBA student in Jordan university studying Arabic – English translation for final corrections, and based on his remarks some of the questions were slightly modified for the last time. The pre-test study for the interview process began shortly after.

3.3.5: Participants:

To ensure a knowledgeable sample for this study (e.g. Malhorta, 2010; Sekaran, 2003), a purposive sample of people who committed an act of online revenge before was

chosen because these sorts of consumers are in the best position to provide the desired information needed for the purposes of the study (e.g. Saunders et al, 2007). This sample is also appropriate in situations where only a limited number of people can provide the information needed for the purposes of the study (Bryman and Bell, 2011).

Since purposive sampling calls for "special efforts to locate and gain access to the individuals who do have the requisite information "(Sekaran, 2003, p. 277), the participants were identified through ads that were placed in two anti-consumption and revenge groups on Facebook called (زين زبالة &اكره اورانج), which after translation means ("I hate Orange" & "Zain is Trash"). Both of these pages were dedicated to insult these particular service providers. However some of the members joined these groups to share stories regarding their experiences with other firms. The reason for using these groups was to ensure that the sample consisted of people who complained online and committed an act of online revenge before. The researcher asked for permission from the administrators' (admins) of the two anti-consumption and revenge groups on Facebook to post an add detailing the nature of the study, and requesting to interview participants and members of these groups who previously committed an act of online revenge. Furthermore, out of the 38 people who agreed to be interviewed, 27 respondents took part in the interview process. Therefore, a total of 32 respondents participated in the study with the addition of those from the pilot study whom, due to the fact that the pre-test produced a lot of useful data regarding the online revenge process and its forms, in addition to the factors that facilitate committing this behaviour using the Internet, the researcher decided to include the results to the main results and data analysis. Moreover, the respondents who agreed after seeing the ads were told to provide their email address to the group administrators, who in turn gave them to the researcher. The willing participants were sent two emails further detailing the nature of the study, and were provided assurances that all their answers will be anonymous and will be only used for the purposes of scientific research. The researcher also offered to answer and provide more information to any of the questions the respondents might have. Finally, all of the interview participants were from Jordan as it was previously mentioned that all of the previous consumer revenge literature was conducted in Anglo Saxon countries.

Demographically, 74% of the respondents were males and the average age was less than 30 years old with 64.5% below that age. The average level of education was a graduate degree with 42 %. Finally, 52% of the sample held a full time job. Additionally, the products and services with the highest number of online consumer revenge complaints included: restaurants and hotels with 32.3%, telecommunications, mainly Internet or broadband providers with 29%, Airlines with 9.7%, shopping malls and movie theatres with 9.7, Home appliances with 9.7%, Online shopping websites with 6.5% and hospitals with 3.2%. In addition, 87% of the service failures incidents involved "face-to-face" interactions with the workers, with only 12.9% of the failed service encounters occurring without direct interaction with the firm employees usually online or over the phone.

3.3.6: Procedure:

The primary method of data collection as previously mentioned involved semi-structured online interviews with consumers who admitted to committing online revenge and agreed to be interviewed (N=32). The interviews were performed using MSN Messenger- an online chat platform-, which allows the researcher to "undertake real-time one-to-one and group interviews" (Saunders et al, 2007, p. 350). The interview process normally lasted between 30-45 minutes. While there was no need to transcript the interviews manually as MSN allows the dialogue to be recorded automatically (e.g. Saunders et al, 2007). Moreover, as advised by Saunders et al, (2007) and Sekaran, (2003) the respondents were informed that the interview dialogue would be recorded. The interview protocols consisted of questions about: (1) each consumer's perceptions of, and opinions on, two famous online revenge cases (i.e. Sears killed my dog & the Dave Carol story), (2) their own experiences of online revenge against a firm; and (3) their demographic information. This common set of questions allowed the researcher to uncover the reasoning process that occurs before the revenge act itself, as well as their cognitive evaluations on this particular phenomenon.

Finally, regarding the translation process of the interview transcripts of the entire population of the study (N=32) and not just the pilot study, the researcher translated the interview transcripts himself, keeping in mind that he had the ability of understanding the participants answers better and have a better understanding and knowledge of the subject area. However, to ensure a correct translation and interpretation of the answers

from Arabic to English, the interview transcripts and their translations were given to two Arabic natives PHD students in Durham Business School in order for them to review the transcripts, the researcher then met with the two reviewers and no issues regarding the translation were raised.

3.3.7: Documentation:

Documentation source	Number of documents	Document description
(Taylor guitars.com) Dave Carroll story	1	An article detailing the revenge story of Carroll and united airlines
(Youtube.com) Dave Carroll story	1	An interview with Dave Carroll about his experience with united airlines
(Youtube.com) Dave Carroll story	1	A seminar given by Carroll detailing his story with united airlines
(Twitter & Youtube) Dave Carroll story	1	Comments & twitter reactions to the Dave Carroll story
(wordpress.com) The sears killed my dog story	1	An article detailing the story of sears killed my dog
(Dailyfinance.com) The sears killed my dog story	1	A report about the sears killed my dog story.
(Twitter) The sears killed my dog story	1	Twitter reactions to the sears killed my dog story
electrony.net (Zain story)	1	A news report regarding the hacking of zain mobile and broadband by an angry consumer
tech-wd.com (Zain story)	1	A news report regarding the hacking of zain mobile and broadband by an angry consumer
Ammonnews.net (city mall story)	1	An angry customer hacks the Mall official website after refusing to let him enter the mall
alwakeelnews.com	1	An angry customer hacks the Mall official website after refusing to let him enter the mall

Table (3-1): *Documents and reports of online revenge*

With regards to the documentation process, it started with a search for revenge cases across the Internet, magazines, and newspapers. After the search ended, four famous extreme revenge cases that fit the criterion of online revenge and helps answering the research questions and meeting the objectives of the study were chosen for analysis, two stories were famous international stories (e.g. The Dave Carroll story & SearsKilledmydog.com) and specifically from Jordan another two stories (e.g. Zain & City Mall hacking) that happened there were chosen as seen in table (3-1). Moreover,

after the search ended, three measures were used to evaluate the data obtained as suggested by Saunders et al, (2007). First, the researcher assessed the overall suitability of the data regarding the objectives of the study. This part was to ensure that the data obtained will provide the information needed to answer the research question, in addition to ensuring that the data covers participants who committed acts of revenge. Second, the precise suitability of the data was ensured by assessing the authority and the reputation of these data sources which comes from both reliable and famous websites including (i.e: Youtube.com, Dailyfinance.com). The third and final criterion involved evaluating the costs and benefits of acquiring these documents and their ability in answering the research questions. Furthermore, concerning the common issue of measurement bias, which usually occurs when dealing with documentary data, this problem is overcome since this is a multi-method study (e.g. Saunders et al, 2007). Finally, a data collection form was created that provided a summary of each case, its reference, the type of document it was taken from, and the data that answers each of the research questions. (Witkin and Altschuld, 1995).

3.3.8: Data Analysis:

3.3.8.1: Coding protocols:

Qualitative data refers to all non-numeric data that have not been quantified (Bryman and Bell, 2011). Although the data analysis for qualitative research in considered a demanding process (Malhotra, 2010) and while there is no single formula to analyze qualitative research (Saunders et al, 2007), after the data collection process finished, the process of data analysis began shortly after.

While the transcription process of the interviews is considered a standardized time consuming process, this wasn't the case with online interviews, since MSN- Messanger automatically records the conversation between the interviewer and the participants (Saunders et al, 2007). Therefore, the data is in electronic format from the beginning. However, despite the data being already in electronic format, the researcher ensured as suggested by Saunders et al, (2007) and Sekaran, (2003) that the data was appropriately anonymised, suitably stored for the analysis process, and free of typological errors.

Although some of the main themes in the study were evident during the data collection process. The official data analysis began after all the data collection for this study was

finished. Consequently, the researcher then read all of the interviews, documents, reports, and news regarding the people who committed online revenge before. The reason for this was ensure that the data were structured into themes and units, and to see which of these themes were most frequent (Bryman and Bell 2011). Furthermore, as recommended by Matthews and Ross (2010) the researcher started by summarizing the key points made by each interview, then developing categories and attaching the relevant data from the interviews and documents to each category. This was done in order to identify the relationships between the variables of the study. Also as suggested by Saunders et al, (2007), pattern matching was then performed in order to predict the pattern of the results based on the study's hypotheses that were presented in the previous chapter. Content analysis was then performed in order to identify the frequencies of the most important factors in this study as it was briefly mentioned in the participants section.

Wilkinson, (2004) proposes that before analyzing transcript data, one must select a unit of analysis. Additionally, Yermekbayeva, (2011) and Millward, (1995) note that it is best to analyze the ideas given by respondents rather than counting the repeated words. Therefore, the researcher also relied on the previous literature in interpreting some of the ideas mentioned by the respondents. Afterwards, the research developed a coding guide and the data was coded based on the main research questions regarding the online revenge process. The coding guide involved a number of themes mainly, the service failure story, the consumer emotions during the encounter, the reasons for using the Internet for revenge, the online medium used to get revenge. The nature of the majority of the questions allowed for the data to automatically fall into structured themes. For example: the forms of consumer revenge in the online medium was categorized automatically based on the medium used by participants (e.g. Facebook, Twitter…etc), with some sub-categories also created (e.g. Facebook status, Facebook group complainers, Facebook Group creators). For some of the questions (e.g. why did you use the Internet to get revenge?), the researcher relied on the previous literature to interpret and code the data; for example one respondent notes that "it's the only way I think I can do it, also it takes less time to type something to post on the Internet than it does to write out and post a formal letter", which after examining the literature reflect the concept of control.

Furthermore, the themes that were related to questions of the study became apparent in the data analysis procedure included:

1. The types of service failure that triggers online revenge.
2. The factors which facilitate committing online revenge.
3. The forms of online consumer revenge.
4. The types of consumers who committed online revenge.

As it has been previously mentioned reliability is "concerned with whether alternative researchers would reveal similar information" (Saunders et al, 2007, p. 326), in order to test the validity and reliability of the findings, and make sure that the themes and results that appeared from the data analysis were representative of the data collected from the interviews and the documents, two researchers (PHD students in Durham Business school) with no previous knowledge to the topic were invited to code the transcripts according to the coding protocols after being told about the nature of the study, in order for them to identify the themes that emerged from the study and make their own conclusions about the findings of the study. This was done in order to increase the reliability of the researcher findings and to minimize the subjectivity of the researcher's (Saunders et al, 2007).

After the independent researchers finished reviewing the data, a meeting was held with all three researchers in order to measure the inter-coder reliability, which refers to when independent coders evaluate the same topic in order to see if they reach the same conclusion, to see the concordance rate between all three, and to compare the emerging themes (Lombard, Snyder-Duch, and Bracken, 2004).

The meeting between all three researchers showed that all of them agreed on the themes and findings that have emerged from the data analysis except for one, regarding the altruism factor, as one of the reviewers thought that it should be related to trust in other consumers. However, after another meeting with all three, it was agreed that consumer commit online revenge in some cases by being encouraged by a sense of altruism and not trust. Therefore, after two meetings the findings between all three researchers achieved a concordance rate of 100%.

After the meetings, the researcher read all the interview transcripts and documents again to start the content analysis as previously mentioned in the participants section. Additionally, it should be noted that after the meeting with researcher's supervisor, the only themes that were counted were mentioned at least twice in the transcripts and documents. Therefore, any factor that was mentioned once was not included in the analysis. Nevertheless, all of the themes that came out of the analysis were mentioned by the participants more than twice.

3.3.8.2: Validity and Reliability in this Study:

Validity is "concerned with whether the findings are really about what they appear to be about" (Saunders et al, 2007.p. 157). In other words validity refers to whether the results represent what is actually happening in the real world. According to Golafshani, (2003) there are a number of tools that can be used to measure the quality of a research in a qualitative study, and differentiating a good research from a bad one including, reliability, objectivity, dependability, credibility, and transferability.

Validity is usually divided into two types, internal validity, which refers to the extent to which the research design allow the researcher to say that variable A causes a change in variable B, and external validity which refers to the extent to which the research results can be generalized (Saunders et al, 2007). However, since this is a preliminary study, the problems regarding the internal validity of the study can be overcome (Sekaran, 2003). Additionally, problems of validity in qualitative research can be overcome since this study uses a number of research methods to study the online revenge behaviour as part of a triangulation of methods which can be used to minimize and control bias (e.g. Malhotra , 2010; Golafshani, 2003; Sekaran, 2003).

Reliability on the other hand refers to "the extent to which your data collection techniques or analysis procedures will yield consistent findings "(Saunders et al, 2007, p. 156). Reliability is also considered to be a measure of the research quality. Generally there are four threats to reliability that should be kept in mind while conducting a study (Malhotra, 2010). These include participant and subject bias, which relates to the data collection and the participants enthusiasm to participate in the study. Subject or participant bias, which relates to the participants saying what they think the researcher would like them to say or ask them to say. Observer bias, which occurs when the researcher allows his or her judgment and knowledge of the topic to influence the

analysis and interpretation of the results, and finally, the observer error, which relates to the difference between the researchers estimates of the same phenomenon. This issue can be overcome since the researcher is the only one who conducted the interviews, and the interview process was to some degree a structured process. However, all of these issues can be overcome through the triangulation of data collection methods that were used in this study to increase the reliability and validity (Saunders et al, 2007). Additionally, Obeidat, (2008) cites that to overcome the issue of subjectivity that is associated with qualitative research, the study has to be replicable, which can be done since the interviews were standardized and can be used by others in the future (Bryman and Bell, 2011; Saunders et al, 2007).

3.3.9: Findings:

3.3.9.1: Primary appraisals & the triggers of online Revenge:

Type of service failures, severity & power:

In consistence with previous studies (e.g., Gregoire and Fisher, 2011, Gregoire et al, 2010), this study found that a series of service failures are the first triggers that cause acts of consumer revenge. Specifically, two types of service failure emerged; process failures and outcome failures. In this study, process failures were reported by 29.7% of the respondents who afterwards committed an act of online revenge. Whereby, outcome failures were reported by 23.8% of the sample. This might indicate in contrast to some previous research (e.g. Bhandari and Polonsky, 2007; Shapiro and Nieman-Gonder, 2006), that process failures in some situations will influence consumer post purchase responses more than outcome failures, a notion that some researchers supported (e.g. Ural, 2008; Ruyter and Wetzels , 2000; Parasurama et al, 1991). Third, 28.7% of the sample experienced a failed recovery effort with either a process or an outcome failure. The recovery failure refers to the situations in which the firm fails to successfully address the problem the consumer is facing (Tripp and Gregoire, 2011). Finally, the data analysis showed that 17.8% of respondents were victims of all three types of service failures all at once before committing online revenge. These results provide support for some of the notions that were proposed in chapter two which indicated that the type of service failures and the failed recovery actions will trigger the process of online revenge and will also lead to negative consumer emotions.

"They really caused me a major hassle, I could not wait to get back at them"

As one of the participants stated above, the severity perception was one of the main triggers of online revenge. Furthermore, as previously mentioned severity refers to "the magnitude of loss that customers experience due to the failure" (Hess, Ganesan and Klein, 2003, p. 132). In this study, failure severity also emerged to be one of the most important triggers for online consumer revenge with all of the respondents rating the service failure as very severe before committing online revenge. This comes as no surprise as previous findings in the literature have found that failure severity does influence consumer revenge behaviours (e.g. Gregoire and Fisher, 2008) and complaining for negative publicity (e.g. Gregoire et al, 2010). Therefore, findings also support the previous notion mentioned in chapter two which suggested that the severity of the service failure will trigger the online revenge process and lead to negative emotions.

"I felt I was just a voice on telephone with no effect or decision "

Finally, as one participant state above, the customer perceived power which refers to the customer's perceived ability to influence the recovery situation to his advantage (e.g. Gregoire et al 2010) appeared to be one of the key triggers of online revenge. The previous findings of Gregoire et al, (2010) suggested that power will have no influence on indirect revenge behaviours which according to their classification includes "online public complaining for negative publicity" and which in the case of this study is type of online revenge. Additionally, Gregoire et al (2010) argued that Powerful customers are less likely to fear counter- retaliation acts by the firm, therefore they are more likely to engage in direct forms of revenge and found that power will not influence indirect forms of revenge. However, the results of this study provide contrasting findings to those of Gregoire et al, (2010) by clearly showing that the perceived customer power does indeed affect online revenge but it do so in a reverse matter. In this study 84.8 % of the consumers who took online revenge, did so with a low perception of power and with the feeling that they could not do anything to change the service provider position during the negative encounter. Therefore, less powerful customers are more likely to be afraid of counter-retaliation by the firm and that's why they will avoid direct confrontations

(e.g. Gregoire et al, 2010). Consequently, those consumers are more likely to choose an indirect way of revenge and in this case online revenge. Therefore, this finding suggests that the Internet provides consumers, who have the desire for revenge but are not able to exert it, with a medium and a way to do so and a way for these consumers to demonstrate power. This finding provides some support to the argument made in chapter two which suggested that the perception of power will also influence and trigger consumer revenge behaviour in online contexts.

Therefore, process, outcome and recovery failures in addition to the failure severity and power perceptions appeared to trigger the online consumer revenge process. As seen in the next section, a number of emotions arise after a negative service experience.

3.3.9.2: The Emotional elicitation state:

With regards to the emotions leading to online consumer revenge, the data analysis shows that the failure of service encounter will lead to a number of negative emotions which eventually lead to the acts of online revenge. These negative emotions included anger with 64.3%. Anger was also found to be a strong predictor of revenge in a number of previous studies (e.g Gregoire et al, 2010; Gregoire and Fishes, 2008; Bechwati and Morrin, 2003; Huefner and Hunt, 2000). Frustration was also reported with 21.4%. Betrayal with 7.1% was also reported and was found to influence cases of online revenge and complaining (Tripp and Gregoire , 2011; Gregoire and Fisher, 2008). Finally, respondents also reported feelings of Unfairness with 4.8% and humiliation with 2.4%. Therefore, the findings of this study showed that consumers will experience a number of negative emotions after a service failure leading them to have a desire for revenge. These findings also provide support to the notions proposed in chapter two which suggest that consumers will experience a number of negative emotions after the service failure.

3.3.9.3: Secondary Appraisal: The Facilitating Factors of Online Revenge:

3.3.9.3.1: Perceived Control
"It was easily accessible and it's the only way I think I can do it, also it takes less time to type something to post on the Internet than it does to write out and post a formal letter."

As one of the participants' states above, the consumer perception of whether or not he/she will be able to perform certain behaviours successfully (i.e. perceived control) appear to be one of the main reasons why consumers use the Internet to get back at firms as shown by the findings of this study. This factor also appeared to explain why some angry consumers resort to getting revenge through writing reviews to consumer websites and through the use of threads, blogs and emails as seen in the sections. Furthermore, in the context of online revenge, the Internet enhanced the consumers' ability to better express their opinions and perform the revenge behaviour better online. The effect of perceived control on online consumer revenge is also supported by previous findings (e.g. Huang et al, 2011; Chen et al ,2009; Shim et al, 2001; Tonglet , 2000), which found that it influenced some behaviours like online piracy, shoplifting, and online shopping. Therefore, it comes as no surprise that control also influences acts of revenge.

3.3.9.3.2: Perceived Risklessness:

"It's the only way to get my revenge without going to jail!! Because I seriously considered pulling the worker from his desk and smashing him!!"

As seen in the comment above, the perception of risk is the second factor that encourages online revenge for participants. However in this study, as it was mentioned before, the interest is in the risklessness of the Internet. The data analysis seems to confirm and support the previous notion that consumers also choose the Internet for revenge because there isn't really any risk involved in getting revenge this way. As with perceived control, this finding was also supported by the literature (Shanahan and Hyman, 2010; Tonglet, 2000) which found that the perception of risklessness influenced acts of online piracy in addition to shoplifting.

3.3.9.3.3: Altruism:

"*People trust online reviews and the opinions of other consumers and I had to warn other people*"

The data analysis also shows that altruism is one of the main reasons why consumers get revenge online as seen in the comment made by one of the participants. In this study the sense of altruism seemed to influence the respondents to use social media platforms in order to share their experiences and influence the opinions of the friends and family, while in the process urging them not to deal with the misbehaving firm. This particular

factor also seems to be related to the consumer review writers' category, in which the victim uses his/her ability to write reviews about their experiences because of its ability to influence and gain the trust of other customers as one respondent states. Support for this finding mainly comes from the findings of Funches et al, (2009) who found that consumer revenge acts are sometimes encouraged by a sense of altruism in addition to identifying that consumers sometimes assume the role of an altruist while committing revenge.

3.3.9.3.4: Reach & accessibility:

"I wanted to spread the word about their treatment of me"

The final and one of the main factors that encourage online revenge relates to the reach and accessibility of the Internet as seen in the above comment. In this context, the reach of the Internet refers to its ability to carry the customer's message quickly and to a large number of people. The Reach of the Internet appears to highly encourage consumers to get revenge online due to its ability to spread the consumer's message quickly, cheaply and to an unlimited number of people. This reach and accessibility seems to provide a platform for vengeful customers to demonstrate and exert power through publicly damaging a firm's reputation and image in addition to connecting to other customers. This factor in particular seems to be the main influence on all types of online revenge especially to consumers using social media websites like Facebook and Twitter.

3.3.9.4: *Online coping options*: *The Forms of online consumer revenge & the Types of online consumer avengers:*

The data analysis procedures showed that consumers use a variety of ways to get revenge in online contexts, which ranges from simple status updates and tweets to the creation of specialized groups & websites. These behaviours also seem to vary from overtness to covertness behaviours. However, this study identified three main forms of online revenge that falls within the two main forms of online coping identified in the previous chapter (problem focused & avoidance online revenge). Additionally, these forms were committed by six types of consumers. Furthermore, as suggested by Saunders et al, (2007) each category was labelled with the most frequent term used by the respondents in addition to the medium they used to get revenge. The main forms of online consumer revenge are immediate online revenge behaviours, Venting online revenge behaviours, and Third-party online revenge behaviours. Additionally these

forms were committed by: Facebook Avengers, Consumer web complainers, consumer review writers, Tweeters, Web avengers, video avengers, and finally, thread, blogs and email avengers.

3.3.9.4.*1: Immediate online revenge behaviours:*
A part of the avoidance form of online revenge in which the consumer avoids direct contact with the firm, this form seems to be the most popular form of online consumer revenge with 61% of respondents employing this form of online revenge. Additionally, this form of revenge seems to occur almost instantly after the negative service encounter with minimum effort taken on behalf of the angry customer. This is due to the widespread nature of the social networking websites, in addition to the consumers' ability to access the Internet from any place via mobile devices. The targets of the angry customer's message are usually family and friends. Furthermore, this form of online revenge was found to be mainly employed by three types of customers:

1-"Facebook avengers" are the first and most popular category of online consumer avengers, with 40.5% of respondents using Facebook as a medium for revenge. Facebook avengers refer to the group of angry customers who use Facebook as a tool for revenge. However, due to the fact the Facebook avengers usually employ one of three primary methods to get online revenge we classified them into three sub-categories but only one of these sub-categories belong to the Immediate form of online revenge while the second and third subcategory will be explained later. "Status avengers" is the first sub-category of the Facebook avengers and refers to a group of angry customers who use their status updates to tell their negative story and insult the misbehaving firm, in addition to warning their Facebook friends not to deal with the firm. This behaviour is usually public in nature and involves comments and discussions about the incident, as one respondent explained:

"So what I did was, I updated my Facebook status telling my friends what happened and I got over 50 comments on my status. So I took a picture of the status and the comments and showed it to the manager there. That's when he started to apologize and he even offered me a refund and a gift certificate"

2- "Tweeters" are the second type of online consumer avengers belonging to the immediate revenge category. This category was reported by 14.3% of the respondents. Similar to the Facebook "Status avengers" this group refers to consumers who publicly share their dissatisfying experiences with the service providers with their friends and followers. This category of consumers get their revenge through a number of tweets that attack and insult the misbehaving firm while encouraging their contacts not to deal with the misbehaving service provider. As one of the interviewees' states:

"To get revenge I posted numerous tweets detailing what they did to me and some of which were retweeted by some of my followers and i have over 300 followers on twitter so that's will teach them a lesson"

3- "Forums, blogs and Email avengers" were reported by 4.8% of respondents making it the least popular category of the online avengers. This category refers to a group of consumers who to get revenge post and publicly share their stories in community and public forums and threads with their fellow members. While email avengers refer to a group of consumers who use emails to get revenge, through sharing their story using emails with their contacts in addition to sometimes spamming and sending threats to the service provider publicly and through different aliases.

"I am a member of an online consumer community so I opened a new thread about my story with this company and i advised my fellow members not to deal with them"

3.3.9.4.2: Venting online revenge behaviours:
The second form of online consumer revenge falls within the problem focused form of online coping in which the target of the revenge act is the firm. This form was reported by 14.6% of respondents. This form of online revenge is usually more public in nature and requires more effort on behalf of the customer, including a higher level of technical expertise or tech savviness in some cases. Additionally, the target of the angry customer's message is mainly the offending firm and in some cases other fellow customers. In this form of revenge the customer takes more time plotting his actions to get back at the firm. Also, the service failure causing this form of revenge is usually more severe than in the previous form of online revenge. Finally, this form of revenge was employed by four types of consumers:

1-"Web avengers" This type of consumers was reported by 9.5% of the sample. This behaviour has been previously examined and identified by Ward and Ostrom, (2006) who identified that some consumers create anti-consumption websites to vent out their frustration in addition as a way of revenge. Furthermore, a web avenger refers to a group of consumers who create and sometimes hack complete web pages to publicly attack the service provider as a form of revenge. Furthermore, this behaviour also varies between overtness-covertness, where some website avengers reveal their true identities. (e.g. Dave Carroll & searskilledmydog.com), other web avengers conceal their true identities especially as in the case of the next respondent:

"What I did was that I created a webpage full of insults to this company and then i hacked their official webpage domain so anyone visiting their website will be automatically transferred to the webpage I created"

2- "Group creators" are the second sub-category of the Facebook avengers and the third type of consumers employing venting revenge behaviours. Group creators refers to a group of customers who after a dissatisfying experience with the service provider, took it a step further in comparison with the group avengers and created their own facebook group/page, dedicated to publicly criticize the firm and its actions in order to create negative publicity that damages the firm's image and reputation. Similar to the previous category, this behaviour also varies between overtness-covertness.

"To get back at them I created a Facebook group detailing my story and warning people not to deal with them. And the group now has over 75 members who all underwent similar experiences with this firm."

3- The third sub-category of the Facebook avengers are the *"Group avengers"*, this sub-category refers to a group of angry consumers who to get back at the misbehaving firm, spam the service provider Facebook page with continuous threats and vindictive complaints. It also involves posting the same complaint every time it's deleted just to annoy the firm and its workers in addition to creating negative publicity about the firm's services. According to the data analysis this behaviour seems to vary between overtness and covertness, whereas some angry respondents used their original Facebook accounts,

others used fake Facebook accounts to teach the firm a lesson which can be related to the fear of counter-retaliation (e.g. Gregoire et al, 2010). As one of the respondents explains:

"I was really angry and disgusted about how rude and inconsiderate they were so I wrote many angry complaints on their Facebook page and every time the deleted them i would post them again. I was really happy that I have caused them the same displeasure as they did me".

4- "Video avengers" are a category that appears to be public in nature and is similar to the previously mentioned story of Dave Carroll and belongs to consumers who upload videos to YouTube and other online media platforms, describing and reviewing the dissatisfying incidents with the service provider. Finally this category was reported by 7.1% of respondents. As one participant explained his behaviour:

"To teach them a lesson I uploaded my review of them on YouTube to the channel that I am subscribed to and then I posted my video on their facebook page"

3.3.9.4.*3: Third-party online revenge behaviours:*
The final form of online consumer revenge also falls within the problem focused form of online revenge and involves vindictive complaining to a third party, mainly a consumer advocacy websites, and in some cases news websites, with the intention of getting the offending firm in trouble. This behaviour was reported by 24.4% of the respondents and generally requires a medium amount of effort. The targets of the customer's message in this form of revenge are the misbehaving firm and other fellow customers. Furthermore, in addition to getting back at the firm, this form of revenge seems to be also encouraged by a sense of altruism. This form of online revenge was employed by two types of consumers:

1-"Consumer platforms complainers" refers to a groups of consumers who get back at the misbehaving firm by vindictively complaining to a consumer advocate website. This behaviour generally seems to be covert in nature and was reported by 7.1% of the respondents using this form of online revenge.

"To get even, i sent my story to a very famous consumer organization website! That taught them a lesson. Because after a month i received an apology and a refund from them"

2-"Consumer review writers" refers to a group of consumers that uses reviews to get back at the misbehaving firm. This group of angry consumers usually write a review to a consumer review website or any other website that enables reviews describing their bad experience with the service provider in order for other consumers to see it and get discouraged to deal with the misbehaving firm. This behaviour was reported by 16.7% of the sample.

"My order was delayed for 8 days so I gave them a very bad review using amazoon.com reviews because people trust online reviews coming from other consumers, However, unsurprisingly the next day I received the t-shirt I ordered but they also sent me an email begging me to delete my review"

A seen in the previous section, consumers were classified into 7 types of avengers based on the medium they used to get revenge namely: Tweeters, Facebook avengers, video avengers, website complainers and review writers, web avengers, and thread, blogs and email avengers. Those 7 types of consumers composed three forms of revenge in the online context, Immediate, venting, and third-party online revenge. Furthermore, a number of factors seemed to encourage the customer to get revenge online rather than doing it in the more traditional manners of consumer revenge (ie; vandalism, vindictive complaining, and physical attacks).

Types of consumer avengers	Frequency	Percentage%
Tweeters	6	14.3
Facebook avengers	17	40.5
Video avengers	3	7.1
Consumer websites complainers	3	7.1
Threads, blogs & email avengers	2	4.8
Web avengers	4	9.5
consumer review writers	7	16.7
Total	42	100%

Table (3-2): *Types & Frequency of consumer avengers*

3.3.9.5: The Rationalization of online revenge:

So what do consumers think about online revenge? Well, when the respondents were asked to evaluate and state their opinions on two famous online revenge cases at the beginning of the interview process, the respondents generally gave supporting views towards these acts of online revenge as seen in table: (3-3). For example, 58% of the respondents thought the online revenge acts in the examples were acceptable, 64% thought it was fair, 48.4% thought it was somewhat an ethical behaviour, 51.6% stated it was just, and 41.9% thought it was a right course of action. This leads us to believe that consumers view this behaviour as an appropriate course of action and a justified behaviour as one of respondents explained:

"I think it's a very civil way of voicing my displeasure without any costs".

	Opinion	Percentage %
	Acceptable	58%
	Fair	64%
The concept of online revenge	Just	51.6%
	Ethical	48.4%
	Right	41.9

Table (3-3): *The perception of online revenge*

Furthermore, the analysis of the reports and news regarding the four famous online revenge cases (e.g. Dave Carroll & searskilledmydog.com, Zain & city mall) reveals the consumers here also seem to view this sort of behaviour as just and as an acceptable course of action as some of the comments on Mr Carroll's song on YouTube tend to show: "*This is exactly the sort of rethinking of customer care that should happen, No customer is statistically insignificant, Each one has a worth as a person and as a customer*" while another supports Carroll's actions by stating "*finally a voice for customers ... well done*". Additionally, not only do these actions tend to be viewed as fair and just behaviours by the consumers, these actions also seem to affect other customers perceptions of the firm and tend to encourage anti-purchase behaviours, as some of the tweets following the story of sears killing a customer's dog during delivering an order to the customer show" *"Sears kills dogs. I won't shop at Sears until they apologize and admit to the fault"* another tweet stated *"Sears kills dogs. Tell*

everybody" While another tweeter sarcastically stated *"What do you do when a Sears delivery guy runs over your dog and kills it, but Sears tell you its your fault?!"*.

Therefore, based on the participants' generally favourable opinions regarding the concept of online revenge after being presented with some examples of online revenge, it can be noticed that consumers tend to support the online revenge actions by other consumers in addition to their general tendency to view these actions as just and ethical courses of actions. This finding provides another similarity to other forms of dysfunctional consumer behaviour where consumers tend to usually rationalize their behaviours and the behaviours of others as just or fair. Harris and Daunt, (2010) also found that consumers employ a number of techniques to rationalize their dysfunctional behaviours not only for shoplifting, but also for a number of dysfunctional behaviours including revenge. Also, as seen in some of the responses mentioned above, these actions also tend to reflect badly on the firm itself affecting its image and reputation in the eyes of other customers who seem to negatively view the misbehaving firm after the online revenge act.

Furthermore, according to the results of the data analysis, when the participants were asked if they can commit revenge against a misbehaving revenge without getting caught choosing only one way to do so, the majority of the participants still preferred getting revenge online to any other way or form of revenge with 75% of the respondents preferring getting revenge online as seen in table (3-4). This preference can be explained by the same factors mentioned previously by the respondents which included the reach, degree of control and the risklessness of performing these acts online. And this preference also reflects the participants awareness of the strength of the Internet as a medium for exerting revenge as one of the participants explained *"I think I would choose online revenge because of its reach and spread, because if I attacked the worker or complained to them it won't really hurt them, but when my story is known to a lot of people and they stop dealing with them, that's what really hurts them"*. Furthermore, 9.4% of respondents preferred to vandalize the service provider's property as form of payback, 6.3% preferred vindictively complaining to the firm and its workers. Finally, another 6.3% of the respondents choose attacking the workers as their favourite form of revenge.

Form of revenge	Frequency	Percent
Vandalize the store or Property	4	9.4
Vindictive complaining	2	6.3
Attack the workers	2	6.3
Online revenge	23	75.0
Other way of revenge	1	3.1
Total	32	100.0

Table: (3-4): *Consumers' favourite choice for revenge*

3.3.9.6: What should the firm have done to avoid online revenge??

Table (3-5) illustrates the number of actions the service providers could have done to avoid revenge and retaliatory acts by their customers. Furthermore, the data analysis showed that 33.9% of respondents' state that they would not have committed online revenge if the service provider solved the initial problem after complaining to them. Additionally, the angry respondents listed a number of desired responses or behaviours the firm could have done, including that the firm should have kept their word and the agreement the customer originally signed on for. This particular action was reported by 14.8% of respondents dealing especially with Internet and broadband firms, who cited that the reason for their revenge acts, were due to fact that the firms cancelled the initial offers they signed on for without informing them. Also, 25.9% of the sample stated that if the firm and its workers dealt with them in a polite and well mannered way in addition to an apology they wouldn't have committed online revenge. Finally, 16.7% of respondents cited that after the service failure, some sort of compensation or refund would have prevented their online actions.

Desired behaviour	Frequency	percentage
compensation	9	16.7
Solve the issue	18	33.3
Apology & politeness	14	25.9
Keep their word	8	14.8
other	5	9.3

Table: (3-5): *Firms recovery options to avoid online revenge*

3.3.10: Discussion:

Using a multi-method qualitative research, empirical study 1 has attempted to examine the phenomenon of online consumer revenge. In particular, how and why do angry customers resort to using the Internet to create negative publicity and damage a misbehaving firm after encountering a negative experience. The role of the consumer perception of power was examined. Additionally, the study reveals that the online consumer revenge process is triggered by a number of service and recovery failures encouraged by a number of factors that makes it easier for consumers to take revenge online instead of the traditional market settings. This includes the risklessness of performing such acts online, the reach of the Internet, the ability to perform the act more quickly and easily, and altruism. Finally, a classification of the types of the online consumer avengers was also given, which in part present the first typology of online revenge behaviours in the consumer revenge literature.

With regards to the personal and situational triggers of online revenge, study 1 established for the first time the effect of the type of service failure on consumer online revenge behaviour, in which the results of this study seems to imply that the failure of the service provider in the delivery process will trigger online revenge more often than the outcome failure. This means that in some cases, consumers are more irritated and offended if the process of acquiring the product or service fails (e.g.: the waiter is rude, the delivery is late), than if the product or service outcome is below their expectations. This notion was also supported by the findings of Ural, (2008), Ruyter and Wetzels, (2000), and Parasurama et al, (1991) in the service marketing literature. However, in line with previous findings in the consumer revenge literature (e.g. Tripp and Gregoire, 2011; Gregoire et al, 2010), online revenge also occurs after multiple service failures and failed recovery efforts. Additionally, the severity of the service failure was also found to have a strong influence in triggering the online revenge process with the majority of respondents rating their service encounter as severe. This finding was supported by the findings of Gregoire et al, (2010) and Gregoire and Fisher, (2008) who both found failure severity to be a strong predictor of consumer revenge and especially indirect acts of consumer revenge.

Regarding the primary appraisal state, study 1 examined the role that the low consumer perception of power plays in encouraging online consumer revenge. This finding is in direct contrast to that of Gregoire et al, (2010) who suggested that perceived power will

not affect indirect forms of revenge despite stating that low power customers will avoid direct methods of revenge. In chapter two, it was suggested that this avoidance to commit direct acts for consumers with low power perceptions, will result in them being more encouraged to commit an indirect forum of revenge, in this case online revenge with the help of the Internet. The findings of the first empirical study have supported this notion. This finding suggests that when a consumers is faced with a negative service experience with a low perception of power and without any ability to influence the firm to his/her advantage in any way during the service failure, the angry consumer will resort to use the Internet to get back at the misbehaving firm in a demonstration of power. Some studies (e.g. Fang, Chiu, and Liang, 2009; Kucuk, 2008) also support this notion, and according to Fang et al, (2009) consumers sometimes "employ Internet technologies to exercise their power to cope with sellers' misbehaviours" (p. 872). Fang et al, (2009) also found that negative electronic word of mouth can be a mean of consumer power on the Internet. In this context, this thesis argues that the same logic can be applied to online revenge behaviours, where the Internet provides consumers with a chance to get back at firms in a place where they can do the most damage and without the fear of getting caught or counter-retaliation.

Furthermore, with regards to the emotional elicitation state of the online revenge process, in consistence with previous findings (e.g. Tripp and Gregoire, 2011; Gregoire et al, 2010; Gregoire anf Fisher, 2008; Bexhwati and Morrin, 2003), study 1 also uncovered that a number of negative emotions arise after the service failure leading consumers to get online revenge. These negative emotions include anger, frustration and betrayal. Some of these emotions have been established in the consumer revenge literature, such as anger which was cited as the key emotion in the consumer revenge (Gregoire et al, 2010) and betrayal, a key trigger in the online complaining for negative publicity process (Tripp and Gregoire, 2011).

Moreover, with regards to the secondary appraisal state of online revenge, in this study it was found that this choice of behaviour is encouraged by a number of factors that the traditional methods of consumer revenge in the traditional brick and mortar settings usually lacks. Furthermore, this study identified the factors encouraging online consumer revenge and the most important of them is the concept of Reach, which appears to be one of the main encouraging factors of online revenge and it reflects the ability of the Internet to carry the consumer's message to the biggest audience possible,

damaging the firm's reputation in the process. Participants identified reach as the most important factor in encouraging online consumer revenge behaviour and it was found to have a main influence on all types of consumer avengers.

In addition to the reach of the Internet, the risklessness of the Internet, which was found to influence online piracy in the area of consumer misbehaviour (e.g. Shanahan and Hyman, 2010), was also found to influence online consumer revenge. Initially this thesis proposed that the Internet will provide a medium for consumers to get revenge without getting caught or being afraid of counter-retaliation by the firm. The findings of the first study support that by demonstrating that the risklessness or the low risk of committing the act of revenge online is one of the main reasons consumers go for online revenge. With regards to perceived control, a number of participants in the first study identified their ability to perform their behaviour better in the online context as one of the main reasons behind getting revenge online. Furthermore, in the first empirical study the perception of control appeared to be a main factor in encouraging angry consumers to write vindictive reviews and emails with. Similar findings in the literature also found control to influence piracy (Chen et al, 2009) and shoplifting (Tonglet, 2000), which further supports this finding.

Online revenge also seems to be occasionally encouraged by a sense to protect other consumers as in some cases of the market settings revenge (e.g. Funches et al, 2009). The findings of the first empirical study showed that altruism appeared to be an important factor in encouraging consumers to get revenge online. The widespread nature of the social media platforms also seems to facilitate this by making it easier for angry consumers to tell their story to their contacts and urge them not to deal with the misbehaving firm. The findings of the first study also show a relationship between altruism and the consumer review writers' category. In the literature of consumer revenge the previous findings of Funches et al, (2009) also support this result by finding that altruism is one of the reasons consumers get revenge and also one of three roles a consumer plays while getting revenge at a firm is the role of "altruist". Similarly, Ho and Dempsy, (2010) also found that altruism encourages forwarding online content and it was found to influence online complaints (e.g. Ward and Ostrom, 2006). Therefore, based on the findings of the first study and the previous findings in the literature, altruism was found to influence getting revenge online.

Finally, regarding the coping strategies of online revenge, one of the main objectives of this study was to identify how consumers use the Internet to get revenge and present a typology of the forms of online consumer revenge. This study also identified six types of online consumer avengers, which constitute the first empirically-derived typology that is based on a study of the customers' perspectives. Furthermore, in detailing the uncovered types of online revenge, this study highlights previously unaccounted forms of online revenge behaviours including the most popular category of Facebook avengers, Tweeters, Video avengers, and forums, blogs and email avengers. In addition to the two previously examined forms of online revenge of web creation and complaining to consumer advocate websites. From a marketing perspective, this has profound implications for how easily consumers can get back at firms after a service failure, while also revealing a variety of ways that consumers can use to get back at firms reputations and profits. From simple behaviours like status updates to more complex ones like creating a number of websites dedicated to damaging firm's reputation and image. These behaviours also vary both on overtness-covertness and on motivation (from simple payback to warning fellow consumers).

Furthermore, those 6 forms of consumer avengers were grouped together into three main forms of consumer revenge based on three main criteria including the effort, time taken, and the target of the message. Falling within the two main coping strategies identified by the theory of cognitive appraisal (problem focused & avoidance), the first main form and the most popular one was labelled immediate online revenge coping in which angry consumer immediately get back at the misbehaving firm with little effort through updating their Faccbook or twitter status with their contacts or by spamming the service provider page on Facbook. The second main form was labelled venting online revenge coping and in it the angry consumer takes more effort and time in plotting his/her revenge. Also it involves creating websites, videos, groups and pages to publicly insult a firm in addition to hacking the website of the firm or their page in a direct message to the offending firm. The final forms of online revenge was labelled third party online revenge coping and involves vindictive complaining to consumer platforms in addition to writing vindictive reviews using consumer websites. Therefore, the findings of the first study clearly shows that the Internet provides a variety of options for an angry consumer seeking revenge that requires, in some cases, little effort and no real costs. In addition, this shows that the Internet provides a medium that demolishes

the range of the usual negative word of mouth from only the consumer's close circle of family and friends, to hundreds, thousands, and even millions of people. The most popular forms of online revenge appeared to be when consumers use status updates through Facebook or twitter and by writing vindictive reviews. This finding demonstrates just how much the Internet has allowed angry consumers to get back and damage a firm after a service failure in a very easy and safe manner and without any risk, which provides further support to the notion proposed in this thesis that the Internet will provide a riskless medium for getting revenge.

3.4. Chapter Summary:

Taking into consideration that this study examines the online consumer revenge process in Jordan, an interpretative methodology with a qualitative design was employed as discussed at the beginning of this chapter. Online semi structured interviews and documentation were used to examine this phenomenon. This chapter has provided the findings of the first empirical study of this thesis, in which it was found that some types of service failures (process failures) trigger online revenge more than others. Additionally, this study found that consumers tend to favourably view the concept of online revenge and its related actions. Also a typology of online consumer revenge behaviours was presented in which three main forms of online revenge were discovered, immediate, venting, and third-party online revenge behaviours. These forms of revenge were committed by 6 types of consumers: Tweeters, Facebook avengers, video avengers, website complainers and review writers, web avengers, and thread, blogs and email avengers. These forms of revenge appeared to vary in the amount of effort put into them, in addition to the aggressiveness of these acts. Furthermore, this study identified a number of factors that seemed to encourage online consumer revenge, including the risklessness of the Internet, reach of the Internet, perceived control, the perception of power, and the consumer sense of altruism.

Although qualitative studies provide good insights into unfamiliar behaviour, the casual relationships have to be examined by quantitative methods. Therefore, the next chapter will discuss and present the methodology and validation of the second and final part of empirical work in this thesis, in which a quantitative approach will be employed based on the findings of this study to develop a questionnaire that will be distributed in Jordan and the United Kingdom of Britain.

Chapter 4

Online consumer revenge: a quantitative approach

4-1) Introduction:

Aiming to identify the process, forms, and facilitators of online consumer revenge, a qualitative research methodology was adopted in the previous chapter using semi-structured online interviews and documentation. The data was collected from 32 respondents from Jordan who committed acts of online revenge in the past. The aim of the first study in this thesis was to examine to phenomenon of online revenge in its natural online setting. The findings of the qualitative study 1 identified process failures, power perceptions, failed recovery efforts, as well as negative emotions such anger, betrayal and frustration as the key triggers of revenge. Additionally, it was found that a number of reasons encourage consumers to commit revenge online including a higher perception of control, lower risk, altruism motives, low perceptions of power and most importantly, the high reach of the Internet. Finally, the previous study identified three main forms of consumer revenge in online contexts, immediate, venting, and third party online revenge who all fall within the direct (problem focused) and Indirect (avoidance) forms of online revenge coping identified in chapter two. However, although this study has provided valuable insights into the process of online revenge, a quantitative methodology would be more suited to examine the casual relationships between the variables of the study.

Therefore, study 2 will discuss the quantitative methodology that was used to examine the relationships between the identified variables in the online consumer revenge conceptual model proposed in chapter two, in addition to discussing the main instrument employed in this study. Consequently, this thesis will follow both an inductive and deductive approach in testing the collected data.

 The previous study 1 has identified some important factors that trigger online consumer revenge, in addition to factors that have facilitated the act of online revenge. Therefore, since research is a systematic and a logical process of inquiry into a specific problem (Sekaran, 2003), the next step involves examining the relationships between these identified factors. Consequently, this chapter represents the methodology used for the second and final empirical study of this thesis which will employ a quantitative

approach to examine the relationship between the online revenge factors identified earlier. The research design of the second study will be discussed next, followed by the questionnaire design and the use of scenarios. Afterwards, the pilot study, the participants, response rates will all be discussed. The second section of this chapter will discuss the measurement validation techniques used to the test the variables of the study. The final section of this chapter will discuss the ethical issues faced as well as the chapter's summary. Therefore, this chapter will describe the quantitative methods used to study and answer the research questions.

4-2) General Approach to Enquiry for Study 2:

In order to examine the casual relationships between the variables of this study across two countries, study 2 of this thesis was conducted while adopting a quantitative approach to examine and explain the relationships between the variables of the study. As mentioned in the previous chapter, one of the reasons a qualitative approach was used, is to have it serve as basis for developing a questionnaire that can measure the entire process of online consumer revenge. The primary data collection method for this study involved using a self administered questionnaire for the Jordan sample and an online questionnaire for the United Kingdom of Britain sample. (Please refer to Appendix 1A)

A Questionnaire is a data collection technique in which all participants are required to answer the same set of questions in a fixed order (Saunders et al, 2007). Questionnaires were used in this part of the study due to their ability to collect data from a large number of people in an efficient manner (Matthews and Ross, 2010), in addition to their ability to help explain the relationships between the variables under examination (Bryman and Bell, 2011). Matthews and Ross, (2010) also argue that questionnaires are more appropriate when dealing with descriptive and explanatory research. Furthermore, using questionnaires as a data collection method enables the researcher to collect data from a larger number of people while maintaining due to the sensitivity of topic at hand, the anonymity of the respondents (Sekaran, 2003).

Except for two studies in the consumer revenge literature (e.g. Funches et al, 2009; Huefner and Hunt, 2000), all of the studies examining consumer revenge behaviour have used questionnaires (e.g. Mdakane et al, 2012; Gregoire et al, 2010; Gregoire and Fisher, 2008;Wetzer et al, 2007; Bechwati and Morrin, 2003; Bougie et al, 2003). The

heavy use of questionnaires as data collection tools in the consumer revenge literature has also led to the availability of a large number of measures that can be used in this study to measure consumer revenge and its related factors. This also justifies the use of questionnaires as the data collection tool for the purposes of this study.

4.3. Questionnaire design

In this study, an online survey and a self administered survey were used to collect the data for the purposes of the study. The next sections will describe the process of designing and implementing the surveys in addition to the steps taken to ensure the validity and reliability of the questionnaire. After identifying the research problem, a qualitative study was conducted in which the interview findings of that study were used to develop an initial survey. The initial survey was then pilot tested and based on the remarks of the participants, it was slightly modified as seen in the next sections in more detail.

The objective of this study is to understand the process of online consumer revenge at all of its stages. Although some items needed to be modified to reflect a scenario based survey, fifty two items were selected to form the theoretical basis of the questionnaire after examining the previous literature of consumer dysfunctional behaviour and revenge. These items were pilot tested before the main study was conducted as will be discussed in the next sections.

In the questionnaire, the aims of the study and assurances of confidentiality of the answers were given first and it was explained to the participants that their involvement in the study is voluntary, and that they can withdraw at any time. Next, participants were provided with a definition of online revenge, in addition to examples of online revenge behaviours. Finally, to ensure the anonymity of the respondents, the respondents were informed not to write their names on the questionnaires.

The survey consisted of 7 nominal scales and 13 interval scales. In the first section of the questionnaire, respondents were asked to about their previous online revenge behaviours, the number of times they committed online revenge in the past, the medium they used to get revenge online, followed by questions regarding their perceptions of risk, reach, and control of the online revenge process. The second part of the questionnaire was used to collect data on the main variables of the study. Two scenarios

were presented and respondents were asked to imagine if these situations had actually happened to them, the first representing a process failure and the second representing an outcome service failure. These scenarios were followed by questions regarding the respondents satisfaction with the firm's recovery efforts, power, the service failure severity, their feelings of betrayal, frustration, helplessness, anger, their desire for revenge in this situation, and finally, their choice of online revenge medium. The final section of the questionnaire consisted of questions regarding the demographic information of the respondents and their Internet usage levels.

The variables of control, risk, reach, satisfaction with the firm's recovery efforts, anger, frustration, desire for revenge, and online revenge intention were all measured using a five point Likert-like scale with responses ranging from 1- strongly disagree to 5- strongly agree. The severity of the service failure was measured using 7 point numerical scale ranging from 1-minor problems to 7-major problems, 1-small inconveniences to 2-major inconveniences, and 1-minor aggravation to 7-major aggravation. Helplessness was measured using a 6 point numerical scale ranging from 1-not at all to 6-strongly. Finally, Altruism was measured using a 7 point numerical scale ranging from 1-very important to 7- very unimportant. The Measures used in the questionnaire are presented next along with their reliabilities scores.

With regards to the control variables, as recommended by Gregoire et al, (2010), in this model the researcher also controlled for the effects of age, gender, and the education level of the participants on all the endogenous variables. Additionally, the Internet usage levels of participants were also controlled for due to its relevance to the topic of the study, and was measured with the question "on average, How often do you use the Internet and social media websites" provided by Johnson and Grayson (2005).

4.3.1: The personal and situational antecedents: The use of scenarios:

Scenarios can be described as "consistent and coherent descriptions of alternative hypothetical futures that reflect different perspectives on past, present, and future developments, which can serve as a basis for action" (Van Notten, 2005, P. 2). In chapter two, the hypotheses of the study proposed the relationships among the different factors of the online revenge process. In this study a scenario based survey was used were all participants were provided with the same set of scenarios and their related questions. While reviewing the consumer revenge literature, it was noticed that only one

study (e.g. Joireman et al, 2013), recently used a scenario based survey design. However, it examined a service failure and a failed recovery situation with no particular focus on the type of failure. Therefore, as encouraged by Gregoire et al, (2010) and Zourrig et al, (2009a), this study will use a scenario based survey. Furthermore, due to the sensitivity of the topic examined, scenarios can put any normal participant into a normal service failure situation and objectively test the intention to coping behaviour. Also, the scenarios were used to represent two types of service failure conditions (process and outcome).

Consequently, two scenarios or conditions were used describing a hypothetical service failure incident with an airlines company and a hotel. These scenarios represented both a severe process service failure with failed recovery efforts, and a severe outcome service failure with failed recovery efforts. Additionally, the researcher conditioned the scenarios to represent the two main recovery actions adopted by firms; compensation and apology as previously mentioned in chapter two. Also, the scenarios were designed to showcase that the firm was clearly at fault in the service failure situation. Moreover, each participant was giving a questionnaire containing the two scenarios and their follow up questions. While the scenarios represented two different situations, the follow up questions for both were identical.

The first scenario representing a process failure (inattentive service) was hugely inspired by the story of Dave Carroll mentioned in chapter one, where the flight went okay (core product/service), However, they mishandled his luggage and their following recovery actions failed. Also, the researcher switched the broken personal item from a guitar to a personal laptop to make it more relatable to participants. The following paragraph presents the first scenario,

"*You are travelling on an important trip. During the flight you are informed by a fellow passenger that the airline baggage handlers are tossing and throwing passengers bags with disregard to their contents. Your bags contain valuable personal items including your personal laptop. You complained to the flight crew, who claimed your bag should be ok. After your complaints to the flight crew were met with indifference and upon arrival, you discover that your laptop among other items was severely damaged. You went to the luggage counter to complain and ask for a compensation. However, you were told that you need to complain to the airline company. After you sent numerous*

complaints to the airlines for compensation and damages over a period of months, the airlines still refused to cover your costs or offer any sort of compensation, suggesting that the whole incident is not their fault."

The second scenario representing an outcome service failure (unavailable service) was mainly based on the outcome service failure scenario developed by Bhandri, (2010). However, some of the wording was changed and a number of conditions were added to increase the severity of the situation in addition to the failed recovery actions as presented in the next paragraph.

"You are travelling on an important trip. You arrive at the hotel at approximately 10:00 p.m. and go to the front desk to check in. The representative at the front desk looks up your prepaid reservation and informs you that the hotel is overbooked and you will have to stay at another hotel (several miles away) for the night. Even though you did confirm your booking the day before. After complaining to the management, they still couldn't find you a room and they didn't offer you any apology or compensation".

To develop the scenarios a number of steps were taken as suggested by Parasuraman, (1991) and Bhandri, (2010) including, conceptualization, consulting experts from the field (the airlines and hotel management), modifying any remarks about the scenarios, realism test, and finally a pilot test. The participants in designing the scenarios included managers, students and news reports. To develop a scenario that would reflect the service failure severity causing a revenge response, the researcher looked for news reports that provided cases for revenge and online revenge, in addition to the previous literature on revenge and service failure. Additionally the researcher also looked at the interview transcripts from the first empirical study of this thesis in order to have a clear picture of the severity and sequence of events causing the acts of revenge. After that the researcher wrote the first draft of the scenarios. Hotel and airlines managers were then shown copies of the scenarios and were asked to provide any feedback regarding the realisticness and suitability of the scenarios. The managers that were given copies worked at the Jerusalem international hotel and the customer support manager of queen alia international airport in Jordan. Afterwards, a realism test was performed were the scenarios were given to a 30 MBA students at Durham business school and 30 students at a consumer behaviour course at the university of Jordan who all agreed to participate in the pilot study to assess the realisticness of the scenarios to real service failure

incidents. The reason for choosing a student sample here, as well as for the complete sample, is because students will be more familiar with social media platforms in addition to being more able to represent the digital natives generation (Prensky, 2001). Both samples were asked to rank the realisticness of the scenarios on a 9-point ranking scale.

As seen in table (4-1), for the complete sample preliminary realism test (N=60), in the first process failure condition, 90% thought it was very realistic with 10% thinking it was unrealistic. For the second outcome failure condition, 94% of the sample thought it was realistic while 6% thought it was unrealistic., for the complete Jordan sample , the first condition was very realistic for 93% of the sample and 7% thought it was unrealistic. For the second scenario or condition, .71% thought it was very realistic, 21% thought it was realistic, 5% thought it was very unrealistic, 1.4% thought it was unrealistic, and 1.6 were neutral. For the British sample, the first scenario was very realistic for 93% of the sample, 6.5% thought it was realistic and .5% thought it was very unrealistic. For the second scenario, 84.8% thought it was very realistic and 7.4% thought it was realistic.

Condition	Jordan sample (N=30)		British sample (N=30)		Complete (N=60)	
Condition 1	.93% realistic	7% unrealistic	99.5% realistic	.5% unrealistic	.90% realistic	10% unrealistic
Condition 2	.92% realistic	6.4% unrealistic	100% realistic	----	.94% realistic	6% unrealistic

Table (4-1): *Scenarios Realisticness*

Therefore, as seen in table (4-1), both scenarios were equally realistic for the majority of the respondents in the preliminary realism test. Furthermore, since the scenarios were evaluated by a number of experts, they were revised by the researcher a number of times. Therefore, the scenarios were confirmed as valid. Additionally, to measure the reliability of the scenarios they were first subjected to a pilot study as mentioned before. Afterwards an independent sample T-test was conducted to test the reliability of the instrument with helplessness as the dependent variable and country as the independent variable to see whether the process and outcome failure conditions effectively represented the type of service failures. This is a robust test that was conducted later for the complete sample of the study (N=417). For the desire of revenge differences

between the two conditions for the complete sample (N=417). A significant decrease in the consumers desire for revenge scores occurred from the process failure condition one (M=3.61, SD= .97) to the outcome failure condition two (M=3.26, SD= 1.15), t (416) = 6.67, p = .000. Significant differences were also found between the scores for the two conditions between the group under the process failure condition (M=3.47, SD= .95) and the group under the outcome service failure condition (M=3.02, SD= 1.21), t (216) = 5.69, p = .000, (two tailed) for the Jordan sample. And similarly for the British sample, from condition one with (M=3.75, SD= .97) to condition two with (M=3.52, SD= 1.03), t (199) = 3.62, p = .000, (two tailed). This finding demonstrates the validity and reliability of the type of service failure representation.

Furthermore, although the scenarios were designed to be severe, the failure severity dimension will be measured using the 3-item scale developed by Smith, Bolton, and Wagner, (1999) and was used in a number of consumer revenge studies (e.g. Gregoire et al, 2010;Gregoire and Fisher, 2008), and had a reliability of .93%. It will be measured by statements, such as "The poor recovery caused me: minor problems or major problems ". However the scale was modified to reflect a scenario situation so it became "the poor recovery would cause me". For the complete sample, it had a reliability of .96% for the first condition and 97% for the second. For the British sample first condition, severity had .98% reliability while for the second condition it also had a .98% reliability. For the Jordan sample it had a .94% for the first condition and a .96% for the second condition.

Therefore, to measure the personal and situational antecedents of online revenge, this study has employed a scenario based survey. The process of building the scenarios was based on the service marketing literature (e.g., Bhandri, 2010; Wirtz and Mattila, 2004) and the consumer revenge literature. The process and outcome service failures, blame attributions, and recovery actions (apology-compensation) were manipulated as the independent variables. The scenarios were developed based on the previous literature and with the help of managers, reports, and students. A realism test was also performed to test the realisticness of the developed scenarios.

4.3.2: The primary appraisal scale:

With regards to the primary appraisal of this study, three scales were used to measure the related concepts. Starting with the consumer perceived power, it was measured

using the 4-item scale developed by Gregoire et al, (2010) and had a reliability of .91%. This scale will include asking the respondents to indicate their agreement with statements, such as "I had the ability to influence the decisions made by the firm" or "throughout the service recovery, I was able to convince the firm". Those items became "in this situation, I would have had the ability to convince the firm". For the complete sample, it had a reliability of .83% for the first condition and 85% for the second. For the British sample power had a reliability of .88% for the first two conditions, whereby, for the Jordan sample it had a .72% for the first condition and a .78% for the second condition.

Regarding helplessness, it was measured using the 3-item scale provided by Gelbrich, (2009) with a reliability of .93%. It includes items such as. "In this situation, I would feel, helpless" and "in this situation, I would feel defenceless". For the complete sample, it had a reliability of .84% for the first condition and .86% for the second. For the British sample it had a .87% reliability for the first condition and a .89% for the second. For the Jordan sample, it had a .75% reliability for the first condition and .76% for the second.

Service recovery satisfaction was measured with a 4-item scale developed by Maxham and Netemeyer, (2002). This scale was also modified to reflect a scenario situation, for example: "I was satisfied with the way the firm has handled and responded to the problem" became "I would be satisfied with the way the firm has handled and responded to the problem". For the complete sample, it had a reliability of .85% for the first condition and 93% for the second. For the British sample it had a .76% reliability for the first condition and a .94% for the second condition. For the Jordan sample, it had a.93% reliability for the first condition and .88% for the second condition.

4.3.3: The Emotional elicitation scales:

Three main scales were used to measure the emotional elicitation variables. First, the consumer perceived betrayal dimension will be measured using the 5-item scale used by Gregoire and Fisher, (2008) to measure the perception of betrayal of consumers for an airlines agency, and it had a reliability of .82%. This scale was originally adapted from the work of Bardhi, Price, and Arnould, (2005). However, the Gregoire and Fisher, (2008) scale was used because it was adapted to the service and consumer revenge context. This scale will include items such as, "I felt cheated" and "I felt betrayed".

However, the wording of some items of this scale will be refined, for example: from the "Airlines didn't mean to", to "the firm didn't mean to." and "I felt cheated" to "I will feel cheated". For the complete sample, it had a reliability of .86% for the first condition and 91% for the second. For the British sample first condition, betrayal had a .89% reliability while for the second condition it had had a .83% reliability. For the Jordan sample it had a .84% for the first condition and a .94% for the second condition. Second, Anger and frustration were measured using the scale provided by Gelbrich, (2010) with a reliability of .94% and .92%. In this scale respondents are asked "During the incident with the firm, I felt "angry" or "frustrated". This item was modified to "During the incident with the firm, I will feel "angry" or "I will feel frustrated". For the complete sample, it had a reliability of .70% for the first condition and 71% for the second. For the British sample anger and frustration had reliability of .77% and .71% for the first two conditions. For the Jordan sample, anger and frustration had reliability of .65% and .67% for the first two conditions respectively.

Finally, the desire for revenge was measured using the scale that was originally developed by Wade (1989). However it was later adapted to the service context by Gregoire and Fisher (2006) and Gregoire et al, (2010) and had reliability of .97%. This scale includes items that reflect the extent to which a respondent felt the desire to" punish the firm in some way" or "take actions to get the firm in trouble". It was also modified to reflect a scenario situation, for example "in this situation, I would want to take actions to get the firm in trouble". For the complete sample, it had a reliability of .86% for the first condition and 92% for the second. For the British sample it had a reliability of .86% and .91% for the first two conditions. Whereby, for the Jordan sample it had a .86% for the first condition and a .92% for the second.

4.3.4: The secondary appraisal state scales:

With regards to the secondary appraisal variables, the consumer perceived control will be measured by a 4-item scale that was developed by Ajzen, (1991) and Taylor and Todd, (1995) and was later modified by Huang et al, (2011) to reflect buying in online auctions with an internal consistency of .94%. However, due to the purposes of the study, it will be refined to reflect getting revenge online, and will include items such as," I have the resources to get revenge online". For the complete sample, it had a

reliability of .83%. Control also had a reliability of .80% for the Jordan sample and .88% for the British sample.

Furthermore, risklessness was measured using the 4-item scale developed by Kraut, (1976) and Klemke, (1982) and was later refined by Shanahan and Hyman, (2010) to reflect online piracy with a reliability of .86%. In this study, the items were modified to reflect online revenge such as "Nobody ever gets in trouble for committing online revenge" and "If I commit online revenge no authority will know it's me". For the complete sample it had a reliability of 82%. For the British sample the reliability of this scale was .86%. For the Jordan sample it was .76%

Reach was measured using a 3-item scale developed based on the interview findings of the first study, it includes items such as, "My story will reach a lot of people if i used the Internet to get revenge" and "using the Internet to get revenge will spread the word about my misadventure with the firm". As seen in table (4-2) to (4-4), reach had a reliability of .84% for the complete sample, .84% for the British sample, and .82% for the Jordan sample. Below are the items total statistics for the complete, British, and the Jordan samples. Additionally, factor analysis was conducted to examine reach and all the scale items loaded strongly on one dimension for the complete sample as seen in table (4-5), and for both the British sample as seen in table (4-6), and the Jordan sample as seen in table (4-7).

Complete sample "reach" scale Items (.84)	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Item 1	6.83	4.435	.597	.883
Item 2	6.99	3.769	.732	.758
Item 3	6.88	3.761	.806	.685

Table (4-2): *Reach reliability for the complete sample (N=417)*

Britain reach scale Items (.84)	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Item 1	7.3300	3.951	.593	.879
Item 2	7.5400	3.204	.734	.750
Item 3	7.3800	3.232	.799	.684

Table (4-3): *Reach reliability for the British sample (N=200)*

Jordan reach scale Items (.825)	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Item 1	6.3687	4.456	.559	.876
Item 2	6.4839	3.769	.710	.730
Item 3	6.4286	3.829	.790	.652

Table (4-4): *Reach reliability for the Jordan sample (N=217)*

Component Matrix

complete sample	Component 1
Reach 3	.925
Reach 2	.892
Reach 1	.799

Table (4-5): *Reach Factor loadings for the complete sample (N=417)*

Britain	Component 1
Reach 3	.922
Reach 2	.892
Reach 1	.797

Table (4-6): *Reach Factor loadings for the British sample (N=200)*

Component Matrix[a]

Jordan	Component 1
Reach 3	.921
Reach 2	.886
Reach 1	.775

Table (4-7): *Reach Factor loadings for the Jordan sample (N=217)*

Finally, altruism was measured by the 5-item scale developed by Price et al, (1996) with a .90% reliability and it includes item such as "how important to you to help other people, 1- very important to 7-very unimportant". For the complete sample it had a reliability of 65%. For the British sample it had a reliability of .73%, whereby, for the Jordan sample it had .70% reliability.

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4.3.5: Online revenge scale:

Online revenge intention was measured using an 8-item scale that was developed based on the findings of the first study. It includes items such as "in this situation, I would want to get online revenge through Facebook status updates" and "I would want to get online revenge through twitter". For the complete sample, it had a reliability of .78% for the first condition and 83% for the second. For the British sample, online revenge intentions had a reliability of .80% for the first condition and .81% for the second. For the Jordan sample, it had a .78% reliability for the first condition and a .86% reliability for the second.

4.4. Pilot study:

A pilot study was conducted to test the questionnaire on a small number (N=33) of Arabic MBA students in the University of Jordan and (N=30) MBA students in Durham Business school who were all asked to complete the survey and provide their feedback on the instructions given in the questionnaire, the time it took them to complete the questionnaire, and if they felt troubled regarding answering any of the questions of the questionnaire. No issues were raised regarding the questionnaire in the pilot study except for the time it takes them to complete the survey which took between (40-45) minutes. Therefore, in order to decrease the length of completing the survey, the researcher removed and modified some of the introduction section by revising some of its wording to make it shorter, and deleting some examples of online revenge.

Similar to the translation process of the interview questions that was mentioned in the previous chapter, the questionnaire questions were translated into Arabic using back translation as suggested by Saunders et al, (2007). The researcher gave copies of the original questionnaire to two independent translators in order for them to translate the questionnaire themselves into Arabic. After the translators were done with the translation process a meeting was held between the researcher and the two independent translators to discuss the translation process and their comments regarding the questionnaire wording. During the meeting, minimal differences between the two

versions were found and after a brief discussion the researcher and the independent translators all agreed on a single version.

4.5. Participants and Procedure:

The general aim of this study is to examine the relationships between the previously identified factors and present an online consumer revenge model. Moreover, due to the difficulty of obtaining participants who committed online revenge before in large numbers, in addition to the desire to make the survey more relatable to a larger number of people, the population of the sample consisted of PHD, MBA and bachelor students in the University of Jordan in addition to Durham University. As previously mentioned, one of the main reasons a purposive sample of students was deemed most suitable, is because they are more likely to be able to represent the digital natives generation. This generation refers to people who grew up with technology (Prensky, 2001). Consequently, digital natives are more likely to be represented by a student sample because of their familiarity with the various forms of social media and technology, which makes them more likely to commit online revenge. The finding of the previous study also supports this claim in which 64% of the sample was less than 30 years old. Therefore, all of this has contributed to choosing a purposive student sample.

The researcher used two methods to collect the data, regarding the Jordan sample, data was collected through self administered questionnaires that were handed personally by the researcher to the postgraduate and undergraduate students of four marketing courses the researcher was allowed access to. After a brief introduction the students were asked politely to bring back the questionnaire at the time of next lecture. With regards to the united kingdom of Britain sample, an online survey was used to collect the data, the researcher sent two emails to the principal of Saint Aidans college and the PhD office in Durham business school who in turn sent the survey link to all the their student contact lists.

Furthermore, this purposive sample consisted of students from Durham University and the University of Jordan who were willing to participate in the study. To gain access to the samples of the study, the researcher used his personal and professional contacts to contact the dean of the business school in the University of Jordan, in addition to the

principal of Saint Aidans College and the officer of the PHD and masters office in Durham business school, who both circulated the researcher survey link to all of their student contacts.

The number of questionnaires distributed for the Jordan sample was based on the number of students in four marketing courses that the researcher was allowed access to. Therefore, a total of 350 questionnaires were given to marketing management and consumer behaviour courses. The number of questionnaires distributed was based on the number of students in each of these courses. Regarding the British sample, since it was an online questionnaire, the link was sent to 1351 students in the PhD office and students of the Saint Aidans College.

Therefore, for the Jordan sample the total number of questionnaires distributed was 350 questionnaires, from which 234 questionnaires were returned by students. However, 217 questionnaires were usable with the 17 surveys removed due to incomplete answers. Consequently, the Jordan sample achieved a good response rate of approximately 62%. Regarding the British sample, the survey was sent to 1351 PhD and masters students and the students of Saint Aidans College. Furthermore, 210 respondents answered the survey. However 200 of these questionnaires were usable with a response rate of approximately 15%. According to Gregoire et al, (2010) this response rate is very appropriate and similar to response rates for online surveys. Gregoire et al, (2010) also note that response rates between 15% and 18% are very common across studies using online surveys. Therefore, a total of 417 questionnaires were collected, a very good sample size according to Comfrey and Lee, (1992) and Ma, (2013). Who both suggest that a sample size of 300-500 is very appropriate for a social science study, and has a good-very good standard. Additionally, this sample size is very appropriate for conducting statistical techniques including factor analysis and regression, which both requires between 150-300 respondents (Pallant, 2010; Field, 2009).

Although a number of concerns may arise regarding the use of two different data collection techniques, these concerns can be overcome since some scholars suggest that use of a number of data collection technique is appropriate and will result in a higher response rate (Ma, 2013:Cobanoglo, Warde, and Moreo, 2001). Additionally, since the use of a student sample may draw some remarks regarding its representation of the Jordanian and British population, it remains a cost and time effective method

considering this study is part of the requirements to fulfil a PHD degree. Moreover, the goal of this study was for the sample to represent the digital natives population who according to previous evidence (e.g. Prensky, 2001), grew up with technology, and as seen by the findings of the first study, in addition to this study as seen in the next sections, students are more likely to engage in online revenge behaviour. Finally, in the second section of this chapter, no bias was detected in both samples as revealed by the findings of Principal component analysis (PCA) and Confirmatory factor analysis (CFA) which showed similar factor loadings for both the British and Jordan samples. Similarly, the fact that all models achieved acceptable fits in the CFA also confirms the equivalence or lack of bias (He and Van de Vijver, 2012).

To conclude, from the two countries that the questionnaire was distributed in, a total of 417 questionnaires were collected and used for this study 217 for the Jordan sample and 200 for the British sample.

4.6. Sample Characteristics:

Sample	Age	Gender	Education level	Internet usage	Online revenge
Complete sample (N=417)	78.9% less than 30 years old	58% females	64.5% completing a bachelor degree	30% more than 9 times per day	32.1% committed online revenge
Jordan (N=217)	78% less than 30 years old	66% females	84% completing a bachelor degree	34% more than 9 times per day	24% committed online revenge
British (N=200)	79% less than 30 years old	51% males	65% completing a bachelor degree	33% 1-4 times per day	39% committed online revenge

Table (4-8): *General frequencies for complete, British and Jordan samples*

Table (4-8), summarize the general frequencies for the sample of the study. For the complete sample (N=417), 58% were females and 42% were males. Furthermore, 78.9% were less than thirty years old, 18% were between 30-39 years old, and 1.9% of

participants were from 40-49. Also, 64.7% of the sample was completing a bachelor degree and 35.3% were completing a post graduate degree. Moreover, 30% used the Internet more than 9 times a day, 29.7% used it for 1-4 times per day, 23.7% used it for 5-8 times per day and 16.5% of the sample used the Internet for only 1-5 times per week.

Regarding the previous online revenge behaviour of the sample, 67.9% of the sample didn't commit any act of online revenge before and 32.1% of the sample actually did. For those who committed online revenge in the past, 56% committed online revenge once, 15.9% twice, and 28.1% committed online revenge more than three times. Additionally, the most used medium to get revenge online were Facebook status updates with 46%, followed by twitter with 19%, spamming the firms' Facebook page with 15%, vindictive complaining to a consumer website with 10%, writing vindictive reviews and emails both with 7%, and finally creating websites and Facebook pages to damage the firm both with 3%

For the Jordan sample composed of 217 respondents, 66.8% are females and 33.2 % were males. Regarding the age of the respondents, 78.8% were less than thirty years old, 20.7% were from age 30-39, and .5% were from 40-49. Additionally, 84.2% of the sample were completing a bachelor degree and 15.8% were completing a post graduate degree. Furthermore, regarding the Internet usage levels of the sample, 34.6% used the Internet more than 9 times a day, 26.7% used it for 1-4 times per day, 24.4% used it for 5-8 times per day, and 14.3% of the sample used the Internet for only 1-5 times per week.

Furthermore, 76% of the sample never committed any act of online revenge before among 61 respondents who committed acts of online revenge before. 59% committed online revenge once, 15% twice, and 25% committed online revenge more than three times. For this sample, the most used mediums to get revenge online was Facebook status updates with 44.7%, followed by twitter with 18.1%, spamming the firms' Facebook page with 11.7%, vindictive complaining to a consumer website with 6.4%, writing vindictive reviews and emails both with 5.3%, and creating websites and Facebook pages to damage the firm both with 4.3%

For the British sample which composed of 200 respondents, 51.5% of the respondents were males and 48.5% were females. 79.% were less than thirty years old, 15% were

from 30-39 years old, 3.5% were from 40-49 years old, 1.5% was between 50-59 and 1% were above 60. With regards to the education level of the sample, 65.2% were completing a bachelor degree and 34.8% were completing a post-graduate degree. Additionally, 33% of the sample used the Internet from 1-4 times per day, 25.% used it more than 9 times per day, 23% used it for 5-8 times daily, and 19% used for 1-5 times per week.

Regarding the previous online revenge behaviour of the British sample, 79 respondents admitted to committing online revenge before with 39%. With 45% committing online revenge once, 24% twice, and 31% committed online revenge more than three times. Therefore, this finding tends to support H15 which suggested that British consumers are more likely to commit online revenge that Jordanian consumers.

For the British sample respondents the most famous form of online revenge was also through Facebook with 47%, followed by vindictively complaining to a consumer website with 20.9%, twitter with 13.4%, writing a vindictive review with 10.4%, sending vindictive emails to the firm with 5.2%, spamming the firm's Facebook page with 2.2% and creating a website to damage the firm's image with .7%.

After designing the questionnaire and selecting the items that form the theoretical basis for the study, validation tests of the items used in the study has to be conducted in order to examine and confirm the relationships between the variables of the study. In the next section, the discussion and findings of the measurement validation techniques that were used in this study will be presented, followed by the ethical considerations of this research and the chapter's conclusion.

4.7. Measurement validation:

Exploratory factor analysis (EFA) using Principle component analyses (PCA) and confirmatory factor analysis (CFA):

Factor analysis aims to reduce the number or items to a more manageable size. It does so by combining together similar items or clusters so the researcher can run more statistical tests on them (Pallatnt, 2010). Furthermore, according to Field, (2009) two types of factor analysis exists, the first is the exploratory factor analysis which mainly aims to collect information regarding the variables relationships in the study. Whereby,

the second "confirmatory factor analysis" is used to confirm the relationships between these variables and is more complex in nature. Both types of factor analysis were conducted to validate the measurement of the constructs and the model used in this thesis. In this study, exploratory factor analysis was conducted first for three main reasons, first, due to the fact that the relationships between the variables had not been determined before, the use of factor analysis can help test the proposed framework. Second, because the questionnaire items are used in a new context (Jordanian and British students), factor analysis will help validate the scales used in this study. Third, because the questionnaire contains a large number of items, factor analysis can help reduce the number of items that can be used in further statistical tests. Therefore, all the independent variables scales that were used in this study we subjected to an exploratory factor analysis.

While generally there are two methods for exploratory factor analysis including principal component analysis (PCA) and factor analysis (FA). Pallant, (2010), state that although both techniques often produce similar results, PCA provides a more simple approach in addition to being the best of the two in providing an empirical summary of the data (Tabachnick and Fidell, 2007). According to Field (2009), PCA is a technique used for identifying groups or clusters of variables in order to find a way to reduce the data into a smaller and more manageable size while keeping as much of the original data as possible. Additionally, PCA can be used in the development and measurement of questionnaires. Therefore, in this study PCA was used to reduce the data into a more manageable size in addition to validate the measures. In this study, factors loading on one component can be summated into one scale, therefore, allowing the researcher to use these scales in further analysis and ensuring better representation of the concepts. Additionally, the results of the factor analysis will also improve the reliability and validity in this study.

In order to ensure that the data was suitable for factor analysis, the factorability of the data has to be tested. Pallant, (2010) notes that there are two requirements; First, a sample size of 150 and more should be sufficient, while stressing that the bigger the sample size the better, which in this case the sample is suitable since both samples are above 200 participants with a combined number of (417). Second, a Bartlett's test for sphericity score of ($p < .05$) and the Kaiser-Meyer-Olkin (KMO) standards for sampling

adequacy with .6 are the minimum requirements for a suitable factor analysis. In this study, the Bartlett's Test of Sphericity for the scales of the independent variables in the questionnaire reached statistical significance ($p < .05$) in the complete sample (N=417) and both separate samples which indicates a large correlation between the items and a suitable data for the PCA. Furthermore, all the scale items exceeded the value of (.6) for the Kaiser-Meyer-Olkin (KMO) standard as the recommended value required for a good PCA.

Table (4-9) presents the Kaiser-Meyer-Olkin (KMO) and the Bartletts test values for the independent variables of the study.

Construct & scenario #	Jordan sample (n=217)		British sample (N=200)		Complete sample (N=417)	
	KMO value	Bartlett's test (Sig.)	KMO value	Bartlett's test (Sig.)	KMO value	Bartlett test (Sig.)
Independent variables scenario 1 (severity-recovery-negative emotions, helplessness)	.769	.000	.793	.000	.811	.000
Independent variables scenario 2 (severity-recovery-negative emotions, helplessness)	.838	.000	.808	.000	.860	.000

Table (4-9): *KMO and Bartletts values for Jordan, British and complete sample*

After ensuring the suitability of the data for a factor analysis, the next step involves determining the smallest number of items that would better represent the data. This process is known as the factor extraction and will be conducted using the principal component analysis. Furthermore, there are a number of approaches for factors rotation provided by SPSS, mainly orthogonal or uncorrelated rotation which leads to easier to interpret and report data and oblique (correlated) approaches which are harder to interpret but allow the factors to be correlated. However in this study, promax (oblique) which is one of the most popular oblique techniques was used as the rotational technique because it deals with correlated measures and it's "a faster procedure designed for very large data sets" (Field, 2009, p. 644), in addition to being better at providing a clearer picture of the factors correlations (Pallant, 2010).

In the PCA for the independent variables for the complete sample (N=417), as well as the Jordan and the British samples, factors with Eigenvalues that exceeds 1 were extracted. Additionally, to retain only strong and solid factors, a cut-off loading of .60

was used (Pallant, 2010). For the complete sample (N=417), five factors were extracted for the first condition or scenario explaining 70.121% of the variance. While for the second condition also five factors were extracted explaining 76.844%. Furthermore, for the first condition (process failure) in the British sample, the initial PCA revealed the presence of five factors that explained 72.130% of the variance which is higher than the suggested proportion of 60% (Hinkin, 1998). For the British sample second condition (outcome failure), five factors were also extracted explaining 79.663% of the variance. For the Jordan sample, the PCA for the process failure condition extracted five factors that explained 68.627% of the variance. Whereby, for the outcome failure condition five factors were also extracted with 73.758% of the variance explained. Regarding the anger and frustration items, all these items loaded with betrayal in one component for all conditions and for both samples. Therefore, as shown in Table (4-10) which summarize the variance explained by each factor and the eigenvalues for each component, five factors were extracted for both scenarios in the complete, Jordan, and British samples.

Sample Value Condition	Britain (N=200)				Jordan (N=217)				Complete (N=417)			
	Eigenvalue		Variance		Eigenvalue		Variance		Eigenvalue		Variance	
	1	2	1	2	1	2	1	2	1	2	1	2
Negative emotions	5.008%	3.891%	23.849%	18.526%	4.323%	5.295%	20.586	25.215%	4.620%	5.338%	22%	25.656%
Failure severity	2.789%	2.230%	13.281%	10.617%	2.721%	2.953%	12.955%	14.063%	3.306%	2.499%	15.742%	11.901%
Power	3.590%	3.545%	17.093%	16.883%	2.536%	2.552%	12.078%	12.151%	2.570%	3.264%	12.240%	15.541%
helplessness	2.315%	1.175%	11.024%	5.594%	1.510%	1.469%	7.191%	6.996%	1.375%	1.230%	6.547%	5.858%
Recovery	1.445%	4.875%	6.883%	23.212%	3.321%	3.220%	15.816%	15.334%	2.854%	3.756%	13.593%	17.887%
Total variance explained			72.130%	79.663%			68.627%	73.758%			70.121%	76.844%

Table (4-10): *Eigenvalues & total variance explained for the samples of the study*

Aside from and anger and frustration which loaded with betrayal in all three samples and was given the name "negative emotions" as seen in table (4-10), the factor solutions for the independent variables were given their original names since all these factors loaded separately in their own dimensions. However, in the regression analysis in the

next chapter these emotions will be tested separately because of their importance in the revenge process (Gregoire et al, 2010). Therefore, the factor loadings for the independent variables have confirmed the factors structure thus, indicating high construct validity for the independent variables scales.

Complete sample (N=417)	Condition 1			Condition 2		
	α	CR	AVE	α	CR	AVE
Negative emotions	.87	0.87	0.52	.91	0.92	0.62
I felt cheated	.783 (λ)			.845 (λ)		
I felt betrayed	.77 (λ)			.847 (λ)		
I felt lied to	.84 (λ)			.89 (λ)		
I feel that the airlines/hotel attempted to take advantage of me	.780 (λ)			.83 (λ)		
I feel that the airlines/hotel tried to abuse me	.782 (λ)			.82 (λ)		
I feel angry with the airlines/hotel	.68 (λ)			.81 (λ)		
I feel frustrated with the airlines/hotel				.62 (λ)		
Recovery satisfaction	α	CR	AVE	α	CR	AVE
	.85	0.85	0.59	.93	0.93	0.77
I am satisfied with the way the airline/hotel has handled and responded to the problem (λ)	.83 (λ)			.90 (λ)		
I am satisfied with the means and procedures employed by the airline/hotel to respond to my problem (λ)	.84 (λ)			.91 (λ)		
I am satisfied by the compensation offered by the airline/hotel (λ)	.81 (λ)			.92 (λ)		
In my opinion, the airline/hotel has provided me with a satisfactory answer to this problem in this specific situation (λ)	.82 (λ)			.89 (λ)		
Power	α	CR	AVE	α	CR	AVE
	.83	0.81	0.59	.85	0.84	0.57
I would have had leverage over the airline/hotel (λ)	.74 (λ)			.78 (λ)		
I would have had the ability to influence the decisions made by the airline/hotel (λ)	.82 (λ)			.823 (λ)		
The stronger my conviction, the more I would have been able to get my way with the airline/hotel (λ)	.81 (λ)			.827 (λ)		
Because I would have a strong convection of being right, I would have been able to convince the airline/hotel (λ)	.80 (λ)			.829 (λ)		
Helplessness	α	CR	AVE	α	CR	AVE
	.84	0.85	0.66	.86	0.86	0.68
I would feel helpless (λ)	.81 (λ)			.841 (λ)		
I would feel defenseless (λ)	.79 (λ)			.79 (λ)		
I would feel powerless (λ)	.86 (λ)			.847 (λ)		
Severity	α	CR	AVE	α	CR	AVE
	.96	0.96	0.90	.97	0.97	0.92
The above scenario would cause me (1) minor problems(7) major problems (λ)	.94 (λ)			.968 (λ)		
(1)Small inconvenience (7)Major inconveniences (λ)	.97 (λ)			.969 (λ)		
(1)Minor aggravation(7)Major aggravation	.96 (λ)			.966 (λ)		

Table (4-11): *Factor loadings, CR, and AVE for complete sample (N=417)*

British Sample (N=200)	Condition 1			Condition 2		
	α	**CR**	**AVE**	**α**	**CR**	**AVE**
Negative emotions	.888	.886	.533	.84	.87	.506
I felt cheated	.886 (λ)			.79(λ)		
I felt betrayed	.844 (λ)			.72(λ)		
I felt lied to	.875 (λ)			.83(λ)		
I feel that the airlines/hotel attempted to take advantage of me	.883(λ)			.70(λ)		
I feel that the airlines/hotel tried to abuse me	.829(λ)					
I feel angry with the airlines/hotel				.81(λ)		
I feel frustrated with the airlines/hotel				.61(λ)		
Recovery satisfaction	**α**	**CR**	**AVE**	**α**	**CR**	**AVE**
	.76	.769	.455	.94	.96	.869
I am satisfied with the way the airline/hotel has handled and responded to the problem (λ)	.794 (λ)			.94 (λ)		
I am satisfied with the means and procedures employed by the airline/hotel to respond to my problem (λ)	.785 (λ)			.93 (λ)		
I am satisfied by the compensation offered by the airline/hotel (λ)	.721(λ)			.92 (λ)		
In my opinion, the airline/hotel has provided me with a satisfactory answer to this problem in this specific situation (λ)	.755(λ)			.91 (λ)		
Power	**α**	**CR**	**AVE**	**α**	**CR**	**AVE**
	.881	.861	.607	.88	.85	.598
I would have had leverage over the airline/hotel (λ)	.837 (λ)			.85 (λ)		
I would have had the ability to influence the decisions made by the airline/hotel (λ)	.793 (λ)			.85 (λ)		
The stronger my conviction, the more I would have been able to get my way with the airline/hotel (λ)	.856 (λ)			.84 (λ)		
Because I would have a strong convection of being right, I would have been able to convince the airline/hotel (λ)	.833 (λ)			.87 (λ)		
Helplessness	**α**	**CR**	**AVE**	**α**	**CR**	**AVE**
	.875	.884	.720	.89	.79	.563
I would feel helpless (λ)	.858 (λ)			.91 (λ)		
I would feel defenseless (λ)	.852 (λ)			.83 (λ)		
I would feel powerless (λ)	.883 (λ)			.93 (λ)		
Severity	**α**	**CR**	**AVE**	**α**	**CR**	**AVE**
	.981	.982	.94	.98	.95	.878
The above scenario would cause me (1) minor problems(7) major problems (λ)	.970 (λ)			.96 (λ)		
(1)Small inconvenience (7)Major inconveniences (λ)	.988 (λ)			.97 (λ)		
(1)Minor aggravation(7)Major aggravation	.982 (λ)			.97 (λ)		

Table (4-12): *Factor loadings, CR, and AVE for the British sample (N=200)*

Jordan Sample (N=217)	Condition 1			Condition 2		
	α	CR	AVE	α	CR	AVE
Negative emotions	.86	.89	.552	.93	.928	.653
I felt cheated	.736 (λ)			.850 (λ)		
I felt betrayed	.754 (λ)			.897 (λ)		
I felt lied to	.861 (λ)			.936 (λ)		
I feel that the airlines/hotel attempted to take advantage of me	.741 (λ)			.881 (λ)		
I feel that the airlines/hotel tried to abuse me	.799 (λ)			.907 (λ)		
I feel angry with the airlines/hotel	.735 (λ)			.820 (λ)		
I feel frustrated with the airlines/hotel				.623 (λ)		
Recovery satisfaction	α	CR	AVE	α	CR	AVE
	.933	.98	.938	.887	.951	.830
I am satisfied with the way the airline/hotel has handled and responded to the problem (λ)	.885 (λ)			.838 (λ)		
I am satisfied with the means and procedures employed by the airline/hotel to respond to my problem (λ)	.931 (λ)			.876 (λ)		
I am satisfied by the compensation offered by the airline/hotel (λ)	.924 (λ)			.893 (λ)		
In my opinion, the airline/hotel has provided me with a satisfactory answer to this problem in this specific situation (λ)	.914 (λ)			.846 (λ)		
Power	α	CR	AVE	α	CR	AVE
	.724	.711	.401	.781	.79	.501
I would have had leverage over the airline/hotel (λ)	.605 (λ)			.736 (λ)		
I would have had the ability to influence the decisions made by the airline/hotel (λ)	.801 (λ)			.796 (λ)		
The stronger my conviction, the more I would have been able to get my way with the airline/hotel (λ)	.768 (λ)			.791 (λ)		
Because I would have a strong convection of being right, I would have been able to convince the airline/hotel (λ)	.770 (λ)			.782 (λ)		
Helplessness	α	CR	AVE	α	CR	AVE
	.759	.767	.540	.763	.728	.472
I would feel helpless (λ)	.784 (λ)			.831 (λ)		
I would feel defenseless (λ)	.798 (λ)			.793 (λ)		
I would feel powerless (λ)	.861 (λ)			.839 (λ)		
Severity	α	CR	AVE	α	CR	AVE
	.949	.966	.917	.96	.936	.830
The above scenario would cause me (1) minor problems(7) major problems (λ)	.930 (λ)			.955 (λ)		
(1)Small inconvenience (7)Major inconveniences (λ)	.962 (λ)			.960 (λ)		
(1)Minor aggravation(7)Major aggravation	.961 (λ)			.969 (λ)		

Table (4-13): *factor loadings, CR, and AVE for the Jordan sample (N=217)*

Tables (4-11 to 4-13) highlight the factor loadings generated by the exploratory factor analysis for the independent variables for all samples and scenarios, in addition to the composite reliability (CR) scores, and the average variance extracted (AVE) which were calculated using the Amos software. These are also used to establish the convergent and discriminant validity and reliability of the scales as well be discussed in the next

sections. However, these tables' showed that the majority of the items of the independent variables loaded strongly, however, for the anger and frustration items they did not load for the British sample first condition, and the item regarding frustration did not load for the first condition of the Jordan sample. Furthermore, the fifth item in the betrayal scale did not load for only the British sample second condition. Aside from that, these tables show that all other scale items loaded very strongly which confirms the factor structure and therefore, indicating a high construct validity of these scale

After conducting the exploratory factor analysis, confirmatory factor analysis (CFA) was then used to further examine the independent variables. CFA is a more sophisticated technique used to test the structure of the variables (Pallant, 2010), and the quality of the developed model (Hair et al, 2010). CFA is also used to confirm the factor structure that was extracted from the exploratory factor analysis (EFA) (Pallant, 2010) and will also provide further evidence of the construct validity in addition to complementing some of the PCA shortcomings because it allows for assessing the developed model (Pallant, 2010). The CFA was conducted using the IBM SPSS statistics software that also includes the AMOS software, which uses the maximum likelihood technique.

As suggested by Hair, Black, Babin, and Anderson, (2010), and keeping in mind that "there are no golden rules for assessment of model fit, reporting a variety of indices is Necessary" (Hooper, Coughlan, and Mullen, 2008, P. 56). A fit model refers to the degree to which the model at hand reproduces the data or the variance-covariance matrix (Hair et al, 2010). A number of metrics were used to determine the goodness of fit for the model including the chi-square/df which "assesses the magnitude of discrepancy between the sample and fitted covariances matrices" (Hu and Bentler, 1999, P. 2) and usually is the common method for evaluating the model fit and is very appropriate for samples consisting of 200 respondents (Hair et al, 2010). The (RMSEA) or the Root-Mean-Square Error of Approximation which examines how well the model would fit the populations covariance matrix (Hooper et al, 2008). The Standardized Root-Mean-Square Residual (SRMR) represents the square root average/mean of the residuals covariance. The General Fit Index (GFI) which is another alternative to the chi-square/df, and the Comparative Fit Index (CFI) which assess the model at hand in comparison with the worst case scenario model or the "Null Model". Therefore, the

CFA included all the independent variables and it was conducted for three samples, the complete sample including both the Jordan and British participants (N=417), the British sample (N=200), and the Jordan sample (N=217) separately. The following Table (4-14) provides the results of the metrics that were used in the CFA:

Measure	Britain N(200)		Jordan N(217)		Both samples N(417)	
	Condition (1)	Condition (2)	Condition (1)	Condition (2)	Condition (1)	Condition (2)
Cmin/DF	1.367	2.003	2.143	2.054	1.294	1.666
P value for the model	.001	.000	.000	.000	.007	.000
CFI	.978	.951	.919	.935	.990	.982
GFI	.905	.837	.889	.867	.955	.937
AGFI	.874	.782	.854	.830	.940	.918
SRMR	.066	.951	.205	.206	.050	.076
RMSEA	.043	.071	.073	.070	.027	.040
Pclose	.804	.002	.000	.001	1.000	.982

Table (4-14): *CFA results for the three samples*

For the complete sample (N=417) as shown in **Table (4-14),** the results of the CFA for the first condition or scenario indicated a very good model fit (Cmin/df=1.249, GFI =0.955, CFI=0.99, RMSEA=0.027, and SRMR= 0.050). For the second condition the results also indicated a good fit (Cmin/df=1.666, GFI =0.905, CFI=0.982, RMSEA=0.040, and SRMR= 0.076). As Hair et al, (2010) recommended for an adequate fit, both the RMSEA and SRMR were below .08 and the CFI exceeded .90 for both scenarios.

For the British sample, the first condition achieved a good fit with (Cmin/df=1.367, GFI =0.905, CFI=0.978, RMSEA=0.043, and SRMR= 0.066). The second condition for the British sample achieved an adequate fit with (Cmin/df=2.003, GFI =0.837, CFI=0.951, RMSEA=0.071, and SRMR= 0.951). For this sample, the CFI for both scenarios exceeded .90. With regards to the RMSEA and SRMR values, for the first condition both values were below .08. However, for the second condition the RMSEA value was below .08 but the SRMR value was above it. Nevertheless, the values of the other measures point to an adequate fit.

Finally, for the Jordan sample the results of the CFA for the first condition indicated a moderate model fit (Cmin/df=2.143, GFI =0.889, CFI=0.919, RMSEA=0.073, and SRMR= 0.205). For the second condition the results also indicated a moderate model fit with (Cmin/df=2.054, GFI =0.867, CFI=0.935, RMSEA=0.070, and SRMR= 0.206). The CFI for both scenarios exceeds .90, however, the SRMR for both condition was above .08, despite that the scores of the other metrics point to an adequate fit. Therefore,

based on the results of the PCA and the CFA and generally the good model fits, these findings tend to confirm the high construct validity of the independent variables scales.

Furthermore, as seen earlier, **Tables (4-11 to 4-13)**. Which showed the CR and AVE scores, convergent validity was established. Convergent validity refers to the degree to which the scale at hand positively correlates with other measures of the same construct. Whereby, discriminant validity refers to the extent to which the scale at hand does not correlate with other distinct constructs. In order to measure and establish convergent and discriminnant validity, two measures were used first to calculate them. The first is the composite reliability (CR) of the scales which refers to the reliability measurement of a number of similar items, and in this study as shown in **Tables (4-11 to 4-13),** all the CR values for the scales exceeded .70 as suggested by Hair et al, (2010). This further establishes the reliability of the scales. Furthermore, the second measure is the average variance extracted (AVE), which states how much variance is captured by a construct in relation to the variance due to random measurement error (Hair et al, 2010).

Hair et al, (2010) notes that in order to establish to convergent validity, first the CR must exceed the AVE and in this study for both samples, the CR was bigger than the AVE for all of the independent variables. Second, the AVE must be above 0.50 which is the case for the majority of the items. However the AVE was below 0.50 for "power" in the first scenario of the Jordan sample and the "Helplessness" scale in the second scenario for the Jordan sample. However since it is slightly below .50 the helplessness scale can still be accepted (Hair et al, 2010). Additionally, considering that both of these scales had strong loadings and a good cronbach's alpha scores, and due to the fact that they were one of the main antecedents of revenge in the study, the researcher retained these factors to be used in further tests.

For the British sample, the AVE for the "Recovery satisfaction" scale for the first scenario was below 0.50. Nevertheless, the two conditions or scenarios were manipulated into reflecting a failed recovery effort, therefore this score does not have a large impact on the findings. However, despite some low scores, in the complete sample (N=417) convergent validity was still established.

With regards to the discriminant validity, Hair et al, (2010) state that both the maximum shared variance (MSV), and the average shared variance (ASV), should be less than the value of the AVE in order for the discriminant validity to be established. As shown in **Tables (4-15) & (4-16)** discriminant validity was established since the all the AVE scores of the scales were higher than the MSV and ASV scores.

Scale	Complete sample (N=417)					
	Condition (1)			Condition (2)		
	AVE	MSV	ASV	AVE	MSV	ASV
Negative emotions	0.52	0.087	0.030	0.62	0.12	0.032
Failure severity	0.90	0.01	0.007	0.919	0.02	0.012
Power	0.59	0.15	0.02	0.57	0.25	0.071
Recovery satisfaction	0.59	0.004	0.048	0.77	0.012	0.004
Helplessness	0.66	0.15	0.04	0.68	0.25	0.101

Table (4-15): *Discriminant validity for complete sample*

Scale	British N(200)						Jordan N(217)					
	Condition (1)			Condition (2)			Condition (1)			Condition (2)		
	AVE	MSV	ASV	AVE	MSV	ASV	AVE	MSV	ASV	AVE	MSV	ASV
Negative emotions	.533	.106	.034	.506	.155	.040	.552	.143	.073	.830	.012	.006
Failure severity	.947	.027	.009	.563	.171	.094	.917	.003	.002	.653	.047	.016
Power	.607	.166	.055	.878	.051	.021	.401	.030	.012	.830	.008	.004
Recovery satisfaction	.455	.042	.011	.598	.171	.051	.938	.130	.037	.501	.102	.032
Helplessness	.720	.166	.068	.869	.003	.001	.540	.143	.048	.472	.102	.039

Table (4-16): *Discriminant validity for the British & Jordan samples*

4.8. Testing for Common Method Bias:

After conducting a PCA and CFA as discussed in the previous section, a common method bias test was conducted in order to test for the existence of any bias in the data due to the use of a single method (Podsakoff, Mackenzie,Lee, and Podsakoff, 2003). As seen in table (4-17), two tests were conducted in order to test for bias, first Harman's single-factor test (1976) was used by conducting an un-rotated factor analysis while constraining the number of factor to one. If there was an issue, the single factor will account for the majority of the variance. However as seen in Table (4-17) the effect of common method bias is very low (less than %50) in all three samples as suggested by Podsakoff et al, (2003). In order to ensure the results of the first test, a common latent

factor test was also conducted using the Amos software. This test uses a common factor to examine the common variance for all the observed variables in the model (Podsakoff et al, 2003). The results of the common latent factor test also supported the results of the first test and minimal bias was found for using a single method. These results indicate the scientific approach that was taken in designing the survey and ensuring that respondents answered all the questions freely, without any pressure, and with the utmost anonymity.

Test used	Britain N(200)		Jordan N(217)		Complete sample N (417)	
	Condition (1)	Condition (2)	Condition (1)	Condition (2)	Condition (1)	Condition (2)
Single factor test	23.849%	23.212%	20.586%	25.215%	22%	25.656%
Common latent factor test	21.63%	7.77%	.00%	5.04%	5.89%	4.56%

Table (4-17): *Common method bias results*

4.9. Ethical considerations:

Before moving on to the next chapter and the analysis of the gathered data, it should be noted that throughout this thesis, the researcher kept an ethical basis to every step of building and gathering information, as well as writing this thesis.

First, during the process of reviewing and analyzing the previous literature for dysfunctional consumer behaviour and for consumer revenge, in addition to building the theoretical framework, the researcher made sure to acknowledge the previous findings of previous scholars and made sure to give credit to their contributions. Furthermore, the researcher throughout this thesis made sure to state that the theoretical framework of this thesis was built upon the foundations of the work of other scholars while aiming to extend their previous work and to provide a contribution to the field of dysfunctional consumer behaviour and revenge.

Second, before collecting any sorts of data for the first and the second study in this thesis, the researcher made sure to get the respondents consent for participation in this study. Additionally, all participants were clearly informed about the nature and the purposes of the study and were assured that all their answers will be used for scientific research purposes and no one will be allowed to access them. The researcher also made sure to get the approval to gain access to the respondents by asking the appropriate and responsible channels for their permission before contacting any of the participants. Finally, the researcher made sure to conduct the most suitable analytical tests to ensure

highest degree of validity and reliability to the findings of the study, in a way that would benefit the body of knowledge and the academic field.

4-10: Chapter Summary:

As this thesis examines for the first time the phenomenon of online consumer revenge in Jordan and the united kingdom of Britain, a quantitative research approach was adopted as discussed in detail in this chapter. A qualitative approach was used first to examine the online revenge process with participants who committed acts of online revenge in Jordan as seen in the previous chapter. However, a quantitative approach was used in this chapter in order to test the conceptual model of online revenge on a larger sample consisting of students from Jordan and Britain. This chapter has discussed the research design and the advantages of using this approach. The design process of the scenarios and questionnaire, the translation process and the pilot study were also discussed in detail. Additionally this chapter discussed the manner in which the instrument of the study was used to collect the data, in addition to the participants for this study. The final section of this chapter discussed the measurement techniques used to validate the scales of the study, in which PCA and CFA were used to test the independent variables of the study, as well as testing for common method bias. Measurement validation in this chapter was achieved through the use of principal component analysis and confirmatory factor analysis. The factor structure was confirmed and the convergent and discriminant validity were also established. Furthermore, the models of the study indicted a moderate to good model fits for all conditions and samples. Finally, the ethical issues regarding this research were discussed at the end of this chapter. The next chapter will provide the findings of the second empirical conducted in Jordan and the united kingdom of Britain.

Chapter 5

Data analysis and discussion

5.1. Introduction:

The main objective of this thesis was to identify the cognitive and emotional process a consumer goes through before deciding to commit online revenge. Also, this thesis aims to identify the antecedents and outcomes of this behaviour in two different countries with different cultures. As mentioned in the fourth chapter, the distribution of the survey to students from both countries produced 417 useable surveys. 200 of which were completed by participants of the British sample and 217 were completed by the Jordan sample. In order to test the proposed model, this thesis apply a number of statistical analysis techniques for the complete sample (N=417), while also testing for the differences between the Jordan sample, and the British sample, aside from the independent sample t-test which was conducted for the complete sample only (N=417).

Therefore, this chapter will start with testing the assumptions of regressions analysis, followed by the results of the correlation and hypothesis testing using Hierarchical multiple regression for the complete sample (N=417). Afterwards, the results of the mediation effects analysis are presented. The final section will cover the testing of the hypotheses concerning the cultural differences through the use of Hierarchical regression and parametric techniques (independent and paired sample T-test). Finally, a discussion of the results is presented, followed by a conclusion of the chapter.

5.2. Testing Assumptions of Factor Analysis and Regression Analysis: *(Multicollinearity & Homoscedasticity)*

Hierarchical regression analysis is suitable to use when faced with a number of independent variables in addition to a number of control variables (Field, 2009). Additionally, Hierarchical regression allows assessing the contribution of each set of variables (Pallant, 2010). Furthermore, before conducting this test, a number of assumptions have to be met as suggested by Pallant, (2010) and Field, (2009) to ensure the strength and validity of the data. The first concerns the accuracy of data, which means ensuring that the data was valid. This was done by checking the minimum and maximum values for each entry in the data set. Second, regression analysis requires that

there isn't a large number of missing data, however, since the measurement validation techniques like PCA and CFA require no missing data as seen in the previous chapter, the issue was taking care of before running the regression analysis by using only (417) usable questionnaires. In addition to that, in the cases of missing value in the data set, the mean value of the variable was used. Moreover, according to Hair et al, (2010) two more important assumptions and tests must be conducted; multicollinearity, and homoscedasticity.

With regards to multicollinearity, which refers to a situation where the independent variables of the study are highly correlated with each other (Pallant, 2010). For the first process failure condition of the complete sample (N=417), only power and helplessness were correlated with (r = -.359**, $p < 0.01$). For the second outcome failure condition, helplessness and power were again correlated with (r = -.447**, $p < 0.01$). Also, correlations were found between helplessness and severity with (r = .156*, $p < 0.05$), and power and severity with (r = -.148*, $p < 0.05$). Therefore, since these correlations are small and low, multicollinearity was not an issue (Pallant, 2010). Additionally, with regards to other indicators of multicollinearity (i.e. tolerance and the variance inflation factors), severity had a VIF of 1.010 and tolerance value of .98 which can be accepted considering the acceptable values for VIF and Tolerance are (above 10.) and (less than .10) respectively. Power had a VIF of 1.156 and tolerance value of .86, Helplessness had a VIF of 1.151 and tolerance value of .86, and Recovery satisfaction had a VIF of 1.004 and tolerance value of .99. For the second outcome condition, severity had a VIF of 1.033 and tolerance value of .96. Power had a VIF of 1.226 and tolerance value of .79, Helplessness had a VIF of 1.264 and tolerance value of .79, and Recovery satisfaction had a VIF of 1.008 and tolerance value of .99.

For the first process failure condition in the British sample, the results of the bivarite correlation tests show that the degree of correlation between the independent variables of the study (Helplessness, perceived power, recovery actions satisfaction, and failure severity) was not significant except between helplessness and power, which was still a weak correlation (r = -.276**, $p < 0.01$). For the second outcome failure condition of the British sample, small correlations were found between failure severity and Helplessness (r = .279**, $p < 0.01$), and between failure severity and power (r = -.231*, $p < 0.01$). However, between power and helplessness a medium correlation was found (r = -.448*,

$p < 0.01$). Therefore, multicollinearity was not an issue in this sample. With regards to the other indicators of multicollinearity, for the first process failure condition, severity had a VIF of 1.010 and tolerance value of .99. Power had a VIF of 1.169 and tolerance value of .85, Helplessness had a VIF of 1.139 and tolerance value of .87, and Recovery satisfaction had a VIF of 1.020 and tolerance value of .98. For the second outcome failure condition, severity had a VIF of 1.111 and tolerance value of .90. Power had a VIF of 1.277 and tolerance value of .78, Helplessness had a VIF of 1.305 and tolerance value of .76, and Recovery satisfaction had a VIF of 1.014 and tolerance value of .98. this also indicates that multicollinearity was not an issue in this sample.

With regards to the Jordan sample first process failure condition, no significant correlations were found, except for a weak one between helplessness and perceived power ($r = -.133^*$, $p < 0.01$). Similarly for the second outcome failure condition, no correlations were found between the independent variables of the study except for helplessness and power, with a weak correlation ($r = -.224^*$, $p < 0.01$). Therefore, similarly for this sample, no issues regarding the multicollinearity of the independent variables were found. With regards to the other indicators of multicollinearity, for the first process failure condition, severity had a VIF of 1.003 and tolerance value of .99. Power had a VIF of 1.043 and tolerance value of .95, Helplessness had a VIF of 1.045 and tolerance value of .95, and Recovery satisfaction had a VIF of 1.003 and tolerance value of .99. For the second outcome failure condition, severity had a VIF of 1.019 and tolerance value of .98. Power had a VIF of 1.075 and tolerance value of .93, Helplessness had a VIF of 1.083 and tolerance value of .93, and Recovery satisfaction had a VIF of 1.012 and tolerance value of .98. This also indicates that multicollinearity also didn't exist in the Jordan sample.

Homoscedasticity refers to a situation where the variance for the dependent variable is the same for all the collected data (Field, 2009). For the first process failure condition in the complete sample (N=417), homoscedasticity was achieved as seen in the following figure. The inspection of the scatter plot shows that the relationship between the residuals and the predicted variable is consistent.
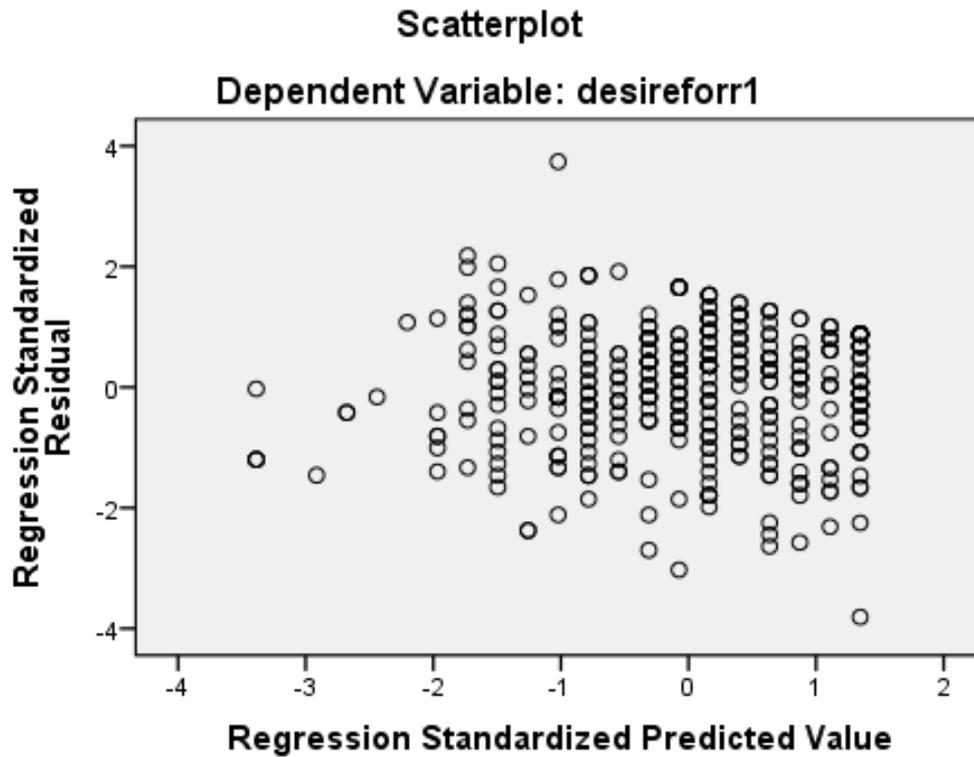
Graph (5-1): *complete sample first process failure condition*

For the second outcome failure condition in the complete sample (N=417), Homoscedasticity was also achieved as seen in the following figure (5-2). The inspection of the scatter plot shows that the relationship between the residuals and the predicted variable is also consistent.
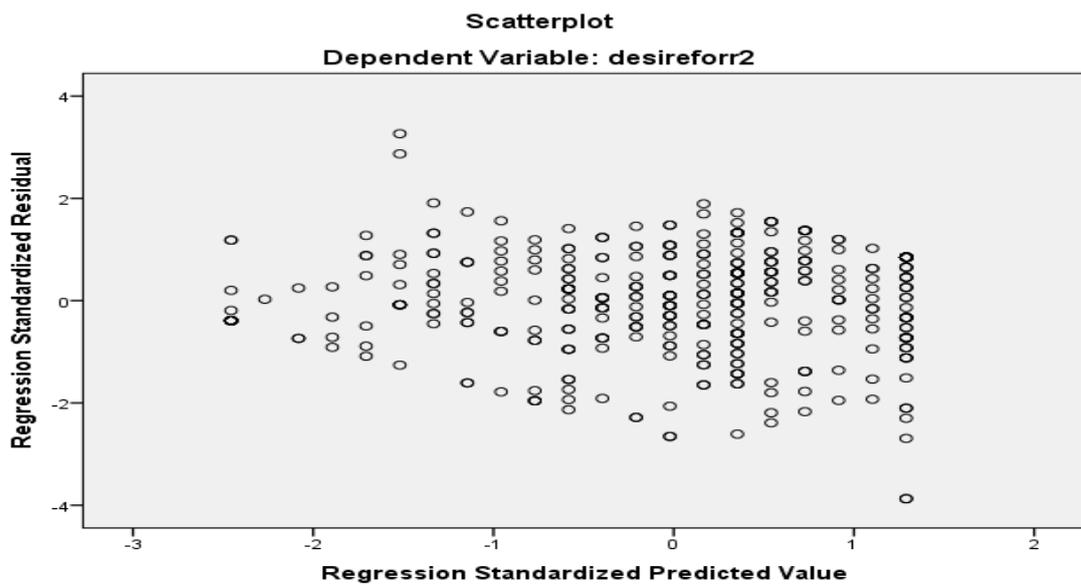
Graph (5-2): *complete sample second outcome failure condition*

For the first process failure condition in the British sample, Homoscedasticity was also achieved as seen in the following figure (5-3), which shows that the relationship between the residuals and the predicted variable is consistent.
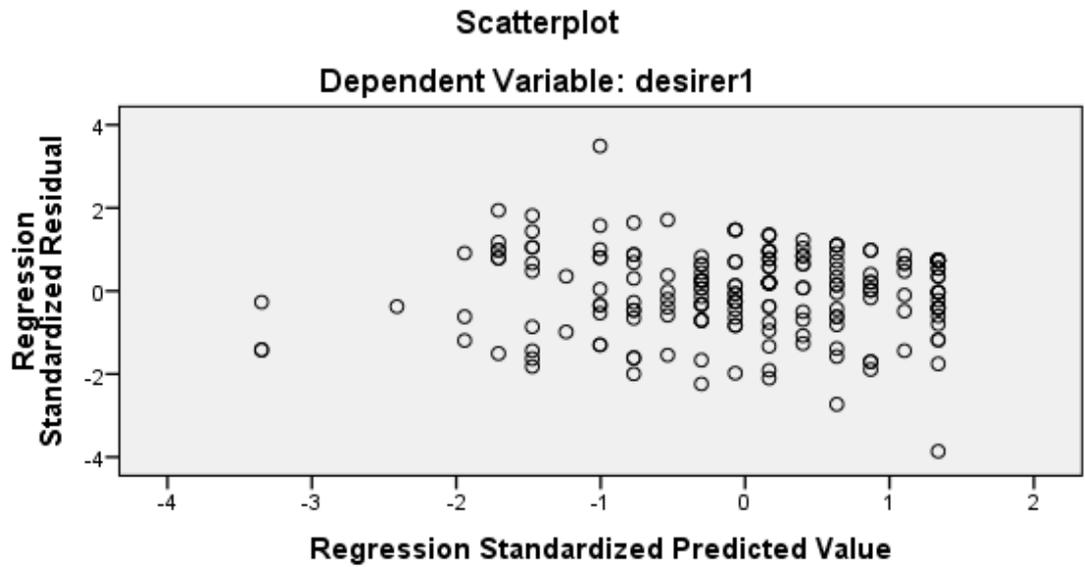
Graph (5-3): *Britain first process failure condition*
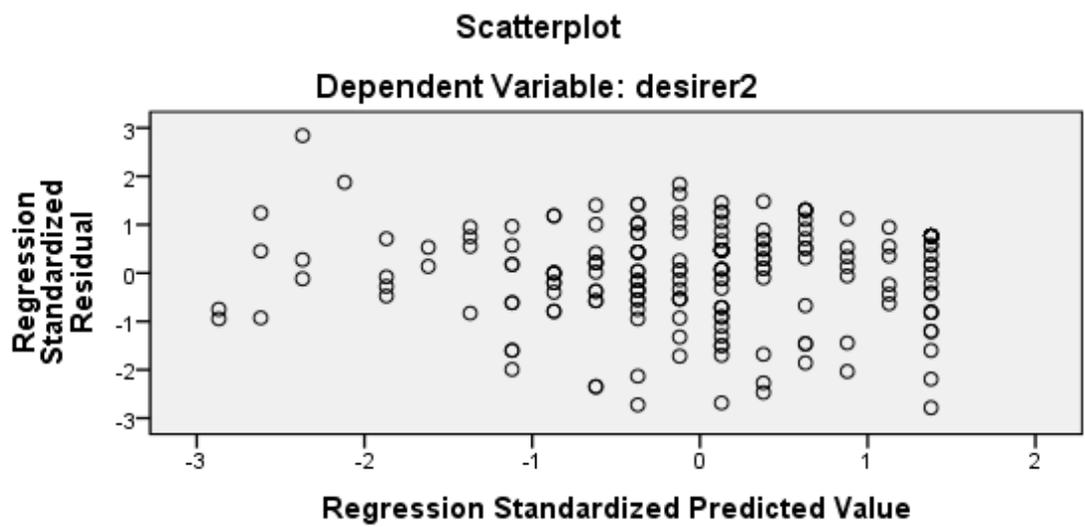
Graph (5-4): *Britain second outcome failure condition*

Similarly for the second outcome failure condition in the British sample, Homoscedasticity was achieved as seen in the following graph (5-5) since the inspection of the scatter plot shows that the relationship between the residuals and the predicted variable was consistent. Therefore, the assumption of Homoscedasticity was achieved for the British sample in both conditions.

Scatterplot
Dependent Variable: desire1
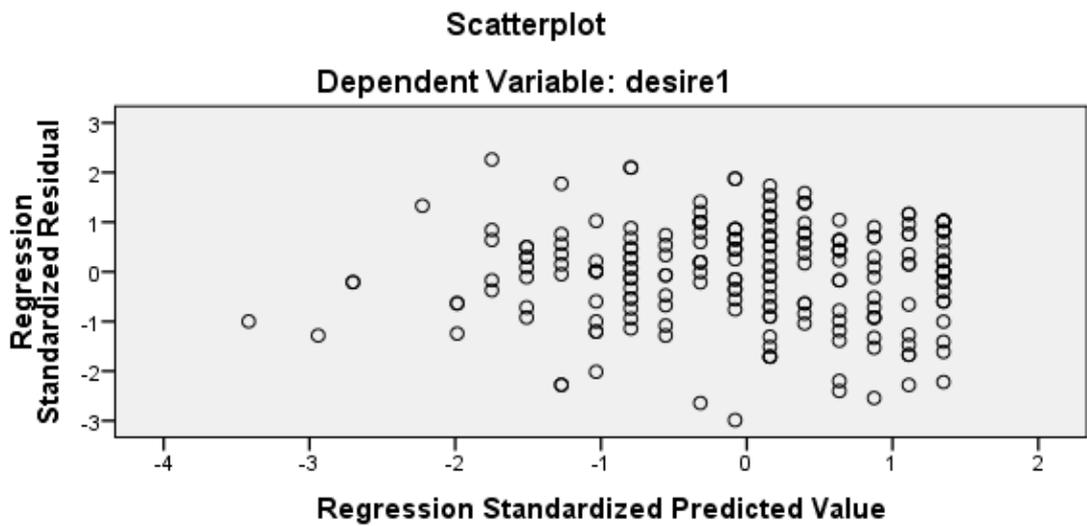
Graph (5-5): *Jordan first process failure condition*

Scatterplot
Dependent Variable: desire2
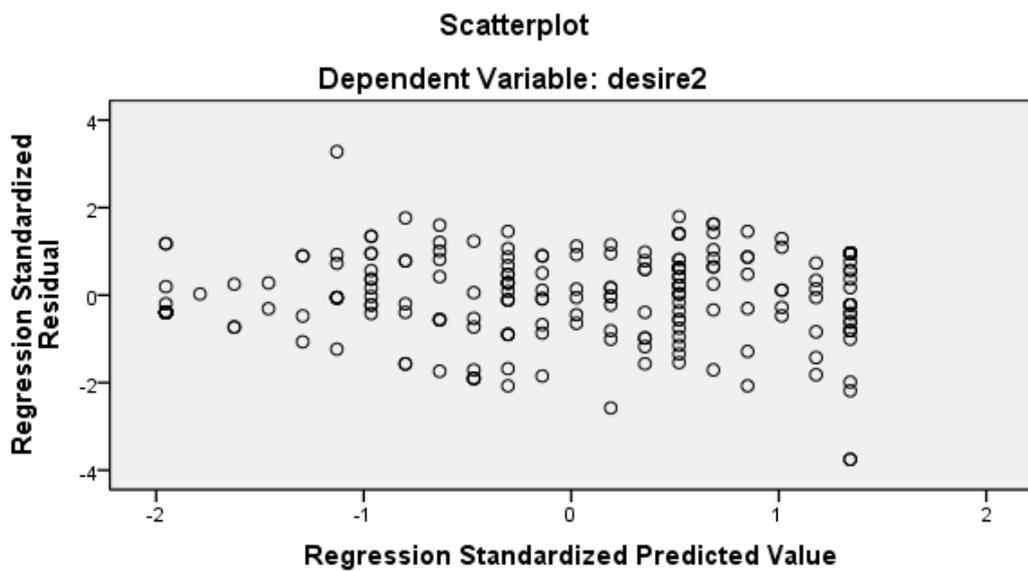
Graph (5-6): *Jordan second outcome failure condition*

For the Jordan sample, Homoscedasticity was also achieved for both conditions as seen by inspecting the scatter plots (5-5) and (5-6). Therefore, both assumptions regarding Hierarchical multiple regression were achieved.

5.3. Hypothesis testing for complete sample (N=417):

In this study, two main factors relating to the situational (type of service failure & recovery actions) and personal factors (failure severity assessment) in addition to the primary appraisal factors of power, helplessness, and recovery satisfaction along with negative emotions were hypothesized to trigger a desire for revenge and two online revenge coping options. Each one of these factors was hypothesized to have an influence in the online revenge process.

The measurement validation performed through the use of PCA and CFA in the previous chapter confirmed the factors structure and the validity and reliability of the scale items of the study. The next step is to test the relationships between the variables of the study. Bivariate correlation and Hierarchical multiple regression analysis were conducted for this purpose. Therefore, after ensuring the validity of the measures and scales used in this study and before testing the hypothesis generated in chapter two, bivariate correlation analysis was conducted using SPSS. This test was used to explore the relationships between the variables before conducting the regression analysis, since the correlation analysis only test the relationships between the variables, without identifying the dependence of one variable on another (Pallant, 2010). Moreover, the correlation analysis was conducted using the Pearson product-moment correlation coefficient (r) and preliminary tests were conducted "to ensure no violation of the assumptions of normality, linearity, and homoscedasticity" (Pallant, 2010, p. 135).

Hierarchical multiple regression which is one of the most popular forms of multiple regression was conducted next. This test assesses the degree to which the independent variables of the study predict the outcomes of the dependent variable (Tabachnick and Fidell, 2007). Multiple regressions also allows for a more detailed examination of the relationships between the variables (Pallant, 2010). This approach is more suitable for the purposes of this study since it allows the researcher to know how much variance is

explained by each independent variable while controlling for another variable (age, gender, education, internet usage).

In this study, the relationships between the variables were tested first for the complete sample (417). The next section will present the results of the Hierarchical regression, correlations, and mediation for the Complete sample (N=417), whereby, the results of the British (200) and Jordan (217) samples will be presented in section (5-4).

5.3.1 Personal Antecedents: The Role of Failure Severity, (N=417):

H1a: The stronger the consumer's perception of failure severity, the stronger the perception of helplessness.

H1b: *The stronger the consumer's perception of failure severity, the stronger the perception of power.*

H1c: *The stronger the consumer's perceptions of failure severity, the less likely consumers' are satisfied with the firm recovery efforts.*

To test for the relationship between the personal factor of failure severity and the cognitive appraisal variables of the study (perceptions of power, helplessness, failure severity and recovery actions satisfaction) in case of a process failure (condition 1), a bivariate correlation test was first conducted. The correlations between severity and helplessness, power, and recovery satisfaction were all insignificant with ($r = -.074$ $p = 0.132$) for helplessness, ($r = .082$ $p = 0.96$) for power, and ($r = -.024$, $p = 0.630$) for recovery satisfaction. Therefore, no links were found between the failure severity and the primary appraisal factors in a process failure condition.

However, due to the inability of correlations tests to explain the dependence of on variable on another (Pallant, 2010), Hierarchical regression analysis was used to examine the influence of severity on the three primary appraisal variables starting with (Helplessness) while controlling for age, gender, education, and Internet usage levels of the respondents. As seen in table (5-1), at step one, Age, gender, education, and Internet usage were introduced and only explained 2.6% of the variance in helplessness (adjusted R square = 1.7%). However, after severity was entered at step 2, the whole final model explained 3.1% of the total variance of helplessness, (adjusted R square =

2%) and F change (5, 411) = 2,662 p <.05, and this model was significant. Severity explained an additional .05%, F change (1, 411) = 2,085 p =.150. However, in the final model, only gender was significant statistically with helplessness with (beta=-131, p <.005).

Variable	Step one (Beta)	Step two (Beta)
Age	.089	.086
Gender	- .131	-.131
Education	.-026	-.023
Internet use	-.006	-.008
Failure severity		-.070
R^2	.026	.031
adj R^2	.017	.020
R^2 change	.026	.005
F change	4,412	1,411
Sig. F change	.026	.0150

Table (5-1): *severity on helplessness (process failure)*

With regards to the influence of failure severity on power as seen in table (5-2), and following a similar procedure, Age, gender, education, and Internet usage were entered at step 1, insignificantly explaining .005% (adjusted R square -= .005%) of the variance in 'power'. After severity was entered at step 2, the model explained 1.2% of the total variance of power, (adjusted R square = .000%). Severity explained an additional .07%, F change (1, 411) = 2,796 p =.095. The final model was insignificant, F (5, 411) = .974 p =.433.

Variable	Step one (Beta)	Step two (Beta)
Age	-.038	-.035
Gender	.045	.045
Education	-.032	-.036
Internet use	-.005	-.003
Failure severity		.082
R^2	.005	.012
adj R^2	-.005	.000
R^2 change	.005	.007
F change	4,412	1,411
Sig. F change	.724	.095

Table (5-2): *severity on power (process failure)*

With regards to the influence of severity on recovery satisfaction as seen in table (5-3), Age, gender, education, and Internet usage were again entered at step 1, explaining 2.1% (adjusted R square = .012%) of the variance in 'recovery satisfaction'. After severity was entered at step 2, the second model explained 2.2% of the total variance of recovery satisfaction, (adjusted R square = .010%) and F change (1, 411), .147, p =.702.

However, the whole model was insignificant and none of the variables were statistically significant with recovery satisfaction, $F(5, 411) = 1,861$ $p = .109$.

Variable	Step one (Beta)	Step two (Beta)
Age	.038	.037
Gender	-.118	-.118
Education	.-078	-.077
Internet use	.001	.001
Failure severity		-.019
R^2	.021	.022
adj R^2	.012	.010
R^2 change	.021	.000
F change	4,412	1,411
Sig. F change	.064	.109

Table (5-3): *severity on recovery satisfaction (process failure)*

In case of an outcome failure (condition 2), a bivariate correlation test was also conducted first and the correlations between severity and helplessness were small yet significant with ($r = .156^{**}$, $p < 0.001$). Similarly, severity also had a small negative yet significant correlation with power with ($r = -.148^{**}$, $p < 0.05$). However, insignificant correlation again were found between severity and recovery satisfaction with ($r = .007$, $p = 0.895$). Like the first condition, Regression analysis was then conducted used to examine the influence of severity on these variables. Again starting with helplessness, at step one, the control variables (Age, gender, education, and Internet usage) were entered and they explained 3.8% of the variance in perceived helplessness (adjusted R square = 2.9 %). In the final model, the failure severity explained 6% of the total variance, (adjusted R square = 4.9%) and F change $(5, 411) = 5.260$, $p < .001$. Severity explained an additional 2.2%, F change $(1, 411) = 9,774$, $p = .002$. Also, in the final model, age, gender, and severity were all statistically significant statistically with helplessness with severity having the higher beta value with (beta=.151, $p < .05$), followed by (beta=.107, $p < .05$) for age, and (beta= -.135, $p < .05$) for gender as shown in table (5-4).

Variable	Step one (Beta)	Step two (Beta)
Age	.095	.107**
Gender	-.154	-.135**
Education	-.006	-.005
Internet use	.054	.060
Failure severity		.151**
R^2	.038	.060
adj R^2	.029	.049
R^2 change	.038	.022
F change	4,412	1,411
Sig. F change	.003	.002

Table (5-4): *severity on helplessness (outcome failure)*

Regarding the influence of failure severity on power in an outcome failure (condition 2), Age, gender, education, and Internet usage explained 1.7 % (adjusted R square -= .007%) of the variance in 'power'. At step 2, severity explained 3.6% of the total variance of power, (adjusted R square = 2.4 %). Severity explained an additional 1.9%, F change (1, 411) = 8.226, p <.05. The final model was significant, F (5, 411) = 3.083 <.05, with severity having a statistical significance with power with (beta= -.140, p <.05) as seen in table (5-5).

Variable	Step one (Beta)	Step two (Beta)
Age	.004	-.007
Gender	.097	.080
Education	.075	.074
Internet use	-.043	-.049
Failure severity		-.140**
R^2	.017	.036
adj R^2	.007	.024
R^2 change	.017	.019
F change	4,412	1,411
Sig. F change	.135	.010

Table (5-5): *severity on power (outcome failure)*

Finally, with regards to the influence of severity on recovery satisfaction in an outcome failure condition (condition two), at step one the control variables explained 1.6% (adjusted R square = .007%) of the variance in 'recovery satisfaction'. At step two, failure severity also explained 1.6% of the total variance of recovery satisfaction, (adjusted R square = .004%) and F change (5, 411) =1,356 p =.240. severity didn't explain any additional variance, F (1, 411) = .050, p =.824. However, both models here were again insignificant with none of the variables having statistically significant relationships with recovery satisfaction, as seen in table (5-6).

Variable	Step one (Beta)	Step two (Beta)
Age	.079	.080
Gender	- .017	-.016
Education	.-096	-096
Internet use	.036	.036
Failure severity		.011
R^2	.016	.016
adj R^2	.007	.004
R^2 change	.016	.000
F change	4,412	1,411
Sig. F change	.152	.824

Table (5-6): *severity on recovery satisfaction (outcome failure)*

Based on these findings it appears that H1c was rejected for both conditions with no apparent relationship between the severity of the service failure and the recovery satisfaction. Whereas, H1a and H1b were rejected for the first process failure condition

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and supported for the outcome failure condition suggesting that the severity of the service failure tend to influence the perceptions of power and helplessness more strongly in an outcome failure condition.

5.3.2 The cognitive appraisal factors and perceived betrayal, (N=417):

H1d: *The stronger the consumer's perception of failure severity, the stronger the negative emotions of betrayal.*

H3A: *The stronger the perceptions of helplessness, the stronger the negative emotions of betrayal.*

H4a: *The stronger the perception of power, the stronger the negative emotions of betrayal.*

H5: *The recovery actions satisfaction will negatively influence consumers' negative emotions of betrayal*

To test for the influence of the primary appraisal factors (perceptions of power, helplessness, and recovery actions satisfaction) in addition to severity on perceived betrayal in case of a process failure (condition 1), a bivariate correlation test was also conducted first and it indicated a correlation between helplessness and betrayal ($r = .239**, p < 0.01$), and failure severity and betrayal, ($-138**, p < 0.05$). With regards to the correlations between recovery action satisfaction, Power, and betrayal, No significant correlations were found between the two factors and betrayal with ($r = -.45, p = 0.360$) for recovery and ($r = .57, p = 0.246$) for power.

As seen in table (5-7) Regression analysis was again used to examine the influence of these variables (Helplessness, power, recovery satisfaction and the service failure severity) to predict perceived betrayal while controlling for age, gender, education, and Internet usage levels of the respondents. Furthermore, age, gender, education, and Internet usage were entered at step 1, explaining only 1.5% (adjusted R square = .005%) of the variance in 'perceived betrayal'. After the primary appraisal variables were entered at step 2, they explained 11.3% of the total variance of the model (adjusted R square = 9.5%), R squared change =9.8%, and F change (4, 408) =11.291, $p < .001$. The final model was significant, $F (8, 408) = 6.490, p < .001$. In the final model, failure

severity, power, and helplessness were significant statistically with the perceived betrayal with helplessness having the higher beta value (beta=292, $p < .001$), followed by power (beta=.173, $p < .05$) and failure severity (beta=-.129, $p < .05$).

Variable	Step one (Beta)	Step two (Beta)
Age	.073	.052
Gender	.027	.052
Education	.-080	-.065
Internet use	-.059	-.059
Helplessness		.292**
Failure severity		-.129**
Power		.173**
Recovery satisfaction		-.055
R^2	.015	.113
adj R^2	.005	.095
R^2 change	.015	.098
F change	4,412	4,408
Sig. F change	.191	.000

Table (5-7): *primary appraisals & betrayal (Process failure)*

With regards to the influence of the (perceptions of power, helplessness, failure severity and recovery actions satisfaction) on perceived betrayal in case of an outcome failure (condition 2), a bivariate correlation test was also conducted first. A significant correlation of ($r = .308**$, $p < 0.01$) was found between helplessness and betrayal. However, no significant correlations were found between the other three primary appraisal variables and betrayal in the second condition with ($r = -.023$, $p = 0.635$) for power, ($r = .0.24$, $p = .629$), for recovery satisfaction, and ($r = -.029$ $p = 0.554$) for failure severity. Like the first condition, regression analysis was then conducted to examine the influence of these variables on perceived betrayal. As seen in table (5-8), Age, gender, education, and Internet usage were entered at step one explaining only 1.1% of the variance in perceived betrayal (adjusted R square = .001%). At step 2, the independent variables explained 11.8% of the total variance, (adjusted R square = 10.1%). R squared change =10.7%, and F change (4, 408) =12.433, $p < .001$. The final model was also significant, $F (8, 408) = 6.847$, $p < .001$. In the final model, power, and helplessness were statistically significant statistically with perceived betrayal with helplessness having the higher beta value (beta=.371, $p < .001$) and (beta=.135, $p < .05$) for perceived power.

Variable	Step one (Beta)	Step two (Beta)
Age	.060	.017
Gender	- .069	-.033
Education	.033	.026
Internet use	.022	.004
Helplessness		.371**
Failure severity		-.069
Power		.135**
Recovery satisfaction		.016
R^2	.011	.118
adj R^2	.001	.101
R^2 change	.011	.107
F change	4,412	4,408
Sig. F change	.340	.000

Table (5-8): *primary appraisals & betrayal (outcome failure)*

Therefore, based on these findings, H1d was supported only in the first process failure condition whereby, H3a, H4a were both supported for the two conditions. Finally, H5 was rejected for both conditions in the complete sample (N=417).

5.3.3 The Emotional Elicitation State, (N=417)

H6A: The *consumer perception of betrayal will increase the feelings of anger and frustration*

H6B: *The consumer's feelings of betrayal will increase his/her desire for revenge.*

H7A: *The consumer's feelings of anger and frustration will increase His/her desire for revenge.*

H6A, H6B, and H7A are concerned with the relationship between the negative consumer emotions of betrayal, anger, and frustration and the desire for revenge. In the case of a process failure, strong and significant correlations were found between betrayal and anger and frustration (r = .587**, $p < 0.01$), and betrayal and the desire for revenge (r = .484**, $p < 0.01$). Also, anger and frustration correlated significantly with the desire for revenge (r = .486**, $p < 0.01$).

After establishing the correlations between these variables, hierarchical regression was conducted next to test the influence of betrayal on anger and frustration for the first process failure condition. As seen in table (5-9), age, gender, education, and Internet usage first explained 2.5% of the variance in anger and frustration (adjusted R square = 1.5 %). At step 2 perceived betrayal was added and explained 35.3% of the variance in anger and frustration, (adjusted R square = 34.5%), R squared change =32.8%, and F

change (1, 411) =208,489, p <.001. The final model was significant, F (5, 411) = 44.812, p <.001. In the final model, betrayal was significant statistically with anger and frustration and had a beta of (beta=.577, p <.001).

Variable	Step one (Beta)	Step two (Beta)
Age	.098	.055
Gender	.062	.046
Education	-.106	-.059
Internet usage	-.050	-.016
Perceived Betrayal		.577**
R^2	.025	.353
adj R^2	.015	.345
R^2 change	.025	.328
F change	4,412	1,411
Sig. F change	.036	.000

Table (5-9): *betrayal on anger and frustration (process failure)*

Regarding the link between betrayal, anger, frustration and the desire for revenge also for the first condition as seen in table (5-10), age, gender, education, and Internet usage explained 2 % of the variance in desire for revenge (adjusted R square = 1.1%). At step 2, betrayal, and anger and frustration explained 32% of the total variance in the desire for revenge, (adjusted R square = 31.%). R squared change =30%, and F change (2, 410) =90.374, p <.001. The final model was again significant, F (6, 410) = 32.155, p <.001 and both perceived betrayal and anger and frustration were statistically significant with the desire for revenge with (beta=.322, p <.001) for anger and frustration and (beta=.301, p <.001) for betrayal .

Variable	Step one (Beta)	Step two (Beta)
Age	.065	.012
Gender	-.099	-.127
Education	.016	.074
Internet usage	-.076	-.042
Perceived Betrayal		.301**
Anger and frustration		322**
R^2	.020	.320
adj R^2	.011	.310
R^2 change	.020	.300
F change	4,412	2,410
Sig. F change	.077	.000

Table (5-10): *betrayal, anger and frustration on the desire for revenge (process failure)*

Regarding the second condition, In the case of an outcome failure, significant and strong positive correlations were also found between betrayal and anger and frustration

(r = .710**, $p < 0.01$), betrayal and the desire for revenge (r = .681**, $p < 0.01$), and anger and frustration with the desire for revenge (r = .567**, $p < 0.01$).Age, gender, education, and Internet usage explained 1.8% of the variance in anger and frustration at step one (adjusted R square = .008 %). At step 2 perceived betrayal explained 51.1 % of the total variance in anger and frustration, (adjusted R square = 50.6%), R squared change =49.4%, and F change (1, 411) =415,518, $p < .001$. The final model was significant, F (5, 411) = 86.056, $p < .001$. In the final model, betrayal was again significant statistically with the anger and frustration with a beta of (beta=.707, $p < .001$) in addition to age with (beta=.70, $p < .05$) as seen in table (5-11).

Variable	Step one (Beta)	Step two (Beta)
Age	.112	.070
Gender	-.062	-.014
Education	-.11	-.035
Internet usage	-.028	-.043
Perceived Betrayal		.707**
R^2	.018	.511
adj R^2	.008	.506
R^2 change	.018	.494
F change	4,412	1,411
Sig. F change	.120	.000

Table (5-11): *betrayal on anger and frustration (outcome failure)*

Regarding the link between betrayal, anger, frustration and the desire for revenge for the second outcome failure condition, Table (5-12) shows that age, gender, education, and Internet usage explained 1.1 % of the variance in desire for revenge (adjusted R square =.001%). Whereby, at step 2 betrayal, anger and frustration explained an additional 48% of the variance in the desire for revenge, (adjusted R square = 47.2%), R squared change =46.9% and F change (2, 410) =184.671, $p < .001$. Similarly to the first condition, the final model was again significant here, F (6, 410) = 62.944, $p < .001$. Perceived betrayal and anger and frustration were again statistically significant with the desire for revenge with (beta=.558, $p < .001$) for betrayal and (beta=.170, $p < .001$) for anger and frustration.

Variable	Step one (Beta)	Step two (Beta)
Age	.058	.005
Gender	-.065	-.016
Education	.045	.029
Internet usage	.015	.008
Perceived Betrayal		.558**
Anger and frustration		.170**
R^2	.011	.480
adj R^2	.001	.472
R^2 change	.011	.469
F change	4,412	2,410
Sig. F change	.337	.000

Table (5-12): *betrayal, anger and frustration on the desire for revenge (outcome failure)*

Based on the findings of the Hierarchal regression analysis, all the hypotheses (H6A, H6B, H7A) concerning the emotional elicitation stage were supported in both process and outcome failure conditions.

5.3.4: *The secondary appraisal (N=417):*

H8A: The desire for revenge will positively influence online revenge behaviours.

H10: The consumer level of perceived control will mediate the path between the desire for revenge and online revenge behaviours.

H11: The consumer perception of low levels of risk (high risklessness) will mediate the path between the desire for revenge and online revenge behaviours.

H12: The reach of the Internet will mediate the path between the desire for revenge and online revenge behaviours.

Before conducting the mediation analysis a bivariate correlation test was also conducted to determine the strength of the relationship between the variables. For the first process failure condition, the correlations between the desire for revenge and the two online revenge coping options were generally medium in strength, (r = .417**, $p < 0.01$) with problem focused online revenge and (r = .404**, $p < 0.01$), with avoidance online revenge behaviours. For the second outcome failure condition, the desire for revenge had also medium correlations with problem focused online revenge (r = .534**, $p < 0.01$), and (r = .559**, $p < 0.01$) with avoidance revenge behaviours.

With regards to the mediating variables correlations with the desire for revenge and the online revenge forms, perceived control correlation with desire for revenge for the first process failure condition was positive yet small with (r = .229**, $p < 0.01$) and also for

the second outcome failure condition with (r = .161**, $p < 0.05$). With problem focused online revenge, perceived control had a (r = .217**, $p < 0.01$) correlation in the first process failure condition and a (r = .127**, $p < 0.05$) correlation in the second outcome failure condition. With avoidance online revenge behaviours, control had a (r = .294**, $p < 0.01$) correlation in the first process failure condition and a (r = .165**, $p < 0.05$) correlation in the second outcome failure condition.

With regards to risklessness and the desire for revenge, a positive yet weak correlation was found in the first process failure condition (r = .244**, $p < 0.01$). For the second outcome failure condition also a positive yet weak correlation was found (r = .163**, $p < 0.05$). With problem focused online revenge, a positive and significant correlation was found for the first process failure condition (r = .217**, $p < 0.01$) and for the second outcome failure condition (r = .149**, $p < 0.05$). With avoidance online revenge behaviours, risklessness had a weak yet positive correlation with (r = .327*, $p < 0.05$) for the first process failure condition and (r = .171, $p < 0.05$) for the second outcome failure condition.

For reach, correlations were found between it and the desire for revenge for both conditions with (r = .335**, $p < 0.01$) for the first process failure condition and (r = .274**, $p < 0.01$) for the second outcome failure condition. With problem focused online revenge, reach had a small significant correlations with (r = .273**, $p < 0.01$) and (r = .267**, $p < 0.01$) for both conditions respectively. A small significant correlations were also found between reach and avoidance online revenge for both conditions with (r = .293**, $p < 0.01$), and (r = .236**, $p < 0.01$).

To test for the relationship between the desire for revenge and the online revenge forms, a number of variables were hypothesized to mediate the path between these two variables namely; reach, risklessness, control. Amos software was used to test for mediation effects through the bootstrapping approach which allows for a greater statistical power than the normal theory approach conducted through multiple regression analysis (Mallinckrodt, Abraham, Wei, and Russell, 2006). The bootstrap approach was also used because AMOS "directly produces bootstrapped percentile and bias-corrected confidence intervals for indirect effects"(Mallinckrodt et al, 2006, p. 375). Therefore, to conduct the mediation bootstrap test, the researcher first choose the bootstrap option and requested 2000 bootstrap samples with a 95% confidence intervals

in addition to requesting estimates of direct, indirect, and total effects as suggested by the literature (Hair et al, 2010). The researcher then began by drawing a two path diagram between the desire for revenge and the form of online revenge and included the error terms for the online revenge form variable "similar to Figure 5-1".
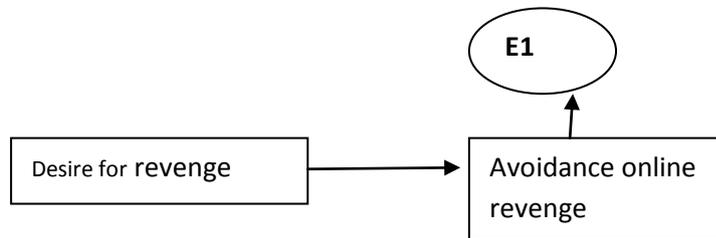
Figure 5-1: *Mediation step 1*

The researcher then started the analysis function and entered the Beta value of the path between the desire for revenge and the online revenge form in the direct column in the next table (5-13). Afterwards, the researcher drew the mediating variable along with error terms for the mediating and the dependent variable "as seen in figure 5-2" and started the analysis again. The beta value after the mediating variable was entered in the second column. Finally, the researcher then checked for the indirect effects from the matrices list provided by AMOS and entered the value in the third column.
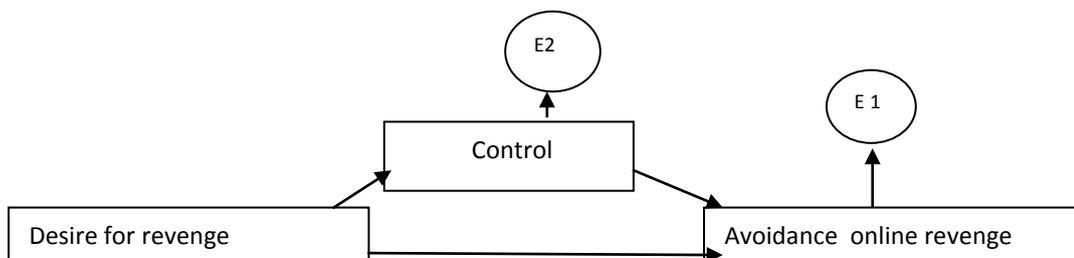
Figure (5-2): *Mediation step 2*

Regarding the sample from both countries (N=417), the following table (5-13) shows the suggested hypothesis, the direct effect between the desire for revenge and the forms of revenge, the mediated effect, the indirect effect, and the type of mediation found in addition to the examined condition. As suggested by Hair et al, (2010) for a partial mediation to occur, both the direct path (with mediator) and the indirect path have to be significant. For a full mediation to occur, the indirect effect will have to be significant, while the direct effect becomes non significant once the mediating variable is included.

For an indirect effect mediation, the indirect has to be significant with both direct effects insignificant. Finally, no mediation occurs when the indirect effect is insignificant and when the both direct effects are insignificant.

Path	Direct beta	Direct with mediator	Indirect with mediator	Type of mediation	Condition
Desire to avoidance (control)	.40***	.35**	.49**	**Partial**	**1 (process failure)**
Desire to avoidance (risk)	.40***	.34**	.59**	**Partial**	**1 (process failure)**
Desire to avoidance (reach)	.40***	.34**	.59***	**Partial**	**1 (process failure)**
Desire to problem revenge (control)	.37***	.38**	.029	**No mediation**	**1 (process failure)**
Desire to problem revenge (risk)	.37***	38**	.30	**No mediation**	**1 (process failure)**
Desire to problem revenge (reach)	.37***	.36**	.50**	**Partial**	**1 (process failure)**
Desire to avoidance (control)	.48***	.54**	.12	**No mediation**	**2 (outcome failure)**
Desire to avoidance (risk)	.48***	.54**	.13	**No mediation**	**2 (outcome failure)**
Desire to avoidance (reach)	.48***	.53**	.25	**No mediation**	**2 (outcome failure)**
Desire to problem (control)	.47***	.52**	.007	**No mediation**	**2 (outcome failure)**
Desire to problem (risk)	.47***	.52**	.10	**No mediation**	**2 (outcome failure)**
Desire to problem (reach)	.47***	.49**	.36**	**Partial mediation**	**2 (outcome failure)**

Table (5-13): *Mediation analysis results for the complete sample (N=417)*

As seen in table (5-13), H8A was supported since the path between the desire for revenge and the online revenge forms was significant. Furthermore, with regards to H10 and H11, perceived control and risklessness partially mediated the path to avoidance online revenge in case of a process failure condition only, with no mediation effects found in case of an outcome failure or regarding the path to problem focused revenge behaviours. Furthermore, with regards to H12 and the role of reach, as previously proposed in chapter two it was found to partially mediate the path to both avoidance and problem focused online revenge in case of a process failure condition . However, in case

of an outcome service failure, it partially mediated the path only to problem focused online revenge.

5.3.5: The moderating role of altruism: Complete sample (N=417)

To test for H13, "*The customer's altruism values will moderate the path between the desire for revenge and avoidance online revenge*". A moderation test was conducted using SPSS software and the moderation software package developed by Andrew Hayes (Hayes, 2008) to test for the moderation effects of altruism on the path between the desire for revenge and the avoidance online. This software allows for the dependent, independent, and the moderating variable to be entered at once. Afterwards the software performs a multiple regression analysis. This software also allows for the interaction effects to be centered and calculated manually. However, it should be noted that before conducting the moderation analysis, a correlation test was conducted and altruism didn't have any significant correlations with the desire for revenge and with any of the online revenge forms

As seen for the following **table (5-14)**, with regards to the moderation effects of the first process failure condition on the path between desire for revenge and avoidance online revenge for the complete sample (N=417). To test the moderation effects, first, the desire for revenge was added to predict change in the avoidance online revenge and it explained a good proportion of the variance, $R2 = .163$, $F (3, 413) = 24.575$, $p < .001$. In the second step the moderator was added to regression model, however, the moderator didn't explain any of the variance and the model was insignificant, $b = -.0071$, $t (413) = -.1759$, $p = .8604$. Therefore, based on the findings of the moderation analysis, no moderation effects were found for altruism on avoidance online revenge in the first process failure condition.

```
              R          R-sq           F          df1          df2              p
           .4037         .1630      24.5753       3.0000     413.0000          .0000

Model
                     coeff           se            t            p
Constant           2.7870        .0437      63.7624        .0000
Altruism           -.0033        .0446       -.0737        .9413
desire              .3998        .0468       8.5380        .0000
int_1              -.0071        .0403       -.1759        .8604

Interactions:

 Int_1     desire for revenge    X       altruism
```

Table (5-14): *altruism on avoidance online revenge (Process failure)*

For the complete sample (N=417) second outcome failure condition, the first model without the moderator was significant and it explained a proportion of the variance, R^2 = .313, $F(3, 413) = 60.806$, $p < .001$. The second model however, didn't explain any of the variance and the model was insignificant, $b = -.0041$, $t (413) = .0982$, $p = .9218$. Therefore, as shown in **Table (5-15)** no moderation effects were also found for altruism in this outcome failure condition .

```
Model Summary
              R          R-sq           F          df1          df2              p
           .5599         .3135      60.8064       3.0000     413.0000          .0000

Model
                     coeff           se            t            p
Constant           2.7823        .0406      68.5900        .0000
Altruism            .0326        .0444        .7336        .4636
Desire              .4791        .0357     13.4213        .0000
int_1               .0041        .0422        .0982        .9218

Interactions:

 Int_1     desire for revenge    X       altruism
```

Table (5-15): *altruism on avoidance online revenge (Outcome failure)*

5.4: Nationality Differences in the online revenge process:

Hypothesis	Variables	Jordan (217)		Britain (N=200)	
		Condition 1	Condition 2	Condition 1	Condition 2
H1a	Failure Severity to helplessness	Rejected	Accepted	Accepted	Accepted
H1b	Failure Severity to power	Rejected	Rejected	Rejected	Accepted
H1c	Failure Severity to recovery satisfaction	Rejected	Rejected	Rejected	Rejected
H1d	Failure Severity to betrayal	Rejected	Rejected	Accepted	Accepted
H3a	Helplessness to betrayal	Accepted	Accepted	Accepted	Accepted
H4a	Power to betrayal	Rejected	Accepted	Accepted	Accepted
H5	Recovery satisfaction to betrayal	Rejected	Rejected	Rejected	Rejected
H6a	Betrayal to anger and frustration	Accepted	Accepted	Accepted	Accepted
H6B	Betrayal to desire for revenge	Accepted	Accepted	Accepted	Accepted
H7	Anger and frustration to desire for revenge	Accepted	Rejected	Accepted	Accepted
H8A	Desire for revenge and the online revenge forms	Accepted	Accepted	Accepted	Accepted
H10	Desire -Control - avoidance online revenge	Accepted	Rejected	Accepted	Rejected
	Desire -Control – problem focused online revenge	Accepted	Rejected	Rejected	Rejected
H11	Desire –risk- avoidance online revenge	Accepted	Rejected	Accepted	Rejected
	Desire –risk- problem focused online revenge	Accepted	Rejected	Accepted	Rejected
H12	Desire --Reach – avoidance online revenge	Accepted	Rejected	Accepted	Accepted
	Desire -- Reach – problem focused online revenge	Accepted	Rejected	Accepted	Accepted
H13	Desire –Altruism— avoidance online revenge	Rejected	Rejected	Rejected	Rejected

Table (5-16): *Hypothesis results for Britain and Jordan*

After examining the relationships between the variables of the study for the complete sample (N=417), Table (5-16) presents the results of the hypothesis testing that were conducted to compare the differences between the British (N=200) and Jordan (N=217) samples (For more detail, please refer to appendix 3A & 3B). Following a similar procedure for the one conducted in sections (5-3-1) to (5-3-3), the results of the hypothesis showed a number of slight differences between the two samples. Most notably is the relationship between severity and betrayal where it was rejected for both conditions of the Jordan sample (N=217), and accepted for both conditions in the British sample (N=200). Additionally, stronger mediation effects were found in the British sample. However, in order to test the hypotheses concerning the influence of the

national culture on the online revenge process a number of analytical techniques were conducted as seen in detail in the next section.

5.4.1: T-tests:

In order to fully examine the differences in the online revenge process for the sample of the study and to test some of the hypotheses of this study, three main T-tests were conducted. First, an independent sample t-test was conducted in order to examine the differences between the Jordanian (N=217) and British (N=200) samples and test the related hypotheses. Second, a paired sample T-test was specifically conducted to test H2a and H2b and measure the influence of the type of service failure on the perception of betrayal and the desire for revenge. Finally, an another independent sample test was conducted again based on the previous online revenge behaviour of the study population in order to see if there are any differences in the perception and evaluation of the variables of the study, between the group of who committed acts of online revenge in the past, and the group who didn't. Therefore, the next sections present the results from T-tests.

5.4.1.1 Independent sample T-test based on Country:

H1E: Consumers from western cultures (British) will perceive a higher degree of severity than consumers from eastern cultures (Jordan)

H3B: Consumers from eastern cultures (Jordan) will perceive a higher degree of helplessness than consumers from western cultures (British)

H4b: Consumers from eastern cultures (Jordan) will perceive a lower degree of power than consumers from western cultures (British)

H6C: Consumers from western cultures (British) will experience more betrayal than consumers from eastern cultures (Jordan)

H7B: Consumers from western cultures (British) will experience more anger and frustration than consumers from eastern cultures (Jordan).

H8B: Consumers from western cultures (British) will experience a stronger desire for revenge than consumers from eastern cultures (Jordan)

H9: Consumers from western cultures (British) will cognitively evaluate their coping options more than consumers from eastern cultures (Jordan).

As mentioned earlier, an independent sample test was used to compare the mean scores of the British (N=200) and Jordan (N=217) samples and test the hypotheses mentioned above. However, before conducting the t-test, a number of considerations had to be made to ensure the results were valid as suggested by Pallant, (2010). First, parametric techniques require that the data is obtained from a random sample of the population. However, this is not the case for the majority of studies conducted in real life settings. Second, the T-test assumes that the dependent variables in the study are measured by a continuous scale which is the case in this study. Third, parametric techniques assume the normal distribution for the population of the study which is not the case for most social sciences research. However, these sort of techniques are tolerant with this assumption for samples larger than (N=30), which is the case for this study. Fourth, regarding the homogeneity of variance which assumes that the variances from both samples are equal, the T-test analysis provides two results for when the assumption is violated and for when it is not. Additionally, Pallant, (2010) argues that this analysis is robust to violations when the size of the samples is reasonably similar, which is the case in this study with (N=217) for the Jordan sample and (N=200) for the British sample. Fifth, regarding the Type 1 (rejecting a true hypothesis) and type 2 (accepting a wrong hypothesis) errors. To ensure that these types of errors were not made, a power of test has to be conducted to make sure that the findings were correct, and the power of the test is highly related to the sample size. Consequently, for samples larger than (N=100), the power of the test is not an issue. Therefore, after ensuring no violations were made regarding the parametric tests, an independent-samples t-test was first used to compare the mean scores of the variables of the study for the Jordan and British samples. Table (5-17) provides the mean and standard deviation scores for the two samples, along with the differences significance result and the size effect score.

To test (H1E) which concerns a higher perception of the service failure severity for the British sample, in the first process failure condition, significant differences were found between the British sample (M=1.87, SD=1.40), and the Jordan sample (M=2.19, SD=1.47; T (415) = -2.24, p=.025 two tailed). With the magnitude of the mean differences (Mean difference = -.317, 95% CI: -.393 TO -.398). The ETA (eta squared) had a small effect with (eta squared=.011). Similarly for the second outcome failure condition, significant differences were also found between the British sample (M=2.71, SD=1.61), and the Jordan sample (M=2.33, SD=1.50; T (415) = 2.46, p=.014 two

tailed). With the magnitude of the mean differences (Mean difference = .375, 95% CI:.675 TO .676). The ETA (eta squared) had a small effect with (eta squared=.014). Thus, (H1E) was supported.

Variable	Mean	St. deviation	Significance differences	ETA (size effect)
Control	3.2963 British	1.05772	Yes	0.013
	3.0576 Jordan	.94809		
Risk	2.7250 British	1.03731	Yes	0.25
	2.4217 Jordan	.83415		
Reach	3.7083 British	.89539	Yes	.066
	3.2135 Jordan	.96117		
Altruism	2.3430 British	1.26957	No	.0009
	2.4074 Jordan	.70444		
Failure severity	1.8733 British 1	1.40612	Yes	.011
	2.1905 Jordan 1	1.47425		
	2.7150 British 2	1.61629	Yes	.014
	2.3395 Jordan 2	1.50136		
Power	2.7063 British 1	.98654	Yes	.09
	3.3191 Jordan 1	.84152		
	2.7525 British 2	1.01124	Yes	.09
	3.3825 Jordan 2	.84985		
Helplessness	3.6617 British 1	1.62321	Yes	.10
	2.6452 Jordan 1	1.32852		
	3.6167 British 2	1.70778	Yes	.15
	2.3932 Jordan 2	1.30329		
Recovery satisfaction	1.3125 British 1	.45787	No	.007
	1.2327 Jordan 1	.46334		
	1.6525 British 2	.88034	Yes	.028
	1.4021 Jordan 2	.54105		
Betrayal	3.8580 British 1	.85363	No	.003
	3.8673 Jordan 1	.83914		
	3.8970 British 2	.80075	Yes	.003
	3.3696 Jordan 2	1.21289		
Anger and frustration	4.2625 British 1	.87818	Yes	.027
	3.9608 Jordan 1	.95964		
	4.1475 British 2	.83244	Yes	.12
	3.3917 Jordan 2	1.16906		
Desire for revenge	3.7525 British 1	.95964	Yes	.017
	3.4977 Jordan 1	.97926		
	3.4977 British 2	.97926	Yes	.047
	3.5242 Jordan 2	.95628		
Problem focused online revenge	3.0150 British 1	.88278	No	.003
	3.0046 Jordan 1	.86701		
	2.8988 British 2	.99814	No	.005
	2.7442 Jordan 2	1.03482		
Avoidance focused online revenge	2.7700 British 1	1.02921	No	.002
	2.8030 Jordan 1	.90527		
	2.8888 British 2	.99833	yes	..010
	2.6843 Jordan 2	.97569		

Table (5-17): *Independent sample T-test for Britain and Jordan*

With regards to H3B and the role of helplessness, significant differences were found for both conditions. For the first process failure condition the British sample had (M=3.66, SD=1.62) mean and standard deviation, and the Jordan sample had (M=2.64, SD= 1.32; T (385) = 6.96, p=.000 two tailed). With the magnitude of the mean differences (Mean difference =1.01, 95% CI: 1.301 TO 1.303). The ETA (eta squared) had a medium effect with (eta squared=.10). For the second outcome failure condition, the British

sample had a mean and a standard deviation of (M=3.61, SD=1.70), and the Jordan sample had (M=2.39, SD= 1.30; T (371) = 8.71, p=.000 two tailed). With the magnitude of the mean differences (Mean difference = 1.223, 95% CI: 1.514 TO 1.517). The ETA (eta squared) had a large effect with (eta squared=.15). Based on these findings H3B was rejected since the mean scores for helplessness were significantly higher for the British sample.

Concerning (H4B), which proposed that Jordanian consumers will perceive lower levels of power when compared to the British consumers, the first process failure condition had significant differences between the British sample (M=2.70, SD=.986), and the Jordan sample (M=3.31, SD=.841; T (392) = -6.79, p=.000 two tailed). With the magnitude of the mean differences (Mean difference =-.612, 95% CI: .435 TO .436). The ETA (eta squared) had a medium effect with (eta squared=.09). For the second outcome failure condition, significant differences were also found between the British sample (M=2.75, SD=1.01), and the Jordan sample (M=3.38, SD=.849; T (390) =-6.85, p=.000 two tailed). With the magnitude of the mean differences (Mean difference = -.629, 95% CI:.449 TO .450). The ETA (eta squared) which concerns the effect size statistics had a medium effect with (eta squared=.09). This hypothesis was rejected since the power mean scores were higher for the Jordan sample in both conditions.

Regarding (H6C), which stated that British consumers will experience stronger feelings of betrayal than Jordanian consumers, the first process failure condition saw no significant differences between the British (M=3.85, SD=.85), and the Jordan samples (M=3.86, SD= .83; T (415) = -1.12, p=.911 two tailed). With the magnitude of the mean differences (Mean difference =-.0092, 95% CI: 1.537 TO 1.538). The ETA (eta squared) had a small effect with (eta squared=.003). For the second outcome failure condition, significant differences were found between the British sample (M=3.89, SD=.80), and the Jordan sample (M=3.36, SD= 1.21; T (337) = 5.27, p=.000 two tailed). With the magnitude of the mean differences (Mean difference = 527, 95% CI: .723 TO .727). The ETA (eta squared) had a medium effect with (eta squared=.003). Therefore, based on these findings, H6C was supported only in the second outcome failure condition, with no significant influence in the first process failure condition.

Concerning H7B, which also state that British consumers will experience stronger feelings of anger and frustration. Anger and frustration had significant differences for

the first process failure condition and for the second outcome failure condition. For the first condition, the British sample had a mean and standard deviation of (M=4.26, SD=.87), and the Jordan sample (M=3.96, SD= .95; T (415) = 3.43, p=.001 two tailed). With the magnitude of the mean differences (Mean difference = .301, 95% CI: .478 TO .479). The ETA (eta squared) had a small effect with (eta squared=.027). For the second condition, significant differences were between the British sample (M=4.14, SD=.83), and the Jordan sample (M=3.39, SD= 1.16; T (390) = 7.64, p=.000 two tailed). With the magnitude of the mean differences (Mean difference = .755, 95% CI: .950 TO .952). The ETA (eta squared) had a large effect with (eta squared=.12). Therefore, H7B was supported for both conditions.

With regards H8B, which propose that the desire for revenge will be stronger for British consumers, the first process failure condition had significant differences between the British (M=3.75, SD=.97), and the Jordan sample (M=3.49, SD= .95; T (415) = 2.68, p=.007 two tailed). With the magnitude of the mean differences (Mean difference =.245, 95% CI: .4412 TO .4413). The ETA (eta squared) had a small effect with (eta squared=.017). For the second outcome failure condition, significant differences were also found between the British sample (M=3.52, SD=1.03), and the Jordan sample (M=3.02, SD= 1.21; T (412) = 4.53, p=.000 two tailed). With the magnitude of the mean differences (Mean difference = .498, 95% CI: .715 TO .716). The ETA (eta squared) had a small effect with (eta squared=.047). Therefore, H8B was also supported for both conditions.

With regards to H9, which state that British consumers will cognitively evaluate their coping options more extensively than Jordanian consumers, As seen in table (5-17), for the perceived control variable, significant differences in the scores were found between the British sample (M=3.29, SD=1.05) and the Jordan sample (M=3.05, SD=.948; T (400) = 2.41, p=.016 two tailed), with the magnitude of the mean differences (Mean difference =.238, 95% CI: .431 TO .432). The ETA (eta squared) had a small effect with (eta squared=0,013). For the risklessness variable, significant differences were also found in the scores between the British sample (M=2.72, SD=1.03) and the Jordan sample (M=2.42 , SD=.834; T (381)= 3.27, p=.001 two tailed). With the magnitude of the mean differences (Mean difference = .30, 95% CI: .483 TO .485). The ETA had a small effect with (eta squared=.025). Finally, for the reach variable, significant differences were also found between the British sample (M=3.70, SD=.895) and the

Jordan sample (M=3.21, SD=.961; T (415)= 5.42, p=.000 two tailed). With the magnitude of the mean differences (Mean difference = .49,   95% CI: .673 TO .674). The ETA (eta squared) which concerns the effect size statistics had a medium effect with (eta squared=.066). Based on these findings, (H9) was supported since significant differences were found between the British (higher mean) and Jordan (Lower mean) samples for risk, reach, and control in both conditions.

With regards to H14A, which suggests that British consumers will employ direct (problem focused) forms or revenge more often than Jordanian consumers, this hypothesis was rejected since no significant differences were found for both conditions. The first process failure condition with (M=3.01, SD= .88) for the British sample and (M=3.00, SD= .86) for the Jordan sample and with T (415) = -.121, p=.122 two tailed). With the magnitude of the mean differences (Mean difference =-.1039,   95% CI: -.178 TO .158). The ETA (eta squared) had a small effect with (eta squared=.0003). For the outcome failure (second condition), the British sample (M=2.89, SD= .99), and the Jordan sample (M=2.74, SD= 1.03; T (415) = 1.54, p=.122 two tailed). With the magnitude of the mean differences (Mean difference = -1545,   95% CI: -.350 TO .041). The ETA had a small effect with (eta squared=.005).

Concerning H14B, which suggests that Jordanian consumers will employ avoidance forms of revenge more often than British consumers, the independent t-test for avoidance online revenge behaviours saw no significant differences between the two samples for the first process failure condition. The first condition for the British sample had (M=2.77, SD= 1.02), and the Jordan sample (M=2.80, SD= .90; T (397) = 3.46, p=.729 two tailed). With the magnitude of the mean differences (Mean difference = .330,   95% CI: -.15426 TO .22026). The ETA had a small effect with (eta squared=.002). For the second outcome failure condition, significant differences were found between the British sample (M=2.88, SD= 99), and the Jordan sample (M=2.68, SD= .97; T (415) = - 2.11, p= .035 two tailed). With the magnitude of the mean differences (Mean difference = -.20442,   95% CI: -.39452 TO -.01432). The ETA here had a medium effect with (eta squared=.010). Therefore, based on these findings, H14B was also rejected.

Finally, to further test H15, which suggests that British consumers will employ commit online revenge more than Jordanian consumers, the frequency analysis supported this

hypothesis in chapter four since British consumers committed more acts of online revenge that Jordanian consumers. However, using the independent sample t-test and although no significant differences between the British and Jordan participants except in case of avoidance online revenge for an outcome failure. Despite that, the mean scores for the British sample were still higher for both forms and for both conditions as seen in table (5-17), therefore H15 was supported.

Based on these findings, significant differences were found between the British (N=200) and Jordan (N=217) samples, with higher mean scores for the British sample (N=200) regarding helplessness, severity, power, the desire for revenge, and the secondary appraisal variables of risk, reach, and control. Consequently, H1E, H7B, H8B, H9, H15 were the supported hypotheses in both conditions. Whereby, H6C was only supported in case of an outcome service failure and H3B, H4B, H14A, H14B were all rejected. These findings tend to support the findings of the hierarchal regression and mediation analysis where British participants had a stronger secondary evaluation process when compared to the Jordan participants, in addition to a stronger influence of failure severity in the British sample.

5.4.1.2 Paired sample T-test for Betrayal & desire for revenge:

After conducting an independent sample t-test for all the variables of the study, a paired sample t-test was also conducted for some of the variables (the desire for revenge and the online revenge forms) to see if there was any significant difference between these variables in the two different conditions and to test the following hypotheses: H2a ~*The type of service failure (Process, outcome) will have different positive effects on consumers' feelings of betrayal"* and H2b *"The type of service failure (Process, outcome) will have different positive effects on consumers' desire for revenge".* This type of test is very appropriate to use when faced with studies using scenarios and when a person is asked to answer questions in two different conditions (Pallant, 2010). Therefore, the paired sample t-test was used to examine the influence of the type of service failure (Process failure for condition 1 and outcome failure for condition 2) on betrayal and the desire for revenge.

For the complete sample (N=417) a seen in table (5-18), a significant decrease in the perception of betrayal scores occurred from the process failure condition (M=3.86, SD= .84) to the outcome failure condition (M=3.62, SD= 1.06), t (416) = 4.40, p = .000, (two

tailed). The decrease in the mean score was (.24029, 95% CI: .13 to .34). Whereby, the eta score was (.04), which indicates small size effect.

Variable	Mean	Std. deviation
Perceived betrayal (condition 1)	3.8628	.84511
Perceived betrayal (condition 2)	3.6225	1.06778
Mean differences = .24029 std. deviation = 1.11282 CI: Lower = .13317, Upper =.34741 t= 416, df = 4.409, sig (2-tailed .000)		

Table (5-18): *Betrayal differences for complete sample (N=417)*

For the desire for revenge differences between the two conditions also for the complete sample (N=417). A significant decrease in the consumers desire for revenge scores occurred as seen in table (5-19) from the process failure condition (M=3.61, SD= .97) to the outcome failure condition (M=3.26, SD= 1.15), t (416) = 6.67, p = .000, (two tailed). The decrease in the mean score was (.35532, 95% CI: .25 to .45). Whereby, the eta score was (.09), which indicates medium size effect.

Variable	Mean	Std. deviation
Desire for revenge (condition 1)	3.6199	.97458
Desire for revenge (condition 2)	3.2646	1.15606
Mean differences = .35532 std. deviation = 108628 CI: Lower = .25075, Upper =.45988 t= 416, df = 6.679, sig (2-tailed .000)		

Table (5-19): *desire for revenge differences for complete sample (N=417)*

For the Jordan sample (N=217) a seen in table (5-20), significant differences in the perceived betrayal scores occurred from the process failure condition (M=3.86, SD= .83) to the outcome failure condition (M=3.36, SD= 1.21), t (216) = 5.61, p = .000, (two tailed). The decrease in the mean score was (.4977, 95% CI: .32 to .67). Whereby, the eta score was (.12), which indicates a medium size effect.

Variable	Mean	Std. deviation
Perceived betrayal (condition 1)	3.8673	.83914
Perceived betrayal (condition 2)	3.3696	1.21289
Mean differences = .49770 std. deviation = 1.30471 CI: Lower = .32312, Upper =.67227 t= 216, df = 5619, sig (2-tailed .000)		

Table (5-20): *Betrayal differences for Jordan sample (N=217)*

For the British sample, (N=200) a seen in table (5-21), no significant differences in the perceived betrayal scores were found between the process failure condition (M=3.85, SD= .85) and the outcome failure condition (M=3.89, SD= .80), t (199) = -.781, p = .474, (two tailed). The decrease in the mean score was (-.039, 95% CI: -.14 to .68). Whereby, the eta score was (.0003), indicating a very small size effect.

Variable	Mean	Std. deviation
Perceived betrayal (condition 1)	3.8580	.85363
Perceived betrayal (condition 2)	3.8970	.80075
Mean differences = -.03900 std. deviation = .76840 CI: Lower = -.14614, Upper =.06814 t= 199, df = -.781, sig (2-tailed .474)		

Table (5-21): *Betrayal differences for the British sample (N=200)*

Furthermore, with regards to the desire for revenge for the Jordan sample (N=217) a seen in table (5-22), a significant decrease in the desire for revenge scores occurred from the process failure condition (M=3.47, SD= .95) to the outcome failure condition (M=3.02, SD= 1.21), t (216) = 5.69, p = .000, (two tailed). The decrease in the mean score was (.47235, 95% CI: .30 to .63). Whereby, the eta score was (.13), which indicates a medium size effect.

Variable	Mean	Std. deviation
Desire for revenge (condition 1)	3.4799	.95628
Desire for revenge (condition 2)	3.0253	1.21123
Mean differences = .47235 std. deviation = 1.22957 CI: Lower = .30783, Upper =.63687 t= 216, df = 5695, sig (2-tailed .000)		

Table (5-22): *desire for revenge differences for Jordan sample (N=217)*

For the British sample (N=200), as seen in table (5-23), a significant decrease in the desire for revenge scores also occurred from the process failure condition (M=3.75, SD= .97) to the outcome failure condition (M=3.52, SD= 1.03), t (199) = 3.62, p = .000, (two tailed). The decrease in the mean score was (.22833, 95% CI: .10 to .35). The eta score here was (.06), which indicates a small size effect.

Variable	Mean	Std. deviation
Desire for revenge (condition 1)	3.75	.97
Desire for revenge (condition 2)	3.52	1.03
Mean differences = .22833 std. deviation = 89141 CI: Lower = .10404, Upper =..35263 t= 199, df = 3.622, sig (2-tailed .000)		

Table (5-23): *desire for revenge differences for the British sample (N=200*)

To conclude, the results of the paired sample T-test show that both H2a, H2b were supported for the complete sample (N=417) with significant differences in the feelings of betrayal and the desire for revenge between the two conditions. Furthermore, for the samples separately, With regards to H2a, in the Jordan sample, significant differences were found between the two conditions in terms of perceived betrayal (M=3.86, SD= .83) for condition one (process failure) and (M=3.36, SD= 1.21) for condition two (outcome failure), and therefore, H2a was also supported for this sample. However, for the British sample, H2a was rejected since no significant differences were found between the two conditions (M=3.85, SD= .85) and (M=3.89, SD= .80).

Concerning H2b, respondents had more desire to get revenge after condition 1 (process service failure) for the complete sample (N=417) with (M=3.61, SD= .97) for condition one to condition two with (M=3.26, SD= 1.15), for the Jordan sample with (M=3.47, SD= .95) for condition one and (M=3.02, SD= 1.21) for condition two, and for the British sample with (M=3.75, SD= .97) for condition one and (M=3.52, SD= 1.03) for condition two. This finding tend to support hypothesis "H2b" and provides further support to findings of the first qualitative study which found that consumers were more willing to get revenge after a process service failure rather than an outcome failure.

The next section will examine the mean score differences between the group who committed online revenge in the past and the group who didn't.

5.4.1.3 Independent sample T-test analysis based on online revenge:

Variable	Mean	St. deviation	Significance differences	ETA (size effect)
Control	3.5522 group 1	1.00362	Yes	0.067
	2.9920 group 2	.90999		
Risk	2.9664 group 1	1.05835	Yes	0.069
	2.3781 group 2	.82845		
Reach	3.7960 group 1	.91576	Yes	.061
	3.2874 group 2	.94064		
Altruism	2.4224 group 1	1.16765	No	.0008
	2.3548 group 2	.93517		
Failure severity	1.9104 group 1	1.47571	No	.004
	2.0989 group 2	1.38747		
	1.2747 group 1	.45576	No	.001
	2.4876 group 2	1.37386		
Power	2.9142 group 1	1.00427	No	.006
	3.0777 group 2	.93998		
	2.9459 group 1	.99640	No	.008
	3.0554 group 2	1.52329		
Helplessness	3.2960 group 1	1.63026	No	.005
	2.8127 group 2	1.55788		
	3.3333 group 1	1.72116	Yes	.02
	2.8127 group 2	1.55788		
Recovery satisfaction	1.2631 group 1	.47624	No	.013
	1.4708 group 2	.66763		
	1.6306 group 1	84943	No	.0008
	1.4708 group 2	.66763		
Betrayal	3.7806 group 1	.87707	No	.004
	3.9018 group 2	.82829		
	3.7030 group 1	1.00816	No	.002
	3.5845 group 2	1.09456		
Anger and frustration	4.1530 group 1	.93637	No	.001
	4.0830 group 2	.93171		
	3.9552 group 1	.98954	Yes	.02
	3.6590 group 2	1.12096		
Desire for revenge	3.8545 group 1	.89914	Yes	.02
	3.5088 group 2	.99061		
	3.4677 group 1	1.09538	Yes	.01
	3.1684 group 2	1.17336		
Problem focused online revenge	3.2071 group 1	.87172	Yes	.10
	2.9161 group 2	.86026		
	2.9683 group 1	1.05418	yes	.01
	2.7473 group 2	.99611		
Avoidance online revenge	3.1679 group 1	.90517	Yes	.07
	2.6069 group 2	.94217		
	3.0187 group 1	.96539	Yes	.02
	2.6705 group 2	.98452		

Table (5-24): *Independent sample T-test based on online revenge*

Finally, although no particular hypothesis were generated to be tested by this technique, an independent sample test was again used to compare the mean scores of the population who committed acts of online revenge before (N=134) (i.e group one), and the population who didn't commit acts of online revenge (N=283) (i.e group two).

For the perceived control, significant differences were found between group one (avengers) (M=3.55, SD=. 90) and group two (non avengers) (M=2.99, SD= 1.0; T (415) = -5.48, p=.000 two tailed) . The magnitude of the mean differences was (Mean difference = -.56, 95% CI: . 35 TO .36). The ETA (eta squared) had a moderate effect with (eta squared=0,067). This demonstrates that avengers perceived a higher perception of control than non avengers.

For the perceived risklessness, significant differences were found in the scores between the group one (avengers) (M=2.96, SD=1.05) and group 2 (non avengers), (M=2.37, SD= .82; T (212)= -5.56, p=.000 two tailed). With the magnitude of the mean differences (Mean difference = - .58, 95% CI: -.38 TO -.40). The ETA had a moderate effect with (eta squared=.069). This finding also demonstrates that avengers perceived higher risklessness than non avengers.

Similarly for reach, significant differences were found between group one (avengers) (M=3.79, SD=.91) and group two (non avengers) (M=3.28, SD=.94; T (415)= -5.20, p=.000 two tailed). With the magnitude of the mean differences (Mean difference = - .50,   95% CI: -.316 TO -.317). The ETA (eta squared) had a medium effect with (eta squared=.061).

For altruism, no significant differences were found between group one (avengers) (M=2.42, SD=1.1) and group two (non avengers) (M=2.35, SD=.93; T (216) = -.587, p=.558 two tailed). With the magnitude of the mean differences (Mean difference = - .067,   95% CI: .14 TO .15). The ETA (eta squared) had a very small effect with (eta squared=.0008).

For the service failure severity in the first process failure condition, no significant differences were found between group one (avengers) (M=1.91, SD=1.38), and group two (non avengers) (M=2.09, SD=1.47; T (415) = 1.24, p=.215 two tailed). With the magnitude of the mean differences (Mean difference = .188,   95% CI: .480 TO .486). The ETA (eta squared) had a small effect with (eta squared=.004). Similarly, in the second outcome failure condition no significant differences were found for group one (avengers) (M=2.48, SD=1.37), and group two (non avengers) (M=2.53, SD=1.65; T (415) = .287, p=.774 two tailed). With the magnitude of the mean differences (Mean difference = .47,   95% CI: .35 TO .37). The ETA (eta squared) had a small effect with (eta squared=.001).

For recovery actions satisfaction in the first process failure condition, no significant differences between group one (avengers) (M=1.26, SD=.45) and group two (non avengers) (M=1.27, SD=.47; T (415) = 2.41, p=.810 two tailed). With the magnitude of the mean differences (Mean difference =.116,   95% CI: .106 TO .108). The ETA (eta squared) had a small effect with (eta squared=.013). Also for the second outcome failure condition, no significant differences were found between group one (avengers) (M=1.63, SD=.84), and group two (non avengers) (M=1.47, SD=.66; T (213) = -1.91, p=.057 two tailed). With the magnitude of the mean differences (Mean difference = -.159,   95% CI: .004 TO -.009). The ETA (eta squared) here also had a small effect (eta squared= .0008).

For perceived power in the first process failure condition, no significant differences between group one (avengers) (M=2.91, SD=1.00) and group two (non avengers) (M=3.07, SD=.93; T (415) = 1.62, p=.105 two tailed). With the magnitude of the mean differences (Mean difference =.163,   95% CI: .361 TO .366). The ETA (eta squared) had a small effect with (eta squared=.006). Similarly for the second outcome failure condition, no significant differences were found between group one (avengers) (M=2.94, SD=.99), and group two (non avengers) (M=3.14, SD=.96; T (415) = 1.93, p=.054 two tailed). With the magnitude of the mean differences (Mean difference = -.198,   95% CI: .39 TO .40). The ETA (eta squared) here also had a small effect (eta squared= .008).

For helplessness, the first process failure condition saw no significant differences between group one (avengers) (M=3.29, SD=1.63) and group two (non avengers) (M=3.05, SD= 1.52; T (415) = - 1.47, p=.142 two tailed). With the magnitude of the mean differences (Mean difference = -.240,   95% CI: .80 TO .89). The ETA (eta squared) had a small effect with (eta squared=.005). For the second outcome failure condition, significant differences were found between group one (avengers) (M=3.33, SD=1.72), and group two (non avengers) (M=2.81, SD=1.55; T (239) = -2.97, p=.003 two tailed). With the magnitude of the mean differences (Mean difference = -.52,   95% CI: -.17 TO -.18). The ETA (eta squared) here also had a small effect (eta squared= .02).

For perceived betrayal, the first process failure condition saw no significant differences between group one (avengers) (M=3.78, SD=.87) and group two (non avengers)

(M=3.90, SD= .82; T (415) = 1.36, p=.142 two tailed). With the magnitude of the mean differences (Mean difference = .121, 95% CI: .295 TO .299). The ETA (eta squared) had a small effect with (eta squared=.004). For the second outcome failure condition, no significant differences were also found between group one (avengers) (M=3.70, SD=1.00), and group two (non avengers) (M=3.58, SD=1.09; T (415) = -1.05, p=.290 two tailed). With the magnitude of the mean differences (Mean difference = -.118, 95% CI: .95 TO .101). The ETA (eta squared) here also had a small effect (eta squared= .002). .

With regards to anger and frustration, no significant differences were found for the two groups in both conditions. For the first process failure condition, group one (avengers) (M=4.15, SD=.93), and group two (non avengers) (M=4.08, SD= .93; T (415) = -.715, p=.475 two tailed). With the magnitude of the mean differences (Mean difference = -.069, 95% CI: .122 TO .123). The ETA (eta squared) had a small effect with (eta squared=.001). For the second outcome failure condition, group one (avengers) had a mean and standard deviation of (M=3.96, SD= 1.12), and group two (non avengers) had (M=3.65, SD= .98 ; T (415) = -3.42, p=.009 two tailed). With the magnitude of the mean differences (Mean difference = -.296, 95% CI: -.073 TO - .082). The ETA (eta squared) had a large effect with (eta squared=.02).

With regards to the desire for revenge, the first process failure condition saw significant differences between group one (avengers) (M=3.85, SD=.99), and group two (non avengers) (M=3.50, SD= .98; T (415) = -3.42, p=.001 two tailed). With the magnitude of the mean differences (Mean difference =-.345, 95% CI: -.14 TO -.15). The ETA (eta squared) had a small effect with (eta squared=.02). Similarly For the second outcome failure condition, significant differences were found between group one (avengers) (M=3.46, SD=1.09), and two (non avengers) (M=3.16, SD= 1.77; T (415) = -2.48, p=.013 two tailed). With the magnitude of the mean differences (Mean difference = -.299, 95% CI: -.62 TO -.67). The ETA (eta squared) had a small effect with (eta squared=.01).

For problem focused online revenge behaviours, significant differences were found between group one (avengers) (M=3.02, SD=.87), and group two (non avengers) (M=2.91, SD= .86; T (415) = 3.21, p=.001 two tailed) for the first process failure condition. With the magnitude of the mean differences (Mean difference =.29101, 95%

CI: .11293 TO .46910). The ETA (eta squared) had a medium effect with (eta squared=.10). Similarly for the second outcome failure condition, significant differences were found between the first group (avengers) (M=2.96, SD= 1.05), and the second (non avengers) (M=2.74, SD= .99; T (415) = 2.07, p=.039 two tailed). With the magnitude of the mean differences (Mean difference = .22093,   95% CI: .01170 TO .43017). The ETA (eta squared) had a small effect with (eta squared=.01).

For avoidance online revenge behaviours, significant differences were found between group one (avengers) (M=3.16, SD= .90), and group two (non avengers) (M=2.60, SD= .94; T (415) = 5.75, p=.000 two tailed) for the first process failure condition. With the magnitude of the mean differences (Mean difference = .56102,   95% CI: -.36922 TO .75282). The ETA (eta squared) had a medium effect with (eta squared=.07). For the outcome failure condition, differences were also found between the first group (avengers) (M=3.01, SD= .96), and the second (non avengers) (M=2.67, SD= .98; T (415) = 3.39, p=.001 two tailed). With the magnitude of the mean differences (Mean difference = 34816,   95% CI: .14648 TO .54984). The ETA (eta squared) had a small effect with (eta squared=.02).

Therefore, it appears that major differences were found between the two groups especially concerning the perception of risklessness, reach, control, the desire for revenge, helplessness, and online revenge. All of these factors had higher mean scores for the avengers group when compared to non avengers group. The next section will discuss the findings of this study.

5. 5. Discussion:

5.5.1: *The personal and situational factors influencing online revenge:*

Regarding the role of the type of service failure in triggering the cognitive appraisal process and eliciting different emotional responses and desires for revenge in the complete sample (N=417), H2a, H2b were supported as seen in table (5-25). Thus, indicating that the type of service failure, whether it is a process or an outcome one, tends to influence consumers' primary appraisal process, their feelings of betrayal, and their desire of revenge. From the two conditions, process service failures appeared to have a stronger influence on perceived betrayal and the desire for revenge. The findings

of the second empirical study also showed that for both the British and Jordan samples, the online revenge desires were higher for the process failure condition in comparison with the outcome failure condition for the Jordan sample as the findings of the paired sample T-test demonstrated. This finding is supported by a number of researchers (e.g. Ural, 2008; Ruyter and Wetzels , 2000; Parasurama et al, 1991), who found that process service failures influence consumer post purchase outcomes such as complaining or switching more than outcome failures. This finding also shows that the respondents from the Jordan and the British samples were more concerned and sensitive to ego involvement threats (e.g. rude employee) than to goal-incongruent threats (e.g. low quality meal). Therefore, any threats to their ego appeared to encourage stronger desires for revenge. This finding also lends support to the previous findings of the first empirical study in chapter three in which process service failures were also found to have a stronger influence than outcome failures.

Additionally, the influence of failure severity on consumers' primary appraisal process was examined. For the complete sample (N=417), the severity of the service failure was found to influence consumers' perception of helplessness after an outcome failure condition. Similarly, severity appeared to influence the consumer perception of power in an outcome failure situation only. Additionally, the severity of service failure didn't appear to have a significant influence on the recovery action satisfaction in the complete sample (N=417), which may be explained by the nature of the scenarios which were designed to represent a failed recovery effort. Generally, these findings establish the role of failure severity in triggering a primary appraisal after a service failure. Furthermore, previous findings in the service marketing context of Dalakas, (2005) and Stephens and Gwinner, (1998) which established the influence of personal characteristics and beliefs in addition to situational factors in triggering and influencing the primary appraisal process provide support for these findings. Furthermore, the influence of the failure severity on betrayal was examined and H1d was supported in the condition of a process service failure and rejected in case of an outcome service failure in the complete sample (N=417). This finding establishes the role of failure severity in triggering negative emotions such as betrayal which leads to online revenge. Previous studies of Gregoire et al, (2010) and Gregoire and Fisher, (2008) also found the severity of service failure to be a key trigger for consumer revenge. Previous studies in the area of consumer revenge have supported this link. For example, Gregoire and Fisher, (2008)

found that the severity of this service failure had a strong line with the emotions of anger and betrayal. Whereby, Gregoire et al, (2010) also found that it has a strong link with anger and indirect revenge behaviours including online complaining. Additionally, in the complete sample (N=417), severity was found only to influence betrayal in the case of process failure, which could be explained by the more severe nature of process failures such as rude waiters or unresponsiveness to the consumer complaints, when compared to the failed delivery of a product or a bad meal. A number of findings in the literature also found consumers to be more sensitive in evaluating the fairness of the process rather than the outcome of that process (Gregoire et al, 2010: Funches et al, 2009).

The severity of the service failure was also proposed to be stronger for the British participants. For the British and Jordan samples, the severity of the service failure was only found to influence the primary appraisal process by influencing helplessness in an outcome failure condition in the Jordan sample (N=217). Whereby, for the British sample (N=200), severity influenced helplessness in both conditions and power in the second outcome failure condition only. Furthermore, the link between failure severity and perceived betrayal was significant for both conditions only for the British respondents and with no significance for both conditions in the Jordan sample.

Moreover, the findings of the T-test also supported this notion and found the perceptions of severity to be significantly higher for British participants. This finding demonstrates that eastern customers are more lenient in evaluating their service encounters and service failures than western consumers. Other scholars (e.g. Chen et al, 2009: Zourrig et al, 2009a) reported similar notions relating to a stronger perception of harm for western consumers when compared to eastern consumers. However, this finding does contradicts the findings of the first study which was conducted in Jordan, which could be as a result of using scenarios and not real online avengers. Consequently, further investigation could provide some interesting insights regarding the role of culture in influencing post purchase perceptions and evaluations.

5.5.2: *Primary appraisal of online revenge*:

The findings of this thesis demonstrate that there are a number of triggers for online consumer revenge that relate to situational and personal factors. With regards to the situational factors relating to the service failure, confirming the findings of Tripp and

Gregoire, (2011) and Gregoire et al, (2010) that consumer revenge usually follows a double deviation. For the complete sample (N=417), H3A and H4A were supported for both conditions with both power and helplessness significantly influencing perceived betrayal in process and outcome failures.

Hypotheses and the related Variables		Jordan (217)		Britain (N=200)		Complete sample (N=417)	
		Condition 1	Condition 2	Condition 1	Condition 2	Condition 1	Condition 2
H1a	Failure Severity to helplessness	Rejected	Accepted	Accepted	Accepted	Rejected	Accepted
H1b	Failure Severity to power	Rejected	Rejected	Rejected	Accepted	Rejected	Accepted
H1c	Failure Severity to recovery satisfaction	Rejected	Rejected	Rejected	Rejected	Rejected	Rejected
H1d	Failure Severity to betrayal	Rejected	Rejected	Accepted	Accepted	Accepted	Rejected
H1E	Severity difference between Jordan and Britain	Supported for both conditions				Not tested	
H2A	Type of failure to betrayal	Accepted		Rejected		Accepted	
H2B	Type of failure to desire for revenge	Accepted		Accepted		Accepted	
H3a	Helplessness to betrayal	Accepted	Accepted	Accepted	Accepted	Accepted	Accepted
H3B	Helplessness difference among Britain and Jordan	Rejected for both conditions				Not tested	
H4A	Power to betrayal	Rejected	Accepted	Accepted	Accepted	Accepted	Accepted
H4B	Power difference among Britain and Jordan	Rejected for both conditions				Not tested	
H5	Recovery satisfaction to betrayal	Rejected	Rejected	Rejected	Rejected	Rejected	Rejected
H6a	Betrayal to anger and frustration	Accepted	Accepted	Accepted	Accepted	Accepted	Accepted
H6B	Betrayal to desire for revenge	Accepted	Accepted	Accepted	Accepted	Accepted	Accepted
H6C	Betrayal difference among Britain and Jordan	Rejected for condition 1 and supported for condition 2				Not tested	
H7A	Anger and frustration to desire for revenge	Accepted	Rejected	Accepted	Accepted	Accepted	Accepted
H7B	Anger and frustration difference among Britain and Jordan	Supported for both conditions				Not tested	

Table (5-25): *Hypothesis summary (1)*

In chapter two it was argued that the sense of helplessness after the service failure will be one of the most important factors of the primary appraisal state in leading consumers to feel a number of negative emotions, especially betrayal, and ultimately leading to a desire for revenge. Therefore, in this thesis, the most important primary appraisal factor

appeared to be helplessness. This finding demonstrates the role of the primary appraisal process in evoking negative emotions. In previous studies (e.g. Gelbrich, 2010; 2009) helplessness was found to arise after negative events like a service failure. Additionally, Gelbrich, (2009) found that helplessness influences negative word of mouth and vindictive complaining, and it was also found that helplessness also has a strong influence on negative emotions of anger and regret (e.g. Gelbrich, 2010). Furthermore, this finding demonstrates that from a cognitive appraisal perspective, a goal incongruent event will lead consumers to enter a primary cognitive appraisal, leading to an emotional elicitation stage (Stephens and Gwinner, 1998). Therefore, helplessness –a perception arising after a goal incongruent event (Gelbrich, 2010)- role in leading to negative emotions and in this case betrayal is supported, since all the hypothesis were significant and clear links were found between helplessness and perceived betrayal for both process and outcome failures conditions. This finding is also supported by the findings of the literature (e.g. Gelbrich, 2010: Gelbrich, 2009: Dalakas, 2005: Stephens and Gwinner, 1998),

Moreover, in direct contrast to the finding of Gregoire et al, (2010) which suggested that power will have no influence on indirect acts of revenge which according to their classification includes online revenge, the findings of this study as well as the findings in chapter three, power was found to encourage consumers to commit online revenge. In chapter two it was predicted that power will trigger the process of online revenge and lead consumers to enter an emotional elicitation state. Furthermore, in the second study significant links were found between perceived power and betrayal in both conditions for the complete sample (N=417). This finding further demonstrates the link between the primary appraisal and emotional elicitation (Stephens and Gwinner, 1998). Additionally, it appears that even with the low perception of power and helplessness, consumers were able to exert revenge in this manner due to the lack of fear of any counter-retaliation by the firm since the Internet provides consumers with a medium to get back at firms without fear or risk in addition to the empowerment provided by the online platform.

This finding could be explained by three main reasons. First, the cognitive appraisal theory state that the personal beliefs about control and ego-involvment like power will influence the cognitive appraisal process and lead to a state of emotional elicitation (Stephens and Gwinner, 1998). Second, in chapter two it was argued that the Internet

will provide powerless consumers with a medium to exert and establish power (Funches et al, 2009; Behrang et al, 2006). Third, this finding also shed a light on Gregoire et al, (2010) classification of revenge behaviours in which he suggested that third party complaining (a form of online revenge) occurs behind the firm's back therefore it is an indirect form of revenge. Based on this thesis examination of the online revenge it can be argued that this classification should be re-examined since a number of online revenge acts (vindictive complaining to the firms pages, websites, and groups) actually occur directly to the firm's face.

Furthermore, with regards to the differences in the separate samples, in the British sample (N=200), (H3A, H4A) were also supported with helplessness and power having a significant influence on the perceived betrayal in both conditions. However, for the Jordan sample (N=217), only helplessness appeared to have a significant influence on betrayal in a process failure condition. For the second outcome failure condition, helplessness and power were significant. Therefore, H3A was supported for both conditions in the Jordan sample and H4A was supported in case of an outcome failure only. Moreover, it was proposed that Jordanian participants will perceive a higher level of helplessness (H3B) and lower of perceptions of power (H4B) than British participants. However, both of these assumptions were rejected since British participants had significantly higher mean scores for (H3B) and Jordanian participants had significantly higher power scores for (H4B). This finding implies that British consumers will feel more helpless after a service failure. Whereby, Jordanian consumers will feel more power. This contrast to previous findings (e.g. Zourrig et al, 2009b; Hui and Au, 2001), could be due to the use of scenarios and not a real revenge incident. Or that the influence of the British and Jordanian cultures differs from the influence of the Chinese and Canadian culture. However, further investigation could provide some useful insights into these differences.

Finally, with regards to recovery actions satisfaction (H5), the two conditions or scenarios were manipulated to represent failed recovery actions by the firm (apology and compensation). The results of the regression analysis demonstrated that the entire hypothesis regarding the relationship between recovery action satisfaction and betrayal in both conditions were insignificant for the complete sample (N=417), this further demonstrates the reliability and validity of the developed scenarios in representing failed recovery actions and provides support of the notion that the poor recovery actions

will lead to a sense of betrayal. The findings of Tripp and Gregoire, (2011) and Gregoire and Fisher, (2008) provide further support for this finding in which both studies found that failed recovery actions are one of the main triggers for consumer revenge and online complaining.

5.5.3: *The role of emotions*:

Based on the results of the Hierarchical regression analysis, The findings of the second study for the complete sample (N=417) lend support to these emotional elicitation links where direct and significant links were found between both betrayal and anger and frustration in addition to betrayal and the desire for revenge in both conditions. These findings support the role of these emotions in evoking consumer revenge and in particular betrayal that were previously identified in the literature. For example: Tripp and Gregoire, (2011) state that the emotion of betrayal is the main reason some consumers revert to complain online in the first place, as it, along with frustration, were found to influence cases of online complaining and revenge (e.g. Tripp and Gregoire, 2011; Gregoire and Fisher, 2008; Huefner and Hunt, 2000). The second empirical study also found a direct link between anger and frustration and the desire for revenge in both conditions Generally, these findings confirm the notion and findings of previous researchers in the revenge literature (e.g Gregoire et al, 2010; Gregoire and Fishes, 2008; Bechwati and Morrin, 2003; Huefner and Hunt, 2000) that anger is a key component of any consumer revenge act. These findings also support the findings of the first empirical study in which a number of negative emotions were generated and led to a desire and actual revenge acts.

Moreover, aside from the influence of anger and frustration on the desire for revenge in the second outcome failure of the Jordan sample (N=217), all hypotheses regarding the emotional elicitation stage were supported for the British sample (N=200) and the Jordan sample, (N=217). Furthermore, the findings of the T-test showed differences in the perception of betrayal, anger, and frustration between the British and Jordan samples with the British participants experiencing stronger negative emotions. This finding also provides support to the notion suggested by Zourrig et al, (2009b) and Roseman et al, (1995) that western consumers experience stronger negative emotions than eastern consumers and thus confirm (H7B) for both conditions and H6C in case of an outcome failure.

Finally, With regards to the desire for revenge, the findings of the second empirical study provide clear links for all samples in both scenarios between the desire for revenge and online revenge coping options. Previous findings in the consumer revenge literature provide support for this link, (e.g. Gregoire et al, 2010; Gregoire and Fisher, 2006; Bechwati and Morrin, 2003). Additionally, as proposed in H8B, significant differences were found in the desire for revenge scores for the British sample (higher mean scores) when compared to the Jordan sample (Lower mean scores). This finding provides support to the notion made in chapter 2 that since western participants are more likely to experience stronger negative emotions (Zourrig et al, 2009b), they are also more likely to experience stronger desires for revenge due to the fact the desire for revenge is caused by severe negative emotions (Gregoire et al, 2010).

5.5.4 *Secondary appraisals and the mediating factors*:

The online consumer revenge model in this thesis differs from the previous conceptual models in the consumer revenge literature in showing the cognitive process a consumer goes through after having a desire to get revenge. To do so, a number of hypotheses were proposed to identify the factors that facilitate getting revenge online and to describe the path between the desires for revenge and the forms of online revenge. Those factors include the perceived risk or risklessness, reach of the Internet, perceived control, and altruism.

As seen in table (5-26), in the complete sample (N=417) and the British sample (N=200), perceived control mediated the path only to avoidance revenge behaviours in case of a process service failure with no mediating effects in any other condition. Additionally, for the Jordan sample, control partially mediated the path to both avoidance and problem focused online revenge in the first process failure condition and also with no mediation effects for the second outcome failure condition. Moreover, the results of the independent sample T-test also indicated a higher level of perceived control for participants who actually committed acts of online revenge in the past when compared to those who did not. Generally, these finding further establish the notion that control is a key element in the secondary cognitive appraisal process in which a person will evaluate their ability for coping behaviour (Dalakas, 2005: Stephens and Gwinner, 1998). Therefore, it doesn't come as a surprise that people who encountered a stressful encounter in the past will have more knowledge regarding their coping options and

strategies and perhaps will evaluate their coping options more extensively. Similarly, the perception of control was higher for the British participants when compared to the Jordan participants. This finding in particular provides support to the notion made by Zourrig et al, (2009b) that western consumers will engage more intensively than eastern consumers in the secondary appraisal process.

Hypotheses and the related Variables		Jordan (217)		Britain (N=200)		Complete sample (N=417)	
		Condition 1	Condition 2	Condition 1	Condition 2	Condition 1	Condition 2
H8A	Desire for revenge & online revenge	Accepted	Accepted	Accepted	Accepted	Accepted	Accepted
H8B	Desire for revenge difference among Britain and Jordan	Supported for both conditions				Not tested	
H9	Cognitive evaluation difference among British and Jordan	Supported for both conditions				Not tested	
H10	Desire -Control - avoidance online revenge	Accepted	Rejected	Accepted	Rejected	Accepted	Rejected
	Desire -Control - avoidance online revenge	Accepted	Rejected	Rejected	Rejected	Rejected	Rejected
H11	Desire –risk- avoidance online revenge	Accepted	Rejected	Accepted	Rejected	Accepted	Rejected
	Desire –risk- problem focused online revenge	Accepted	Rejected	Accepted	Rejected	Rejected	Rejected
H12	Desire --Reach – avoidance online revenge	Accepted	Rejected	Accepted	Accepted	Accepted	Accepted
	Desire -- Reach – problem focused online revenge	Accepted	Rejected	Accepted	Accepted	Accepted	Rejected
H13	Altruism to avoidance online revenge	Rejected for all				Rejected for all	
H14 A	Problem focused online revenge difference among Britain and Jordan	Rejected for all				Not tested	
H14 b	Avoidance online revenge difference among Britain and Jordan	Rejected for all				Not tested	
H15	British consumers will commit online revenge more that Jordanian consumers	Accepted					

Table (5-26): *Hypothesis summary 2*

These findings also provide support for the findings of the first empirical study in which a number of respondents reported to creating websites and using facebook, emails, and twitter to get back at firms. Additionally, this also provides further support to the notion that consumers seem to be affected more by process service failures and consider them to cause more harm, therefore evaluating their coping options more extensively. Moreover, these findings clearly demonstrate the consumers' preference for using the

Internet to get revenge because of its ability to help angry consumers to better express themselves and plan their revenge response better. Previous findings (e.g. Huang et al, 2011; Chen et al ,2009; Shim et al, 2001; Tonglet , 2000) tend to support this result as links between perceived control were found to influence adopting new technologies and online shopping (e.g. Huang et al, 2011; Shim et al, 2001), piracy (Chen et al ,2009) and shoplifting (Tonglet, 2000). Therefore, based on the findings of this thesis the perceived behavioural control is a key element in the secondary appraisal state of online revenge.

With regards to Risklessness, in the complete sample (N=417) it mediated the path only to avoidance online revenge in a process failure condition. However, in the separate British and Jordan samples (N=200 & N=217) it partially mediated the path to both avoidance and problem focused online revenge behaviours but again only for the first process failure condition. Similar to perceived control, significant differences in the mean scores of risklessness were also found between the avengers and non avengers group, with the previous avengers group having a higher perception of risklessness. These findings tend to confirm the risklessness of the online platform for a revenge seeking consumer. Additionally, significant differences were also found between the British and Jordan participant scores for risklessness with higher mean scores for the British participants, which could be explained by the difference in the laws and regulations that ensure the freedom of speech and regulate the work of local websites, in addition to the previous argument that western consumers will cognitively evaluate their coping options more than eastern consumers (Zourrig et al, 2009b). Further Support for these findings can be found in the dysfunctional consumer behaviour literature. For example; risklessness was found to influence online piracy or scouring (Shanahan and Hyman, 2010), and in this study they found that online piracy is increasing yearly due to the low risk involved in committing this sort of behaviour and also because of the weak regulations designed to punish the piracy activities. Additionally, a number of studies (e.g.Shanahan and Hyman, 2010; Matos et al, 2007; Fullerton and Punj, 2004: Tonglet, 2000; Albers-Millers, 1999) found that the perception of risk influences the tendency to participate in consumer misbehaviours including piracy, shoplifting, and knowingly purchasing counterfeits. Therefore, as proposed in chapter two, the notion that angry consumers will be encouraged to get revenge online in the virtual world because of the low risk involved in doing it this way was found to be supported by the findings of both studies in this thesis.

With regards to reach which appeared to be the most important factor that encourages online consumer revenge in the first study. This factor has not been examined before in the literature of dysfunctional consumer or revenge. In this thesis it was proposed that after having the desire to get revenge, the reach and accessibility of the Internet will facilitate and transform this desire into actual behaviour due to the Internet ability to carry the consumer message to a large number of people without any cost and with minimum effort on their behalf. Furthermore, in the second empirical study, reach also seemed to be the most important factor in mediating the relationship between the desire for revenge and the online revenge behaviours. These findings demonstrate the importance of this factor to the online revenge process. For the complete sample (N=417), reach mediated the path to avoidance online revenge in both process and outcome failure conditions. With regards to problem focused online revenge, reach had mediating effects in the first process failure condition only. For the British sample (N=200), reach partially mediated the path with both online revenge forms and for both conditions. Whereby, for the Jordan sample (N=217), reach partially mediated the path to both avoidance and problem focused revenge for the first process failure condition and without any effects for the second outcome failure condition. Additionally, the perception of reach was considerably higher for the avengers group when compared to non avengers as shown by the results of the T-test. Moreover, similar to risklessness and control, the perception of reach was also higher for British participants here as well, which also establishes the fact that western consumers engage in the secondary appraisal process more extensively. Therefore, these findings highlights one of the key characteristics that makes online consumer revenge possible, that is; the Internet's ability to broadcast the consumer's message to the largest possible number of people and with minimum effort and therefore exceeding any damage that can be caused by other forms of consumer revenge such as vandalism or vindictive word of mouth.

With regards to altruism, although the first study found a link between altruism and online revenge which also supported the findings of Funches et al, (2009) in which they found the consumers sometimes embody the role of an altruist when committing revenge (both qualitative studies), in the second empirical study and on a larger sample, no moderation links were found between altruism and any of the online revenge coping options in all three samples and in both conditions. This might be explained by consumers trying to justify their actions by claiming a sense of altruism encouraged

them to get revenge. The findings of Ward and Ostrom, (2006) could support this notion in which they found that a number of consumers' websites owners were masking their revenge desires by creating websites that claim to only help consumers.

To summarize, three main variables were found to partially mediate the relationship between the desire for revenge and the online revenge forms: control, risk, and reach. Those variables were found to have mediation effects in both conditions for the British sample, and only in the first condition of the Jordan and complete samples. This finding demonstrates as suggested by H9 that British respondents generally evaluate their coping options more carefully than the Jordan respondents, who seem to be more emotionally driven than the British respondents and move from desire for revenge state to actual revenge without much thought to their options.

5.6. Chapter summary:

This chapter has tested a conceptual model of online consumer revenge that explains the cognitive, emotional, and motivational process consumers go through before committing acts of online revenge. bivariate correlation analysis was used before the hypothesis testing to examine the relationships between the variables with the majority of the variables having significant relationships. Hypothesis testing was then achieved through the use of hierarchical regression while controlling for age, gender, education and Internet usage levels of the respondents. Generally, no significant effects were found for the control variables. However, the hypothesis testing revealed that the majority of the hypotheses generated in chapter two were supported aside from the recovery satisfaction and altruism. Additionally, structural equation modeling was conducted using AMOS software to test for mediation effects.

The findings of this chapter show that the process of online revenge starts after an evaluation of the severity of the service failure, in addition to the service failure itself. Afterwards, the consumer enters a primary cognitive appraisal in which an evaluation of helplessness and power, as well as the recovery actions employed by the firm to handle the service failure will occur. The findings of this chapter also show that when consumers experience and evaluate these factors, they enter a state of emotional elicitation where a number of negative emotions arise, mainly betrayal, anger, and frustration, leading them to experience a desire for revenge. At this stage and before

actually committing online revenge, the findings of this study have demonstrated for the first time the secondary appraisal process where consumers will evaluate the risk involved with each coping option, the degree to which they can or cannot perform the revenge behaviour successfully, and the reach of their online actions. After evaluating these factors, this model presented two main online revenge coping options that the consumer will choose from to cope and commit online revenge mainly; avoidance and problem coping online revenge. It was found that three main factors were partially mediating the relationship between the desire for revenge and the online revenge forms for all samples, namely risk, reach, and control. Moreover, an independent and a paired sample t-test were conducted afterwards and a significant difference was found between the respondents' desire to get revenge after a process service failure and an outcome service failure. With process service failures eliciting a stronger desire for revenge for both the British and the Jordan samples.

The main contributions of the study, the implications, limitations, and future recommendations for research are presented in the next chapter.

Chapter 6

Online Consumer Revenge: A Cognitive Appraisal Process

6.1. Introduction

The previous consumer revenge literature indicates a lack of knowledge concerning the nature of this behaviour in the online virtual context. In the first chapter, an introduction to the topic of consumer revenge was given, followed by an extensive evaluation of the literature of consumer revenge in chapter two. The examination of the literature identified a number of research gaps worthy of future investigation including the lack of studies concerning revenge in the online context, in addition to the focus on a theoretical base that does not explain the complete process of consumer revenge. Additionally, the previous literature neglected examining the cognitive process that occurs after the consumer has a desire for revenge, therefore, moving directly from a desire for revenge state to actual behaviour without any explanation of the process in which consumers evaluate their coping options. That is why this thesis aimed to identify how and why consumers use the Internet to get revenge after a service failure.

A theoretical framework based on the theory of cognitive appraisal was then adapted to present and test an online model of the consumer revenge process. This model follows a cognition-emotion-cognition-action sequence rather than the cognition-emotion-action sequence followed by the literature. Due to the lack of knowledge concerning this behaviour, a qualitative study using online interviews and documentation was conducted first in chapter three to identify the triggers, forms, and facilitators of this behaviour. Based on the findings of this study, a questionnaire was designed and validated in chapter four. The data was then collected from Jordan and Britain to test a model of online revenge that covers the entire revenge process. The findings of this second empirical study were provided and discussed in chapter five in which the majority of the proposed hypotheses were supported.

By way of consolidation, this chapter will examine how the work and findings of this thesis succeeds in answering the research questions, in addition to the degree to which the findings of this thesis contribute to the current discourse regarding the online

revenge phenomenon. Therefore, a general overview of the methodology used in this thesis is presented next, followed by the main contributions to theory and practice. The research limitations and future research suggestions are presented afterwards in the last section, before a summary of this thesis is provided.

6.2. General overview:

Online consumer revenge is an important phenomenon to firms as it directly affects their image and reputation. In this thesis, it was argued that the Internet provides a platform that increases the damage caused by a consumer revenge act, by widening the scope of the service failure incident, from one consumer to a large number of people.

It was difficult for the researcher to gain access to respondents who committed acts of online revenge on a large scale, as shown in the first empirical study (N=32). This in part helps explain the choice of using students as the population in the second empirical study (N=417). However, as previously mentioned, the student sample was mainly chosen to represent the digital natives population. Moreover, the thesis research questions were answered using both qualitative and quantitative techniques with semi-structured online interviews, documentation, and questionnaires.

Furthermore, some of the findings of this thesis confirmed the findings of the previous consumer revenge literature, such as studies by Gregoire et al, (2010), Funches et al, (2009), Gregoire and Fisher (2008), and Bechwati and Morrin, (2003). On the other hand, some of the findings of this thesis were in direct contrast to some of the findings of other previous scholars (e.g. Mdakane et al, 2012; Gregoire et al, 2010). Thereby, to summarize, using a multi-method qualitative and quantitative research design, this thesis has attempted to examine the phenomenon of online consumer revenge from a cognitive appraisal perspective. In particular, what the process of online consumer revenge is, as well as how and why angry customers resort to using the Internet to create negative publicity and purposively damage a misbehaving firm after encountering a negative experience.

In the first empirical study, a qualitative approach was used to examine the phenomenon of online consumer revenge using semi-structured online interviews with people who committed online revenge in the past, in addition to documentation. A number of arguments were made regarding the process of online revenge in chapter two, and the

majority of these arguments were supported by the findings of this study. The role of the consumer perception of power was examined and it was found that consumers' perceptions of power encouraged them to commit revenge online in a demonstration of power, which was in direct contrast to the findings of Gregoire et al, (2010) who suggested that power will not influence indirect revenge behaviours which includes online revenge. Additionally, this study revealed that the online consumer revenge process is triggered by a service failure (process/outcome) and a recovery failure. Mainly, process service failures were found to trigger online revenge acts more often than outcome service failures. Furthermore, this study revealed that consumers generally have favourable views about online revenge and tend to rationalise online revenge actions as actions taken on behalf of the greater good of other consumers.

A quantitative approach was used next in order to further test the findings of the first study and establish casual relationships on a larger sample consisting of Jordanian and British students. 15 hypotheses were used to describe the online consumer revenge process and the differences in that process between Jordanian and British students. While using the cognitive appraisal theory and the previous literature as a framework to describe these relationships, the findings of this study showed that online revenge has two sets of personal and situational triggers. Those triggers lead the consumer to enter a primary appraisal state and an emotional elicitation state in which they will experience feelings of betrayal, anger, and frustration, which will eventually lead them to form a desire for revenge. Additionally, the findings of this study established the secondary appraisal process consumers go through when evaluating their coping options.

Therefore, using a mixed method approach helped answering the research questions of this thesis, in addition to presenting and testing a conceptual model of online consumer revenge, which for the first time examines the process of consumer revenge at all of its stages. The next section will discuss in detail the contributions of this study.

6.3. The Theoretical Contributions of This Thesis:

6.3.1. Rethinking the cognitive appraisal process:

As mentioned in chapter two, a number of different scholars tried to model the process of consumer revenge behaviour (e.g. Gregoire et al, 2010; Funches et al, 2009; Zourrig et al, 2009; Gregoire and Fisher, 2008; Bechwati and Morrin, 2003) and apart from the model of Gregoire et al, (2010), which incorporated online complaining for negative

publicity, none of the previous work done on consumer revenge focuses on online consumer revenge. Furthermore, all of these models have discussed the process of consumer revenge from a justice theory perspective, therefore, a simple cognition-emotion-action view of revenge was dominant in the literature. By doing so, the consumer choice to get revenge after a desire to get revenge was formed without any explanation of the cognitive process the consumer undertakes before actually committing revenge or online revenge. Furthermore, although Gregoire et al, (2010) and Zourrig et al, (2009a) provided a framework that could be followed, the first study was conducted in the United States of America while the second was a theoretical paper which raises the issue of the generalisability of the findings. Consequently, this thesis used the theory of cognitive appraisal and coping as the basis for examining the process of online revenge.

The first main contribution of this thesis relates to its extension of the theory of cognitive appraisal and establishing that the secondary appraisal process, in which the consumer decides whether or not they could cope with the stressful situation, does not occur simultaneously with the primary appraisal process. Additionally, it does not occur before the emotional elicitation stage as previously suggested (e.g. Zourrig et al, 2009; Dalakas, 2005; Stephens and Gwinner, 1998; Lazarus, 1991). Instead the online revenge process followed a cognition-emotion-cognition-action sequence as seen in the findings of this thesis. In which the primary appraisals after a service failure led directly to negative emotions including betrayal, anger, frustration, and eventually a desire for revenge. After this desire for revenge, the findings of this thesis also demonstrated that three mediating factors (risk, reach, control) will influence the path to online revenge.

Furthermore, even though this theory has been adapted to a number of different contexts including complaint behaviour (Stephens and Gwinner, 1998) and even consumer revenge (Zourrig et al, 2009a), this is the first time in the consumer revenge literature that this theory has been used and empirically tested. Consequently, the adaptation of this theory to the consumer revenge literature has allowed for examining the complete process of online revenge for the first time. Consequently, this model developed here detailed the entire process of online revenge. As seen by the findings of the first and the second study, the online revenge process included all of the stages suggested by this theory. Moreover, this adaptation specifically allowed for identifying and establishing that after experiencing the desire for revenge, consumers will evaluate their coping

options, and will be encouraged to commit revenge online because of its high reach, higher control, and risklessness, factors that were examined for the first time in this literature. Aside from the work of Gregoire et al, (2010), which only incorporated power after a desire for revenge is formed, all of theoretical models of consumer revenge went directly from a desire for revenge state to an actual revenge state without any explanation of the cognitive process through which a consumer will evaluate his/her coping option. Despite the significance provided to the literature and to managers by the identification of this state of the revenge process. Therefore, the findings of this thesis established for the first time that consumers will also evaluate the risklessness, control, and the reach of their actions when considering committing online revenge. Furthermore, these factors were predicted to have a significant influence on the online revenge process, and appeared to enhance and encourage this behaviour in the two empirical studies of this thesis. The success of these factors in encouraging acts of online revenge can be attributed to the highly interactive and rare features of the online medium. Additionally, the results of this thesis established that consumers who committed acts of revenge in the past, were familiar with these three characteristics of the online medium, and even appeared to have stronger perceptions of these variables when compared to the group of respondents who didn't commit online revenge before. Moreover, this finding also contributes to the theory of cognitive appraisal, by showing that in the secondary appraisal process, consumers will evaluate factors other than the broadly identified in the theory as the blame and future expectancy evaluations. Although the coping potential element in the theory of cognitive appraisal was established, since it's strongly related to perceived behavioural control. The role of the risklessness of the act, in addition to the reach of the Internet has also been established in this thesis as factors consumers will consider when evaluating online revenge.

In addition, not only did this thesis establish the secondary appraisal process for the first time in the revenge literature, it also identified that it does not occur at similar sequence as suggested by the theory of cognitive appraisal. This thesis found that the secondary appraisal process occurs after the emotional elicitation stage, and not before it, as previously suggested (Zourrig et al, 2009a; Dalakas, 2005; Stephens and Gwinner, 1998)). Instead the secondary appraisal occurred after the consumer experienced his/her desire for revenge. This implies as previously suggested in this thesis, that the online revenge behaviour is not entirely driven by emotional intensity, instead it includes,

cognitive, emotional, motivational, and behavioural components. The finding that online revenge occurs at this sequence will further support the notion that was made in chapter one, in which it was argued that revenge and retaliation are very similar concepts. This study also found that after these evaluations, consumers will get revenge online either by directly facing the firm (problem focused online revenge- Third party and venting), through creating anti consumption groups and revenge websites or vindictively complaining and writing reviews to consumer platforms, or by adopting an indirect revenge approach (avoidance online revenge- immediate), by avoiding direct interaction and getting revenge by sharing their negative experience on social media with a desire to get back at the firm.

Therefore, the findings of this thesis have established that the secondary appraisal process does not necessarily occur at the same time a primary appraisal occur, in fact it sometimes occur after the emotional elicitation stage and before coping. Thereby, the online revenge process follows a cognition-emotion-cognition-action sequence, rather than a cognition-emotion-action sequence.

6.3.2. The Online Revenge Model:

The second, and one of the main contributions relating to the literature of consumer revenge behaviour and to some degree the service marketing literature, is building a detailed theoretical framework and model of the online consumer revenge process. Furthermore, the framework and the online revenge model of this thesis drew from the literatures of dysfunctional consumer behaviour, consumer revenge, cultural contexts and digital and service marketing. Based on the theory of cognitive appraisal, the online consumer revenge model covers the entire revenge process and incorporates a number of new factors into the literature of revenge. Six factors were new and discussed for the first time in the consumer revenge literature including the type of the service failure, the perceived control, reach, online revenge, helplessness, and risklessness. In addition to extending the previous work that has been done on consumer revenge, all of these factors had an integral influence on the online consumer revenge process.

The online revenge model in this thesis differs from previous models of consumer revenge in three main ways. First, it identified and examined new personal and situational antecedents for this behaviour. This shifts away from the traditional fairness and blame violations generally used in the revenge literature as predictors of the

revenge process (Gregoire et al, 2010). In this thesis, the severity of the service failure, helplessness and perceived power were found to be predictors of online consumer revenge in both process and outcome failure conditions. Some factors had the same effect as predicted in the previous literature while some had a different influence such as the role of perceived power in the first study. In the second study, power was also found to be a strong predictor of online revenge. This finding still provides a contribution by identifying the role that the Internet plays in empowering consumers. This finding is also in direct contrast to that of Gregoire et al, (2010) who suggested that Perceived Power will not affect indirect forms of revenge, which include online revenge. However, this led this thesis to argue that the classification of direct and indirect acts of revenge should be reconsidered considering that many acts of online revenge do occur in the firm pages and websites. Additionally, the effect of the type of service failure on consumer online revenge behaviour through the use of hypothetical scenarios was examined for the first time in the consumer revenge literature. The results of this thesis show that the failure of the service provider in the delivery process will trigger online revenge more often than the outcome failures. This could mean that, in some cases, consumers are more irritated and offended if the process of acquiring the product or service fails (e.g. the waiter is rude, the delivery is late), than if the product or service outcome is below their expectations (e.g. The food was bad). Process service failures were found to influence online revenge more than outcome failures in both studies that were conducted as part of this thesis. Moreover, this study identified for the first time that that the type of service failure does indeed influence consumers' secondary appraisal process with consumers cognitively evaluating more often in process failure conditions. Finally, helplessness was also identified for the first time in the consumer revenge literature to be a strong predictor of online revenge in the second empirical study.

Generally, the findings of this thesis indicate that consumers will more likely look for an empowering and coping platform after a service failure, therefore choosing the Internet to get back at misbehaving firms. Additionally, although both types of service failures can lead to acts of online revenge, process failures could be used more often as indicators of online revenge acts as consumers were found to be more sensitive to process service failure than outcome ones. Therefore, implying that any threats to the consumer self esteem or ego are more likely to trigger online revenge acts. The findings

of this study also indicate that negative emotions are a key trigger in the consumer revenge process. Additionally, based on the findings of this study and a number of findings in the literature (e.g. Tripp and Gregoire, 2011: Gregoire and Fisher, 2008), it can be argued that feelings of betrayal are indicators of online revenge and vindictive complaining. Whereby, feelings of anger are indicators for marketplace revenge with the majority of studies examining consumer market place revenge acts (e.g. Madakane et al, 2012; Gregoire et al, 2010; Funches et al, 2009; Bechwati and Morrin, 2003; Huefner and Hunt, 2000), reporting anger as one of the main triggers of these acts. Although both of these emotions in addition to frustration were found to lead to online revenge, betrayal in particular seems to be strongly related to revenge in the online context.

The second difference of the online revenge model from previous work is that it proved for the first time the secondary appraisal process consumers go through when evaluating their coping options. This thesis identified that the choice of this behaviour is encouraged by a number of factors that the traditional methods of consumer revenge in the traditional brick and mortar settings usually lacks. Therefore, one of the main contributions of this model is the uncovering of the cognitive process the consumer goes through after having the desire to get revenge through which the consumer evaluates the factors that encourage/discourage their choice of the online revenge coping strategy.

In the first study, It was found that a number of factors make it easier for consumers to take revenge online instead of the traditional market settings. These factors include the risklessness of performing such acts online, the reach of the Internet, the ability to perform the act more quickly and easily, and altruism. Some of these factors such as reach, risklessness, and the bigger ability to perform the revenge behaviour appeared to be features offered by the online medium and are not necessarily available to revenge acts in brick and mortar contexts. Moreover, in the second empirical study, these factors were also found to mediate the path to the online revenge forms. The most important mediating factor was found to be the concept of reach, which appeared to be one of the main encouraging factors of online revenge because it reflects the ability of the internet to carry the consumer's message to the biggest possible audience, damaging the firm's reputation in the process. In addition to the reach of the Internet, the risklessness of the Internet and the ability to control and perform the revenge behaviour

more effectively online were also found to mediate the path between the desire for revenge and the online revenge forms.

Therefore, the findings of this thesis indicate that the online platform characteristics make it more accessible for everyone to commit online revenge. Generally, these features will enable every consumer to get back at firms after a service failure with less cost and more damage. Moreover, these features could turn a behaviour which is normally considered a dysfunctional behaviour (Huefner and Hunt, 2000) to be a normal behaviour which almost any consumer can achieve with minimum effort.

The third and final difference from previous work, is that the online revenge model incorporates two main coping options of online revenge, instead of only "online third party complaining for negative publicity", a concept largely used in the literature (Gregoire et al, 2010). This thesis classified the identified forms of online revenge into direct (problem focused coping) and indirect (avoidance coping) behaviours. Within these forms, immediate online revenge belonged to avoidance coping, and involves committing revenge indirectly by targeting the revenge message to friends and family. On the other hand, venting and third party online revenge behaviours belonged to problem focused coping, and involved targeting the revenge message directly to the firm, or where the firm could see it. Furthermore, these behaviours were committed by Tweeters, Facebook avengers, web avengers, consumer web complainers and consumer review writers, video avengers and finally, forums, Blogs and Email avengers. Therefore, this finding has highlighted the large number of ways consumers now can use to get back at misbehaving firms.

6.3.3. Online Revenge across cultures:

The third contribution of this thesis is that it represents the first attempt at looking at the consumer revenge behaviour in both the online context and in new markets and cultural backgrounds. Additionally, for the first time this thesis conceptualized and defined online consumer revenge in a much broader sense in comparison with previous definitions that viewed this behaviour as only complaining to consumer websites, and based on the findings of this thesis, online revenge includes not only vindictive complaining to third parties, but also illegal activities such as hacking, in addition to behaviours that are designed to cause irritation to the service providers such as email and Facebook spamming of the firm's pages and websites.

Moreover, aside from the study of Mdakne et al, (2012) that was conducted in South Africa, this is the first study that examines the topic of consumer revenge outside Anglo-Saxon countries and in the Middle East region. This thesis was conducted in Jordan and the United Kingdom of Britain with an intention to build a theoretical framework that represents the nature of the online consumer revenge behaviours in both of these countries. Also, by first using a qualitative approach this thesis increased the knowledge regarding consumer revenge to outside Anglo-Saxon countries. Most importantly, this thesis presented a model of online revenge that was validated in two different countries with different markets.

Furthermore, this thesis showed for the first time that the consumer background does play a role in encouraging/discouraging revenge behaviour. In this thesis, Jordanian consumers appeared to view service failures less severely when compared to British consumers, who were found to perceive and rate their service failures more severely. Moreover, the findings of this study also showed a number of differences in experiencing negative emotions and desires for revenge, with British participants experiencing stronger feelings of betrayal, anger and frustration, as well as stronger desires for revenge than the Jordanian participants. As a result, the British sample appeared to cognitively evaluate their coping options in the secondary appraisal process more extensively when compared to the Jordan sample, which appeared to be more emotionally driven and tend to commit revenge without much thought. Consequently, the findings of this thesis also showed that the British sample committed online revenge more than the Jordan sample.

These findings represent the first empirical attempt concerning consumer revenge behaviour across different countries. Consequently, both the lack of previous studies in the Middle East region and the lack of studies on the online consumer revenge make this thesis a groundbreaking one in the way it increased the knowledge on the consumer revenge behaviour.

Therefore, using a mixed method approach this thesis examined how and why consumers use the Internet to get revenge after a service failure. By doing so, this thesis has added new insights into the theory of cognitive appraisal, the literatures of dysfunctional behaviour, consumer revenge and service marketing. Additionally, this

thesis provided the first empirical evidence of the similarities and differences in the online revenge process between Jordanian and British consumers.

6.4. Contributions to Practice:

The results of this thesis could provide a useful framework for service providers to use. As a result, it seems suitable to include a section on how the findings of this thesis has contributed to practice and how it could help managers lessen acts of online revenge.

Furthermore, the first contribution to practice is that this study identified for the first time the forms of online consumer revenge and the types of consumers using these forms. This finding constitutes the first empirically-derived typology that is based on a study of the customers' perspectives. Furthermore, in detailing the uncovered types of online revenge, this study highlights previously unaccounted online revenge behaviours used by angry customers, including the most popular category of Facebook avengers, Tweeters, Video avengers, consumer review writers, and forums, blogs and email avengers. In addition to the two previously examined forms of online revenge of web creation and complaining to consumer advocate websites. From a marketing perspective, this has profound implications for how easily consumers can get back at firms after a service failure while also revealing a variety of ways that consumers can use to get back at firms, from simple behaviours like status updates to more complex one's like creating a number of websites dedicated to damaging a firm's reputation and image. These behaviours also vary both on overtness-covertness and on motivation (from simple payback to warning fellow consumers). Moreover, as the technological advancements will continue to empower consumers in the marketplace and giving them more options to get back and damage firms if they feel mistreated (Funches et al, 2009). A service firm could also use these tools to its benefit. Since this study found that consumers favourite acts of revenge include the use of social media tools, certain websites and platforms like Facebook or Twitter in addition to famous consumer websites like "consumer affairs" or "pissed consumer" or review websites like "trip advisor" can be used by service firms more effectively by creating pages or groups within these websites specifically for the firm that would serve as customer support and complaint handling stations. These pages would serve as a customer service department that could handle and solve consumer complaints in addition to answering any questions

the consumer has. This way firms would be more accessible and available to handle their consumers' problems through their pages. This will also improve these pages in a way that transcends the advertising function that is currently dominant across these websites and pages.

The second contribution to practice is that this thesis has examined for the first time the influence of the type of service failure (process/outcome) on the online revenge process and the consumer behavioural responses. Additionally, it was found that process service failures are more likely to irritate and anger the consumer. Therefore, finding that consumers are more likely to commit online revenge after a process service failure rather than an outcome one is another important implication for managers. This finding could help and encourage managers to develop specific recovery actions to deal with each type of failure in order to minimize acts of online revenge. For example: Bhandari, (2010) suggested that recovery actions like apologies could be more appropriate with process service failures. Whereby, for outcome failures refunds or compensations are more appropriate. Generally, the findings of this study clearly demonstrate that firms should ensure the best quality for their products and services because both types of service failures, in addition to a failed recovery, trigger online revenge acts. However, ensuring that the consumer is well treated, respected, and listened to in case of a complaint will minimize to a certain degree any retaliatory intentions even if the outcome the consumer gains in the end is not satisfactory.

In general, the findings of this thesis show that service providers could avoid acts of revenge and online revenge by avoiding multiple service failures and ensuring quick recovery efforts as previously suggested by a number of scholars (e.g. Tripp and Gregoire, 2011; Gregoire et al, 2010; Funches et al, 2009). The findings of this thesis also showed that admitting fault and apologizing to the consumer after a service failure will probably minimize the severity of service failure in the eyes of the angry consumer, thereby, going a long way in minimizing the probability of an online revenge act against it, as discovered by analyzing the interview transcripts in the first study. This demonstrates, as previously suggested by the literature (e.g. Bhandri, 2010), the importance of an honest apology after a service failure.

Additionally, in the first study the researcher noticed that a number of online revenge acts were triggered by service providers not keeping their word. In other words, some

consumers committed revenge because of a change in the agreement, contract or offer that the consumer originally signed on for. This seemed to happen more often with customers dealing with broadband firms. Therefore, Internet broadband providers in particular and service providers in general should try and ensure that their procedures, guidelines, and regulations are well understood by the consumer before any agreement or contract is signed. A similar proposition was suggested by Tripp and Gregoie, (2011) who noted that when customers know the firms regulations, guidelines and policies up front they are less likely to engage in retaliatory behaviours.

As demonstrated by the findings of the first study, some online revenge acts were triggered by the lack of politeness towards the consumer in addition to rudeness. While some consumers can be impossible to stand, training programs for the firm's front line employee could also lessen online revenge acts. By training front line workers to handle and manage consumers' complaints and remarks in addition to specific training to manage hard-headed consumers.

Finally, as suggested by previous scholars in the consumer revenge literature (e.g. (Tripp and Gregoire, 2011; Gregoire et al, 2010; Funches et al, 2009) in addition to this thesis, the best way to minimize online revenge and retaliation acts is through following the "prevention is the best medicine" policy, which means trying to eliminate such service failure incidents from the start by providing the best service possible, and if a service failure does occur, a quick service recovery will surely lessen the odds of retaliatory behaviours.

6.5. Limitations and Future research:

Even though this thesis contributes to theory and practice in a number of ways, as with all research focusing on human dynamics, no research is without its flaws. A number of limitations are linked with this thesis. However, those limitations do not appear to have had any negative effect on its findings. Despite that, the current study is limited by the approach and techniques used. Although this thesis uses a scenario based survey, it does not actually employ a fully experimental design. Therefore, future research guided by the findings of this thesis can employ fully experimental designs in terms of control, conditioning, and interactional relationships.

Moreover, time and resource limitations affected some of the decisions that were made regarding the approach and design of this thesis. For example; two studies were conducted in Jordan while only part of the second study was conducted in the Britain. Conducting similar studies in more countries in Europe and also outside Anglo-Saxon countries will add more insights to the consumer revenge literature and the nature of dysfunctional consumer behaviour in general.

An additional limitation of this thesis is in its sample. Although the first empirical study used a purposive sample with consumers who actually committed online revenge before, the second study used students who may not have necessarily committed acts of online revenge before, but were more likely to represent a generation that grew up with technology. However, findings of this thesis do provide a useful framework for future research. For example, future research guided by the findings presented here could serve as a foundation for a more descriptive design with the use of a large survey methodology with people who did commit online revenge acts in the past instead of using scenarios. also, the Internet provide various ways for consumers to get back at firms, therefore, additional forms of online consumer revenge might exist that have not been identified within this study.

Another limitation in this thesis regards the Cultural dimensions. In this thesis it appears that there is evidence that the national culture and the type of market to some extent influence the revenge process. However, due to time constraints and the large number of factors already included in the online consumer revenge model which increased the length of the questionnaires. The researcher used the country of origin and the state of the economy to differentiate and compare between the samples because it became unlikely that the researcher could also measure cultural dimensions within the survey. Therefore, future research could use the Hofstede's model of culture to explain the influence of culture on consumer revenge.

Furthermore, with all of the previous consumer revenge literature focusing on the consumer perspective on revenge and retaliation, future research could explore the revenge and retaliation acts of firms and their employees against consumers. Another research opportunity relates to the influence of personality on consumer revenge. Although this study initially included some personality dimensions relating to the traits of psychological obstructionism, the low reliability of the measures for both the British

and Jordan samples has lead to the removal of these factors from the online revenge model. Therefore, further research could examine the influence personality traits have on the online revenge process such as using the big five personality dimensions.

6.6. Summary:

To conclude, the phenomenon of online consumer revenge behaviour is becoming something of a daily occurrence in the virtual world, thus, imposing various challenges to firms and establishing that consumers won't sit back after a negative service experience (Moschini , 2011). With the continuous developments in web technologies, it is safe to assume that there will also be an additional increase in online revenge activities. Therefore, this thesis attempted to shed light on this important topic and identify how and why consumers turn to the Internet to get back at misbehaving firms.

This thesis is distinctive in examining this behaviour for the first time. Furthermore, this thesis has developed a model detailing the complete process of online revenge behaviour. By doing so, this thesis examined personal, situational, emotional, and behavioural factors relating to online revenge. Most importantly, this thesis has identified what makes this behaviour possible and provided evidence of the secondary appraisal state consumers go through during the online revenge process. The high reach, control, and risklessness characteristics of the online medium were found to encourage the consumers' decision to commit revenge. Additionally, this thesis demonstrated that situational factors like the type of service failure tend to have a different influence on the consumer emotions, desire for revenge, and the secondary appraisal process. This thesis found that failures in the delivery of the service are more likely to encourage online revenge. Finally, this thesis has examined for the first time how consumers use the Internet to commit revenge and identified that consumers employ over seven methods to commit online revenge. Thus, establishing how prevalent the online revenge phenomenon is.

To conclude, this thesis offers considerable insights into the nature of online revenge behaviour and how personal, situational, and environmental factors influence its processes. However, in this thesis it believed that the most important trigger of online revenge and the most significant contribution of this thesis, is showcasing the role of the Internet as the main trigger of online revenge. A quick search on 'Google' using the term 'consumer revenge' resulted in a number of websites (e.g. consumerrevenge.com,

consumer-revenge.com) that are used by consumers to post complaints about businesses and to even give tips on how consumers can get back at firms. A number of scholars have also noticed the role of the internet in these acts. For example: Freestone and Mitchell, (2004) argued that the Internet has provided consumers with a new medium to exploit businesses. Furthermore, Gregoire and Fisher, (2008) also argued that there has been an increase in the popularity of online consumer websites, blogs and social networking sites. Ward and Ostrom, (2006) similarly cited that the Internet will increase revenge and anger venting acts. Finally, Funches et al, (2009) argued that the technological advancements have increased the power of consumers to a higher degree, and these advancements will provide consumers with more options to take revenge and get even with firms. Similarly, in this thesis it's argued that the ease of getting revenge in the online context as demonstrated in this thesis will not only increase acts of revenge, but it will also increase the consumer sensitivity to service failures. Due to the lack of deterrence, any consumer now can see acts of online revenge occurring almost daily, and how easy it is for them to commit revenge online. Therefore, in this thesis it is believed that consumers now will have less patience for service failures, and in the process, they are more likely to commit acts of revenge now even after minor incidents. Consequently, this thesis will stress again the importance of identifying this behaviour as a dysfunctional act, although a lot of acts of consumer revenge are certainly justified. The belief of this thesis is that acts of consumer revenge will not necessarily benefit the consumer, aside from a temporary relief of negative emotions (Tripp and Gregoire, 2011), or the organization itself, in the sense that it won't necessarily communicate the issue that caused the service failure in the first place.

Therefore, with the continuous increase in revenge and retaliatory acts against firms, it is hoped that the current thesis will generate/encourage more academic and managerial attention in this important and increasingly pervasive phenomenon, because the Internet has provided consumers with more options to take revenge and complain (e.g. Funches et al, 2009). Finally, as Dave Carroll describes it "if you Google or ping united breaks guitars you will get over 16 million references on the internet today and that to me says that no customers is statistically insignificant" (Colombiabusiness, 2010).

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Appendix 1A

The English Questionnaire

1. Online revenge acts may include: using the internet and social media to warn you friends not to deal with a firm, Venting out your frustration after a service encounter with a status update or a tweet damaging the firm, vindictive complaining to the service provider's Facebook page/group/website, Hacking the service provider website, creating anti-consumption groups on Facebook, or writing a bad review to a consumer website intentionally to teach the offending firm a lesson.Have you ever committed an act of online revenge before?

○ Yes, I did commit online revenge before. (proceed to question 2)

○ No, I have never committed an act of online revenge before.(proceed to question 5)

2. What medium did you use?

☐ Facebook (Status updates)

☐ Twitter (Tweets)

☐ A consumer website complaint.

☐ Creating a Facebook anti-consumption group about the firm.

☐ Vindictive complaining to the firm's Facebook page/group

☐ Creating a website about your experience with the firm.

☐ Writing a review to a consumer website.

☐ Sending vindictive emails to the firm.

3. How Many times have you committed online revenge before?

○ Once

○ Twice

○ Three times and above

4. Please indicate for each statement the extent to which you agree or disagree with that statement.

	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
I have the resources to get revenge online	○	○	○	○	○
Getting revenge online is entirely within my control.	○	○	○	○	○
I have the knowledge to get revenge online	○	○	○	○	○
I have the ability to get revenge online.	○	○	○	○	○
If I commit online revenge no authority will catch me	○	○	○	○	○
If I commit online revenge no authority will know its me	○	○	○	○	○
Nothing will happen if I get caught committing online revenge	○	○	○	○	○
Nobody ever gets in trouble for committing online revenge	○	○	○	○	○
Using the internet to get revenge will make public the behaviours and practices of the offending firm.	○	○	○	○	○
My story will reach a lot of people if i used the internet to get revenge.	○	○	○	○	○
Using the internet to get revenge Will spread the word about my misadventure with the offending firm	○	○	○	○	○

Honesty is always the best policy	○	○	○	○	○
The majority of people are basically good and kind	○	○	○	○	○
Most people who get ahead in the world lead good and honest lives	○	○	○	○	○
A white lie is often a good thing.	○	○	○	○	○
Given enough provocation I might hit another person	○	○	○	○	○
I rarely find myself disagreeing with other people	○	○	○	○	○
When people annoy me I tell them what I think.	○	○	○	○	○
When frustrated, I let my irritation show	○	○	○	○	○
Some of my friends think am hot headed	○	○	○	○	○
When people are especially nice I wonder what they want	○	○	○	○	○

6. How important to you:

	(1) "Very important"	2	3	4	5	6	(7) "very unimportant"
To help other people	○	○	○	○	○	○	○
To serve mankind	○	○	○	○	○	○	○
To share what you have	○	○	○	○	○	○	○
To give to others	○	○	○	○	○	○	○
To be unselfish*	○	○	○	○	○	○	○

Scenario (1): Dear participants, please read the following scenario carefully. Imagine it happened to you.

You are travelling on an important trip. During the flight you are informed by a fellow passenger that the airline baggage handlers are tossing and throwing passengers bags with disregard to their contents. Your bags contain valuable personal items including your personal laptop. You complained to the flight crew, who claimed your bag should

be ok. After your complaints to the flight crew were met with indifference and upon arrival, you discover that your laptop among other items was severely damaged. You went to the luggage counter to complain and ask for a compensation. However, you were told that you need to complain to the airline company. After you sent numerous complaints to the airlines for compensation and damages over a period of months, the airlines still refused to cover your costs or offer any sort of compensation, suggesting that the whole incident is not their fault.

7. The above scenario would cause me:

(1) Minor problems	2	3	4	5	6	(7) "Major problems"
○	○	○	○	○	○	○

8. The above scenario would cause me:

(1) "small inconveniences"	2	3	4	5	6	(7) "Major inconveniences"
○	○	○	○	○	○	○

9. The above scenario would cause me:

(1) "Minor aggravation"	2	3	4	5	6	(7) "Major aggravation"
○	○	○	○	○	○	○

10. For the scenario described earlier, Please indicate for each statement the extent to which you agree or disagree with these statements. IN THIS SITUATION:

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I am satisfied with the way the airline has handled and responded to the problem	○	○	○	○	○
I am satisfied with the procedure and means employed by the airline to respond to the problem	○	○	○	○	○
I am satisfied with the compensation offered by the airline.	○	○	○	○	○
In my opinion, the airline has provided me with a satisfactory answer to the problem, in this specific occasion	○	○	○	○	○
I would have had leverage over the airlines	○	○	○	○	○
I would have had the ability to influence the decisions made by the airlines	○	○	○	○	○
The stronger my conviction, the more I would have been able get my way with the airlines	○	○	○	○	○
Because I would have a strong conviction of being right, I would have been able to convince the airlines employees	○	○	○	○	○

11. In this situation, i would feel :	(1) NOT AT ALL	2	3	4	5	(6) STRONGLY

11. In this situation, i would feel :

	(1) NOT AT ALL	2	3	4	5	(6) STRONGLY
Helpless	○	○	○	○	○	○
Defenseless	○	○	○	○	○	○
Powerless	○	○	○	○	○	○

12. Based on the previous scenario, Please indicate for each of the following statements the extent to which you agree or disagree with that statement. IN THIS SITUATION:

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I feel cheated	○	○	○	○	○
I feel betrayed	○	○	○	○	○
I feel lied to	○	○	○	○	○
I feel that the airlines attempted to take advantage of me	○	○	○	○	○
I feel that the airlines tried to abuse me	○	○	○	○	○
I feel "angry" with the airlines	○	○	○	○	○
I feel "frustrated" with the airlines	○	○	○	○	○
I want to take action to get the airlines in trouble	○	○	○	○	○
I want to punish the airlines in some way	○	○	○	○	○
I want to cause inconvenience to the airlines.	○	○	○	○	○
I want to cause irritation to the airlines	○	○	○	○	○
I want to get even with the airlines	○	○	○	○	○
I want to make the airlines get what it deserved	○	○	○	○	○

13. Please indicate for each of the following statements the extent to which you agree or disagree with that statement. IF THIS SCENARIOS

HAPPENED TO ME, I WOULD WANT TO GET ONLINE REVENGE THROUGH:

	Strongly Disagree	Disagree	Neither agree or Disagree	Agree	Strongly agree
Facebook (Status updates)	○	○	○	○	○
Twitter (Tweets)	○	○	○	○	○
Complaining to a consumer website.	○	○	○	○	○
Creating a Facebook anti-consumption group about the firm.	○	○	○	○	○
Vindictive complaining to the firm's Facebook page/group	○	○	○	○	○
Creating a website about my experience with the firm.	○	○	○	○	○
Writing a review to a consumer website.	○	○	○	○	○
Sending vindictive emails to the firm.	○	○	○	○	○

Scenario (2): Dear participants, please read the following scenario carefully. Imagine it happened to you.

You are travelling on an important trip. You arrive at the hotel at approximately 10:00 p.m. and go to the front desk to check in. The representative at the front desk looks up your prepaid reservation and informs you that the hotel is overbooked and you will have to stay at another hotel (several miles away) for the night. Even though you did confirm your booking the day before. After complaining to the management, they still couldn't find you a room and didn't offer any apology or compensation.

14. The above scenario would cause me:

(1) Minor problems	2	3	4	5	6	(7) "Major problems"
○	○	○	○	○	○	○

15. The above scenario would cause me:

(1) "small inconveniences"	2	3	4	5	6	(7) "Major inconveniences"
○	○	○	○	○	○	○

16. The above scenario would cause me:

(1) "Minor aggravation"	2	3	4	5	6	(7) "Major aggravation"
○	○	○	○	○	○	○

17. For the scenario described earlier, Please indicate for each statement the extent to which you agree or disagree with these statements. IN THIS SITUATION:

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I am satisfied with the way the airline has handled and responded to the problem	○	○	○	○	○
I am satisfied with the procedure and means employed by the airline to respond to the problem	○	○	○	○	○
I am satisfied with the compensation offered by the airline.	○	○	○	○	○
In my opinion, the airline has provided me with a satisfactory answer to the problem, in this specific occasion	○	○	○	○	○
I would have had leverage over the airlines	○	○	○	○	○
I would have had the ability to influence the decisions made by the airlines	○	○	○	○	○
The stronger my conviction, the more I would have been able get my way with the airlines	○	○	○	○	○
Because I would have a strong conviction of being right, I would have been able to convince the airlines employees	○	○	○	○	○

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18. In this situation, i would feel :

	(1) NOT AT ALL	2	3	4	5	(6) STRONGLY
Helpless	○	○	○	○	○	○
Defenseless	○	○	○	○	○	○
Powerless	○	○	○	○	○	○

19. Based on the previous scenario, Please indicate for each of the following statements the extent to which you agree or disagree with that statement. IN THIS SITUATION:

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I feel cheated	○	○	○	○	○
I feel betrayed	○	○	○	○	○
I feel lied to	○	○	○	○	○
I feel that the airlines attempted to take advantage of me	○	○	○	○	○
I feel that the airlines tried to abuse me	○	○	○	○	○
I feel "angry" with the airlines	○	○	○	○	○
I feel "frustrated" with the airlines	○	○	○	○	○
I want to take action to get the airlines in trouble	○	○	○	○	○
I want to punish the airlines in some way	○	○	○	○	○
I want to cause inconvenience to the airlines.	○	○	○	○	○
I want to cause irritation to the airlines	○	○	○	○	○
I want to get even with the airlines	○	○	○	○	○
I want to make the airlines get what it deserved	○	○	○	○	○

20. Please indicate for each of the following statements the extent to which you agree or disagree with that statement. IF THIS SCENARIOS HAPPENED TO ME, I WOULD WANT TO GET ONLINE REVENGE THROUGH:

	Strongly Disagree	Disagree	Neither agree or Disagree	Agree	Strongly agree
Facebook (Status updates)	○	○	○	○	○
Twitter (Tweets)	○	○	○	○	○
Complaining to a consumer website.	○	○	○	○	○
Creating a Facebook anti-consumption group about the firm.	○	○	○	○	○
Vindictive complaining to the firm's Facebook page/group	○	○	○	○	○
Creating a website about my experience with the firm.	○	○	○	○	○
Writing a review to a consumer website.	○	○	○	○	○
Sending vindictive emails to the firm.	○	○	○	○	○

Demographic information

21. On average, how often do you use the Internet and social media websites?

◉ 1-5 times a week

○ 1-4 times a day

○ 5-8 times a day

○ Nine times a day

22. Which category below includes your age?

○ Less than 30   ○ 30 - 39   ○ 40 - 49   ○ 50 - 59   ○ 60 or older

23. What is your gender?

○ Female   ○ Male

24. Please indicate the level of education you are completing:

○ Bachelor's degree   ○ post graduate education   ◉ ○ Other

APPENDIX 1B

The Arabic questionnaire

الانتقام الالكتروني

الانتقام الالكتروني هو استخدام تطبيقات الانترنت ومنصات التواصل الاجتماعي بعد تجربة فاشلة او سلبية مع احدى الشركات او مزودي الخدمات من أجل تلقين الشركة المسببة لهذه التجربة السلبية درسا، التنفيس عن مشاعر الإحباط والغضب، وتوليد الدعاية السلبية حول سلوكيات هذه الشركة، بالاضافة الى التحذير الأصدقاء و أفراد الأسرة بعدم التعامل مع هذه الشركة.

يهدف هذا البحث لفهم مسببات سلوكيات المستهلك الانتقامية باستخدام الانترنت و مواقع التواصل الاجتماعية بعد تجربة استهلاكية سلبية من اجل مساعدة الشركات و مزودي الخدمة على تحسين الخدمات المقدمة بالاضافة الى تحسين الخدمات العلاجية المقدمة بعد وقوع مثل هذه التجارب السلبية،و من اجل تفادي حدوثها في المستقبل. يرجى العلم بأن مشاركتك في هذه الدراسة هي مشاركة طوعية، و لذلك يمكنك الانسحاب من المشاركة في هذه الدراسة في أي وقت تشاء. البيانات التي ستوفرها ستكون سرية ولن يسمح لأي جهة بالإطلاع عليها، وستستخدم فقط من قبل الباحث لأغراض البحث العلمي.

يرجى الملاحظة بأنه من خلال ملء هذا الاستبيان فإنك تعطي موافقتك على المشاركة في هذه الدراسة، وللمحافظة على سرية مشاركتك في هذه الدراسة، سأحجم عن طلب موافقة خطية موقعة من الشخص الذي يملأ الاستبيان

الباحث

أولاً: المعلومات العامة:

الرجاء تزويدي ببعض المعلومات عن نفسك ، هذه المعلومات سوف تستخدم فقط لوصف مجموعة المشاركين في هذه الدراسة وليس لتحديد أو الكشف عن هوية الشخص الذي يملأ الاستبيان.

الرجاء وضع إشارة (√) في الخانة المناسبة أو ملء الفراغ عندما يقتضي السؤال ذلك:

أ	العمر: (......................)
ب	الجنس: ذكر ☐ أُنثى ☐
ج	الحالة الوظيفية: موظف بعقد دائم ☐ موظف بعقد مؤقت ☐ طالب ☐ غير عامل حاليا ☐ متقاعد ☐

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	المستوى التعليمي: الرجاء الإشارة الى أعلى مستوى تعليمي أنجزته:-	
د	ثانوية عامة ☐ بكالوريوس ☐ ☐ ماجستير ☐ دكتوراه أخرى (أرجو التحديد..)	

السؤال الاول:

سلوكيات الانتقام على الانترنت قد تشمل ما يلي: تحذير ألاصدقاء على مواقع التواصل الاجتماعي بعدم التعامل مع الشركة المسيئة لك بنية تلقين الشركة درسا والتشجيع على مقاطعتها و التنفيس عن شعورك بالإحباط والغضب بعد التجربة السلبية مع الشركة عن طريق تغريدة او بأستخدام موقع فيسبوك، ارسال شكاوى انتقامية الى صفحة الشركة على مواقع التواصل الاجتماعي ،القرصنة او اختراق الموقع الرسمي للشركة، انشاء مواقع او مجموعات لمقاطعة الشركة المسيئة على مواقع التواصل الاجتماعي.

هل قمت باي من هذه السلوكيات الانتقامية في السابق؟

- نعم ☐
- لا ☐

السؤال الثاني:

كم عدد المرات التي ارتكبت فيها سلوكيات الانتقامية على الانترنت من قبل؟ إذا كانت إجابتك على السؤال الأول (نعم) الرجاء الإجابة على السؤال (2)، إذا لم يكن كذلك، فتوجه إلى السؤال رقم (3)

مرة واحدة ☐ مرتين ☐ ثلاث مرات فأكثر ☐

ثانياً: الأسئلة المرتبطة بمتغيرات الدراسة:

للأسئلة التالية، الرجاء التأكد من الرد على جميع الأسئلة (العبارات) بطريقة صادقة ودون ترك أي أسئلة من غير إجابة. سيتم الاحتفاظ بردودكم لاستخدامها لأغراض البحث العلمي فقط وليس لأي غرض أخر. إذا كنت غير متأكد من إجابتك، يرجى اختيار الإجابة الأقرب الى رأيك. يرجى قراءة كل عبارة بعناية، ووضع علامة (√) في الخانة التي تمثل إجابتك.

موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة	1- يرجى الإشارة الى مدى موافقتك أو عدم موافقتك على كل عبارة من العبارات التالية:	
5	4	3	2	1	اؤمن بأن الصدق هو دائما افضل وسيلة	1
5	4	3	2	1	أعتقد أن معظم الناس هم أساساً طيبون و لطيفون	2
5	4	3	2	1	معظم الاشخاص الذين ينجحون في الحياة هم اناس طيبون و صادقون	3

5	4	3	2	1	الكذبة البيضاء هي شي جيد في كثير من الاحيان	4
5	4	3	2	1	اذا تم استفزازي لدرجة معينة ،ممكن ان اضرب الشخص المقابل.	5
5	4	3	2	1	أنا نادرا ما اختلف مع الاخرين	6
5	4	3	2	1	عندما يزعجني الاخرون ،اصارحهم بذلك	7
5	4	3	2	1	عندما اشعر بالاحباط، ابدي ذلك للاخرين.	8
5	4	3	2	1	بعض اصدقائي يعتقدون بأني حامي الرأس و عنيد	9
5	4	3	2	1	عندما يعاملني الاخرون بلطافة زائدة، أتسائل ماذا يريدون.	10
5	4	3	2	1	ينبغي على الناس ان يكونوا على استعداد لمساعدة الاخرين الاقل حظا	11
5	4	3	2	1	الناس الاقل حظا يجب ان يعتمدوا على انفسهم و ليس على مساعدات الاخرين	12
5	4	3	2	1	مساعدة الناس الذين يواجهون المشاكل هو امر مهم جدا بالنسبة لي	13
5	4	3	2	1	في هذه الايام يجب على الناس الاعتناء بانفسهم و عدم القلق بشكل كبير على الاخرين	14
5	4	3	2	1	أنا واثق من قدرتي على الانتقام من الشركات المسيئة بأستعمال الانترنت اذا اردت ذلك	15
5	4	3	2	1	الانتقام من الشركات المسيئة لي باستعمال الانترنت هو امرتحت ارادتي وسيطرتي كليا	16
5	4	3	2	1	الانتقام او عدم الانتقام من الشركات المسيئة باستخدام الانترنت و مواقع التواصل الاجتماعي هو امر يعود لي	17
5	4	3	2	1	اذا استعملت الانترنت للانتقام لن يستطيع احد ما من الامساك بي	18
5	**4**	**3**	**2**	**1**	اذا استعملت الانترنت الانتقام لن يستطيع احد من التعرف علي اذا اردت ذلك.	19
5	**4**	**3**	**2**	**1**	لن يحدث شيء اذا تم التعرف علي و أنا انتقم الكترونيا من شركة مسيئة لي.	20
5	**4**	**3**	**2**	**1**	لم يسبق وأن وقع احد الاشخاص في ورطة بسبب الانتقام الكترونيا من شركة مسيئة له.	21
5	**4**	**3**	**2**	**1**	أستعمال الانترنت للانتقام من الشركات المسيئة لي سوف ينشر للعلن سلوكيات وممارسات هذه الشركة.	22
5	**4**	**3**	**2**	**1**	قصتي سوف تصل للكثير من الناس اذا انتقمت من شركة مسيئة بأستعمال الانترنت.	23
5	**4**	**3**	**2**	**1**	الانتقام بأستعمال الانترنت سوف ينشر قصتي مع الشركة المسيئة للعلن .	24

صعب	7	6	5	4	3	2	1	سهل	2- بالنسبة لي الانتقام الكترونيــا هو امر:

السيناريو الاول :عزيزي المشارك، يرجى قراءة السيناريو التالية بعناية. **تخيل أنه حدث لك:**

كنت مسافرا في رحلة هامة. خلال الرحلة تم اعلامك من قبل أحد الركاب أن عمال الحقائب في شركة الطيران قد قاموا برمي و قذف حقائب الركاب بأهمال و مع تجاهل تام لمحتوياتها. حقائبك تحتوي على هدايا شخصية قيمة بالاضافة الى جهاز الكمبيوتر المحمول الشخصي الخاص بك. بعد تقديمك شكوى إلى طاقم الطائرة، تم اخبارك من قبل الطاقم بنوع من اللامبالاة ان حقيبتك بخير و انه يجب عليك ان لا تقلق. ولكن عند هبوط الطائرة تكتشف أن جهاز الكمبيوتر المحمول بالاضافة الى عدد من الهدايا الخاصة بك قد تضررت بشدة،عند اكتشافك لحجم الاضرار التي لحقت بالحاسوب و الهدايا، قمت بالذهاب الى مسؤلي الامتعة في شركة الطيران لتقديم شكوى رسمية و طلب تعويضات. بعد تقديمك لعدة شكاوي و طلبات تعويض على مدار عدة اشهر بسبب مماطلة شركة الطيران ومحاولتها التملص من المسؤولية، في النهاية يتم اخبارك من قبل شركة الطيران بانه قد تم رفض جميع طلبات التعويض و الشكاوي المقدمة.من قبلك بحجة ان الحادث برمته ليس خطأهم وأن الخطأ خطأك بسبب وضعك الحاسوب والهدايا في الحقيبة بدون محاولة وقايتة من الكسر.

1- يرجى قراءة كل عبارة من العبارات التالية والإجابة عليها وذلك بوضع علامة (√) على الإجابة التي تمثل أو تتطابق مع إجابتك.**في هذا الموقف:**

موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة		
5	4	3	2	1	في هذا الموقف ،ساشعر بأني امتلك نفوذا للتأثير على شركة الطيران	1
5	4	3	2	1	في هذا الموقف كنت ساتمكن من التأثير على قرارات شركة الطيران الخاصة بمشكلتي	2
5	4	3	2	1	في هذا الموقف ، كلما زادت قدرتي على الاقناع، كلما كنت قادرا على تغيير موقف شركة الطيران	3
5	4	3	2	1	في هذا الموقف ، بسبب قناعتي بأني على حق، تمكنت من اقناع شركة الطيران بحجتي و مشكلتي	4
5	4	3	2	1	في هذا الموقف.سوف اشعر بأنه قد تم خداعي	5
5	4	3	2	1	في هذا الموقف سوف اشعر بالخيانة	6
5	4	3	2	1	في هذا الموقف سوف اشعر بأن شركة الطيران كذبت علي	7
5	4	3	2	1	في هذا الموقف سوف اشعر بأن شركة الطيران حاولت استغلالي	8
5	4	3	2	1	في هذا الموقف سوف اشعر بأن شركة الطيران حاولت الاساءة الي	9
5	4	3	2	1	في هذا الموقف سوف اشعر بالغضب	10
5	4	3	2	1	في هذا الموقف سوف اشعر بالاحباط	11
5	4	3	2	1	في هذا الموقف، أريد القيام بعمل لايقاع الشركة و العاملين في ورطة	12
5	4	3	2	1	في هذا الموقف ، أريد معاقبة شركة الطيران و العاملين فيها بطريقة معينة.	13

						14
5	4	3	2	1	في هذا الموقف ، اريد ان اسبب الازعاج لشركة الطيران بأية طريقة ممكنة	14
5	4	3	2	1	في هذا الموقف ، أريد أن اصفي حسابي مع الشركة و العاملين باية طريقة	15
5	4	3	2	1	في هذا الموقف ، أريد ان اجعل شركة الطيران تحصل على الذي تستحقه.	16

2- يرجى قراءة كل عبارة من العبارات التالية والإجابة عليها وذلك بوضع علامة (√) على الإجابة التي تمثل أو تتطابق مع إجابتك.**في حالة حدوث هذا الموقف لي:**

6 سوف اشعر بذلك بشدة	5	4	3	2	1 لن اشعر بذلك اطلاقا	
6	5	4	3	2	1	1- سوف اشعر بأني عاجز عن حل المشكلة
6	5	4	3	2	1	2-سوف اشعر بالانعزال
6	5	4	3	2	1	3-سوف اشعر باني غير قادر على حل المشكلة

3- يرجى قراءة كل عبارة من العبارات التالية والإجابة عليها وذلك بوضع علامة (√) على الإجابة التي تمثل أو تتطابق مع إجابتك.**في حالة حدوث هذا الموقف لي ،اريد الانتقام الكترونيا عن طريق:**

موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة		
5	4	3	2	1	Facebook status updatesتحديثات موقع الفيسبوك	1
5	4	3	2	1	Tweetsتغريدات	2
5	4	3	2	1	تقديم شكاوى انتقامية الى مواقع حماية المستهلك	3
5	4	3	2	1	أنشاء موقع الكتروني عن قصتي و تجربتي مع الشركة.	4
5	4	3	2	1	FACEBOOKاغـراق صـفحة او مجموعـة الشـركة علـى موقـع فيسـبوك بالشكاوى والتهديد لازعاجهم (GROUP)	5
5	4	3	2	1	(FACEBOOK GROUP)انشاء صفحة او مجموعة على موقع فيسبوك لمقاطعة الشركة	6
5	4	3	2	1	كتابة تقيمات سلبية(Reviews)عن الشركة في مواقع الاخبار و المستهلكين	7
5	4	3	2	1	ارسال رسائل انتقامية عن طريق البريد الالكتروني الى الشركة	8

السيناريو الثاني :عزيزي المشارك، يرجى قراءة السيناريو التالية بعناية. **تخيل أنه حدث لك:**

كنت مسافرا في رحلة هامة، عند وصولك إلى الفندق في حوالي الساعة 10:00 مساء، قمت بالذهاب   إلى مكتب الاستقبالات لتسلم مفاتيح الغرفة.عند وصولك الى مكتب الاستقبال تقوم باخراج ورقة الحجز المدفوعة مسبقا و تقوم بتسليمها الى موظف الاستقبالات الذي يعلمك بوقاحة أن الفندق مكتظ بالنزلاء وبعدم وجود اية غرف فارغة بالرغم من قيامك بتأكيد حجزك في اليوم السابق. و يقوم الموظف بأخبارك بأنه يجب عليك الذهاب لفندق اخر مع العلم بأن اقرب فندق يبعد عدة اميال عن الفندق الذي تتواجد فيه. بعد قيامك بتقديم شكوى الى ادارة الفندق ، يتم اعلامك بأن ادارة الفندق غير قادرة على ايجاد غرفة لك بدون تقديم أي اعتذار أو تعويض.

1- يرجى قراءة كل عبارة من العبارات التالية والإجابة عليها وذلك بوضع علامة (√) على الإجابة التي تمثل أو تتطابق مع إجابتك.**في هذا الموقف:**

موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة		
5	4	3	2	1	سأكون راضيا من الطريقة التي تجاوبت بها شركة الطيران مع المشكلة	1
5	4	3	2	1	سأكون راضيا من الاجراءات و الوسائل المتبعة من قبل موظفي شركة الطيران للتعامل مع المشكلة	2
5	4	3	2	1	سأكون راضيا على التعويضات التي حصلت عليها من شركة الطيران بسبب المشكلة	3
5	4	3	2	1	شخصيا، في هذه الحالة، تلقيت جوابا مقنعا حول المشكلة من قبل شركة الطيران	4
5	4	3	2	1	في هذا الموقف ،ساشعر بأني امتلك نفوذا للتأثير على شركة الطيران	5
5	4	3	2	1	في هذا الموقف كنت ساتمكن من التأثير على قرارات شركة الطيران الخاصة بمشكلتي	6
5	4	3	2	1	في هذا الموقف ، كلما زادت قدرتي على الاقناع، كلما كنت قادرا على تغيير موقف شركة الطيران	7
5	4	3	2	1	في هذا الموقف ، بسبب قناعتي بأني على حق، تمكنت من اقناع شركة الطيران بحجتي و مشكلتي	8
5	4	3	2	1	في هذا الموقف.سوف اشعر بأنه قد تم خداعي	9
5	4	3	2	1	في هذا الموقف سوف اشعر بالخيانة	10
5	4	3	2	1	في هذا الموقف سوف اشعر بأن شركة الطيران كذبت علي	11
5	4	3	2	1	في هذا الموقف سوف اشعر بأن شركة الطيران حاولت استغلالي	12
5	4	3	2	1	في هذا الموقف سوف اشعر بأن شركة الطيران حاولت الاساءة الي	13
5	4	3	2	1	في هذا الموقف سوف اشعر بالغضب	14
5	4	3	2	1	في هذا الموقف سوف اشعر بالاحباط	15
5	4	3	2	1	في هذا الموقف، أريد القيام بعمل لايقاع الشركة و العاملين في ورطة	16
5	4	3	2	1	في هذا الموقف ، أريد معاقبة شركة الطيران و العاملين فيها بطريقة معينة.	17
5	4	3	2	1	في هذا الموقف ، اريد ان اسبب الازعاج لشركة الطيران بأية طريقة ممكنة	18
5	4	3	2	1	في هذا الموقف ، أريد أن اصفي حسابي مع الشركة و العاملين باية طريقة	19
5	4	3	2	1	في هذا الموقف ، أريد ان اجعل شركة الطيران تحصل على الذي تستحقه.	20

2- يرجى قراءة كل عبارة من العبارات التالية والإجابة عليها وذلك بوضع علامة (√) على الإجابة التي تمثل أو تتطابق مع إجابتك.**في حالة حدوث هذا الموقف لي:**

	6 سوف اشعر بذلك بشدة	5	4	3	2	1 لن اشعر بذلك اطلاقا	
	6	5	4	3	2	1	1- سوف اشعر بأني عاجز عن حل المشكلة
	6	5	4	3	2	1	2-سوف اشعر بالانعزال
	6	5	4	3	2	1	3-سوف اشعر باني غير قادر على حل المشكلة

3- يرجى قراءة كل عبارة من العبارات التالية والإجابة عليها وذلك بوضع علامة (√) على الإجابة التي تمثل أو تتطابق مع إجابتك.**في حالـة حدوث هذا الموقف لي ،اريد الانتقام الكترونيا عن طريق:**

موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة		
5	4	3	2	1	تحديثات موقع الفيسبوكFacebook status updates	1
5	4	3	2	1	تغريداتTweets	2
5	4	3	2	1	تقديم شكاوى الى مواقع حماية المستهلك	3
5	4	3	2	1	أنشاء موقع الكتروني عن قصتي و تجربتي مع الشركة.	4
5	4	3	2	1	اغـراق صـفحة او مجموعة الشـركة علـى موقـع فيسـبوكFACEBOOK بالشكاوى والتهديد لازعاجهم (GROUP)	5
5	4	3	2	1	انشـاء صـفحة او مجموعـة علـى موقـع فيسبوك (FACEBOOK GROUP) لمقاطعة الشركة	6
5	4	3	2	1	كتابة تقيمات سلبية(Reviews)عن الشركة في مواقع الاخبار و المستهلكين	7
5	4	3	2	1	ارسال رسائل انتقامية عن طريق البريد الالكتروني الى الشركة	8

الرجاء التأكد: هل أجبت على جميع الأسئلة

شكراً لمشاركتك في هذه الدراسة

الآن وقد رأيت وملئت الاستبيان، هل تسمح لي باستخدام البيانات التي وفرتها من خلال إجاباتك على أسئلة الاستبيان؟ إذا كان الأمر كذلك، يرجى تسليم الاستبيان و إعادته إلى الباحث.
يرجى العلم بأن الردود والبيانات التي قدمتها ستكون سرية ولن تستخدم إلا

APPENDIX 2A

Interview questions in English

The purpose of this study is to examine the ways and methods, consumers use to get back and take revenge against firms that have offended them, In addition, this research also examines consumers motives for exerting online revenge on firms, Therefore, this study is designed for consumers, who suffered a service failure with a particular firm, and a failed recovery effort, whom after that, choose to get their revenge on the offending firm, by using the internet for complaining to a third party, or by using the internet to spread negative word of mouth, or any other possible way.

The study will take the form of a cross-sectional study, where you will be asked to describe an incident where you had to get revenge against a firm while using the internet and then answer a number of questions about the incident, in the first section, you will be provided by a view example of consumers online revenge, Whereby in the second section, you will be asked to answer a number of demographic questions, and finally, in the third section, you will be asked to describe a story, in which you had to use the internet or any other media tool ,to get back at a firm that has offended you, and answer a number of questions about the incident. To ensure the anonymity of your responses, no one in will have access to the answers you gave. Therefore, any responses you provide regarding the questions asked will remain confidential and will be used for research purposes only.

Your involvement in this study is entirely voluntary; if you choose not to participate in this study please let us know before the interview begins.

Thank you…

Consumer revenge:

It's a type of consumer behaviour done with the intention of getting even with a service firm after a perceived injustice or wrongdoing from the firm, its workers, or the failure of its products or services.

A Few examples of revenge via social media include:

1- The electric guitar of a Canadian singer named Dave Carroll was damaged During a United Airlines flight, and he had to spend $1,200 on getting it fixed. after he sent numerous complaints for the airlines for compensation and damages, the airlines still refused to cover his costs so to get back at them, Carroll recorded a song called 'United Breaks Guitars', which was viewed 11 million times on You Tube, After the video was uploaded, the company's shares fell by 10%, a suffered losses equivalent to $180 million.

2- A customer decided to buy a new refrigerator from a company called sears. While delivering the refrigerator to him, the delivery guy ran over and killed the customer's dog, the dog's owner demanded some kind of compensation, but the workers at the company argued that the pet's death was the owner's fault since the dog had run in front of the delivery guy's truck. To get back at them, the customer started a website called SearsKilledMyDog.com that within a few hours became an enormous success as the case went viral on Twitter and several consumer complaints websites.

In your opinion, was the action taken in the previous examples acceptable? (1 = Unacceptable, 5 = Acceptable)

In your opinion, was the action taken in the previous examples fair? (1 = Unfair, 5 = Fair)

In your opinion, was the action taken in the previous examples ethical? (1 = Unethical, 5 = Ethical

In your opinion, was the action taken in the previous examples just? (1 = Unjust, 5 = Just)

In your opinion, was the action taken in the previous examples right? (1 = Wrong, 5 = Right)

Section 2:

Demographic questions:

1-Please state the appropriate age group that you belong to

2-Please state your gender:

3-Please indicate the highest level of education you have completed:

4-Please indicate your current employment status**:**

Section (3)

Question 1: what happened with the firm?

Question 2: how did you react with the situation?

Question 3: What type of relationship did you have with the firm prior to this negative experience?

Question 4: How did this negative experience make you feel?

Question 5: Did you feel able to influence the decisions made by the firm? In other words, did you feel you had leverage over the firm during the negative encounter?

Question 6: What made you choose the Internet as a tool for exerting revenge?

Question 7: What type of online applications or medium did you use to get revenge (Twitter, Facebook, Youtube, a Consumer website, Forums and blogs,other (please state) and how did you use it to get revenge?

Question 8: Thinking back at the dissatisfactory incident, after experiencing a desire for revenge, what do you think the firm could have done to solve the issue?

Question 9: Finally, if you had the ability to get back at a firm without getting caught through only one of those ways, Which way would you choose and why ?? 1- vandalise the store or property, 2- vindictively complain to the firm, 3- attack the workers or 4- get revenge online or 5- other (please specify)

Thank you..

APPENDIX 2B

Arabic Version of the Interview Questions

<div dir="rtl">

الانتقام الالكتروني

الانتقام الالكتروني هو استخدام تطبيقات الانترنت ومنصات التواصل الاجتماعي بعد تجربة فاشلة او سلبية مع احدى الشركات او مزودي الخدمات من أجل تلقين الشركة المسببة لهذه التجربة السلبية درسا، التنفيس عن مشاعر الإحباط والغضب، وتوليد الدعاية السلبية حول سلوكيات هذه الشركة، بالاضافة الى التحذير الأصدقاء و أفراد الأسرة بعدم التعامل مع هذه الشركة.

يهدف هذا البحث لفهم مسببات سلوكيات المستهلك الانتقامية باستخدام الانترنت و مواقع التواصل الاجتماعية بعد تجربة استهلاكية سلبية من اجل مساعدة الشركات و مزودي الخدمة على تحسين الخدمات المقدمة بالاضافة الى تحسين الخدمات العلاجية المقدمة بعد وقوع مثل هذه التجارب السلبية،و من اجل تفادي حدوثها في المستقبل. يرجى العلم بأن مشاركتك في هذه الدراسة هي مشاركة طوعية، و لذلك يمكنك الانسحاب من المشاركة في هذه الدراسة في أي وقت تشاء. البيانات التي ستوفرها ستكون سرية ولن يسمح لأي جهة بالإطلاع عليها، وستستخدم فقط من قبل الباحث لأغراض البحث العلمي.

يرجى الملاحظة بأنه من خلال ملء هذا الاستبيان فإنك تعطي موافقتك على المشاركة في هذه الدراسة، وللمحافظة على سرية مشاركتك في هذه الدراسة، سأحجم عن طلب موافقة خطية موقعة من الشخص الذي يملأ الاستبيان

الباحث

انتقام المستهلك:

</div>

هو سلوك يقوم به المستهلك بعد حادثة سلبية مع مزود الخدمة يقوم من خلالها المستهلك بسلوكيات تهدف للانتقام من مزود الخدمة او العاملين لديها.

بعض الامثلة على هذا السلوك من خلال مواقع التواصل الاجتماعي:

1-المغني الكندي دافيد كارول كان مسافرا مع طيران المتحدة لاجراء حفلة مع فرقته الموسيقية. خلال الرحلة تم اعلامه من قبل أحد الركاب أن عمال الحقائب في شركة الطيران قد قاموا برمي و قذف حقائب الركاب بأهمال و مع تجاهل تام لمحتوياتها. حقائب دافيد احتوت على الة الجيتار الخاص به، بعد وصول الرحلة اكتشف دافيد حدوث كسر في الجيتار. بعد تقديمه لعدة شكاوى إلى طاقم الطائرة و خطوط الطيران، تم اخباره من قبل الطاقم بنوع من اللامبالاة انه كان عليه ان ينتبه لحقائبه بدلا من لوم العمال، قام دافيد بالذهاب الى مسؤلي الامتعة في شركة الطيران لتقديم شكوى رسمية و طلب تعويضات. بعد تقديمه لعدة شكاوي و طلبات تعويض على مدار عدة اشهر بسبب مماطلة شركة الطيران ومحاولتها التملص من المسؤولية، في النهاية يتم اخباره من قبل شركة الطيران بانه قد تم رفض جميع طلبات التعويض و الشكاوي المقدمة.من قبلك بحجة ان الحادث برمته ليس خطأهم وأن الخطأ خطأه . للانتقام قام دافيد بتصوير فيديو موسيقي عن الحادثة و قام بوضعه على موقع "youtube.الدولارات بملايين للشركة خسائر ويتسبب مرة مليون 11 من اكثر مشاهدته لتتم

2-قام احد المستهلكين بشراء احدى الثلاجات من سلسلة سيرز ، اثناء قيام موظفي الشركة بتوصيل الثلاجة ، قام سائق الشاحنة بدهس كلب المستهلك مما ادى الى اصابته بجروح قاتلة مما ادى الى وفاة الكلب. بعد عدة محاولات للحصول على تعويضات من سيرز ، لم ينجح المستهلك بالحصول على أية تعويضات مع تأكيد الشركة بأن الخطأ يقع على المستهلك نفسه لسماحه للكلب بالخروج من المنزل. للانتقام من الشركة، قام المستهلك بعد ذلك بأنشاء موقع الكتروني لنشر القصة مما ادى الى تغطية واسعة لقصته من قبل وسائل الاعلام.

من معيار 1-5:

في رأيك هل السلوك الذي قام به المستهلك في الامثلة السابقة : مقبول (1)=غير مقبول (5)

منطقي في رأيك هل السلوك الذي قام به المستهلك في الامثلة السابقة (5=غير منطقي (1)

عادل في الامثلة السابقة هل السلوك الذي قام به المستهلك في رأيك (5=(1) غير عادل)

اخلاقي في رأيك هل السلوك الذي قام به المستهلك في الامثلة السابقة (5=(1) غير اخلاقي)

صحيح في رأيك هل السلوك الذي قام به المستهلك في الامثلة السابقة (5=(1) غير صحيح)

القسم الثاني:

ما هو عمرك ؟

ذكر ام انثى؟

ما هو المستوى التعليمي؟

ما هي الحالة الوظيفية؟

القسم الثالث:

1-ما هي قصتك مع مزود الخدمة؟

2-كيف كانت ردت فعلك بعد الحادثة؟

3-كيف تصف العلاقة مع مزود الخدمة بعد الحادثة؟

4-كيف كان شعورك بعد الحادثة السلبية؟

5-هل استطعت الضغط او التأثير على موقف مزود الخدمة خلال الحادثة ؟

6-لماذا استخدمت الانترنت كأداة للانتقام من مزود الخدمة؟

7- ما هو التطبيق الاجتماعي الذي قمت بأستخدامه للانتقام من مزود الخدمة؟

8-عند تذكرك للحادثة، ماذا بأعتقادك كان من الممكن فعله من جانب مزود الخدمة لتجنب الحادثة السلبية؟

9-اخيرا، لو كان باستطاعاتك الانتقام من مزود الخدمة بأحدى الطرق التالية من دون أي مخاطرة، ماذا ستختارو لماذا: 1-تخريب مكتب مزود الخدمة2-تقديم شكاوي انتقامية لمدراء الشركة3-الاعتداء على عاملين مزود الخدمة4-الانتقام عن طريق الانترنت 5-غير ذلك (الرجاء التحديد).

شكرا

APPENDIX 3A

Hypothesis testing results for the British sample

3A.1: The Role of Failure severity: Britain: (N=200)

H1A*: The stronger the consumer's perception of failure severity, the stronger the perception of helplessness.*

H1B: *The stronger the consumer's perception of failure severity, the stronger the perception of power.*

H1C: *The stronger the consumer's perceptions of failure severity, the less likely consumers' are satisfied with the firm recovery efforts.*

Regarding the correlations between severity and the cognitive appraisal variables for the first process failure condition in the British sample (N=200), the failure severity had insignificant correlations with helplessness (r = -.033 p = 0.640), power (r = .094 p = 0.186), and recovery satisfaction (r = -.020 p = 0.777), therefore no relationship was found between failure severity and the cognitive appraisal factors. However, a regression analysis was still conducted to measure the influence of severity on these variables starting with helplessness. The control variables of Age, gender, education, and internet usage were entered at step 1, significantly explaining 5.8% (adjusted R square = 3.9%) of the variance in 'helplessness'. After severity was entered at step 2, the model explained 5.9% of the total variance of helplessness, (adjusted R square = 3.4%) and F change (1, 194). This model was significant, F (5, 194) = 2,417 p <.05. In the final model, gender and internet usage were significant statistically with helplessness with (beta=-186, p <.05) for gender and (beta=-140, p <.05) for internet usage.

Variable	Step one (Beta)	Step two (Beta)
Age	.119	.118
Gender	- .186	-.186
Education	.-012	-.009
Internet use	-.141	-.140
Failure severity		-.018
R^2	.058	.059
adj R^2	.039	.034
R^2 change	.058	.000
F change	1,195	1,194
Sig. F change	.019	.037

Table: (3A-1)

Regarding perceived power, Age, gender, education, and internet usage explained 2% (adjusted R square -= .000%) of the variance in 'power'. After severity was entered at step 2, the model explained 2.9% of the total variance of power, (adjusted R square = .004%) and F change (1, 191). The final model was insignificant, F (5, 194) = 1.165 p =.332, and none of the variables were statistically significant with perceived power.

Variable	Step one (Beta)	Step two (Beta)
Age	-.050	-.043
Gender	.120	.121
Education	-.020	-.036
Internet use	-.077	.070
Failure severity		.094
R^2	.020	.092
adj R^2	.000	.004
R^2 change	.020	.009
F change	4,195	1,194
Sig. F change	.400	.322

Table: (3A-2)

Additionally, with regards to the influence of severity on recovery satisfaction, Age, gender, education, and internet usage explaining 0.09% (adjusted R square = -.011%) of the variance in 'recovery satisfaction'. At step 2, severity was introduced and the model also explained 0.09% of the total variance of recovery satisfaction, (adjusted R square = - .016%) and F change (1, 194). The whole model was insignificant and none of the variables were again statistically significant with recovery satisfaction, F (5, 194) = .372, p =.867.

Variable	Step one (Beta)	Step two (Beta)
Age	.069	.068
Gender	- .032	-.032
Education	.-031	-.028
Internet use	.049	.050

Failure severity		-.017
R^2	.009	.009
adj R^2	-.011	.016
R^2 *change*	.009	.000
F change	4,195	1,194
Sig. F change	.770	.811

Table: (3A-3)

Furthermore, in case of an outcome failure (condition 2), the bivariate correlation test revealed that the correlations between severity and helplessness were significant with (r = .279**, $p < 0.001$). Severity also had a small negative and significant correlation with power with (r = - .231**, $p < 0.001$). Similarly to the first condition, insignificant correlations were found between severity and recovery satisfaction with (r = -.090, $p = 0.204$).

Again starting with the influence of severity on helplessness, Age, gender, education, and internet usage explained 3.7% of the variance in perceived helplessness (adjusted R square = 1.8 %). At step 2, the failure severity explained 10.2% of the total variance, (adjusted R square = 7.8%) and F change (1, 194). The final model was significant, *F* (5, 194) = 4,385, $p < .001$. In the final model, severity was statistically significant with helplessness with (beta=.263, $p < .001$).

Variable	Step one (Beta)	Step two (Beta)
Age	.072	.99
Gender	- .169	-.107
Education	-.086	-.079
Internet use	-.020	-.004
Failure severity		.263**
R^2	.037	.102
adj R^2	.018	.078
R^2 *change*	.037	.064
F change	4,195	1,194
Sig. F change	.113	.000

Table: (3A-4)

Also, regarding the influence of severity on power in an outcome failure condition, Age, gender, education, and internet usage explained 2.1 % (adjusted R square -= .001%) of the variance in 'power'. afterwards, severity explained 6.2% of the total variance of power, (adjusted R square = 3.8 %) and F change (1,194). The final model was

significant, $F(5,194) = 2,568 < .05$, with severity again having a statistical significance with power with (beta= -.210, $p < .05$).

Variable	Step one (Beta)	Step two (Beta)
Age	.016	-.006
Gender	.144	.094
Education	.025	.019
Internet use	-.015	-.002
Failure severity		-.210**
R^2	.021	.062
adj R^2	.001	.038
R^2 change	.021	.041
F change	4,195	1,194
Sig. F change	.377	.028

Table : (3A-5)

Finally, concerning the influence of severity on recovery satisfaction in an outcome failure condition, at step one age, gender, education, and internet usage explained 2.9% (adjusted R square = .009%) of the variance in 'recovery satisfaction'. At step two, failure severity explained 3.6% of the total variance of recovery satisfaction, (adjusted R square = 1.1 %) and F change (1, 194). Similarly to the first process failure condition, both models here were insignificant with none of the variables having statistically significant relationships with recovery satisfaction, $F(5,194) = 1,436$ $p = .213$.

Variable	Step one (Beta)	Step two (Beta)
Age	.054	.045
Gender	.028	.008
Education	-.158	-.161
Internet use	.053	.047
Failure severity		-.086
R^2	.029	.036
adj R^2	.009	.011
R^2 change	.029	.007
F change	4,195	1,194
Sig. F change	.221	.213

Table: (3A-6)

3A.2: The cognitive appraisal factors and perceived betrayal: Britain *(N=200)*

H1d: The stronger the consumer's perception of failure severity, the stronger the negative emotions of betrayal.

H3A: The stronger the perceptions of helplessness, the stronger the negative emotions of betrayal.

H4A: The stronger the perception of power, the stronger the negative emotions of betrayal.

H5: The recovery actions satisfaction will negatively influence consumers' negative emotions of betrayal

For the British sample (N=200), the results of the correlations test showed that with regards to the first scenario/condition, the independent variables of the study, helplessness (r = .278**, $p < 0.01$), and failure severity, (r = -.179*, $p < 0.05$), both had a small and significant relationship with the perception of betrayal. However, with regards to power, (r = .037, $p = 0.605$), and recovery actions satisfaction (r = -.027, p =.701), both of these variables had an insignificant correlation with perceived betrayal. For the second condition, only helplessness (r = .305**, $p < 0.01$) had a small yet significant correlation with betrayal with failure severity, (r = -.097, $p = 0.174$), power, (r = .014, $p = 0.844$), and recovery actions satisfaction (r = -.017, $p = .813$) all having an insignificant correlation with betrayal.

For the first condition in the British sample and following a similar procedure as previously mentioned in section (5-3-1). Age, gender, education, and internet usage were entered at step 1, explaining only 2.2 % (adjusted R square = .002%) of the variance in 'perceived betrayal'. At step two, the independent variables were entered and they explained 14.2% of the total variance of the model, (adjusted R square = 10.6%) and F change (4, 191). This model was significant, $F (8, 191) = 3.952, p <.001$. In the final model, failure severity, power, and helplessness were significant statistically with the perceived betrayal with helplessness having the higher beta value (beta=332, p <.001), followed by power (beta=.177, $p <.05$) and failure severity (beta=-.180, $p <.05$).

Variable	Step one (Beta)	Step two (Beta)
Age	.085	.044
Gender	-.021	.015
Education	-.009	.027
Internet usage	-.131	-.083
Helplessness		.332**
Failure severity		-.180**
Power		.177**
Recovery satisfaction		-.039
R^2	.022	.142

adj R²	.002	.106
R² change	.022	.120
F change	4,195	4,191
Sig. F change	.364	.000

Table: *(3A-7)*

For the second condition (outcome service failure), for the British sample, the control variables were entered at step 1, explaining 1.6% of the variance in perceived betrayal (adjusted R square =-.004%). The independent variables (Helplessness, power, failure severity, and recovery satisfaction) were entered at step 2, the whole model explained 16.1% of the total variance in the perception of betrayal, (adjusted R square =12.6%) and F change (4, 191). The whole model was significant as seen in the following table (5-11), $F_{(8, 191)} = 4.597$ $p < .001$. Finally, failure severity, power and helplessness were statistically significant in this model with helplessness again having the higher beta value (beta=. 417, $p < .001$), followed by power (beta=.169, $p < .05$) and severity (beta= -.200, $p < .001$).

Variable	Step one (Beta)	Step two (Beta)
Age	.065	.013
Gender	-.104	-.105
Education	-.049	-.026
Internet usage	-.026	-.031
Helplessness		.417**
Failure severity		-.200**
Power		.169**
Recovery satisfaction		-.017
R^2	.011	.161
adj R²	-.004	.126
R² change	.016	.146
F change	4,195	4,191
Sig. F change	..534	.000

Table: (3A-8)

3A.3: The Emotional Elicitation State: *Britain (N=200)*

H6A: The *consumer perception of betrayal will increase the feelings of anger and frustration*

H6B: *The consumer's feelings of betrayal will increase his/her desire for revenge.*

H7A: *The consumer's feelings of anger and frustration will increase His/her desire for revenge.*

Before conducting the regression analysis a correlation test was also conducted to examine the relationships between this set of variables. Perceived betrayal had a medium positive correlation with anger and frustration (r = .428**, $p < 0.01$) for the first condition in the British sample, for the second condition also a significant positive correlation was found between them with (r = .473**, $p < 0.01$). Moreover, perceived betrayal, (r = .463**, $p < 0.01$), anger and frustration, (r = .427**, $p < 0.01$) were both positively linked with the desire for revenge for the first condition in the British sample with medium strength correlations. While for the second sample, perceived betrayal, (r = .581**, $p < 0.01$), and anger and frustration, (r = .436**, $p < 0.01$) were again positively and significantly correlated with the desire for revenge with large and medium strength correlations. Hierarchical regression was performed next to test these hypothesis and For the first condition in the British sample, the age, gender, education, and internet usage of the British respondents explained 5% of the variance in anger and frustration (adjusted R square = 3.1. %). At step 2 perceived betrayal was added and explained 33% of the total variance in anger and frustration, (adjusted R square = 31.2%) and F change (1, 194). Both models were significant, the first model with F (4, 195) = 2.567, p <.05 and the final model, F (5, 194) = 19.075, p <.001. In the final model, betrayal and internet usage were both significant statistically with the dependent variable with (beta=.535, p <.001) for betrayal and (beta= -.124, p <.05) for internet usage.

Variable	Step one (Beta)	Step two (Beta)
Age	.119	.074
Gender	.021	.033
Education	-.041	-.036
Internet usage	-.194	-.124**
Perceived Betrayal		.535**
R^2	.050	.33
adj R^2	.031	.312
R^2 change	.050	.280
F change	4,195	1,194
Sig. F change	.039	.000

Table: (3A-9)

For the British sample second condition, age, gender, education and internet usage explained 3% of the variance in anger and frustration (adjusted R square = 1%). At step 2 betrayal explained 30.8% of the variance in anger and frustration, (adjusted R square = 29%) and F change (1, 194). The final model was significant, $F (5, 194) = 17.239$, $p < .001$ and perceived betrayal was statistically significant with the dependent variable with (beta=.531, $p < .001$).

Variable	Step one (Beta)	Step two (Beta)
Age	.119	.084
Gender	-.020	.036
Education	-.0123	-.096
Internet usage	-.074	-.060
Perceived Betrayal		.531**
R^2	.030	.308
adj R^2	.010	.290
R^2 change	.030	.277
F change	4,195	1,194
Sig. F change	.196	.000

Table: (3A-10)

With regards to the relationship between betrayal, anger and frustration and the desire for revenge in the first condition of the British sample, at step 1 Age, gender, education and internet usage were entered explaining 4% of the variance in the desire for revenge (adjusted R square =2.1%). At step 2 the negative emotions (betrayal, anger, and frustration) explained 27.3% of the total variance in the desire for revenge, (adjusted R square = 25%) and F change (2, 193). The whole model was significant, $F (6, 193) = 12.079$ $p < .001$. Betrayal and anger and frustration were both statistically significant in this model with (beta=. 319, $p < .001$) for betrayal, and (beta=.238, $p < .05$) for anger and frustration.

Variable	Step one (Beta)	Step two (Beta)
Age	.087	.032
Gender	-.107	-.105
Education	.011	.024
Internet usage	-.170	-.082
Perceived Betrayal		.319**
Anger and frustration		.238**
R^2	.040	.273
adj R^2	.021	.250
R^2 change	.040	.233
F change	4,195	2,193
Sig. F change	.089	.000

For the second condition of the British sample, at step 1 the control variables only explained .5% of the variance in the desire for revenge (adjusted R square = -1.6%). At step 2 (betrayal, anger, and frustration) explained 36.5% of the total variance in the desire for revenge, (adjusted R square =34.5%) and F change (2, 193). The whole model was significant, F (6, 193) = 18.471 p <.001. Betrayal and anger and frustration were both statistically significant in this model with (beta=. 491, p <.001) for betrayal, and (beta=.178, p <.05) for anger and frustration.

Variable	Step one (Beta)	Step two (Beta)
Age	.018	-.035
Gender	-.025	.30
Education	.003	.049
Internet usage	-.067	-.041
Perceived Betrayal		.491**
Anger and frustration		.178**
R^2	.005	.365
adj R^2	-.016	.345
R^2 change	.005	.360
F change	4,195	2,193
Sig. F change	.920	.000

Table: (5-12)

3A.4: **The Secondary Appraisal State: Britain (N=200)**

H8A: The desire for revenge will positively influence online revenge behaviours.

H10: The consumer level of perceived control will mediate the path between the desire for revenge and online revenge behaviours.

H11: "The consumer perception of low levels of risk (high risklessness) will mediate the path between the desire for revenge and online revenge behaviours.

H12: The reach of the internet will mediate the path between the desire for revenge and online revenge behaviours.

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Similarly to the previous procedures, a correlations analysis was conducted to examine the links between the variables under examination. With regards to the correlations between the desire for revenge and the online revenge coping options for the first process failure condition In the **British sample (N=200)**, the desire for revenge had

medium (r = .376**, $p < 0.01$) correlations with avoidance online revenge forms and (r = .373**, $p < 0.01$) with problem focused online revenge behaviours. For the outcome failure (second condition), the desire for revenge had a medium correlation with avoidance revenge behaviours (r = .463**, $p < 0.01$), and (r = .447**, $p < 0.01$) with problem focused revenge behaviours. Additionally, concerning the mediating variables of the study correlations with the desire for revenge and the online revenge forms, perceived control correlation with desire for revenge for the first process failure scenario was positive and significant yet small with (r = .230**, $p < 0.01$) and also for the second outcome failure scenario with (r = .234**, $p < 0.01$). With avoidance online revenge, perceived control had a (r = .214**, $p < 0.01$) correlation in the first process failure condition and a (r = .208**, $p < 0.01$) correlation with the second outcome failure condition. With problem focused revenge behaviours, control had a (r = .201**, $p < 0.05$) correlation for the first process failure condition and a (r = .220*, $p < 0.05$) correlation for the second outcome failure condition. With regards to the perceived risk or risklessness and the desire for revenge, a positive yet weak correlation existed for the first process failure condition (r = .235**, $p < 0.01$). For the second outcome failure scenario also a positive yet weak correlation were found (r = .203**, $p < 0.01$). Regarding risklessness correlation with avoidance online revenge, a positive and significant correlation was found for the first process failure condition (r = .354**, $p < 0.01$) and for the second outcome failure condition (r = .207**, $p < 0.01$). With problem focused online revenge behaviours risklessness had a weak yet positive correlation with (r = .220*, $p < 0.05$) for the first process failure condition and a similarly small correlation for the second outcome failure condition with (r = .161*, $p < 0.05$). For reach, the third mediator in this study, a medium in strength correlation was found between it and the desire for revenge for both conditions with (r = .383**, $p < 0.01$) and (r = .354**, $p < 0.01$) respectively. With avoidance online revenge forms, reach had a small yet significant correlation with (r = .279**, $p < 0.01$) and (r = .285**, $p < 0.01$) for both conditions. A small yet significant correlation was also found between reach and problem focused online revenge for the first process failure condition with (r = .324**, $p < 0.01$), and with a medium strength correlation for the second outcome failure condition (r = .359**, $p < 0.01$).

Therefore, following a similar procedure as mentioned before in chapter five, a mediation test was again conducted using AMOS for the two samples separately.

Regarding the British sample (N=200), based on the findings of the mediation analysis, H8A was supported again since all paths between the desire for revenge and the online revenge coping options were supported. Additionally, for the first process failure condition in this sample as seen in table: (**3A-13**), Reach and Risklessness partially mediated the path between the desire for revenge and both forms of online revenge with control partially mediating the path to avoidance online revenge only. Furthermore, for the second outcome failure condition, reach again partially mediated the path for both types of online revenge with no mediation effects for either control or risklessness. Therefore, H12 was supported for both conditions whereby, H11 was supported only for the first process failure condition and H10 was also supported in case of a process failure but only in the path to avoidance online revenge.

Path	Direct beta	Direct with mediator	Indirect with mediator	Type of mediation	Condition
Desire to avoidance (control)	**.39***	**.34**	**.31**	**Partial**	**1 (process failure)**
Desire to avoidance (risk)	**.39***	**.31**	**.66**	**Partial**	**1 (process failure)**
Desire to avoidance (reach)	**.39***	**.31**	**.61**	**Partial**	**1 (process failure)**
Desire to problem revenge (control)	**.34***	**.34**	**.28**	**No mediation**	**1 (process failure)**
Desire to problem revenge (risk)	**.34***	**.34**	**.33**	**Partial**	**1 (process failure)**
Desire to problem revenge (reach)	**.34***	**.29**	**.82**	**Partial**	**1 (process failure)**
Desire to avoidance (control)	**.46**	**.45**	**.24**	**No mediation**	**2 (outcome failure)**
Desire to avoidance (risk)	**.46**	**.45**	**.23**	**No mediation**	**2 (outcome failure)**
Desire to avoidance (reach)	**.46**	**.43**	**.47**	**Partial**	**2 (outcome failure)**
Desire to problem revenge (control)	**.43**	**.41**	**.28**	**No mediation**	**2 (outcome failure)**
Desire to problem revenge (risk)	**.43**	**.43**	**.15**	**No mediation**	**2 (outcome failure)**
Desire to problem revenge (reach)	**.43**	**.36**	**.81**	**Partial**	**2 (outcome failure)**

Table (**3A-13**)

3A.5: The Moderating influences of altruism: *Britain (N=200)*

Again To test for H13, "*The customer's altruism values will moderate the path between the desire for revenge and avoidance online revenge*". A moderation test was conducted using SPSS to test for the moderation effects of altruism on the path between the desire for revenge and the avoidance online. Similarly to the previous procedure, a correlation test was conducted. For the British sample (N=200), no significant correlations were found between altruism and avoidance online revenge behaviours for both conditions with (r = .22, *p* =.753) and (r = .42, *p* = .555). for the Jordan sample (N=217), no correlations were found for the first process failure condition with (r = -.79, *p* = .249), and for the second condition (r = .050, *p* = .462). Furthermore, with regards to the moderation effects of altruism on the desire for revenge and avoidance online revenge for the first condition of the British sample (N=200), The first model was significant, R2 = .1418, F(3, 196) = 9.715, p < .001. The second model was however was insignificant, b = -.222, t (196) = -44.99, p = .6533. Therefore, as shown in **Table (3A-14)** no moderation effects were found here.

```
Model Summary
         R          R-sq          F          df1          df2          p
      .3766         .1418       9.7152      3.0000     196.0000      .0000

Model
             coeff         se          t          p
Constant     2.7714       .0682     40.6421      .0000
Altruism      .0007       .0554       .0127      .9899
desirer1      .3911       .0750      5.2130      .0000
int_1        -.0222       .0494      -.4499      .6533

Interactions:

 int_1    desirer1    X      altruism
```

Table: (3A-14)

Similarly for the second outcome failure condition of the British sample (N=200), The first model explained a good proportion of the variance, R2 = .2315, F(3, 196) = 18.435, p < .001. At step 2, the model with the moderator also didn't explain any of the variance and the model was insignificant, b = -.0482, t(196) = -.7780, p = .4375. Therefore, no moderation effects were found for the altruism on avoidance online revenge in condition two.

```
Model Summary
         R          R-sq           F          df1          df2            p
     .4811         .2315      18.4353       3.0000     196.0000        .0000

Model
           coeff          se           t            p
constant   2.8926        .0636     45.4974        .0000
alturism    .0130        .0561       .2311        .8175
desirer2    .4471        .0660      6.7727        .0000
int_1      -.0482        .0619      -.7780        .4375

Interactions:

 int_1    desirer2     X      altruism
```

Table : (3A-15)

To conclude, based on the findings of the moderating Hierarchical multiple regression, H13 which state that the altruism will moderate the path between the desire for revenge and the avoidance online revenge behaviours was rejected since no moderation effects were found between the desire for revenge and this form of online revenge for both condition one (process service failure) and condition two (outcome service failure) in the British sample.

Appendix 3B

Hypothesis testing for the Jordan sample

The Role of Failure severity: *Jordan (N=217):*

H1A*: The stronger the consumer's perception of failure severity, the stronger the perception of helplessness.*

H1B: *The stronger the consumer's perception of failure severity, the stronger the perception of power.*

H1C: *The stronger the consumer's perceptions of failure severity, the less likely consumers' are satisfied with the firm recovery efforts.*

For the Jordan sample (N=217) first process failure condition, no significant correlations were found between severity and the cognitive appraisal variables with (r = -.016 p = 0.753) for helplessness, (r = .033 p = 0.512) for power, and (r = .053 p = 0.349) for recovery satisfaction. Therefore, no significant relationships again were found between failure severity and the cognitive appraisal factors for the first process failure condition.

Regarding the influence of severity on helplessness for the first process failure condition, the control variables of Age, gender, education, and internet usage were entered at step 1, significantly explaining .06% (adjusted R square = -1.3%) of the variance in 'helplessness'. After severity was entered at step 2, the model explained .08% of the total variance of helplessness, (adjusted R square = 1.6%) and F change (1.211). The final model was insignificant, $F_{(5,211)}$ = .322 p =.893 and none of the variables were statistically significant with helplessness.

Variable	Step one (Beta)	Step two (Beta)
Age	.033	.033
Gender	.023	.023
Education	.024	.022
Internet use	.066	.061
Failure severity		-.042
R^2	.006	.008
adj R^2	-.013	-.016
R^2 change	.006	.002
F change	4,212	1,211
Sig. F change	.863	.893

Table : (3B-1)

Regarding the influence of severity on perceived power, Age, gender, education, and internet usage explained 3.6% (adjusted R square = 1.7%) of the variance in 'power'. After severity was entered at step 2, the model also explained 3.6% of the total variance of power, (adjusted R square = 1.3%) and F change (1, 211). The final model was also insignificant, F (5, 211) = 1.558 p =.173, and only gender was statistically significant with perceived power with (beta= -.156, p <.05). .

Variable	Step one (Beta)	Step two (Beta)
Age	.004	.004
Gender	-.156	-.156**
Education	-.108	-.108
Internet use	-.013	-.014
Failure severity		-.005
R^2	.036	.036
adj R^2	.017	.013
R^2 change	.036	.000
F change	4,212	1,211
Sig. F change	.103	.173

Table: (3B-2)

With regards to the influence of severity on recovery satisfaction for the first process failure condition of the Jordan sample (N=217) , Age, gender, education, and internet usage explained 4.7% (adjusted R square = 2.9%) of the variance in 'recovery satisfaction'. At step 2, severity was introduced and the model also explained 4.8% of the total variance of recovery satisfaction, (adjusted R square = 2.5%) and F change (1, 211). The whole model was insignificant, F (5, 211) = 2,106, p =.066. and gender were again statistically significant with recovery satisfaction (beta= -.181, p <.05).

Variable	Step one (Beta)	Step two (Beta)
Age	-.051	-.051
Gender	- .181	-.181

Education	-.107	-.109
Internet use	-.052	-.054
Failure severity		-.022
R^2	.047	.048
adj R^2	.029	.025
R^2 change	.047	.000
F change	4,212	1,211
Sig. F change	.036	.066

Table: (3B-3)

In case of an outcome failure condition, the bivariate correlation test revealed insignificant correlations between severity and helplessness (r = -.61. p = .235), Severity and power with (r = - .027, p < 0.585), and severity and recovery satisfaction with (r =.091, p = 0.091).

Again starting with the influence of severity on helplessness, the control variables explained 4.8% of the variance in perceived helplessness (adjusted R square = 3 %). At step 2, the failure severity explained 5.4% of the total variance, (adjusted R square = 3.2%) and F change (1, 211). The final model was significant, F (5, 211) = 2,410, p <.05. In the final model, only the education level was statistically significant with helplessness with (beta=.146, p <.05).

Variable	Step one (Beta)	Step two (Beta)
Age	.136	.134
Gender	- .004	-.001
Education	.144	.146
Internet use	.099	.094
Failure severity		-.078
R^2	.048	.45
adj R^2	.030	.032
R^2 change	.048	.006
F change	4,212	1,211
Sig. F change	.033	.038

Table: (3B-4)

Regarding the influence of severity on perceived power in the second outcome failure condition, Age, gender, education, and internet usage explained 1.4 % (adjusted R square = - .005%) of the variance in 'power'. At step 2, severity was introduced and the model also explained 1.4% of the total variance of power, (adjusted R square = -.009 %) and F change (1,211). The final model was insignificant, F (5,211) = .604 p= .697, and none of the variables were statistically significant with power.

Variable	Step one (Beta)	Step two (Beta)
Age	.026	.026

Variable		
Gender	-.069	-.070
Education	.072	.072
Internet use	-.034	-.033
Failure severity		-.19
R^2	.014	.014
adj R^2	-.005	-.009
R^2 change	.014	.000
F change	4,212	1,211
Sig. F change	.566	.977

Table: (3B-5)

Finally, regarding the influence of severity on recovery satisfaction, at step 1 the control variables (age, gender, education, and internet usage) explained 1.2% (adjusted R square = -.007%) of the variance in 'recovery satisfaction'. At step two, failure severity explained 2.5% of the total variance of recovery satisfaction, (adjusted R square = .001 %) and F change (1, 211). The final model was insignificant $F_{(5,211)} = 1,061$ $p =.383$, with none of the variables having any statistical significance with recovery satisfaction.

Variable	Step one (Beta)	Step two (Beta)
Age	.109	.113
Gender	-.004	-.009
Education	-.007	-.010
Internet use	.014	.020
Failure severity		.113
R^2	.012	.025
adj R^2	-.007	.001
R^2 change	.012	.013
F change	4,212	1,211
Sig. F change	.634	.383

Table: (3B-6)

3B.2: The cognitive appraisal factors and perceived betrayal: *Jordan (N=217):*

H1d: The stronger the consumer's perception of failure severity, the stronger the negative emotions of betrayal.

H3A: The stronger the perceptions of helplessness, the stronger the negative emotions of betrayal.

H4A: The stronger the perception of power, the stronger the negative emotions of betrayal.

H5: The recovery actions satisfaction will negatively influence consumers' negative emotions of betrayal

Following a similar procedure for the first process failure condition of the Jordan sample, helplessness (r = .230**, $p < 0.01$) had a significant yet small correlation with the perception of betrayal for the first condition and also a small yet significant

correlations for the second outcome failure condition (r = .213**, *p* < 0.01). With regards to the failure severity, no correlation were found between it and betrayal with insignificant correlations with the first condition (r = -.105, *p* = 0.122) and with the second condition (r = -.041, *p* = .552). With regards to power, no significant correlations were found with betrayal for both conditions with (r = .082, *p* = 0.228) and(r = .100, *p* = 0.144). Recovery actions satisfaction also had no significant correlations with betrayal for both conditions with (r = -.061, *p* =.374) and (r = -.026, *p* =.706).

Age, gender, education and internet usage explained only 2.5% of the variance in betrayal (adjusted R square = .007%). After the primary appraisal variables (Helplessness, power, failure severity, and recovery satisfaction) were entered next at step 2, the whole model explained 10.8% of the total variance in the dependent variable, (adjusted R square =7.4%) and F change (4, 208). Therefore, the whole model was significant as seen in the following table (5-12), *F* (8, 208) = 3.146, *p* <.05. Finally, only helplessness and the control variable education were statistically significant in this model with helplessness again having the higher beta value (beta=. 250, *p* <.001), followed by education (beta=-.136, *p* <.05).

Variable	Step one (Beta)	Step two (Beta)
Age	.080	.070
Gender	.066	.069
Education	-.131	-.136**
Internet usage	-.003	-.031
Helplessness		.250**
Failure severity		-.105
Power		.130
Recovery satisfaction		-.059
R^2	.025	.108
adj R^2	.007	.074
R^2 change	.025	.083
F change	2,212	4,208
Sig. F change	.249	.002

Table: (3B-7)

For the Jordan sample second outcome failure condition, the control variables (Age, education, internet usage, and gender) explained 1.6% of the variance in perceived betrayal (adjusted R square =-.003%). At step 2 the independent variables (Helplessness, power, failure severity, and recovery satisfaction) explained 7.8% of the total variance in the perception of betrayal, (adjusted R square =4.3%) and F change (4, 208). The whole model was again significant, *F* (8, 208) = 2.199 *p* <.05. In this

condition, only helplessness and power were statistically significant in this model with helplessness having a higher beta (beta=. 242, *p* <.001), and power with (beta=.161, *p* <.05).

Variable	Step one (Beta)	Step two (Beta)
Age	.054	.018
Gender	.023	.036
Education	.109	.063
Internet usage	.026	.007
Helplessness		.242**
Failure severity		-.023
Power		.161**
Recovery satisfaction		-.025
R^2	.016	.078
adj R^2	-.003	.043
R^2 change	.016	.062
F change	4,212	4,208
Sig. F change	.489	.029

Table : (3B-8)

3B.3: The Emotional Elicitation State: *Jordan sample (N=217):*

H6A: The *consumer perception of betrayal will increase the feelings of anger and frustration*

H6B: *The consumer's feelings of betrayal will increase his/her desire for revenge.*

H7A: *The consumer's feelings of anger and frustration will increase His/her desire for revenge.*

For the Jordan sample (N= 217), betrayal and anger and frustration had significant correlations with each other for both conditions with (r = .475**, *p* < 0.01) for the first condition and a large positive correlation (r = .586**, *p* < 0.01) for the second condition. Perceived betrayal with (r = .513**, *p* < 0.01) for the first condition, and (r = .715**, *p* < 0.01) for the second condition had positive strong correlations with the desire for revenge. Similarly, anger and frustration with (r = .518**, *p* < 0.01) for the first condition and (r = .598**, *p* < 0.01) for the second condition also had strong and positive correlations with the desire for revenge.

For the first condition in the Jordan sample, the control variables explained 3.8% of the variance in anger and frustration (adjusted R square = 2%). At step 2 perceived betrayal explained 41.3% of the total variance in anger and frustration, (adjusted R square = 40.%) and F change (1, 211). The final model here was significant, *F* (5, 211) = 29.749, *p* <.001. Betrayal was also statistically significant with the dependent variable with (beta=.621, *p* <.001).

Variable	Step one (Beta)	Step two (Beta)
Age	.83	.033
Gender	.142	.101
Education	-.117	-.036
Internet usage	.032	.034
Perceived Betrayal		.621**
R^2	.038	.413
adj R^2	.020	.400
R^2 change	.038	.375
F change	4,212	1,211
Sig. F change	.082	.000

Table : (3B-9)

For the Jordan sample second condition, age, gender, education, and internet usage explained 2.3% of the variance in anger and frustration (adjusted R square =.004%). At step 2 betrayal explained 57.4% of the variance in anger and frustration, (adjusted R square = 56.3%) and F change (1, 211). The final model was also significant, F (5, 211) = 56.762, p <.001 and perceived betrayal was also statistically significant with the dependent variable with (beta=.748, p <.001).

Variable	Step one (Beta)	Step two (Beta)
Age	.100	.060
Gender	.017	.000
Education	.097	.015
Internet usage	-.031	-.051
Perceived Betrayal		.748**
R^2	.023	.574
adj R^2	.004	.563
R^2 change	.023	.551
F change	4,212	1,211
Sig. F change	.302	.000

Table : (3B-10)

In the first condition of the Jordan sample, at step 1 the control variables (age, gender, education, and internet usage) explained .09% of the variance in the desire for revenge (adjusted R square = -1%). At step 2 the negative emotions (betrayal, anger, and frustration) explained 36% of the total variance in the desire for revenge, (adjusted R square =34.2%) and F change (2, 210). The whole model was also significant, F (6, 210) = 19.710 p <.001. Betrayal and anger and frustration were both statistically significant in this model with (beta=. 313, p <.001) for betrayal, and (beta=.355, p <.001) for anger and frustration with the higher beta value.

Variable	Step one (Beta)	Step two (Beta)
Age	.039	-.016
Gender	-.063	-.133

Education	.048	.130
Internet usage	-.010	-.020
Perceived Betrayal		.313**
Anger and frustration		.355**
R^2	.009	.360
adj R^2	-.010	.342
R^2 change	.009	.351
F change	4,212	2,210
Sig. F change	.744	.000

Table: (3B-11)

For the second condition of the Jordan sample, at step 1 the control variables (age, gender, education, and internet usage) explained 2.9% of the variance in the desire for revenge (adjusted R square =.04%). At step 2 (betrayal, anger, and frustration) explained 52.9% of the total variance in the desire for revenge, (adjusted R square =51.5%) and F change (2, 210). The whole model was again significant, F (6, 210) = 39.250 p <.001. Betrayal was the only statistically significant variable in this model with (beta= .605, p <.001).

Variable	Step one (Beta)	Step two (Beta)
Age	.105	.059
Gender	-.029	-.045
Education	.110	.031
Internet usage	.069	.057
Perceived Betrayal		.605**
Anger and frustration		.136
R^2	.029	.529
adj R^2	.011	.515
R^2 change	.029	.500
F change	4,212	2,210
Sig. F change	.179	.000

Table: (3B-12)

3B.4: **The Secondary Appraisal State:** *Jordan (N=217):*

H8A: The desire for revenge will positively influence online revenge behaviours.

H10: The consumer level of perceived control will mediate the path between the desire for revenge and online revenge behaviours.

H11: "The consumer perception of low levels of risk (high risklessness) will mediate the path between the desire for revenge and online revenge behaviours.

H12: The reach of the internet will mediate the path between the desire for revenge and online revenge behaviours.

For the **Jordan sample (N=217)**. And again starting with the correlations between the desire for revenge and the online revenge coping options , the desire for revenge had medium ($r = .447^{**}$, $p < 0.01$) correlations with avoidance online revenge for the first process failure condition and a strong and large correlation ($r = .616^{**}$, $p < 0.01$) for the second outcome failure condition. With problem focused online revenge behaviours, the desire for revenge had significant correlations for both conditions with ($r = .465^{**}$, $p < 0.01$) and ($r = .240^{**}$, $p < 0.01$) for the first and second conditions respectively.

Concerning the mediating variables of the study correlations with the desire for revenge and the online revenge forms, perceived control correlation with desire for revenge for the first process failure scenario was significant yet small with ($r = .204^{**}$, $p < 0.01$) and insignificant for the second outcome failure scenario or condition with ($r = .058$ $p = .395$). With avoidance and problem focused online revenge behaviours, control had significant correlations with both forms for the first process failure condition with ($r = .396^{**}$, $p < 0.01$), ($r = .235^{**}$, $p < 0.01$), and ($r = .200^{**}$, $p < 0.01$). However, for the second outcome failure condition, control didn't have any significant correlations with any of the three forms with ($r = .100$, $p = 0.144$) for avoidance revenge, ($r = .021$, $p = 0.172$) and for problem coping revenge.

For perceived risk and the desire for revenge, a positive yet weak correlation existed for the first process failure condition ($r = .222^{**}$, $p < 0.01$). For the second outcome failure scenario no significant correlations were found ($r = .070$, $p = 0.305$). Regarding the correlation with avoidance online revenge, a significant correlation was found for the first process failure condition ($r = .310^{**}$, $p < 0.01$) and for the second outcome failure condition an insignificant correlation was found ($r = .101$, $p = 0.137$). Similarly, with problem focused online revenge risklessness had a small yet positive correlation with ($r = .221^{**}$, $p < 0.01$) for the first process failure condition and insignificant correlation for the second outcome failure condition with ($r = .117$, $p = 0.85$).

For reach, a small correlation was found between with the desire for revenge for both conditions with ($r = .256^{**}$, $p < 0.01$) and ($r = .143^{*}$, $p < 0.05$) respectively. With avoidance online revenge forms, reach had a medium and small but significant correlations with ($r = .338^{**}$, $p < 0.01$) and ($r = .159^{*}$, $p < 0.05$) for both conditions. A small yet significant correlation was also found between reach and problem online

revenge for the first process failure condition with (r = .243*, $p < 0.05$), and also for the second outcome failure condition (r = .173*, $p < 0.05$).

Therefore, after establishing the correlations between the variables, the mediation analysis was conducted and as seen in table (3B-13), perceived control, risk, and reach partially mediated the path to both avoidance and problem online revenge in case of a process failure. However, for the second outcome failure condition no mediation effects were found for all risklessness, reach, and control. Thus, H8A was supported for both conditions whereby, H10,H11,H12 were supported only in case of a process failure condition.

Path	Direct beta	Direct with mediator	Indirect with mediator	Type of mediation	Condition
Desire to avoidance (control)	.42***	.38**	.65**	Partial	1 (process failure)
Desire to avoidance (risk)	.42***	.39**	.49**	Partial	1 (process failure)
Desire to avoidance (reach)	.42***	.38**	.61**	Partial	1 (process failure)
Desire to problem revenge (control)	.42***	.43**	.30**	Partial	1 (process failure)
Desire to problem revenge (risk)	.42***	.43**	.28**	Partial	1 (process failure)
Desire to problem revenge (reach)	.42***	.43**	.34**	Partial	1 (process failure)
Desire to avoidance (control)	.50***	.61**	.004	No mediation	2 (outcome failure)
Desire to avoidance (risk)	.50***	.61**	.004	No mediation	2 (outcome failure)
Desire to avoidance (reach)	.50***	.60**	.10	No mediation	2 (outcome failure)
Desire to problem revenge (control	.51***	.59**	.001	No mediation	2 (outcome failure)

)					
Desire to problem revenge (risk)	.51***	.59**	.005	No mediation	2 (outcome failure)
Desire to problem revenge (reach)	.51***	.58**	.13	No mediation	2 (outcome failure)

Table: (3B-13)

3A.5: The Moderating influences of altruism: *Jordan (N=217)*:

H13, *"The customer's altruism values will moderate the path between the desire for revenge and avoidance online revenge"*

For the Jordan sample (N=217) first process failure condition, The first model was also significant, R2 = .2010, F(3, 213) = 17,29 p < .001. At step 2, the model with the moderator didn't explain any of the variance and the model was also insignificant, b = .0390, t(213) = .4419, p = .6590. Therefore, no moderation effects were found for altruism on avoidance online revenge.

```
Model Summary
          R         R-sq          F          df1          df2          p
       .4484        .2010     17.2985       3.0000     213.0000       .0000

Model
              coeff         se          t           p
Constant     2.8066       .0554    50.6652       .0000
Altruism     -.0143       .0864     -.1659       .8684
desire1       .4173       .0592     7.0429       .0000
int_1         .0390       .0883      .4419       .6590

Interactions:

 int_1    desire1     X     altruism
```

Table: (3B-14)

For the Jordan sample (N=217) second outcome failure condition, the first model was significant with, R2 = .3948, F (3, 213) = 45.02 p < .001. However, the model with the moderator was insignificant again, b = .1097, t (213) = 1.63, p = .1045. Therefore, no

moderation effects were also found for the altruism on avoidance online revenge for the second condition.

```
Model Summary
          R          R-sq           F          df1          df2               p
      .6284         .3948     45.0209       3.0000     213.0000          .0000

Model
              coeff          se           t           p
constant     2.6881       .0526     51.1003       .0000
Altruism      .1049       .0761      1.3770       .1700
desire2       .5086       .0442     11.5161       .0000
int_1         .1097       .0673      1.6303       .1045

Interactions:

 int_1    desire2      X     altruism
```

Table: (3B-15)