How Outraged Customers React: from the Antecedents to the Consequences of Customer Rage Emotions in Service Failure and Intervention Strategies

By

Ruby, WENJIAO, ZHANG

Newcastle University Business School

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Abstract

Outraged customers experience the unfair treatment commonly across the world in various industries. But only a small number of studies provide comprehensive measures of the customer rage construct and associated behaviours. Addressing this issue, the present research focuses on four objectives: (1) to develop and empirically test the scale of customer rage; (2) to identify the mediators of customer rage in the service context.; (3) to clarify the concepts of customer rage and rage behaviours, and to empirically test casual relationships between them; (4) to investigate the intervention strategies in different contexts of rage emotions and test the efficiency with diverse rage behaviours.

The research adopts a mixed research method, consisting of preliminary qualitative interviews, and a quantitative survey. A measurement scale of customer rage is developed and empirically evaluated, following the established scale development procedure. The conceptual framework of customer rage and associated behaviours is tested with a structural equation model. Results reveal two different types of rage emotions, i.e. impulsive and forethought rage, and three mediators of the relationship between service failure and rage emotions, i.e. anger, betrayal and frustration. Seven rage behaviours and fifteen intervention tactics are tested in the model. Positive relationships are found between two types of rage emotions and different behaviours. Eleven out of fifteen intervention strategies are found to have buffering effects and thirteen out fifteen are found to have amplifying effects on the links between rage emotions and behaviours. This research contributes to the academics by establishing the scales of two customer rage emotions and figuring out the causal relationships with rage behaviours. It implies to the managers that the efficiency of the same intervening tactics may vary on different time and targets where the intervention take place.

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Chapter 1 Introduction

1.1 Research Background

Customer rage incidents have been more frequently reported as they are becoming prevalent in recent business interactions. Outraged customers experience the unfair treatments that happen commonly across the world in various industries. The most obvious difference between the dissatisfaction and rage when facing unfair treatment is that dissatisfied customers are willing to remain passive while the outraged customers tend to revenge to some extent (Oliver 1996; Roseman, et al, 1994). Customer dissatisfaction is associated with low to moderate levels of negative emotions such as anger and frustration (McColl-Kennedy and Sparks 2003). Angry customers tend to carry out the non-confrontational behaviours to vent their negative emotions. But customers with extreme level of negative emotions, such as rage emotions, will act more overtly. Thus, customer rage is defined by extant researches as an extreme anger coupled by the furious emotions that may result in numerous negative impacts in a verbal, physical or other potential antisocial behaviours (Surachartkumtonkun, et al, 2012). Customer rage may occur when the restaurant keeps them waiting excessively long, the flight cannot provide the service punctually or the frontline employee doesn't answer the phone properly. It has been widely agreed that the aversive experience in that context is the trigger of customer rage (Brebels, et al, 2008). Typically, these behaviours are harmful and can possibly induce severe consequences for 1) the company 2) the employees and 3) even may negatively influence other customers. Recent research investigated the causes and consequences of customer rage. It may occur because of an emotionally 'undesirable by-product' of the organization's effort to 'engage the customers' (Grove et al., 2012). Patterson et al. (2009) indicate that customer rage can follow a dissatisfying service experience. But it is not a synonym of dissatisfaction. Dissatisfaction can exert negative impact on companies by the behaviours like customer complaints, negative word of mouth and switching to competitors. And if the complains are resulted from dissatisfaction, it may be possible for the company to recover and establish more customer satisfaction and commitment once the complaints are resolved properly (Spreng et al,1995). However, rage associated behaviours can lead to more acute destructive behaviours. And in the case of customer rage, there may be a considerable length of the customer's reaction in order to get back with the companies that have the service failure. Consequences of customer rage include financial losses, severe psychological hurt of front-line service employees, and social cost for both firms and customers.

Despite the seminal work on customer rage, existing research is still limited with respect to the conceptualization of the construct. We find indication in the literature that different types of rage may exist, and that rage represents a multi-dimensional construct. For instance, several terminologies are used synonymously to describe the phenomena of customer rage, customer retaliation, customer revenge, and customer misbehaviour. Also, prior research does not distinguish between customer rage emotion and customer rage behaviour. Kumar et al. (1992) argued that examining a single facet of a multifaceted construct is unlikely to lead to an adequate assessment of the construct or its relationships with other constructs.

Some of the prior researchers have looked at the causes leading up to the customer rage. Patterson, et al (2009) indicated that customer rage follows the dissatisfying service or service failure. On the other hand, Grove, et al. (2012) argued that customer rage may also occur in the non-failure service context which is an emotionally 'undesirable by-product' of the organization's effort to 'engage the customers'. Second, other researchers are mostly discussing the ripple impacts of those customer rage behaviours. Consequences of customer rage can be generated like financial loss for the company, severe psychological hurt for front-line service employees, and social cost for both firms and customers. This literature will mainly focus on the perspective of consequences because it is the point managers should have more attention to and propose countermeasures for. Despite the rich studies on customer rage's antecedences and impacts, shortcomings of previous studies come in three aspects:

1.1.1 Limitation of Customer Rage Research

Although marketing literatures on customer negative emotions have provided a solid basis for customer rage research in this field, there are a few questions existing in previous studies to be solved in the present research.

First, the definition and scales of customer rage emotion are not concrete and precise. There is a big overlap in the studies on customer rage, customer revenge, customer vengeance and customer retaliation, etc. And most of the concepts are built on the same theoretical frameworks, which basically include the psychological sources such as emotions and cognitions. When comparing the consequences of the listed negative emotions, they seem to have the similar types of behavioural responses, which indicates no clear differences among these negative emotions. In addition, previous researches use the constructs of customer retaliation and revenge as the substitute for customer rage scales in the research model and the quantitative test. As a result,

customer rage is examined as a synonymous of revenge and vengeance in most quantitative studies. However, customer rage emotion could be both impulsive and forethought depending the cognitive process of individuals. Hence, customer rage emotion should not be examined identically with any of the other extreme negative emotions discussed in the literature review. But the studies investigate the two types of rage emotions simultaneously are very restricted, not to mention the studies with precise scales of the two types of rage emotions in the marketing context. As a result, the first question in previous studies is the lack of precise scales of both rage emotions in the marketing literature.

Second, the boundary between anger and rage emotion is blurry. In this respect, anger, vengeance and rage may be regarded as the same emotion. However, the literature review on customer rage suggests that rage should not be studied as a synonym of anger, rather it is the extreme level of customer negative emotion. According to Howell et.al (2005), anger is neither necessary nor enough for the violent and aggressive behaviours. Novaco (1997) also argued that anger can only be regarded as a potential contributor to the violent crime. Anger has the potential to transform negative stress to active energy (Shorkey and Crocker, 1981). Hence the customer commitment may be retained if the angry customer is handled properly. Customer rage, on the contrary, is deemed as an intense feeling which grows from anger. It may lead to ripple effects of customer emotion contagion which will have a more profound impact on the company (Dallimore, Sparks, and Butcher 2007). Therefore, there is a clear line between anger and rage emotion in the context of service failure.

Third, it seems that there lacks a clear divide between customer rage emotion and customer rage behaviours. Previous research often uses customer rage as an equivalent of customer rage behaviour. Fox example, customer rage is measured by contact employee-oriented, customer-oriented and organization-oriented (Harris and Daunt, 2013, 2010; Van Gelder and De Vries, 2013; Harris and Reynolds, 2003; Fullerton and Punj,2004). Considering different patterns of rage behaviours, McColl-Kennedy et al (2009) and Patterson et al (2009) measure the customer rage in terms of verbal, non-verbal and physical behaviours. However, the current study asserts that customer rage is the extreme level of customer negative emotion, which becomes furious and intense in response to a service failure or a dissatisfying service recovery experience. Hence, customer rage should not be investigated as a synonymous of rage behaviour. Furthermore, the review of emotion regular process indicates that emotion will unfold over time and subsequently trigger a coordinated set of responses depending on the way(s) in which the emotional cues are attended.

In addition, the consequences of customer rage and other negative emotions are roughly the same. As reviewed in Chapter 2 section 2.2.4, a set of dysfunctional behaviours are extracted from the marketing literatures on retaliation, revenge and customer misbehaviour. If customer rage is a different variable to the other negative customer emotions, the differences should also be manifested in customer rage behaviours.

Fourth, the coping strategy for the customer misbehaviour is less sufficient to provide the managerial implications for the customer rage associated behavioural responses. This is due to the differences between dissatisfaction associated misbehaviour and rage associated misbehaviour. Much of the existing literatures on customer retaliation and dysfunctional behaviour suggest that the interventions should be carried out from the perspective of the employee and the service settings, such as to identify the early sign of customer rage, to deal with the rage according to the different roles of customers; to redesign the service place and to improve service stands (Echeverri,2012; Harris and Reynold, 2003; Reynolds and Harris, 2006; McColl-Kennedy, et al.; 2009). Although this research agrees with the intervention strategies in general, there is a suspect of the efficiency, especially in the situation of diverse retaliatory response. It is not convincing to adopt the standards intervention methods to deal with various negative customer emotions.

1.2 Overview of Research Objectives

With the purpose of addressing the research gaps in the existing customer rage study, this research aims to solve the research questions as follows:

First, this research attempts to prove that customer rage is a multidimensional variable. It aims to develop and empirically test the scale of customer rage.

Second, it will identify the mediators of customer rage in the service failure context.

Third, it needs to clarify that customer rage and rage behaviours are two different concepts. Hence it will empirically test various paths between customer rage and rage behaviours.

Fourth, this study will try to examine the intervention strategies in different context of rage emotions and test the efficiency towards diverse rage behaviours.

1.3 Overview of Research Methodology

This research aims to investigate the overall process of customer rage in the context of service failure by developing a conceptual model with the key antecedents, customer rage emotion constructs and behavioural response, and provide insights into the efficiency of the intervention strategy at all stages in the process. In order to fulfil this objective, a mixed method approach, consisting of preliminary qualitative interviews study and quantitative survey, is used in the present research. This methodology is undertaken with a critical realist epistemological perspective (Bhaskar, 1978). Under a critical realist approach, a mixed method approach is justified. At the outset of the research, preliminary interviews were conducted with 12 respondents from several industries in the UK. Next, a large-scale survey designed on the basis of the qualitative findings was conducted with 288 respondents to test the conceptual model. Qualitative data analysis is processed in NVivo. To empirically test these hypotheses, a structural equation model (SEM) is developed. Data collected by the questionnaire is processed in IBM SPSS 21. In addition, the test on structural equation model and path is performed by Mplus.

1.4 Findings and Contribution

This research investigates the overall process of customer rage in the context of service failure by developing a conceptual model with the key mediators, customer rage emotion constructs and behavioural responses, and provide insights into the efficiency of the intervention strategy at all stages in the process.

1.4.1 Research Findings

First, this research adopts the qualitative interview and quantitative survey in order to complete the scale development procedure for customer rage and test the validity and reliability. The qualitative findings demonstrate a great difference between impulsive and forethought rage emotions in regard to the theoretical dimensions. It indicates four dimensions of impulsive rage emotion. First, the impulsive rage is spontaneous in nature and hence very short. Second, the impulsive rage emotion is reported to be strong and overwhelmed. Third, it involves with the cognitive confusion. Fourth, it tends to be disorganised. However, forethought rage emotion is found to be on the opposing end of the scale. Specifically, forethought rage is deemed as

prolonged. Hence, it is normally well planned in the customer's mind rather than spontaneous. Accordingly, forethought rage is believed to be more beneficial and aggressive.

The scale development establishes 26 items for the two rage emotions, among which 12 items belongs to impulsive rage and the other 14 items account for forethought rage. Indicated by this result, the impulsive rage emotion and forethought rage emotion have been identified as two independent variables theoretically and statistically in both qualitative and quantitative studies. EFA and CFA results in the quantitative study recognise 9 items for impulsive rage in one factor. And impulsive rage emotion is hence concluded as a unidimensional variable in this context. One the other hand, Forethought rage is deemed as a multidimensional scale and featured in three dimensions. Durable forethought rage implies the long-lasting character of this rage emotion. Instrumental forethought rage depicts the beneficial side of it. And aggressive forethought rage portrays the proactive and predatory attribute of this rage.

Second, the qualitative interview study establishes the basis that the feeling of anger, frustration, and betrayal, and customer rage are fundamentally different concepts. Moreover, anger, frustration and betrayal are on the lower level of the scale. The qualitative study indicates the mediators of customer rage as anger, frustration and betrayal. Indeed, anger and betrayal fully mediate the impacts of service problem on impulsive rage. The same result is found on aggressive forethought rage, on which anger and betrayal fully mediate the effect of service problem. In addition, the service problem has an indirect effect on durable forethought rage, which indicates a full mediation effect of betrayal and frustration. And a same pattern appears to instrumental forethought rage where betrayal and frustration fully mediate the impact of service problem. In a summary, anger is a full mediator for impulsive rage and aggressive forethought rage. Frustration fully mediates the effect on durable forethought rage and instrumental forethought rage. Betrayal is a mediator on all rage emotions.

Third, the qualitative study finds that 7 rage behaviours categorised into 4 forms, according to the response speed and the level of controllability on the behaviours. According to the quantitative results, impulsive rage emotions have positive impacts on customer's physical violence, verbal violence and financial sabotage. In regard to the forethought rage, the durable forethought rage has a significant positive impact on negative word of mouth. And instrumental forethought rage only has a significant positive impact on verbal violence. Besides, the effects of aggressive forethought rage on exit, vindictive complaining, displace and financial sabotage are all significant. In addition to the individual rage behaviours, some patterns are revealed from the model. Impulsive rage exerts a strong impact on immediate and uncontrolled rage

behaviours while aggressive forethought rage is responsible for most of the delayed and controlled rage behaviours. Besides, durable forethought rage has a significantly positive link with delayed rage behaviours, especially word of mouth.

Fourth, in the qualitative findings, there are several strategies that differ in pre- and post-incident, as to apologise, to report to manager, to provide compensation and to provide extra service. And the effects of these tactics at the two stages are different. There are 14 intervening variables tested in the questionnaire. When tested the moderating effects separately in SEM, 11 out of 15 strategies have the buffering effect while 13 out of 15 strategies have the amplifying effect, depending on the path they moderate. And in spite of the individual intervention's moderating effect, the intervention groups have different moderating power on the relationship between customer rage and rage behaviours. Group moderator of 'Direct and Before Emotion Triggers' can buffer the impact from impulsive rage to physical violence. And 'Indirect and Before Emotion Triggers' can buffer the effect from aggressive forethought rage on vindictive complaining.

1.4.2 Contributions

The findings from the preliminary qualitative interview and the quantitative questionnaire study contribute to customer rage research from four perspectives.

First, this research has confirmed that impulsive rage emotion and forethought rage emotion are two independent dimensions in the context of service failure. Customer rage, in this research, is defined as extreme level of negative emotions that become furious and intense in response to a service failure or a dissatisfying service recovery experience. Furthermore, this research finds two types of customer rage emotions in the concept, i.e. impulsive rage and forethought rage, Impulsive rage refers to the outbursts of the overwhelming negative emotion when provoked. Impulsive rage is characterised as strong and overwhelming, short and cognitively confused, and disorganized. Finding in the opposing position on the scale, forethought rage is the planned and goal-oriented aggressiveness involving rationale and conscious process, which may take time to response. Forethought rage is featured as a durable emotion with significant aggressiveness and the element of plan. In addition, it is regarded to be beneficial in general. This research conducts the scale development for customer rage in order to establish the constructs of both rage emotions. The scale development procedure together with the EFA and CFA identify 9 items for impulsive rage and 11 items for forethought rage. This research has

found that impulsive rage is unidimensional variable. And forethought rage is deemed as a multidimensional scale. It contains 3 factors in the structure of this variable. The 3 factors perfectly reflect the key features of forethought rage. Durable forethought rage implies its long-lasting character. Instrumental forethought rage depicts the beneficial side of it. And aggressive forethought rage portrays the proactive and predatory attribute of this rage. Thus, the impulsive rage emotion and forethought rage emotion have been identified as two independent variables theoretically and statistically in both qualitative and quantitative studies. To the knowledge of the author, previous studies on customer rage have not only identified and tested the customer rage independently in the quantitative study, but they have also not examined that customer rage is independent from any other negative customer emotions which can be impulsive and forethought at the same time.

Second, this research has identified that anger and rage are two different negative emotions. Indeed, anger is the antecedent of customer rage that mediates the effect of service failure on customer rage. In addition to that, frustration and betrayal are the other two mediators of customer rage in the service failure context. Furthermore, this research finds that the feeling of betrayal the antecedent of the two types of customer rage emotions of any dimension, which implies that the feeling of betrayal is a necessary factor in developing customer rage. In addition, anger is more relevant to impulsiveness and aggressiveness while the feeling of frustration could be a forecast of durable forethought rage and instrumental rage. Noticing the misused synonymous terms in some previous models, this research has clearly distinguished rage from other anger originated terms. Moreover, by revealing the mediating effects of anger, betrayal and frustration, this research has developed a more comprehensive conceptual model for future study.

Third, the research has identified the causal relationships between the two rage emotions and various rage behaviours. The qualitative study has found 7 rage behaviours. Among them, this research identifies two new behavioural response, i.e. financial sabotage and displace. And these two behaviours are found to be affected by aggressive forethought rage. In addition, impulsive rage also has some influence on financial sabotage. Moreover, the qualitative study has found 4 forms of rage behaviours according to their reaction speed and their controllability. Hence, some patterns are revealed from the model regarding the customer rage and grouped behaviours. This research claims that impulsive rage exerts a strong impact on immediate and uncontrolled rage behaviours while aggressive forethought rage is responsible for most of the delay and controlled rage behaviours. Besides, durable forethought rage has a significantly

positive link with delayed rage behaviours, especially word of mouth. By identifying the various paths between customer rage and rage behaviours,

Fourth, this research has empirically tested the intervening efficiency of 14 everyday strategies. The findings have found that some of the commonly accepted interventions are not only useless at some point, but also harmful to the benefit of the company/staff. For example, apologising, as the most common practice, is found to get the outrageous customer more willing to engage in the physical violence. Nonetheless, apologising, used together with some other interventions, like refund and explain policy, is found to be helpful in the physical violence case. In addition, this research proposes a concept as group intervention which has two dimensions in one group. The moderating analysis of the group intervention indicates that the combination of some tactics can be beneficial even if the individual one can amplify the effect. To the knowledge of the author, this is one of the few, if not only one, that proposes a group intervention concept with multi-dimension and test it empirically. The finding of intervention strategy gives new insight into the actual efficiency of the interventions both theoretically and practically.

1.5 Structure of the Thesis

The structure of this study is arranged as follows. Chapter 1 presents the overview of the research, including the research background, objective and questions, methodology, research findings and main contribution. Chapter 2 reviews the marketing literatures on customer rage and the related concepts with regards to their definitions and frameworks and psychology theories that inform the key theoretical basis of this research. Based on this literature review, research gaps in the existing customer rage study are identified and the research questions are formulated accordingly. In addition, it is followed by Chapter 3 the conceptual model of the present research and a list of hypotheses to be tested in the following survey design. Chapter 4 outlines an overview of the methodology of the study. It discusses critical realism which establishes the philosophy basis of this research and introduces the qualitative and quantitative research design. Chapter 5 covers the data analysis of the preliminary qualitative interview and focuses on the scale development for customer rage emotion. Chapter 6 reports results of the quantitative survey and hypothesis testing. Drawn from the analysis of the qualitative interview study and quantitative survey, Chapter 7 discusses the overall findings from the qualitative and quantitative study. Finally, Chapter 8 concludes the overall study with a summary of theoretical contributions, managerial implications, limitations of the study and suggestions for future research.

Chapter 2 Literature Review

2.1 Introduction

This research aims to investigate the overall process of customer rage in the context of service failure by developing a conceptual model including the key mediators of customer rage, customer rage emotions and behavioural responses. And it will provide insights into the efficiency of the intervention strategy at all stages in this process. In order to fulfil these objectives, this chapter provides an intensive examination of the existing work on rage relevant constructs from both marketing and psychology fields and an in-depth multidisciplinary discussion of the theoretical grounds. This chapter will start with a review of prior researches on the customer rage related concepts with regards to their definitions and frameworks. Subsequently, the literature review sheds lights on the relevant psychology theories that inform this research. In the third section, this chapter will identify the research gaps in the existing customer rage related researches, followed by the research objectives and questions.

2.2 Review of Customer Rage Related Study

2.2.1 Customer Retaliatory Emotions

Considerable attentions have been given on customer negative emotion associated studies in the service failure encounters. Marketing literatures on anger, customer retaliation, and customer revenge, customer vengeance and customer misbehaviour have shed light on the mechanism of customer negative emotion and its responses.

Customer retaliation refers to the desire and the deliberate effort to punish the corresponding company for the damages it has brought to the customer in the response to the offense (Kumar Madupalli and Poddar 2014; Zourrig et al. 2009; Funches et al. 2009; Grégoire and Fisher 2008; Folkes 1984; Huefner and Hunt 1994). The desire of retaliation is deemed as a strong negative emotion which is hostile and retributive (Grégoire and Fisher 2008). The customer in the retaliatory mood normally intends to make the company pay for their loss and impose negative results on it (Kumar et al. 1998). Hence, it is normally harmful to the company and the business relationship. Customer retaliation typically occurs when the customer perceives a clear injustice in the consumption. Although it is triggered by the dissatisfaction with the product and/or service, the emotion is usually fuelled by the customer's own cognition status, such as lack of patience and lack of self-esteem. In addition, the desire of customer retaliation is not an impulsive emotion (Bradfield and Aquino 1999). On the contrary, it always involves with a justified cognitive process (Funches et al. 2009) in which the customer wants to have a thorough

reflection on the service problems and relevant partners in the consumption. Thus, it is claimed that retaliation is associated with extensive psychological resources (Jerger and Wirtz ,2017; Grégoire et al. 2009). Although it is punitive in essence, some scholars believe that customer retaliation can still be constructive. Moreover, it is believed that the retaliation may restore collaboration when it is handled properly (Bies and Tripp 1996; Axelrod 1984). This is explained by Bies and Tripp (1996; 2005) that the attribute of reprisal in retaliation may promote the cooperation when the business partners are faced with aggressiveness. Hence there is an opportunity to take advantage of retaliation to increase the performance in some occasions. Customer retaliation is measured by the items including (1) to do something bad to the organization; (2) to take actions to get the organization in trouble; (3) to cause inconvenience to the organization; (4) to punish the organization in some way; (5) to make the organization get what it deserves and (6) to get even with the organization. (Grégoire and Fisher 2008; Aquino, Tripp and Bies, 2001). The scale of desire to retaliation is based on the scale of revenge.

Similar to customer retaliation, customer revenge is regarded as the retaliatory feeling of the customer towards a company which normally follows an extremely poor service experience (Obeidat et al, 2017). The desire of customer revenge is formally seen the customer's need to punish and cause harm to firms for the damages they have caused (Jerger and Wirtz,2017; Grégoire and Fisher 2006; Bechwati and Morrin, 2003). In the same vein, customer vengeance is used by many marketing scholars as the synonym of customer revenge (Bechwati and Morrin 2003; Stuckless and Goranson 1992). Customer vengeance is defined as the customer's infliction of harm and injury on the company and/or staff in return for their perceived insult (Cota-McKinley et al. 2001; Stuckless and Goranson 1992). Customer may maintain such a desire because the grudge that they hold against the company cannot be easily relieved (McCullough, Fincham, and Tsang 2003; Finkel et al. 2002). And hence the vengeance has the potential to lead to retaliatory actions. Researches on customer vengeance and revenge assert that the desire tends to decrease over time as the emotional cost is too high to maintain (Bechwati and Morrin 2003; Tripp and Bies 1997). Concordant with the customer retaliation rationale, the desire of customer revenge is also associated with customer's psychological resources, such as emotions and cognitions (Bonifield and Cole, 2007; Ward and Ostrom 2006; Bies, Tripp, and Kramer, 1997). The scales of customer revenge include (1) to take actions to get the firm in trouble; (2) to punish the firm in some way; (3) to cause inconvenience to the firm; (4) to get even with the service firm and (5) make the service firm get what it deserved. (Aquino,at al, 2001). Meanwhile, some of the existing researches adopt the formative constructs to measure aggression, such as (1) to damage the property belonging to the service firm; (2) to

deliberately bend or break the policies of the firm; (3) to show signs of impatience and frustration to someone from the firm and (4) to hit something in front of the employee(s) (Grégoire, Y., at al., 2010).

Not only customer retaliation and revenge, some scholars assert that anger has some similar effects on the relevant company and staff. Anger is said to be associated with appraising the event as harmful. An important character of anger is the element of blame. Similar to the retaliation and revenge emotion, anger is trigged by the belief that the customer is wronged unjustly (Averill 1982; Lazarus 1991). Hence, it is another emotion that is targeted at other people and institutions. Once activated, anger can form customer's decision and guide their retaliatory actions (Lerner and Tiedens, 2006). It also follows the attribution–affect–behaviour model which describes the process that customer experiences from attributing a cause to the company, triggering a reaction to influencing the behaviours and evaluations (Casado, et al, 2002; Dubé and Menon, 2000). Moreover, some qualities of anger are gleaned from previous researches. It is associated with the feeling of being overwhelmed by their emotions. Customers with anger may want to explode and think of violence towards the others. Meanwhile, anger is characterised as aggressive and hence emotionally motivated to get back. As a result, retaliatory actions are typically resulted from anger according to this rationale. The construct of anger includes the items, such as …to feel 1) outraged, 2) resentful, 3) indignation, and 4) angry (Grégoire and Fisher, 2008).

2.2.2 Customer Rage

Customer rage is defined as an extreme end of anger that goes furious and intense in response to a service failure or the dissatisfying service recovery, with the company of some potential harmful expressions to the service providers (Patterson, et al,2016; Surachartkumtonkun et al. 2015; 2013; McColl-Kennedy et al. 2009; Patterson, P. G et al, 2009). The customer rage emotion can explode into any verbal, non-verbal, physical or other drastic reactions towards the company, some specific employees or even other customers (Patterson, et al,2016; Surachartkumtonkun et al. 2015; 2013; McColl-Kennedy et al. 2009; Patterson, P. G et al, 2009). It is regarded as an organization or employee- oriented injurious emotion (Harris, L. C., 2013), yet with the possibility to do harm to the surrounding valued customers (Levy, 2007). Customer rage is believed to bring negative consequences to the organizations in terms of economic losses (Grove, Fisk, and John 2004), physical and psychological assaults (Dormann and Zapf 2004; Grandey, Dickter, and Sin 2004). Moreover, some scholars also pointed out that customer rage

may even lead to ripple effects of customer emotion contagion which will have a more profound impact on the company (Dallimore, Sparks, and Butcher 2007).

Rooted from the psychology research, rage is defined as an intense feeling which grows from anger. And people in the mood of rage tend to take some aggressive actions with a desire to obtain certain goals (Goldberg, J. H. et al, 1999; Lerner, et al, 1998). It is believed by psychologists that anger has the potential to be activated and degrades a person's capability of reasoning (Quigley and Tedeschi, 1996; Keltner, Ellsworth and Edwards, 1993; Lemerise and Dodge, 1993). Lerner et al. (1998) also point out that the receding effect of anger is not necessarily taken on its direct sources but can work on other objectives bearing no relations with the anger. Although the intention of rage to punish is widely accepted in the field of rage study, there are two different stances that support two opposing reasoning mechanisms in which rage induces aggression. Fontaine (2007) holds the position that rage is characterized with impulsive thinking. And it lacks planning before action. The result of this kind of rage is the uncontrolled hostility and immediate punitive intention towards the sources. On the other hand, DiGiuseppe and Tafrate (2003) supported the argument that rage can have the features as forethought and well planned, some of which can even be designed over long periods. This standpoint presents a controlled reasoning process and delayed punishments towards the subjects of one's rage.

Consistent with the two standpoints of rage, it develops two forms of aggression as the reflections. Nevertheless, the two forms of aggression can even co-occur in the same scenario and towards the same subjects (Dodge, 1991). According to Frank Vitaro (1998), proactive aggression is goal-oriented, instrumental and organized. It can be objective oriented or person oriented. Reactive aggression involves angry outbursts in response to provocation, which may lack information processing and is hence less controlled.

Although there is a limitation in marketing literatures on customer rage regarding the two types of rage emotions as well the scales of them, the psychological researches on impulsive aggression and non-impulsive aggression lay the basis of customer rage emotions and the measurements in this study. In field of aggression research, a considerable amount of theoretical and empirical literatures subtype the aggression concept as impulsive or non-impulsive (Berkowitz, 1974; Linnoila et al., 1983; Coccaro, 1989; Shoham et al., 1989; Vitiello et al., 1990; Heilbrun et al., 1978; Mungas, 1988; Linnoila et al., 1989; Barratt et al., 1997a,b). In general, impulsive aggression refers to the aggressive actions that are unplanned and

spontaneous in nature. The impulsive aggression is either unprovoked or out of proportion to the provocation. In addition, impulsive aggression is often characterized as a short fuse. It is noted that the perpetrator with impulsive aggression tends to report a feeling of regret after the action. On the contrary to the short fuse, non-impulsive aggression is often labelled as planned and premeditated. Meanwhile, non-impulsive aggression is regarded as a predatory action which is instrumental and subjective to the provocation. The perpetrator with non-impulsive aggression tends to be proactive and cold-blooded. Rooted from the study on impulsive and non-impulsive aggression, Barratt (1991) further clarifies the aggression as impulsive aggression and premediated aggression. Subsequently, he creates the self-report Aggressive Acts Questionnaire which contains 22 items to measure the two aggression constructs based on the content of the semi-structured interview (Barratt.et al. 1997a, b). The result of factor analysis for this questionnaire reveals four factors with regards to the aggression. Among them, impulsive aggression is found to be more extreme than the provocation warranted. Additionally, it may result in cognitive confusion and was followed by guilt feelings. The constructs of impulsive aggression include the items such as (1) the behaviour is too extreme for the level of provocation; (2) I now consider the act to have been impulsive; (3) I lack self-control; (4) I feel guilty following the act; and (5) I am confused during the act (Barratt.et al. 1997a, b). On the other hand, premediated aggression is found to be a planned action related to the financial rewards and/or dominance over the other people. The constructs of premediated aggression include three items. They are: (1) the act leads to power over the others or improves the social status for me; (2) I profit financially from the act and (3) The act was planned (Barratt.et al. 1997a, b).

2.2.3 Psychological Background of Rage

Previous researches have attempted to explore the latent drivers of customer rage based on various psychological theories and models. One of the widely accepted explanations is the theory of dejected basic human needs of customers. According to Schneider and Bowen (1999), basic human needs are featured as justice and self-esteem. And the violation of these basic needs is the origin of any rage incidents. Patterson et al (2009) also argued that the deprived customer needs are the fundamental roots in the rage associated emotions to let the customers react with extreme negative behaviours. The basic human needs refer to human's resource needs, self-esteem needs, justice needs, control needs and physical well-being needs. Prior studies have proved that considerable distress will be induced when there is a mismatch between the internal needs of a person and the external perceptual meaning of the situation around him (Burke, 1991). In line with this argument, Baumeister and Leary (1995) also believed that the

persistent withdraw of the customer's need will result in a severe negative reaction. Markus and Wurf (1987) further pointed out that people have the tendency to find other ways to fulfil their needs if they are blocked in one way. Thus, in the context of service encountering, the violation of customer's needs will have the potential to induce extreme rage behaviours. Another rationale for customer rage is related to the model of cognitive appraisal processes. Cognitive appraisal processes model describes how people strongly react to stressful events (Lazarus, 1984). This model posits that the subjective appraisal underpins one's emotional response towards an event (Ellsworth and Smith, 1988; Frijda, 1993). Building on this model, Surachartkumtonkun, J.et al (2013) proposed a link between service failure and customer rage by adopting the affective events theory and the theory of stress and coping. The affective events theory divides the individual's process of reacting to negative incidents into two stages, i.e. appraisal and emotion process. Weuss and Cropanzano(1996) stated that a person should first experience a cognitive appraisal of the incident and then elicit an emotion according to appraisal. The emotion is corresponding to the individual's perception of the event as a beneficial or harm to the well-beings. Specific with the negative emotion, Lazarus and Folkman (1984) posits that a psychological disequilibrium will occur during the appraisal process and then go back to normal status under the intervention of coping. The theory of stress and coping portrays two categories of coping strategies, i.e. problem-focused one and emotion-focused one. As a result, the customer rage is a kind of emotion-focused coping in order to handle the stress occurring in the service encounters.

Reflecting on the review of the key concepts above, there are a lot common ground in their definitions. First, all of these negative emotions are triggered in the response to the dissatisfying experience in the large background. Second, they are all associated with psychological resources, namely emotions and cognitions (Bies, Tripp, and Kramer,1997; Dubé and Menon, 2000; Casado Díaz and Más Ruíz, 2002; Ward and Ostrom 2006; Bonifield and Cole, 2007; Grégoire et al. 2009). Third, checking on the measurement model, the scales of customer retaliation, customer revenge are somehow the same. Moreover, it is asserted that the desire to retaliation is based on the scale of revenge. Lastly, the model of these extreme negative emotions is rooted from Hirchman's voice-exit-loyalty model, to some extent. On the contrary, customer rage has distinct trait from the other synonymous. First, customer rage is not constructive by nature, which is different from customer retaliation from the root. Second, customer rage is not necessarily retrospective. It can be either impulsive or premediated. Hence, it is a different emotional state from revenge or retaliation.

Table 1 in next page presents representing literatures on customer rage and rage associated study.

Authors	Year	Definition of rage and rage relevant concepts
Kim et al	2018	Dysfunctional customer is analogous to problem customers, consumer misbehaviour, deviant customer behaviour and customer aggression. It refers to customers violate generally accepted standards of conduct and display behaviour which is commonly viewed as disreputable by organizations, employees and other customers.
Jerger and Wirtz	2017	Customer anger and aggression can lead to negative consequences for service employees, including negatively affecting their service orientation, job satisfaction (Harris and Daunt 2013); emotions, well-being, stress and frustration, emotional exhaustion and absenteeism, and retaliation, revenge, and sabotage intentions.
Obeidat et al	2017	Customer revenge is defined as customer actions that are intended to punish or cause harm to a firm in response to perceived damages imposed by the firm.
Patterson, et al	2016	Both anger and rage are negatively valanced, high arousal, affective states. But rage is distinguishable from anger by its increased potency, vigour, and intensity.
Surachartkumtonkun, et al	2015	Customer rage is defined as an extreme negative emotion accompanied by an expression and potentially harmful behaviours toward the organization following a series of dissatisfactory service experiences.
Akkawanitcha et al	2015	Use a range of terms to describe customer aggression, such as customer misbehaviour, customer deviance, problem customers, unfriendly customers, unfair customers, angry customers, customer rage and dysfunctional customer behaviour.
Kumar Madupalli and Poddar	2014	Problematic customer is used as the synonym of dysfunctional customer behaviour, angry and unhappy customers, deviant customer behaviour, aberrant consumer behaviour, consumer misbehaviour and jay customer.
Grove, et al	2012	Customer rage is a strong negative and antisocial emotion, an intense anger that manifests itself in numerous ways, including verbal, physical, nonverbal, and displaced aggression
Yany Gregoire et al	2010	Consumer revenge is customers causing harm to firms after an unacceptable service.
Zourrig et al. 2009	2009	Revenge: the infliction of punishment or injury in return for perceived wrong" (p.6).
Surachartkumtonkun, et al	2009	Customer rage is defined as furious, overwhelming, extreme anger accompanied by its expression and potentially harmful behaviours towards the firm following a dissatisfactory service.

Patterson,et al	2009	Rather than being an immediate reaction, rage evolved over time as complaints were poorly handled. Rage behaviours typically emerged after the customer gave the firm multiple opportunities to recover, with emotions escalating at each unsuccessful recovery effort.
Haithem Zourrig et al	2009	Consumer revenge is the desire for consumer vengeance and "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"
Grégoire and Fisher	2008	Customer retaliation "represents the efforts made by customers to punish and cause inconvenience to a firm for the damages it caused them" (p. 249).
Bechwati and Morrin	2007	Desire for vengeance (see Bechwati and Morrin 2003) applied to a political context.
Wetzer et al.	2007	Revenge goal is associated with "aggressive goal", and a "desire to hurt."
Bonifield and Cole	2007	"Retaliatory behaviours occur when consumers try to hurt the firm" (p. 88).
Grégoire and Fisher	2006	Desire for retaliation: "a customer's felt need to punish and make the firm pay for the damages it has caused" (p. 33).
Yany Grégoire and Robert J. Fisher	2006	Retaliation is defined as a customer's efforts to punish and make a service firm pay for the damages it has caused.
Bechwati and Morrin	2003	Desire for vengeance: "the retaliatory feelings that consumers feel toward a firm, such as the desire to exert some harm on the firm" (p. 441).
Nada and Maureen	2003	Vengeance is the infliction of punishment or injury in return for perceived wrong.
Huefner and Hunt	2000	Customer retaliation: "an aggressive behaviour done with the intention of getting even."

Table 1 Review of Rage and Rage Relevant Concepts

2.2.4 Behavioural Consequences of Customer Rage

Regardless of the different definitions of customer negative emotions discussed in section 2.2.1, actions of those extreme emotions are somewhat common in previous literatures. It is widely accepted that extreme negative emotions such as customer retaliation, customer rage, customer vengeance, etc. will negatively influence the organizational performance. Previous researches give multiple similar names to the customer behaviours that are contrary to the company's expectations and social norms. Researches on customer misbehaviour displayed various types of misconduct. The negative impacts can be exerted on the company, the staff and other customers. The organization could be one of the main victims of customer rage. Previous researchers have proved that negative word of mouth, existing and violent behaviours are the main manifestations of customer rage targeting at the company. Meanwhile, the front line employees can be another major victim.

The harmful reaction from an outraged customer towards an employee can be in various ways, which can be roughly categorized as verbal, physical and non-verbal attacks. According to Patterson, et al's (2009) finding, the front-line employee may be threatened the by the behaviours such as shouting and screaming, shoving or slamming, and rude facial or body languages. In addition, some scholars regard the social cost as the third biggest negative impacts of customer rage on a company (Horovitz, 2011; Villigram, 2006). The social cost mainly refers to the negative influences on other customers since the expression of rage may change the attitudes of surrounding customers towards the company. Further, it may have the potential to cause the switching of other customers.

The following part of this section will review these behavioural manifestations in detail.
1. Word of mouth (WOM) is defined as the private communication rather than the official complaints made to the company and/or the staff concerning the evaluations of their products and/or services. Negative word of mouth is the oral and unpleasant interpersonal communication relating to the product and service performance. It is believed that negative WOM could also include rumour and denigration of the company and/or the staff. Moreover, some scholars on word of mouth found that dissatisfied customers tend to engage in greater word of mouth than those satisfied ones. Consistently, research findings agree that negative WOM is more influential than positive WOM (Mizerski 1982; Bone 1995). Being used broadly, the constructs of NWOM include the items such as (1) to spread negative word-of-mouth about

the company or service firm; (2) to denigrate the service firm to my friends; (3) to tell the friends not to buy from the firm when they are looking for a similar service.

2. Exit refers to the intended termination of the business relationship. It is the independent decision made from the customer's perspective. The scoop of exit includes switching patronage to other products or services. Thus, the exit decision may involve switching cost and the efforts of searching for alternatives (Hirschman 1970, p. 81). This can be measured by the items including (1) I spent less money at this business; (2) I stopped doing business with this firm;(3) I reduced frequency of interaction with the firm;(4) I brought my business to a competitor (Grégoire and Fisher 2006)

3. Personal attack refers to the specific effort of the customer in order to hurt the staff who ae responsible of dealing with the problem. The personal attack can be in the forms of verbal and/or physical aggression. Physical violence refers to the specific expressions against the employees or the organization in a violent manner to cause physical harm. Verbal violence is the specific expressions that customers intentionally take to vocally disrupt the service encounter or cause offense to the employees.

4. Shoplift is also known as customer theft, stealing, which refers to the customer's behaviour of taking a product without paying for it in order to "get back" at the business (Jolson, 1974; Mills and Bonoma, 1979b). It is worth to mention that the purpose of shoplift is not just to obtain the product for nothing. Marketing literatures offer some insights into the categorizations of shoplifters. Cameron (1964) distinguishes between two types of shoplifters. Booster refers to the professional shoplifter while snitcher refers to the shoplifter stealing goods for their personal use. In the same vein, Bernstein (1985) offers five broad forms of shoplifters, including professional, impulse shoplifter, the habitual, the alcoholic and the kleptomaniac. Moore (1984) put forward similar five categories of shoplifters, justifying their behaviours in terms of personality disorders. Indeed, customer theft is also identified as one of those customer retaliation behaviours that are derived from empirical research by Huefner and Hunt (2000). Within the same vein, McShane and Noonan (1993) adopt cluster analysis and list four groups of shoplifters (rebels, reactionaries, enigmas, and infirms).

5. Vandalism is defined as the customer's action to destruct or damage the company's property so as to get back at the business (Huefner and Hunt, 2000). Concordant with Huefner and Hunt's (2000) interpretation, Van Vliet (1984) regard customer's vandalism of organizational property

as a means of revenge. It is believed that vandalism is provoked by various motivations. The motivations range from financial rewards to thrill seeking.

6. Boycott. Customers may choose to endure personal hardships in retaliating by boycotting or slowing the frequency in purchasing. Boycotting is employed when the customer knows the particular product or service offering is sparse. These dimensions may include place and time, the completeness, as well as their targets.

7. Vindictive complaining refers to the premeditated overt action of customers to blame the organizational personnel. include the items such as (1) I complained to the firm to...;(2)... give a hard time to the representatives; (3)... be unpleasant with the representatives of the company; (4)... make someone from the organization pay for their services.

A few theories have been adopted in the explanations of customer's negative reactions in the circumstance of service failure. Hence these theories can be the theoretical mechanism to discuss the customer rage behaviours.

Attribution theory explains the links between the causal factors and their subsequent actions. In the field of consumer research, it is always used to predict the factors that may determine customer's negative reaction towards the failure made from the other people. There are three common dimensions that primarily gauge the customer's reaction in this theory, i.e. locus of causality, controllability, and stability (Folkes 1984; Hunt et al. 1995; Swanson and Kelley 2001; Wirtz and Mattila 2004). Folkes (1984, 1987) and Weiner (1985) find that customer tend to carry out negative emotional and behavioural reactions towards the company if they think the service failure is under the company's control. Similar assortment in this situation is that customer will be less favourable in the customer feedback and evaluation (Bitner, 1990). Thus, in cases of other- customer failure that are perceived to be within the control of the company, the victim will feel less satisfied, less willing to patronize the company in future, and more likely to engage in negative responses than when they believe the company has no control. Affective event theory complements the theoretical ground of the negative customer response. Affective event theory is a theory that depicts a two-stage process in which the individual reacts to a certain incident trigger. The two stages in the affective event theory are namely appraisal and emotion (Weiss and Cropanzano 1996). This theory asserts that people elicit emotions based on the cognitive appraisal of the incident trigger. The individual perceives the situation based on their own judgements in life. The same incident may be given opposite values

depending on the individual's comparison of the encounter with their own value. The individual will evaluate the situation according to its potential threat to his well beings (Outlaw 1993). The theory underpins the arguments of this research that the behavioural response to the customer rage emotion should not be a single dimensional construct. As the individual's perception of the situation differs in the cognitive appraisal, the reactions can be diversified. The theory of stress and coping adds resonance of the arguments. This is a theory that describes individual's psychological state during negative emotional responses. It asserts that individuals are always driven to return to the normal psychological state by coping with the negative events (Lazarus and Folkman 1984). The theory posits that the coping strategy could be either problem-focused or emotion-focused, including the common actions like rational planning and advice seeking. In addition, this theory claims that coping strategy always comes together with psychological state of disequilibrium. Therefore, academics believe that rage behaviours can also be viewed as a form of coping strategy which they use to cope with the negative incidents.

2.2.5 Intervention Strategy of Customer Rage

Previous researches have suggested a series of coping and intervention strategies towards the rage behaviours, most of which is targeted at the employee and organization. In general, the coping strategy helps to turn off customer's negative emotions (Hochschild,1983). When adopting the coping strategy, the employee may not displace their real feelings to the customers (Echeverri et al, 2012). Under this context, the employees appear to help and cooperate. But they may act behind customers' backs to get back from the customers.

From the company's perspective, Harris and Daunt (2013) suggest that the company should design a selective recruitment scheme, which can help the company employ the employees with appropriate personalities and positive attitudinal characteristics to deal with the rage emotions. Following the recruitment, they also propose to adjust the employee training programs and systems to include more introduction of customer misbehaviour from a more realistic view point. Similarly, Fullerton and Punj (2004) also agree that the education of employees can make a difference in deterring the rage emotions. Besides, some researchers propose the intervention strategy based on their findings that the company should consider altering employee remuneration and reward system by taking the ability to manage crisis and interact with customers into account (Harris and Daunt,2013; Haithem Zourrig et al, 2009). It is also argued that the organization should revisit the customer segmentation bases regularly in order to keep updated with its customers' information (Harris and Reynolds, 2004). Another suggestion for the company is to redesign the service place in order to create a comfortable and relaxing consumption environment which can help to release the psychological stress of customers when facing with rage associated incidents. McColl-Kennedy, et al. (2009) point out that company should learn to recognize the early signs of customer rage intention and prevent the rage behaviours in the early stage. Meanwhile, it will be helpful if the company can identify the key role of outraged people (Grégoire and Fisher, 2008) and deal with the rage associated incident with different tricks according to their different roles of customers (Fisk, R. et al, 2009). More fundamentally, to improve the service standards (Harris and Reynolds, 2003) as well as to develop better service recovery systems (Grégoire and Fisher, 2008) are regarded vital for intervening in the rage behaviours.

From the perspective of employees, the tactics can be attributed to three levels from a routine-based manner to a more elaborative level with references to diverse aspects for both the company and the customer (Harris and Reynolds, 2003; Reynolds and Harris, 2006; Echeverri et al, 2012). The routinized tactics include the referring to rules, arguing with the customers

and apologizing for the situation. However, it is criticized that these routinized manners tend to end the conversation without providing an efficient solution to the customer's concerns. Some other coping tactics have a higher degree reflection on the consequences of both the company and the customer. Employees in this context are willing to solve the problem. They will be considering in the customer's situation. Example of this type of coping strategy is

Apart from the researchers who present the intervention strategy in a specific context and discuss the efficiency individually, there is another small amount of literatures that tend to give the strategies a classification based on their attributions. One of earliest researchers to do so is Baron (1983) who report two different directions of deterrence so as to reduce the intensity of anger. According to his research, the level of anger can be reduced by both direct and indirect interventions. The direct deterrence is to affect the individual's perception of triggers of the anger while the indirect deterrence is to distract the individual's attention from the triggers of the anger to something extremely attractive that can make the angry person to feel amused and happy. Miron (2008) followed this statement with direct and indirect deterrence to intervene in negative emotions. But he complemented this standpoint by arguing that, instead of something significant, small reasons for the customer to feel happy also have effects on intervening in anger. Moreover, this effect is rather strong in the experiments. Furthermore, the theory of emotion regulation presents another dimension to compose the intervention strategy. Gross (1998) raises the argument of antecedent-focused emotion regulation and response-focused emotion regulation. The main distinction between the two emotion regulations is the sequence of intervention. For the antecedent-focused emotion regulation, effective intervention is to change the appraisal process before the rage is triggered. In contrast, the response-focused emotion regulation targets the stage after the rage is triggered and thus changes the on-going experience or response tendencies. In the context of rage associated situation, antecedent-focused emotion regulation will suggest that the service provider can take some actions to make the customer re-evaluate the situation in order to decrease the emotional relevance to between his rage behaviours and this encounter (Lazarus, 1991; Scherer, 1984; C.A. Smith & Ellsworth, 1985). This may lead to less subjective and expressive signs of outraged behaviours and emotions. On the other side, the response-focused emotion regulation should target response tendencies that have been produced once the emotion is under way. For example, consider suppression, defined as the conscious inhibition of ongoing emotion-expressive behaviour. In addition to the classification of direct and indirect intervention, Reynolds and Harris (2006) present a sequential discussion of frontline employee's coping strategies that are classified based on the time when they cope with deviant customer behaviour. It is categorised as before,

during, and after the incidents. There are four pre-incident categories detailing how to cope with deviant customers. They are labelled as 'mental preparation for work', 'consuming drugs', 'altering clothing', and 'observing patrons' (Reynolds and Harris; 2006). Mental preparation for work refers to the process in which the frontline staff prepare themselves to enter the workplace. In this regard, the staff should be mentally prepared with the potential accidents from deviate customers and the needs of mental engagement. Consuming drugs refers to the fact that staff will consume both legal and illegal substances in order to prepare themselves for subsequent interactions with deviant customers. Altering clothing refers to the employee's attempt to discourage improper sexual advances from customers prior to the beginning of their shift. Observing patrons refers to the employee's effort of identifying potentially deviant customers. This similar with the suggestion from McColl-Kennedy, et al. (2009) that company should learn to recognize the early signs of customer rage. In regard to the category as 'during the incident', most of the intervention tactics from existing literatures may fall into this category. These coping strategies include ignoring the difficult customers, bribing customers, using emotional labour, exploiting sexual attractiveness, eliciting support from deviant customer, altering employee's speech patterns, and manipulating the services place (Harris and Reynold,2003; Reynolds and Harris, 2006; McColl-Kennedy, et al.; 2009). Among the various names, bridging customers refers to the attempt to provide free food or service to the customer. Using emotional labour includes the efforts to feign sincerity by smiling and polite manner. Last, the coping strategies after the incident can be individual isolation, talking to colleagues, physical release of emotion, and gaining revenge. In particular, these strategies are mainly related to employee's subjectivity. By reviewing various strategies listed above, But the suggestion of categorising the tactics according to the effective time gives an inspiration the present study.

To summarise the intervention strategies derived from the context of deviant customer study, the relevant tactics are presented in Table 2.

Coping/Intervening Strategy	Research
Employ employees with personalities and attitudinal characteristics	Harris and Reynolds (2003)
Alter induction and training procedures and systems	Fullerton and Punj (2004)
Alter employee remuneration	Harris and Reynold (2003) Zourrig et al (2009)
Recognize the early signs of customer rage intention	Grégoire and Fisher (2008)
Identify the key role of outraged people	Grégoire and Fisher (2008)
Deal with customers according to different roles	Fisk, et al (2009)
Redesign and manipulate the service place	McColl-Kennedy, et al. (2009) Reynolds and Harris (2006)
Improve service stands	Harris and Reynolds (2003)
Revisit the bases of segmentation	Harris and Reynolds (2013) Haithem et al (2009)
Mental preparation for work	Reynolds and Harris (2006)
Consume drugs	Reynolds and Harris (2006)
Alter clothing	Reynolds and Harris (2006)
Observe patron	Reynolds and Harris (2006) Grégoire and Fisher (2008)
Ignore the difficult customers	Reynolds and Harris (2006)
Bribe customers	Reynolds and Harris (2006)
Use emotional labour	Reynolds and Harris (2006)
Alter employee's speech patterns	Reynolds and Harris (2006) Fullerton and Punj (2004)
Exploit sexual attractiveness	Reynolds and Harris (2006)
Elicit support from deviant customer	Reynolds and Harris (2006)
Individual isolation	Reynolds and Harris (2006)
Talk to colleagues	Reynolds and Harris (2006)
Physical release of emotion	Reynolds and Harris (2006)
Gain revenge	Reynolds and Harris (2006)
Employee keeps social distance	Edvardsson and Gustavsson (2002)

Enhance employee's practices in procedure, understanding and egagement	Echeverri and Skale´n, 2011
Routine practice	Echeverri et al, 2012
Situational practice	Echeverri et al, 2012
Contextual practice	Echeverri et al, 2012

Table 2 Summary of Coping/Intervention Strategy

2.3 Overview of Mediators

The review of diverse appraisal mechanisms relating to either cognition or affection, lays the basis for the understanding of the emotion development on rage as well as the other relevant emotions. Hence the review depicts a clear picture of the overall development frame from the initial service failure incidents to the extreme end of the emotions and portrays the position of each kind of emotions on that picture. In addition to that, recent literatures predict that different emotions should arise from different appraisal mechanisms. This means antecedents play a key role in diverting the emotion from the initial service failure point to a specific emotion. Moreover, some scholars believe that different judgements can be resulted from emotions with even similar valence. This is further explained by the fact that different emotional result is generated from different antecedents. Therefore, it is equally important to know the antecedents of a certain emotion, when investigating the emotion's value and result. Suggested by previous researches, anger, betrayal and frustration can be the potential antecedents of rage, which mediate the effect of service failure on customer rage. The following sections are expanded with arguments on these four emotions.

2.3.1 Anger

Anger is an emotion which occurs after the service failure, or simply follows an unsatisfactory service experience when something goes wrong during the process of service (Gelbrich,2010; Bonifield and Cole,2007; Bougie et al.,2003). This emotion is typically retrospective (Gelbrich, 2010) and tends to arise from external attributions (Weiner, 1985). It is claimed by Bougie et al. (2003) that the emotion of anger is highly related to the goal incongruence of the consumers. Cognitive appraisal theory explains this process. Individuals appraise an event according to its effect on their well beings, such as goal achievement, self-esteem, social esteem, personal value, and moral value (Bougie et al., 2003). Anger will occur as the individuals appraise the incident as unjustified and harmful to their well beings (Lazarus, 1991) through the cognitive appraisal process. Hence, it is perceived that anger is an emotion to express the feeling of unfairness and

displeasure (Bougie et al., 2003), which may be accompanied by the desire to attack the source of the service failure. In addition, the emotion of anger has a strong directive property.

In terms of the nature of attribution, anger usually refers to the emotion that has high other responsibilities. In this sense, the service provider has the responsibility to cause this emotion while the customers regard themselves as vulnerable. At the same time, anger is the emotion with the feature of high other controls, which means the service provider is on the superior side over the customers when dealing with the service failure. Nevertheless, angry customer does not necessarily mean to end the service process, as anger is also deemed to have a high potential of coping between the service providers and the customers (Howell et al., 2005). Thus, customer's reactions rooted from anger vary in individual cases. Cognitive appraisal theory suggests that an individual evaluates and interprets events in terms of their own wellbeing. Different individuals can have different emotional reactions to the same event depending on their appraisal of goal relevance, goal incongruence and ego involvement.

Many researchers supported the argument that customers who experience anger tend to attack the target (Deffenbacher et al., 2002; Fitness, 2000), with potentially negative consequences either for some specific individuals or for the whole organizations. In the service encounter, this target could be the frontline employee or the company. Bougie et al. (2003) argued that people will usually have the intention to behave aggressively when they experience anger. The expression of anger is studied somehow similar to those of customer rage behaviours, like speaking rude words to the employees, intending to do something harm to the organization, etc. (Otto et al., 2004; Huefner et al., 2002; Aron, 2001). Despite the desire to behave aggressively with negative impacts on employee and company, Folkes et al. (1987) pointed out that most angry customers tend to complain more and use the service less in the future. However, there are even more serious results of anger under some certain triggers. DeWitt and Brady (2003) argued that customer anger may even induce retaliation behaviours at the organizations or the individual employees. Thus, the rage behaviours like switching to alternatives, negative word of mouth, physically attack the employees, and damage the company's property will be resulted from anger (McColl-Kennedy and Smith, 2006; Grove et al., 2004; Bougie et al., 2003; Keaveney, 1995).

Although anger is one of the main reactions to the service failure which has negative impacts on customers' attitudes towards the service provider, it is not necessarily the direct antecedent of the extreme customer behaviour. According to Howell et.al (2005), anger is neither necessary

nor enough for the violent and aggressive behaviours. Novaco (1997) also argued that anger can only be regarded as a potential contributor to the violent crime. To complement this contributing factor, there should be another antecedent occurring to facilitate this casual relation. Based on the research in the psychological area, merely 10% of the anger incidents will lead to aggressions, which means most anger provoking issues tend to have a milder influence on customers (Averill, 1983). Besides, some scholars also raise the point that anger may encourage the consumer to react positively rather than only result in negative impacts on consumers' behaviour (Vecchio and O'Leary, 2004). Psychologists have reported that the emotion of anger can induce people to interact more beneficially (Tafrate, et.al, 2002). Some of them mentioned that anger may positively result in compliance of both sides in the interaction. In addition, they argued that anger have the potential to make people more motivated. As a result, people in a proper level of anger may react positively to the situations.

Therefore, the marketing literatures on angry customer and the psychological features of anger emotion underpin the argument that anger is just one mediator of customer rage emotion triggered in the service failure context. On one hand, findings from marketing studies indicate that anger has a high potential of coping between the service providers and the customers (Howell et al., 2005). In this perspective, anger as an emotional result from service failure can be positive and cooperative. On the other hand, the phycological researches on anger management suggest that anger can be offset through the expression of aggression to that employee or organization that is related (Roger Bennett 1997). Thus, based on the rationale that anger may have the potential to induce both negative and positive impact on customers' behaviour, this thesis argues that anger should act as a mediator rather than a direct antecedent of customer extreme behaviours. Furthermore, since anger can increase anger, we propose that customer rage is a result of accumulated anger, which will eventually determine the extreme customer behaviours.

2.3.2 Betrayal

Betrayal in general level is defined as a violation of a person's trust, a destruction of one's confidence, or an abandonment of the individual's responsibility (Oxford English Dictionary, 1989). In the context of relationship study, the scholars assert that personal relationship is built on trust. Betrayal is regarded as a violation of trust (Jones and Burdette, 1994) and hence destroy the personal relationship potentially. To further explain betrayal, Elangovan and Shapiro (1998) add that betrayal may be a voluntary action and it can potentially threaten the benefits of the individual who holds the trust. Meanwhile, betrayal is also defined as a result of the violation

of the mutual agreement and pivotal expectation of an incident (Elangovan and Shapiro, 1998; Morris and Moberg, 1994). In the area of consumer behaviour, the researchers define betrayal as the customer's belief that a firm has intentionally violated what is normative in the context of their relationship (Gregoire and Fisher, 2008). The customer perceived betrayal is usually generated in the condition of the close relationship (Finkel et.al, 2002). It is regarded as the mechanism of the customer protest. The definitions of betrayal imply that it may be resulted from both perceptions and actions. Furthermore, there is a list of actions that have the potential to induce betrayal (Bies and Tripp, 1996), such as lying, cheating, stealing, breaking promise, changing the rules without any notice. In the context of service marketing, the actions from the service provider, including unfair treatment, breach of contract or promises, leak of secured data will easily trigger the customer perceived betrayal. According to Finkel et al (2002), the perceived betrayal is extremely difficult to be forgiven and forgotten. Moreover, betrayal is regarded to be associated with the tendency of punishment and punitive damages. Therefore, betrayal is considered to be one of the key contributors of the customer's retaliatory behaviour (Koehler and Gershoff, 2003). In the research of betrayal and retaliation (Gregoire and Fisher's, 2008; Koehler and Gershoff, 2003), betrayal is tested as an antecedent of retaliatory behaviours. Retaliations from the customers can be vindictive complaining and negative word of mouth. However, Gregoire and Fisher's research on customer betrayal (2008) also point out that retaliatory behaviours should not be the only results of betrayal. There are some positive ways that customers can use to restore fairness. The study shows that betrayal may lead some customers to take favourable approaches. Typical favourable reactions are problem solving complaining and dispute resolution via a third-party intermediary. It is encouraging to find that customers, even those who feel betrayed after a poor recovery, remain favourably predisposed to restore fairness through constructive discussions with the firm. Customers who tend to seek reparation will deal with the feeling of betrayal positively by those problem-solving approaches.

In summary, betrayal, similar to anger, is not necessarily linked to the extreme customer behaviour directly. It also has the potential to either generate negative customer behaviour or pose positive effect on customer's reaction towards the service failure. Thus, betrayal may not be the direct antecedent of extreme negative customer behaviour, whereas it could be another mediator between service failure and customer rage emotions so that influence customer's behaviour indirectly. Perceived Betrayal is measured with a five-item scale adapted from Bardhi et al. (2005) work. Perceived betrayal was reflected in three items that measure the extent to which customers felt (1) betrayed, (2) lied to, and (3) cheated by the airline. This was

followed by two items that measured the extent to which customers perceived that the airline (4) intended to take advantage of them, and (5) tried to abuse them.

In terms of strategies of intervening in customer perceived betrayal becoming customer rage, previous researches have raised some suggestions. First, identification procedures should be implemented. To prevent betrayal, service companies must have a clear picture of the customer's expectations, and be familiar with the trigger point where dissatisfied service recovery is easy to induce the feeling of betrayal. The previous findings suggest that the interactional and procedural aspects of the service recovery are vitally important for the customer's perception of the company and his feeling of the service, regardless the relationship quality and length of relationship of the customer. When the customer accepts the service recovery and confirms interpersonal interactions, he will never feel betrayed even though the outcomes they finally receive are not satisfying. Second, prevention is arguably the best strategy against retaliation. Although service recovery is important for almost all the customers, the ones with higher relationship quality still need special attention in case of the effect of "love becomes hate"(Grégoire and Legoux 2009). However, compared with the service recovery procedure, the identification of the customers with higher relationship quality may be even more challenging. On one hand, the company should refer to the behavioural measures according to their segmentation. On the other hand, the firms should consult the customers' attitudes towards a higher relationship quality.

2.3.3 Frustration

Frustration is an unpleasant emotion occurs when the expected results are not achieved, or the anticipated rewards are not redeemed (Smith and Ellsworth, 1985; Freud, 2000a, b). It is an emotion that is triggered by the negative experiences and resulted from the negative expectation discrepancy (Stauss, et al,2005). Similar to anger, frustration is a retrospective emotion and tends to arise from external attributions (Roseman 1991). It is highly related to the goal incongruence of the consumers. There is a necessary precondition of frustration as that the customers have the expected result based on their previous consumption experience and/or the company's promise. Frustration is another important emotional factor that blocks the service consumption process and potentially prevents customer satisfaction. It depends on the situational blame attributions. But unlike anger which has both high other responsibility and other control in the attributions, frustration usually occurs when the negative experiences happen beyond anyone's control. In this sense, people have uncontrollable responsibility for a frustrating incident (Smith and Ellsworth 1985; Nyer 2000; Laros and Steenkamp 2005).

Marketing theorists hardly examine frustration because they often use the term as a synonym for anger (Laros and Steenkamp 2005; Richins 1997). This overlap is in line with some appraisal theorists who consider frustration to be a milder form of anger (Berkowitz and Harmon-Jones 2004). However, we follow Clore and Centerbar (2004) and Roseman (1991) and consider anger and frustration as distinct emotions because blaming someone else differs from blaming no particular person. Moreover, there is empirical evidence that external blame attribution increases anger and that situational blame attribution increases frustration (Smith and Ellsworth 1985). Another argument in the psychological (Berkowitz and Harmon-Jones 2004; Clore and Centerbar 2004; Ortony et al. 1988; Weiner 2000) and marketing literature (Bougie et al. 2003; Nyer 1997) is whether anger and frustration belong to the same set of emotions (including dissatisfaction, displeasure, and resentment) that describe a general negative reaction to goal incongruency. However, this research argues that anger and frustration differ from these other emotions in that they involve attribution of agency (Roseman 1991). Also, there is evidence of discriminant validity for anger and dissatisfaction (Bougie et al. 2003; Nyer 1997). Though there are some similarities between anger and frustration, this research argue that they are different emotional responses towards a service failure.

Researches in business relationships have illustrated some major forms of incidents that will primarily induce frustration. These incidents are basically reward associated, such as the refusal of promised reward, the reduction of reward and the delay of reward. The refusal of promised reward is complete withdraw of the promised reward from the customer, whereas the reduction of reward is a partial withdraw of the reward. In the case of a delayed reward, the reward is still available yet later than the promised time. Frustration, as a very unpleasant emotion, is supposed to lead subsequent behaviours. Some researchers assume that frustrating incidents lead directly to aggressive behaviour (Dollard et al., 1939, S. 1). However, there is another agreement among researchers that frustration does not instantly lead to aggressive behaviours (Berkowitz, 1989). Negative affects need to be evoked by an intermediating step from a frustration sensation. This is in line with the argument from Shorkey and Crocker (1981). They content that the responses to a frustration sensation differ from individuals. The responses can be adaptive (Freud, 1921) and constructive (Shorkey and Crocker, 1981), which are oriented from the problem-solving needs. It is interesting to find that these responses transform the negative stress to active energy. The scholars find three main manifestations of this active energy: (1) People may take pre-emptive efforts to avoid the problems before it gets serious;

(2) In the case that people have encountered the problem, this active energy is re-applied to the original goal to overcome the problem; (3) People may identify and purse alternative goals.

Therefore, it is not safe to deem that frustration is a direct antecedent of any negative customer responses in the context of a service failure. It is a response to a service problem while there should be an intermediating step to generate sever behavioural response. Hence, it is reasonable to assert that frustration mediate the relationship between service failure and rage emotions.

2.4 Review on Rage Related Theories

2.4.1 Dual process model

Another theoretical support for the proposed typology of customer rage is dual process model. Dual process model of reasoning puts forward a theory of reasoning that there exist two distinctive underlying systems serving functionally separate roles (Cosmides and Tooby, 2000; Epstein, 1973; Evans & Over, 1996; Goel, 1995; Kahneman & Frederick, 2002; Reyna & Brainerd,1990; Shafir & LeBoeuf, 2002; Sloman, 1996; Stanovich and West, 2000). This theory is built based on the two rival modes of human's thought, i.e. intuition and analytical thinking (Hammond, 1996). Intuitive thought refers to an ineffable and discernable effort which leads to an unstructured answer to a certain problems, whereas analytical thought is a deliberate and explicit thinking which results in an accurate and justified solution to the problem (Hammond and Summers, 1972; Tversky and Kahneman, 1983). Besides, the intuitive reasoning is claimed to be informal (Tversky and Kahneman, 1974) and affective (Epstein, 1973; 1994). Since the intuitive thinking is dependent on heuristic interpretations, thus it is content specific which will vary from different contexts. In contrast, the analytical reasoning is controlled and slow which acts as a more regulated thinking process. The two modes may lead to totally different responses to the same subjects. Developing from the dual process of reasoning, Hintzman and Curran (1994) claimed that people's recognition decisions have two processes as well, namely the recollection one and the familiarity one. The former is a slow process which requires the individual to retrieve the relative details associated with the previous experience of the same incidents. Inversely, the latter one is a fast process that allows one to evaluate the situation without reviewing the previously encountered facts. According to Jacoby (1991), these two processes are independent.

Similarly, Freud (1900, 1953) was also a scholar who supported the dual process model by proposing two process of reasoning as the unconscious and conscious one. According to his theory, the unconscious reasoning is characterized as associative while the conscious one is

believed to be capable of rational thoughts. The main argument of Freud theory is that the unconscious reasoning is regarded as the primary information processing system and the conscious one may appear later. This sequence is said to be related to one's personality based on the cognitive–experiential self-theory (CEST) (Epstein, 1973, 1994). The CEST was derived from the Freud's theory as a commonly used theory of personality with two parallel systems, i.e. System1 and System 2. The non-experiential information processors refer to the persons who tend to be rational and analytical. On the contrary, the experiential information processors are normally emotion-driven. The theory explains the potential of people to present different thinking processes towards one incident due to the personality factors. Thus it can be a support for the customer rage typology. Besides the theory explaining the role of personality, there is another stream of dual process theories indicating that the previous experience, beliefs and knowledge of the incident also influence the reasoning process. Evans and Over's (1996) claimed that the two systems of thinking contrast to each other in terms of the severity and manifestation. System 1 is said to be highly robust which is usually out of the control.

But system 2 is characterized as controllable and is capable of achieving logical solutions to the problems. Moreover, system 1 represents a fast reaction towards one incident while system 2 is a slow one. This standpoint gives a solid support for the proposal that customer rage can be divided into immediate and delay ones as well as controlled and uncontrolled. Evans's (1989, 1996) heuristic–analytic theory provided the foundations of how past experience works in this dual process mechanism. Under the standpoint of this theory, System 1, which is uncontrolled according to Evans and over's (1996) point of view, is based on previous experiences, as well as the background knowledge of the individual. Besides, it is believed to be efficient but not necessary to achieve the individual's awareness. System 2, which is more controllable and logical, has little to do with prior encounters. Comparing the two different modes of reasoning, although system 2 is slower, it has bigger advantages of controllability and flexibility in terms of solving problems. Furthermore, Stanovich and West (2000, 2002) interpret the dual process model by introducing a concept called fundamental computational bias. It describes the tendency of the individual to contextualize some problems automatically. Rather than reasoning the problem with a reference to the logical properties, the individual with a fundamental computational bias will interpret things by relating it to the current context. Consequently, System 1 is thought to be context dependent, relying on the types of heuristics in the environment. System 2 is oppositely a controlled process which is dependent on the abstract analysis of the current problems rather than relying on context variables. Based on this rationale, it can be implied that situational factor plays a moderating role in determining the choice of rage behaviour in the model.

In addition, Sloman's (1996) viewpoint provided an explanation of role of the situational factors in determining the reasoning process. He believed that the two systems are interactive which means they can be substitute for each other. The two systems are never exclusive to the problems they can be applied to, the determinant of which is the situation where the person is exposed. But the degree to which they are each applied to a problem will vary from individual to individual as well. System 1, which refers to the intuitive processor, is said to be attuned to interpreting the regularities and relationships in the environment. As the environment changes, the processing of a same target will differ accordingly. On the contrary, System 2, which refers to the conscious rule interpreter, is attuned to acting strictly based on the existing rule regardless of the external changes. Thus, Sloman's dual process theory explains the role of individual factor and situational factor in moderating the rage behaviours. More importantly, by arguing the two processes are interactive, it well explains the rationale of the proposed typology of customer rage, which may located in any of the four quadrants.

The dual process model provides a comprehensive theory background for the proposed topology of customer rage, in which an outraged customer may manifest different rage behaviours due to the different reasoning process. And the differences are resulted from various moderator factors such as personality, previous experience and situational factors, etc. The following three theories will present further explanations of the moderators in the model.

2.4.2 Situational-Individual Interaction Model

Situational-individual interaction model emphasizes that the combination of personal and environmental factors plays an important role in leading to individual behaviours (Kurt Lewin, 1935). This model can be summarized by the function: $B = f (P, E)$, where B stands for the individual's behaviour, P stands for the individual factors and E is the environmental factors outside the individual. According to Kurt Lewin (1935), a person's ego strength, the demand of control and field dependence determines the choice of reasoning. However, the effect of personality is not isolated but correlated with the situational factors where the person encounters the incident.

Applying it to the service failure context, the customer's personality may interact with the service factors to guide the customer's rage behaviours. Thus, the intervention strategy should be differentiated according to diverse situations. This model helps to explain the moderator role

of individual, situational and service factors in the model and provides support for the necessity of designing the intervention strategy with two dimensions.

2.4.3 Theory of Reasoned Action

The theory of reasoned action presents that the individual behaviour is a function of his intention to perform that behaviour (Fishbein and Ajzen, 1975). Nevertheless, the individual's behavioural intention (BI) is not a simple variable but a joint effect of the individual's attitude (A) towards the certain behaviour he would take and the norms (SN) he holds towards this behaviour. Furthermore, the two factors have its determinants for each. It is argued by Fishbein and Ajzen(1975) that the attitude towards the behaviour is a result of evaluating both the individual's salient belief related to this certain incident and the outcomes if he do so. On the other hand, the variable of social norms is also a combination which includes the normative belief and his motivation to comply with this belief. Adopted in the customer rage research, the customer's knowledge of the company and rage associated episode, together with the individual's anticipation of rage behaviour may influence his final decision to take rage actions. Thus, the customer rage is never a one-direction behaviour. Moreover, the intervention strategy can play a moderator role if it can consider interposing the evaluation result of the outraged customers.

2.5 Gaps in Previous Customer Rage Research

Although marketing literatures on customer negative emotions have provided a solid basis for customer rage research in this field, there are a few questions existing in previous studies to be solved in the present research.

Gap 1: The customer rage definition and the scale

First, the definition and scales of customer rage emotion are not concrete and precise. As compared in section 2.2.1, there is a big overlap in the study on customer rage, customer revenge, customer vengeance and customer retaliation, etc. In spite of the slightly different definitions and their names, the existing researches of customer rage and the other relevant negative emotions, as well as customer misbehaviour, are built on the same theoretical frameworks, which basically include the psychological sources such as emotions and cognitions. Moreover, even some papers on anger share the same theoretical standpoints (Weiner, 1985; Bougie, et al; 2003). When comparing the consequences of the listed negative emotions, they seem to have the similar types of behavioural responses, which indicates no clear differences among these negative emotions. In addition, previous researches use the constructs of customer

retaliation and revenge as the substitute for customer rage scale in the model and quantitative test when they want to examine the consequences of customer rage (Gelbrich,2010). As a result, customer rage is actually examined as a synonymous of revenge and vengeance in the majority of quantitative studies. However, there is significant conflict in the existing study. On one hand, it is commonly agreed among scholars that customer retaliation is not impulsive. On the other hand, as discussed in section 2.4.1, based the psychology literature review on rage, there are clearly two opposing stances of rage in essence, which result in two types of rage emotions, i.e. impulsive rage and forethought rage. Extending the theory from psychology to marketing field, customer rage emotion could be both impulsive and forethought depending the cognitive process of individuals. Hence, customer rage should not be examined identically with any of the other extreme negative emotions discussed in the literature review. But the studies investigate the two types of rage emotions simultaneously are very restricted, not to mention the studies with precise scales of each type of rage in the marketing context. As a result, there lacks precise scales of both rage emotions in the marketing literature.

Gap 2: The link between customer rage and anger

Second, the boundary between anger and rage is blurry. As reviewed in section 2.2.1, some scholars claimed that anger is associated with appraising the event as harmful and with the element of blame. Similar to the retaliation and revenge emotion, anger is trigged by the belief that the customer is wronged unjustly. On the other hand, the researches on customer rage have similar findings that outrageous customer diagnoses the causes and attribute the blame to the company based on cognitive appraisal processes. In this respect, anger, vengeance and rage may be regarded as the same emotion. However, the literature review on psychology in section 2.2.3 suggests that rage should not be studied as a synonym of anger, rather it is the extreme level of customer negative emotion. Howell et.al (2005) suggests that anger is neither necessary nor enough for the violent and aggressive behaviours. Additionally, Novaco (1997) argued that anger can only be regarded as a potential contributor to the violent crime. To complement this contributing factor, there should be another antecedent occurring to facilitate this casual relation. In addition, anger provoking issues tend to have a milder influence on customers. Therefore, rage should not share equal weights with anger on the scale of severity. If customer rage is not the synonyms of any other negative emotions, it is supposed to have some potential relationships with the other emotional responses.

Gap 3: The link between rage emotions and rage behaviours

Third, it seems that there lacks a clear divide between customer rage emotion and customer rage behaviours. Previous researches often use customer rage as an equivalent of customer rage behaviour. For example, customer rage is measured by contact employee-oriented, customer-oriented and organization-oriented (Harris and Daunt, 2013; Harris and Reynolds, 2003; Van Gelder and De Vries, 2013; Fullerton and Punj,2004). Considering different patterns of rage behaviours, McColl-Kennedy et al (2009) and Patterson et al (2009) measure the customer rage in terms of verbal, non-verbal and physical behaviours. In addition, Daunt and Harris (2012) also discussed customer rage based on the severity level of the rage behaviour and its impacts. However, the current study asserts that customer rage is the extreme level of customer negative emotion, which becomes furious and intense in response to a service failure or a dissatisfying service recovery experience. Hence, customer rage should not be investigated as a synonymous of rage behaviour. Furthermore, the review of emotion regular process in section 2.2.4 indicates that emotion will unfold over time and subsequently trigger a coordinated set of responses depending on the way(s) in which the emotional cues are attended. In line with this theory, different emotion causes may trigger diverse rage behaviours. Hence, it is not reasonable to conclude that customer rage behaviours are resulted from customer rage emotion in general. Consistent with the research gap 1, the two types of rage emotions (i.e. impulsive rage and forethought rage) are expected to induce different behavioural responses.

In addition, the consequences of customer rage and other negative emotions are roughly the same. As reviewed in section 2.2.4, a set of dysfunctional behaviours are extracted from the marketing literatures on retaliation, revenge and customer misbehaviour. If customer rage is a different variable from the other negative customer emotions, the differences should also be manifested in customer rage behaviours. Rather, it is flexible due to the difference reasoning process in the individual's mind according to several factors like personality, service place background and intervention strategies. Furthermore, the same incident may result in rage behaviours belong to different categories.

Gap 4: The intervention strategy

Fourth, the intervention strategy is less sufficient to provide the managerial implications for the real business. Regardless of the customer retaliatory actions and the context, the prior researches on the intervention suggestions somehow resemble each other closely. Much of the existing literatures on customer retaliation and dysfunctional behaviour suggest that the interventions should be carried out from the perspective of the employee and the service settings, such as to identify the early sign of customer rage, to deal with the rage according to the different roles of customers; to redesign the service place and to improve service stands (Harris

and Reynold, 2003; Reynolds and Harris, 2006; McColl-Kennedy, et al.; 2009). Although this research agrees with the intervention strategies in general, there is a suspect of the efficiency, especially in the situation of diverse retaliatory response. It is not convincing to adopt the standards intervention methods to deal with various negative customer emotions. Further justification is needed in this respect. In line with the immature research of the behaviour, the corresponding intervention strategy needs more efforts as well. One of the reasons can be the lack of concrete measurement of customer rage behaviours. So far, only a few studies set up a scheme to design the intervention strategy for different purpose or stages (Figure 3). Concordant with the argument in section 2.2.3, the timing of intervention may plays a key role preventing the customer rage reactions from getting worse. In addition, as indicated by the review on Baron's (1983) theory to reduce the intensity of anger, the interventions with different targets are expected to result in different impacts. And if the direction is right, even small reason can make people happy. Therefore, the justification of the intervention efficiency should regard the timing and targets as the key considerations.

2.6 Research Objectives and Questions

With the purpose of addressing the research gaps in the existing customer rage study, this research aims to solve the research questions as follows:

First, the research makes an effort to investigate that the customer rage emotion is not a unidimensional concept. Based on the literature review of marketing study on customer rage and psychology papers on aggression constructs, the research proposes two dimensions in the customer rage emotion as impulsive rage and forethought rage. Hence, the first research question is primarily focused to test if the impulsive and forethought rage emotions are two independent dimensions in the context of service failure. Moreover, if they are independent in nature, can they be identified and measured with clearly distinguished scales?

Second, the research is going to investigate if anger and rage are different emotions. If customer rage is not the synonyms of anger, it is supposed to have some potential relationships with the other emotional responses. Defined as the extreme level of the negative emotions from the service failure, what is the mechanism of customer rage from service failure? What factors should mediate the relationship between service failure and customer rage emotions? If there are two types of rage emotions, will they share the same mediators?

Third, the research endeavours to clarify the definitions of customer rage and rage behaviours. Moreover, it is to establish the links between customer rage and various rage behaviour responses. In this respect, if the customer rage emotion differs in two types (i.e., impulsive and forethought), what behavioural responses will each of them induce? And, if there exists significant link between customer rage and specific rage behaviour, are these behavioural consequences of the two different rage emotions identical?

Four, if there are various rage behaviours in response to two different rage emotions, will the efficiency of the intervention strategies remain the same in different context of rage emotions and behaviours? If not, is there any pattern existing among rage emotion, behaviour and intervention?

2.7 Chapter Summary

This chapter presents the literature review on customer rage and rage relevant studies from marketing and psychology fields. It compares and contrasts the customer rage with several key concepts like customer retaliation, customer revenge and anger. In addition, it reviews the customer dysfunctional behaviours and interventions. Hence, it underlines the needs to distinguish customer rage from the other deviant emotion and behaviours and to develop a scale for customer rage. This chapter presents a theoretical ground for the conceptual model in this research. It points out the research gaps in the existing study and raises research questions for this research.

Chapter 3 Conceptual Framework and Hypothesis Development

3.1 Conceptual Model

This chapter develops the conceptual model in order to solve the research questions raised in Chapter 2. The research model is Section 3.2 defines key variables in the conceptual model. Section 3.3 presents the hypotheses of this research, which are subsequently updated with more detailed assumption according to the exploratory qualitative interview study and consequently tested in a survey.

Figure 1 illustrates the conceptual model. A key distinctive feature of the study is the scale development for customer rage. It confirms that customer rage, as a multi-dimensional variable, refers to the extreme level of customer's negative emotion in the response to service failure. This research clearly distinguishes customer rage from the other negative emotions, such as customer retaliation and revenge. It proves that customer rage is the next level of anger, frustration and betrayal. The model is based on this logics and customer rage is the centre of this conceptual framework.
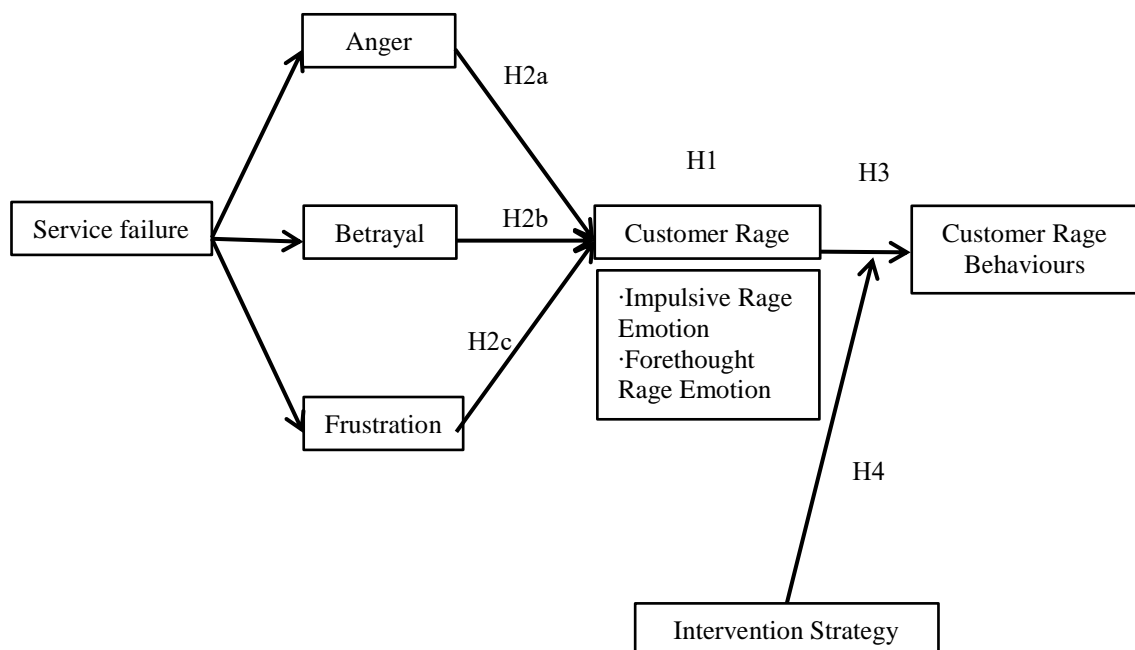

Figure 1 Original Conceptual Model

The core concepts in this conceptual model is developed based on the marketing literatures on customer rage. Psychological study of impulsive aggression and non-impulsive aggression

underpins the theoretical basis of the two types of rage. There are two opposing research stances of rage emotion in the context of psychology. On one hand, it is believed that rage is characterised with impulsive thinking (Fontaine,2007). People with rage emotion tend to act without planning. On the other hand, rage can have the features as forethought and well planned, some of which can even be designed over long periods (DiGiuseppe and Tafrate, 2003). Psychological study of impulsive aggression and non-impulsive aggression have the same indications on the rage emotion. Scholars use 'impulsive aggression' to describe the aggressions that are unplanned and spontaneous in nature. And it is often characterized as a short fuse. On the contrary to the short fuse, non-impulsive aggression is often labelled as planned and premeditated. Meanwhile, non-impulsive aggression is regarded as a predatory action which is instrumental and subjective to the provocation. The perpetrator with non-impulsive aggression tends to be proactive and cold-blooded.

The rationale of mediators is supported by the existing studies on anger, frustration and betrayal. Anger is the emotion with the feature of high other controls, which means the service provider is on the superior side over the customers when dealing with the service failure. Nevertheless, angry customer does not necessarily mean to end the service process, as anger is also deemed to have a high potential of coping between the service providers and the customers (Howell et al., 2005). Anger is neither necessary nor enough for the violent and aggressive behaviours. Novaco (1997) also argued that anger can only be regarded as a potential contributor to the violent crime. To complement this contributing factor, there should be another antecedent occurring to facilitate this casual relation. Gregoire and Fisher's research on customer betrayal (2008) also point out that retaliatory behaviours should not be the only results of betrayal. There are some positive ways that customers can use to restore fairness. The study shows that betrayal may lead some customers to take favourable approaches. Typical favourable reactions are problem solving complaining and dispute resolution via a third-party intermediary. It is encouraging to find that customers, even those who feel betrayed after a poor recovery, remain favourably predisposed to restore fairness through constructive discussions with the firm. Customers who tend to seek reparation will deal with the feeling of betrayal positively by those problem-solving approaches. Frustration is highly related to the goal incongruence of the consumers. Researches on frustration argue that it does not instantly lead to aggressive behaviours (Berkowitz, 1989). Negative affects need to be evoked by an intermediating step from a frustration sensation. This is in line with the argument from Shorkey and Crocker (1981). They content that the responses to a frustration sensation differ from individuals. The responses can be adaptive (Freud, 1921) and constructive (Shorkey and Crocker, 1981), which are

oriented from the problem-solving needs. It is interesting to find that these responses transform the negative stress to active energy.

The moderating effects of intervention strategies in the conceptual model are underpinned by rage related psychology theories. Emotion regulation theory (Gross and John, 2003) distinguishes modulating effects of the emotions in early and late stages. Here, the antecedent-focused emotion regulation intervenes in the early stage before emotion fully activated when the reappraisal process can effectively control the negative experiential and behavioural responses. The response-focused emotion regulation intervenes late after emotion generated that can only modulate the responses by suppression. Although it delays the behavioural expression, it has no potent effects on reducing the negative emotions, whereas it will lead to even more taxing responses.

3.2 Definition of Key Variables

3.2.1 Customer Rage Emotions

Consistence with the arguments in marketing literature, customer rage in this model is defined as extreme level of negative emotions that become furious and intense in response to a service failure or a dissatisfying service recovery experience. One should note that it is defined as the extreme level of negative emotion rather anger in this research context. This is because the research believe customer rage is a multi-dimensional variable and each mediator in the model should have some contribution of its development. It is regarded as an organization- or employee- oriented injurious emotion (Harris, 2013) yet with the possibility to do harm to the surrounding valued customers (Levy, 2007). Furthermore, this research proposes two types of customer rage emotions in the conceptual model, i.e. impulsive rage and forethought rage, based on the psychological nature of rage.

Impulsive rage refers to the outbursts of the overwhelming anger when provoked. In this condition, people lack proper information processing and effective communication, which may last from several minutes to a few days.

Forethought rage is the planned and goal-oriented aggressiveness involving rationale and conscious process, which may take time to response.

3.2.2 Mediators

Anger

Anger is a retrospective emotion which occurs after the service failure, or simply follows an unsatisfactory service experience when something goes wrong during the process of service (Gelbrich,2010; Bonifield and Cole,2007; Bougie et al.,2003). This emotion tends to arise from

external attributions (Weiner, 1985). It is claimed by Bougie et al. (2003) that the emotion of anger is highly related to the goal incongruence of the consumers. Anger is deemed as one of the mediators in this research. This is underpinned by the research from Howell et.al (2005) that anger is not necessary nor enough for the violent and aggressive behaviours. Moreover, it has the high potential of coping rather than confronting. To supplement this argument, the psychological research on anger claim that it can be offset by expression of the angry emotion.

Frustration

Frustration is an unpleasant emotion occurs when the expected results are not achieved or the anticipated rewards are not redeemed (Smith and Ellsworth, 1985; Freud, 2000a, b). It is an emotion that is triggered by the negative experiences and resulted from the negative expectation discrepancy (Stauss, et al, 2005). Frustration is a retrospective emotion and tends to arise from external attributions (Roseman 1991). It is highly related to the goal incongruence of the consumers. Frustration is one of the mediators in the conceptual model of this research. The argument is based on the research findings that frustration does not instantly lead to aggressive behaviours (Berkowitz, 1989). In addition, it is argued that negative effects from frustration need to be evoked by an intermediating step. And more importantly, researchers believe that the responses from frustration can be adaptive (Freud, 1921) and constructive (Shorkey and Crocker, 1981), which has the potential to transform negative stress to active energy. Therefore, this research content that frustration is not the extreme level of emotional responses towards a service failure. It only mediates the impact from a service failure to a more intensively negative emotion which is the customer rage in this research framework.

Betrayal

Betrayal is defined as a violation of a person's trust, a destruction of one's confidence, or an abandonment of the individual's responsibility (Oxford English Dictionary, 1989). In the context of relationship study, the scholars assert that personal relationship is built on trust. Betrayal is regarded as a violation of trust (Jones and Burdette, 1994) and hence destroy the personal relationship potentially. To further explain betrayal, Elangovan and Shapiro (1998) add that betrayal may be a voluntary action and it can potentially threaten the benefits of the individual who holds the trust. Meanwhile, betrayal is also defined as a result of the violation of the mutual agreement and pivotal expectation of an incident (Elangovan and Shapiro, 1998; Morris and Moberg, 1994). In the area of consumer behaviour, the researchers define betrayal as the customer's belief that a firm has intentionally violated what is normative in the context of their relationship (Gregoire and Fisher, 2008). The customer perceived betrayal is usually

generated in the condition of the close relationship (Finkel et.al, 2002). It is regarded as the mechanism of the customer protest. The definitions of betrayal imply that it may be resulted from both perceptions and actions. Gregoire and Fisher's research on customer betrayal (2008) also point out that retaliatory behaviours should not be the only results of betrayal. There are some positive ways that customers can use to restore fairness. The study shows that betrayal may lead some customers to take favourable approaches. Typical favourable reactions are problem solving complaining and dispute resolution via a third-party intermediary. Customers who tend to seek reparation will deal with the feeling of betrayal positively by those problem-solving approaches. Hence betrayal is examined as the mediator in this model.

3.2.3 Customer Rage Behaviours

Customer rage behaviour refers to the customer's actions that are designed to punish, cause damage and inconvenience to, and restore fairness from a company for the damages it causes from the customer's perception. The customer rage behaviour variables in this research are produced based on the qualitative interview study (Chapter 5, section 5.4)

3.2.4 Moderating Variable

Previous research on dysfunctional customer behaviours emphasize the intervention strategy as a key variable moderating the links between customer rage and the behavioural intentions. This study is going to examine various intervention strategy constructs including, Moreover, the intervention strategy will be assessed in the qualitative interview study. Hence the final pool of moderating variables in this model should be based on the result and data analysis of the qualitative research.

3.2.5 Control Variables

Control variables are collected for items that may influence the judgement and reaction of the participants in the study sample. Since this research examines the conceptual framework of customer rage and its behavioural consequences, the individual's personality and emotional traits become very influential. Hence control questions are set to control this potential bias. In the questionnaire, the personality is assessed by Big Five Inventory (John, et al, 1991; Goldberg, 1992). The Big-Five framework is a hierarchical model that contains five broad facets of personality traits. Each facet summarises more specific facets traits. The Big-Five framework divides people in to 5 broad categories according to their personality. This framework is empirically derived and fits the needs of the survey in the quantitative study.

3.3 Theoretical Framework and Hypotheses Development

3.3.1 Hypothesis of Customer Rage

     Customer rage is defined as extreme level of negative emotions that become furious and intense in response to a service failure or a dissatisfying service recovery experience. According to the psychology research, rage is defined as an intense feeling which grows from anger (Goldberg, J. H. et al, 1999; Lerner, et al, 1998). It is believed that anger has the potential to be activated and degrades a person's capability of reasoning (Keltner, Ellsworth and Edwards, 1993; Lemerise and Dodge, 1993; Quigley and Tedeschi, 1996). Lerner et al. (1998) also point out that the receding effect of anger is not necessarily taken on its direct sources but can work on other objectives bearing no relations with the anger. Although the intention of rage to punish is widely accepted in the field of rage study, there are two different stances that support two opposing reasoning mechanisms in which rage induces aggression. On one hand, rage is characterized with impulsive thinking and short of planning before action (Fontaine, 2007). The result of this rage is the uncontrolled hostility and immediate punitive intention towards the sources. On the other hand, rage can have the features as forethought and well planned (DiGiuseppe and Tafrate, 2003), some of which can even last for long periods. This viewpoint presents a controlled reasoning process and delayed punishments towards the sources. In the same vein, dual processing model provides another theoretical support for these two opposing types of rage. It proposes two rival modes of human thought as intuition and analytical thinking (Hammond, 1996). Intuitive thought refers to an ineffable and discernible effort which leads to an unstructured answer to a certain problem, whereas analytical thought is deliberate and explicit thinking which results in an accurate and justified solution to the problem (Hammond and Summers, 1972). Similar to the typology of rage and reasoning process, the theory on aggression from the psychological research also supports the same conclusion. It is believed that there are two types of aggression that are impulsive aggression and non-impulsive aggression. In the field of aggression research, a considerable amount of theoretical and empirical literatures subtype the aggression concept as impulsive or non-impulsive (Berkowitz, 1974; Linnoila et al., 1983; Coccaro, 1989; Shoham et al., 1989; Vitiello et al., 1990; Heilbrun et al., 1978; Mungas, 1988; Linnoila et al., 1989; Barratt et al., 1997a,b). In general, impulsive aggression refers to the aggressive actions that are unplanned and spontaneous in nature. In addition, impulsive aggression is often believed to be short and regretful. On the contrary to it, non-impulsive aggression is often labelled as planned and premeditated. Meanwhile, it is regarded as a predatory action which is instrumental and subjective to the provocation. The perpetrator with non-impulsive aggression tends to be proactive and cold-blooded. Rooted from

the study on impulsive and non-impulsive aggression, Barratt (1991) further clarifies the aggression as impulsive aggression and premediated aggression.

Built on the two contrasting reasoning process of rage behaviour and the theory on impulsive and premediated aggression, this research thus raises the hypothesis that customer rage should be a multiple dimensional concept rather than a unified emotion. Considering the various paths of reasoning, customer rage emotion can be immediate or delayed. Meanwhile, it can be reactive or proactive depending on the emotional triggers. Hence, this research hypothesizes as below:

     H1: customer rage should have at least two factors in the structure of this variable as impulsive and forethought.

3.3.2 Hypothesis of Anger

Anger is a retrospective emotion which occurs after the service failure, or simply follows an unsatisfactory service experience when something goes wrong during the process of service (Katja Gelbrich,2010; Bonifield and Cole,2007; Bougie et al.,2003). It is highly related to the goal incongruence of the consumers. According to cognitive appraisal theory, individuals appraise an event according to its effect on their well beings, such as goal achievement, self-esteem, social esteem, personal value, and moral value (Bougie et al., 2003). Anger will occur as the individuals appraise the incident as unjustified and harmful to their well beings (Lazarus, 1991) through the cognitive appraisal process. Hence, it is perceived that anger is an emotion to express the feeling of unfairness and displeasure (Bougie et al., 2003), which may be accompanied by the desire to attack the source of the service failure. In addition, the emotion of anger has a strong directive property.

As reviewed in section 2.3.1, anger is characterised as a high other responsibility, which means the service provider has the responsibility to cause this emotion and the customers regard themselves as vulnerable. At the same time, anger is the emotion with the feature of high other controls, which means the service provider is on the superior side over the customers when dealing with the service failure. Nevertheless, angry customer does not necessarily mean to end the service process, as anger is also deemed to have a high potential of coping between the service providers and the customers (Howell et al., 2005). Thus, customer's reactions rooted from anger vary in individual cases. Individuals may have different emotional reactions to the same event depending on their cognitive appraisal process from the perspectives of goal relevance, goal incongruence and ego involvement. Therefore, anger is not necessarily the

direct antecedent of the extreme customer behaviour. Although anger is one of the main reactions to the service failure with negative impacts on customers' attitudes towards the service provider, it may not be sufficient to link with deviate customer behaviour directly. According to Kevin Howell et.al (2005), anger is neither necessary nor sufficient for the violent and aggressive behaviours. It is also argued that anger is just a contributor to any violence which needs more antecedents occurring to facilitate this casual relation (Novaco, 1997). Based on the research in the psychological area, merely 10% of the anger incidents will lead to aggressions, which means most anger provoking issues tend to have a milder influence on customers (Averill, 1983). Together with the argument that anger has a high potential of coping between the customer and the company, some scholars also raise the point that anger may encourage the consumer to react positively towards the service provider (Vecchio and O'Leary, 2004). Psychologists have reported that the emotion of anger can induce people to interact more beneficially (Tafrate, et.al, 2002). Some of them mentioned that anger may positively result in compliance of both sides in the interaction. In addition, they argued that anger have the potential to make people more motivated. As a result, people in a proper level of anger may react positively to the situations. In a summary, it is not safe to conclude that anger is the direct antecedent of any customer dysfunctional behaviours. Instead, it may have the potential to induce both negative and positive impact on customers' behaviour. Hence this research argues that anger should act as a mediator of customer rage, which is the extreme level of negative emotions. Furthermore, since anger can increase anger, we propose that customer rage is a result of accumulated anger, which will eventually determine the extreme customer behaviours. Therefore, this research hypothesises:

H2a: Anger mediates the effect that the service failure exerts on customer rage emotions.

3.3.3 Hypothesis of Betrayal

In the area of consumer behaviour, the researchers define betrayal as the customer's belief that a firm has intentionally violated what is normative in the context of their relationship (Gregoire and Fisher, 2008). The customer perceived betrayal is usually generated in the condition of the close relationship (Finkel et.al, 2002). It is regarded as the mechanism of the customer protest. The definitions of betrayal imply that it may be resulted from both perceptions and actions. It is claimed that actions such as lying, cheating, stealing and breaking promise may have the potential to induce betrayal (Bies and Tripp, 1996). In the context of service marketing, the actions from the service provider, including unfair treatment, breach of contract or promises, leak of secured data will easily trigger the customer perceived betrayal. According to Finkel et

al (2002), the perceived betrayal is extremely difficult to be forgiven and forgotten. Moreover, betrayal is regarded to be associated with the tendency of punishment and punitive damages. Therefore, betrayal is considered to be one of the key contributors of the customer's retaliatory behaviour (Koehler and Gershoff, 2003). In the research of betrayal and retaliation (Gregoire and Fisher's, 2008; Koehler and Gershoff, 2003), betrayal is tested as an antecedent of retaliatory behaviours. However, Gregoire and Fisher's research on customer betrayal (2008) also point out that retaliatory behaviours should not be the only results of betrayal. There are some positive ways that customers can use to restore fairness. The study shows that betrayal may lead some customers to take favourable approaches. Typical favourable reactions are problem solving complaining and dispute resolution via a third-party intermediary. It is encouraging to find that customers, even those who feel betrayed after a poor recovery, remain favourably predisposed to restore fairness through constructive discussions with the firm. Customers who tend to seek reparation will deal with the feeling of betrayal positively by those problem-solving approaches.

In summary, betrayal, similar to anger, is not necessarily linked to the extreme customer behaviour directly. It also has the potential to either generate negative customer behaviour or pose positive effect on customer's reaction towards the service failure. Thus, betrayal may not be the direct antecedent of extreme negative customer behaviour, whereas it could be another mediator between service failure and customer rage emotions so that influence customer's behaviour indirectly. Hence, this research hypothesises:

H2b: Betrayal mediates the effect that the service failure exerts on customer rage emotions.

3.3.4 Hypothesis of Frustration

Frustration is an unpleasant emotion occurs when the expected results are not achieved, or the anticipated rewards are not redeemed (Smith and Ellsworth, 1985; Freud, 2000a, b). It is an emotion that is triggered by the negative experiences and resulted from the negative expectation discrepancy (Stauss, et al, 2005). Similar to anger, frustration is highly related to the goal incongruence of the consumers. Frustration is another important emotional factor that blocks the service consumption process and potentially prevents customer satisfaction. It depends on the situational blame attributions. Different from anger, frustration is not characterized with any other responsibility and control. It is an emotion that is generally occurs when the negative experience is beyond anyone's control. In this sense, people have uncontrollable responsibility for a frustrating incident (Smith and Ellsworth 1985; Nyer 2000; Laros and Steenkamp 2005).

Moreover, the two emotions are correlated with different blame attributions. Anger is correlated with the external blame attribution while the situational blame attribution increases frustration (Smith and Ellsworth 1985). In this sense, frustration should be examined as a different variable from anger.

Similar to the arguments in anger, there are basically two schools of statements of frustration. On one hand, frustration is regarded as a very unpleasant emotion which is supposed to lead subsequent behaviours. Some researchers assume that frustrating incidents lead directly to aggressive behaviour (Dollard et al., 1939, S. 1). On the other hand, there is another agreement among researchers that frustration does not instantly lead to aggressive behaviours (Berkowitz, 1989). Negative affects need to be evoked by an intermediating step from a frustration sensation. This is in line with the argument from Shorkey and Crocker (1981). Adopted from the same rationale as anger, they content that the responses to a frustration sensation differ from individuals. The responses can be adaptive (Freud, 1921) and constructive (Shorkey and Crocker, 1981), which are oriented from the problem-solving needs. It is interesting to find that these responses transform the negative stress to active energy. The scholars find three main manifestations of this active energy: (1) People may take pre-emptive efforts to avoid the problems before it gets serious; (2) In the case that people have encountered the problem, this active energy is re-applied to the original goal to overcome the problem; (3) People may identify and purse alternative goals.

Meanwhile, frustration is characterized by a lack of constructive problem-solving and often make the frustrating experience worse by creating additional problems.

Therefore, it is not a ground conclusion that frustration is a direct antecedent of any negative customer responses in the context of a service failure. It is a response to a service problem while there should be an intermediating step to generate sever behavioural response. Hence, it is reasonable to assert that frustration mediate the relationship between service failure and rage emotions. Hence, this research hypothesises:

H2c: Frustration mediates the effect that the service failure exerts on customer rage emotions.

3.3.5 Hypothesis of Customer Rage Behaviour

As defined in Section 3.2.3, customer rage behaviour, in this research model, refers to the customer's actions that are designed to punish, cause damage and inconvenience to, and restore fairness from a company for the damages it causes from the customer's perception.

We propose that customer rage behaviours can be classified in a 2 (immediate or delayed) x 2 (controlled or uncontrolled) matrix. This argument is based on a concept of emotion-generative process (Gross, 2001). The conception argues that emotions will unfold over time beginning with the evaluation of emotional cues and subsequently triggering of a coordinated set of responses (i.e. experiential, behavioural and physiological) depending on the way(s) in which the cues are attended. Gross and John (2003) further introduced the emotion regulation strategies by distinguishing modulating effects of the emotions in early and late stages. Here, the antecedent-focused emotion regulation intervenes in the early stage before emotion fully activated when the reappraisal process can effectively control the negative experiential and behavioural responses. The response-focused emotion regulation intervenes late after emotion generated that can only modulate the responses by suppression. Although it delays the behavioural expression, it has no potent effects on reducing the negative emotions, whereas it will lead to even more taxing responses.
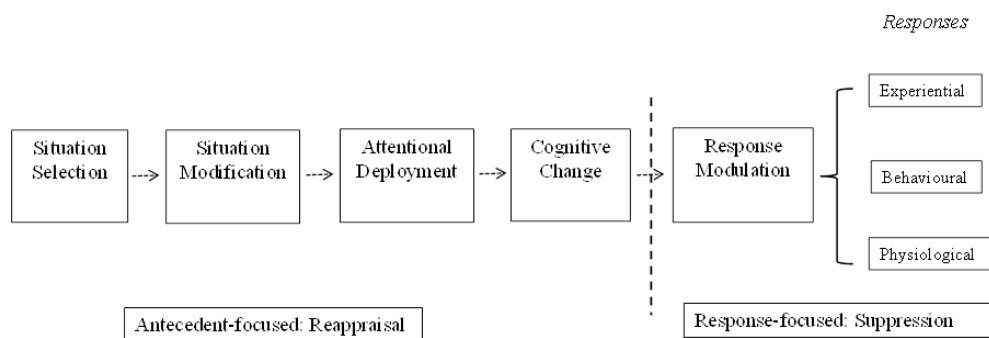
Emotion Regulation Process *adapted from Gross and John (2003)*

Figure 2 Emotion Regulation

Further, this research hypothesizes the linkages between the two emotions and four rage behaviours. By nature of the impulsive rage emotion, it may directly lead to the immediate and uncontrolled rage behaviours. Besides, the reappraisal emotional regulation in early stage may generate immediate and controlled responses. Furthermore, the forethought rage emotions will tend to result in delayed responses. When intervening early by reappraisal, the responses can be delayed and controlled while the suppression process in the late stage may induce the delayed but uncontrolled rage behaviours. In spite of the rationale above, we will first simply hypothesise as :

H3: Customer rage behaviours are positively related to the customer rage emotions.

The hypothesis will be updated after the qualitative interview analysis.
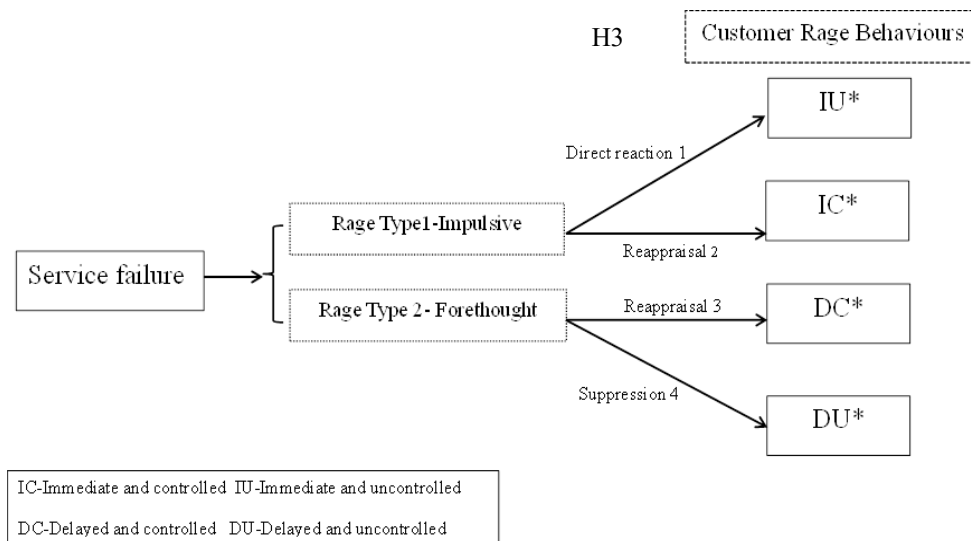
Figure 3 Linkage between rage and rage behaviours

3.3.6 Hypothesis of Intervention Strategy

As reviewed in Section 2.2.3, intervention strategy plays a key role in preventing customer rage from developing into severe customer revenge actions. In addition, in the light of the four types of rage behaviours, this research will study the intervention strategies with two dimensions, i.e. indirect vs. direct and before emotion triggers vs. after emotion triggers. Baron (1983) and Miron (2008) suggested that intensity of negative emotions can be reduced by either direct or indirect interventions. The direct deterrence is to affect the individual's perception of anger triggers while the indirect deterrence is to distract the individual's attention from the triggers to something extremely attractive that can make the angry person to feel amused and happy. Meanwhile, Gross and John (2003) argued that the rage emotions can be modulated either early or late as the emotion develops. At the early stage, the research will first hypothesise as:

H4: The intervention strategy moderates the relationship between customer rage and customer rage behaviours.

3.4 Chapter Summary

The main objective of this study is to investigate the overall process of customer rage in the context of service failure by developing a conceptual model with the key mediators, customer rage emotion constructs and behavioural response, and provide insights into the efficiency of the intervention strategy at all stages in the process. To fulfil this objective, a conceptual model and set of hypotheses were developed in this chapter. The next chapter will present an overview of the research methodology.

Chapter 4 Research Methodology

4.1 Introduction

This chapter explains the research methodology of this research. The objective of this research is to examine the features of the two different rage emotions and their dimensions, which thus have different outcomes in the same context. Meanwhile, this research aims to test the mediators of the two rage emotions and the moderation effects of various managerial intervention strategies. The methodology of this research is laid on the basis of critical realism. It is composed of two research designs, i.e. qualitative interview and quantitative questionnaire. In the qualitative research, the researcher used an in-depth semi-structured interview. There were 12 interviewees participating in the preliminary qualitative study. The qualitative interview was tape recorded and transcribed upon the participants' agreement. It provided the research general insights into the customer rage incidents and generated a broad set of items ready to be used for scale development and quantitative analysis. The quantitative research adopted a web-based self-report survey. It collected 288 samples. The quantitative analysis was carried out on SPSS and Mplus on the basis of SEM.

This chapter follows the structure as below: Section 4.2 introduces the conceptual model, derived from the literatures. Section 4.3 is the explanation of the research philosophy of this research. Interview guide and data analysis of the qualitative data are explained in Section 4.4, followed by Section 4.5 that contains the questionnaire design, sampling method and statistical analysis.

4.2 Philosophy of Research

Per Saunders et al (2007) and Sekaran (2003) suggest researchers should investigate the problems using systematic methods which follow logical steps. Hence the research should be built on a proper research philosophy rather than random beliefs. It is also suggested that the philosophical position of a research is mainly determined by the research objectives and questions (Saunders et al, 2007). There is a sustained debate among social scientists regarding two main opposing streams of research philosophies, i.e. positivism and interpretivism. (Crotty, 1998).

Positivism asserts that the meaning of a reality is only based on objective observations. Similar to natural science, the researches on social science should be done based on systematic and

causal relationships (Brown, 2003; Schlick, 1949; Ayer, 1946). It rejects the adoption of metaphysics in the statement of the meanings. And the truth of a phenomenon should be tested by empirical study. The goal of positivism is to generalize the causal relationships from the observation, which normally follows the inductive reasoning procedure from a specific instance to a general statement. This assumes that reality exists with regularity and law, which is independent from the observer's subjective view (Blaikie, 1993). It is implied by positivists that the research should progress with hypotheses and the explanations should reflect causality (Smith et al, 2012). In general, positivism is appropriate for researches using quantitative methods.

On the contrary, interpretivism is the anti-positivist philosophy that rejects the existence of the objective truth. It believes that the reality is built on the individual's interpretation of the world and the subjective knowledge (Fletcher, 2006). Although reality is not objective, it is constructed by individual's mental perceptions. Interpretivism provides an inter-subjective structure where meaning of the reality is derived from individual's intentional states (Adcock, 2003). The meaning is based on their beliefs, social activities and interactions with other individuals. Thus, the same phenomenon can have different interpretations and meanings depending on the various ways that individuals interpret. Meanwhile, it is insisted that human behaviours are to be understood rather than be explained by the causal powers. Interpretivism supports the researches to understand the social world and build deep understanding of a phenomenon. It usually constructs the research with densely presented facts and comprehensive descriptions (Geertz, 1973). In this sense, interpretivists are more interested in the depth of a specific issue and pay more attention to its uniqueness. In general, interpretivism is appropriate for researches using qualitative methods.

Positivism and interpretivism are the two opposite ends of the epistemological philosophy in management research. Critical realism lies in the middle of this continuum. Critical realism asserts that a phenomenon should be explained by the real, actual and empirical domains, while the three domains are not necessarily synchronised (Bhaskra, 1998). The real and actual domains are different concepts in this philosophy. On one hand, he real one refers to the reality that is independent from human's understanding of the physical world. It is the real structure where those causal powers exist. On the other hand, the actual domain refers to results arising from this structure of casual powers when being activated. And the empirical domain refers to what can be captured by the researchers from the real and actual domains through their experience and observation (Bhaskar, 1978; Lawson, 1997; Sayer, 2000). Critical realism

provides a co-acting mechanism that detects the interdependence of different casual powers from the perspectives of the three domains. It assumes an open system where events take place. Even though the real domain is the same, the casual powers may be activated at different time and the context of the actual domain may vary. Instead of reaching a universal regularity, critical realism enables the researchers to find wide varieties of outcomes of the objectives. Thus, the critical realists are able to develop multiple theories. Critical realism believes that the theories in social science study will not be exhaustive. Different results and explanations will emerge from previous theories, as the co-acting mechanism of the three domains may have multiple combinations of the casual powers and the structure. Therefore, critical realism enables the researchers to study the objectives in a more explanatory way. Researches based on critical realism can accommodate multiple theories and investigate different associations among variables. Furthermore, critical realism is more suitable for a mixed methodology. Unlike positivism and interpretivism that are only exclusive to one single methodology, critical realism has the advantage to support the researches using mixed methods.

This research adopts critical realism, considering the complex nature of the customer rage study that includes both subjective perceptions and objective measures of the outcomes. Therefore, this research starts from the extensive literature review (in Chapter 2) on the relevant researches and theories. Based on the review, it develops a conceptual framework of the key variables in the process of triggering customer rage emotions and behavioural responses. And hence it informs the qualitative interview study (in Chapter 5), which aims to explore the subjective perceptions of the customer rage related factors in the conceptual framework. In addition, it ensures that the proposed conceptual framework is efficient in studying the research questions in the following parts. The second stage of this research is a quantitative study (in Chapter 6) which empirically tests the hypotheses in the conceptual framework. The quantitative study adopts questionnaire with appropriate samples and measures. Thus, it offers objective measures of the research questions by adopting statistical techniques. The quantitative study gives additional breadth of the results and generalise the findings. Hence, the critical realism guides practices throughout this research.

4.3 Research Design

In line with the philosophy guidance, this research will adopt a mixed method to investigate the dimensions of the different rage emotions and their antecedents and outcomes. As defined by Saunders et al (2007), a mixed method for the research is to adopt both qualitative and

quantitative research methods together or in a sequence. This research aims to contribute to the customer rage research with a full scale of measurements for customer rage emotion, which is hypothesized to have two dimensions as impulsive rage and forethought rage. In addition, it argues that anger, betrayal and frustration are the antecedents of customer rage. Meanwhile, it examines the behavioural consequences of both dimensions in customer rage and provide intervention strategies for each kind of rage reactions. Thus, qualitative method is required as a pilot research to generate new items of customer rage behaviours and intervention strategy while quantitative method is adopted in the second round to test the hypotheses and the newly acquired items from the pilot research.

In the following sections, the research methods of the study are presented. Section 4.3.1 discusses the justification for the choice of a critical realist perspective which supports the mixed method approach for this study. Section 4.3.2 outlines the research design of a preliminary qualitative interview study. Section 4.3.3 presents the quantitative questionnaire design.

4.3.1 Justification of a mixed research method

The research adopted a mixed research method. A mixed method has a strong research power to generate a complete picture of the examined research topic (Morse, 2003; O'Cathain et al., 2007). It is also concerned to enhance the validity of research findings and the completeness of the knowledge (Shih, 1998). According to Crotty (1998), the research methodology and methods should be underpinned on the theoretical perspective of the research and the epistemological stance of the researcher. Following this line of reasoning, the mixed research method guided by the critical realism was justified by two main reasons.

First, it fits with this research's epistemological stance which believes the underlying causal powers of structure in the actual domain of reality. The view on reality of this research fits well with the philosophy of critical realism. Therefore, critical realism has informed the choice of methodology and method in this research. This research followed a mixed research methodology contained step 1 as semi-structured interviews and step 2 with quantitative survey.

Second, the nature of the research questions has affected the choice of the research methods. The conceptual model for this research was first developed from the review of marketing literatures on customer rage, retaliation, revenge and customer misbehaviour as well as the psychology research on cognition and aggression. In the early stage of the research, preliminary

qualitative interview is conducted with participants from both customers and front-line employees to serve for the scale development purpose and support the development of the conceptual model for the quantitative study. The existing research on customer rage emotion and its scales is deemed scarce. Hence, an exploratory interview study would help gain more insights into the variables in the context of service marketing. On the other hand, it was important to test the conceptual model in the empirical domain of reality by means of a survey to enhance its external validity.

To summarise, in the present study, qualitative and quantitative methods were combined to fulfil the major research objectives and develop a comprehensive framework of customer rage. In the next section, the preliminary qualitative interview study and the quantitative questionnaire design are presented subsequently.

4.3.2 Preliminary Qualitative research

Qualitative research method is regarded as an effective way to capture the in-depth understanding of the social phenomena by interpreting individual's reflection (Daymon and Holloway, 2002; Merriam, 2012). It can fully help the research achieve the goal to generate scientific constructs for a specific topic in social study (Dey, 1993). Qualitative research method relies on the researcher's subjective interpretations of people's interaction with the objective world. Among various qualitative research methods, interview is a widely employed one due to its feasibility to provide insights of a phenomenon. Interview as a qualitative research method is particularly used to uncover a whole story of the participants within a specific topic (McNamara, 1999). However, some scholars also argue that interview should seek to cover the meaning level although it is more difficult. According to Kvale (1996), one of the main tasks of interviewer is to properly understand the meanings of the interviewees' words. Interview is usually adopted by the researchers to collect descriptive data from the perspective of different individuals. It is especially suitable for the aim of eliciting general rules from the complex real life stories. It is a method which mainly conducts the research on the factual level of the topic. Moreover, it can help the researchers to acquire in-depth knowledge of this topic from the interviewees' experience. Thus, the in-depth interview is recommended by Churchill (1999) that it is the best way for the researchers to generate new theories. The in-depth interview is also regarded as a justified method to clarify concepts and relationships between variables (Stainback and Stainback 1988; Strauss and Corbin, 1998). It is frequently argued that in-depth interview is featured with the advantages of flexibility and adaptability (Bailey 1994; Patton 1990). According to Gorden (1975), the in-depth interview can allow the interviewer to replace

some wordings of the interview questions with the words that the interviewees are familiar with. Due to the academic nature of the research, there may be some jargons or terminologies which are hardly understood by the public. Thus, this flexibility can reduce the likelihood of misunderstanding. Besides, the in-depth interview has the advantage of interactivity (Miller, 1991) between the interviewer and the participants, which facilitates the information gathering, assures the data accurate and hence promotes the overall efficiency. Interview also fits the need of sensitive researches (Lee and Renzetti, 1993), which is one of the main considerations when selecting research methods in this research. Interview is a flexible research method which can be combined with various methods either of qualitative or quantitative scope (Allmark, et.al, 2009). Interview can be a pilot before the quantitative research for general investigation of the topic or follows a questionnaire research as an in-depth investigation of the responses.

Instrument

This research adopted an in-depth semi-structured interview as the pilot research at the first phase. The review of previous customer rage literatures has identified the antecedents of rage reactions (Carauna, Ramaseshan, and Ewing 2001; Fullerton and Punj 1993) and its general expressions (Cox, Cox, and Moschis 1990; Huefner and Hunt 1994). But the dyadic typology of customer rage is sparse currently. Meanwhile the corresponding intervention strategies for each kind of customer rage behaviours are lack of research. Therefore, the main research purpose of this thesis is to supply insights into these pending issues in the context of service marketing. Given the weak academic basis of existing research in this area, to directly use a causal research is deemed insufficient. It is wise to conduct an exploratory-oriented research to elucidate the core problem of customer rage and generate new measurements for customer rage from the view of real business context.

The interview was designed for about 1 hour with open ended questions, in which the participants were allowed to describe their experience and motivations, give their definitions of customer rage and suggest practical solutions for the negative impacts. At the beginning of the interview, the informants were given a brief explanation of the specific term such as customer rage and intervention strategy, etc. in order to make sure that the interviewees fully understand the subject of this interview. Meanwhile, the researcher presented a short example from the real life context to illustrate the customer rage in order to avoid any ambiguity from the interviewees. After confirming the topic, the interviewees were required to describe one recent customer rage episode resulted from a service failure. Then they will be encouraged to describe (1) the specific service background; (2) the surrounding conditions; (3) the emotional change during the whole

processes and (4) their specific actions taken to confront the service providers. The interviewer asked follow-up questions for each answer in order to acquire more detailed information. Besides, they were asked to recall the service provider's reactions. Finally, the interviewer asked the information of the intervention strategy and their thoughts and behaviour changes after the intervention taken place. Meanwhile, the interviewees were welcome to suggest any strategies that they regard as effective.

The interview questions (See Appendix 1, 2) were referred to the interview guide from Funches et al, (2009) for a study of customer retaliation. They use this questionnaire to identify specific roles taken by customers when they retaliate. Moreover, they examine the emotions of customers by the interview questions. One of the main purposes of the preliminary qualitative interview is to investigate the customer rage dimensions and generate new items for the scale development for customer rage in the next stage (expanded in Chapter 5). Hence, the interview guide from Funches et al, (2009) can help in three aspects. First, it presents a good structure of interview questions in order to identify new roles of customers in a service failure context. This can benefit the new item generation purpose in the current qualitative study. Second, the interview guide captures customer emotions. And examining the customer rage emotion is one of the main research objectives of this research. Third, the interview guide is designed in the context of service failure and customer retaliation. It is the same background with the current research. Nevertheless, customer rage and customer retaliation are two different variables, as illustrated in Chapter 2. Hence, some questions were modified to reflect the customer rage background. Besides, some questions were added to the interview guide by the researcher. Some unique questions added or modified to this interview guide are listed as below:

(1) Instead of just describing the event that the respondent acts out against, the interview asked the interviewee to describe it chronically. This is because this research emphasizes that emotion tends to unfold over time. Customer emotion hence matters with time.

(2)The interview separated the question that asks the interviewee's feeling and action towards the company and staff. The interviewee was required to describe them at different stage respectively. By doing this, the interview can capture the emotional change along with the change of behavioural reponses.

(3)The interview added questions like 'When did you regard yourself as extremely upset and not patient to stay calm? How was this feeling? How long did it take to accumulate? How long did this emotion last? (Have you been thinking about in the following periods? How long was that?) In this stage, what was your conscious status? Did you clearly know what

happened to your emotion and what would happen next?' This group of questions was designed specifically to acquire the features of customer rage emotions.

(4) By adding questions like 'How long did it take from you felt really annoyed to you decided to take actions? How did you plan to get even? How did you rate your degree of sensibility?' the interview gathered information of customer rage behaviours.

(5) The questions like 'When was the employee/firm aware of your annoyance or intention of getting even? How did the employee/firm respond to your actions?' were added in order to study the intervention strategy. In particular, these questions could help reveal the dimensions of intervening time and targets.

In addition, the interview guide was designed with two versions. The customer interviewee and the employee interviewee hence would use different interview questions. But the key contents of the interview questions remained the same. While interviews with customers focused on their emotional progress asking them to describe the rage emotions and their actions taken to address them, interviews with frontline employees discussed the impact of customer rage behaviours on themselves and their intervention plans to stop them. The interviews were recorded and transcribed.

According to Lincoln and Guba (1985), an appropriate structure for an interview needs an "emergent interview schedule." Therefore, the schedule of this interview will follow a broad schedule that is flexible to be adjusted as the interviews are progressed. Each of the in depth interview will assure the interviewees with the confidential promise. And it will get the permission of data recording and further data processing before it starts. Informal discussion of the general issues of the research is scheduled before the formal interview in order to clarify the inquiries of the interviewee and facilitate the discussion later on. Explanations of the terms and questions are available throughout the whole interview. Reasonable pause and interruption are allowed as well.

Participants

The frequency of customer rage incidents in this industry should also be considered for the purpose of result significance. Inspired by the real-world cases, the hospitality industry including hospitals and clinics, catering industry including restaurants, hotels and bars, and the tourism industry including transportation service and tourism agent are appropriate research fields to conduct the in-depth interviews for new items generation. Thus, the interviewees are planned to come from hospitals, hotels, restaurants and bars, and metro and bus services. In

order to blur the culture influences of customer rage, the interview will be carried on a cross-country basis, in which there are no specific nationality requirements for the informants. The experience of customer rage from the interviewees is not limited to the exhibition of rage behaviours from themselves. They can either be exposed to an outraged scenario or witness an incident which may be claimed as customer rage behaviour.

The preliminary qualitative research interviewed 12 participants including both customers and front-line employees who had experienced customer rage related incidents in their life. The 12 interviewees were randomly approached through personal contacts in the UK, among whom 7 were customers and 5 were frontline employees directly interacting with customers. According to Hartline and Ferrell (1996) and Harris and Ogbonna (2002), the proper interview samples should have the characteristics of important economic status and close interaction between customer and employees.

4.3.3 Quantitative research

Quantitative research method is different from qualitative one in various aspects like data characteristics, data collection methods and data analysis approaches (Saunders et al, 2009). Quantitative method is regarded as a kind of positivistic research approach that mainly aims at generalizing results for a specific phenomenon based on the analysis of a large amount of data. Data acquired in the quantitative research is usually quantified and numerical (Healey and Robinson, 1994). Besides, the presentation of data analysis results in quantitative research is featured with statistics, figures and diagrams, etc. Furthermore, another major difference between quantitative and qualitative research method lies in the role of researchers. In quantitative research, the researcher acts as an independent inquirer who is only responsible for collecting data without participating in the process of generating data (Daymon and Holloway, 2002). Among the varieties of quantitative methods, this research used questionnaire to test the hypotheses as well as the results gained from the in-depth interviews in the first stage. Further, questionnaire will be employed as the final step of the overall research design. After interpreting the results of the interview, the constructs in the model and its measurements will be finally settled. The questionnaire will then be designed based on those results from the last two researches. All the variables will be measured on the 7-point Likert-type scale which is referred to the previous studies. The concrete questionnaire will be designed based on the results of lab experiment. According to Wieseke, Geigenmüller and Kraus (2012), pre-test is considered necessary to justify and improve the constructs and the scales. Thus, the pre-test of questionnaire is planned with a scope of 100 participants to validate the scales of some key

variables. Questionnaire will be sent via internet in order to reach a wider range of respondents. The questionnaire survey is proposed to be carried out on a cross industry basis to reduce the impact of industry, the results of which will hence achieve better generalization. The sampling frame for the main questionnaire survey is proposed to contain 1000 informants based on their retrospective experience of customer rage. At the beginning of the questionnaire, the respondents will be given a service failure episode from the real life which will probably induce the emotion of outrage. They will be required to put themselves into the scenario and imagine

Questionnaire Design

In the quantitative study, an online self-administered questionnaire (see Appendix 3) was adopted to collect the data for the research purpose. The questionnaire employed a 7-point Likert-type scale, ranging from 1=Strongly Disagree to 7=Strongly Agree. According to Dillman et al (2009), a careful consideration of the questionnaire format, introduction and closing would significantly improve the response rate and minimise respondent errors. Therefore, the researcher ensured the questionnaire to follow Dillman et al. (2009) by taking a few steps as:

(1) The questionnaire began with interesting and simple questions.

(2) The presentation of questions was in the traditional format which was similar to what the respondents normally used on any papers.

(3) Each question and all its options were visible on the same page.

(4) Each question has a neutral answer as 'neither agree nor disagree'. This was made specifically because the questionnaire techniques suggested that providing a neutral answer option is effective in reducing uninformed response.

(5) Questions were carefully grouped into sections with proper logic in order to enhance the format and the respondents' understanding of the online survey.

The quantitative research used Qualtrics, a web-based survey tool, to distribute the questionnaire to the target respondents. The objective of this questionnaire is to understand the customer rage mechanism including its mediators, types of rage emotions and corresponding behavioural responses, as well as the intervention strategies. In order to fully reflect the research problem, a preliminary qualitative interview was conducted for the new item generation purpose. The results of the preliminary qualitative study provided some items for the constructs used in the questionnaire. Together with the existing constructs from the previous literatures on customer rage, dysfunctional behaviours, customer retaliation, and revenge, etc. they formed the basis of the questionnaire. The initial survey was pilot tested and revised slightly according

to the remarks of the respondents. The following section will describe the questionnaire design in detail.

The questionnaire began with the statements of the research purpose and the assurance of confidentiality. The participation of the online survey is voluntary and can be withdrawn at any time. There were eight scenarios in total. Once the respondents chose to proceed with the questionnaire, they were provided with a scenario randomly, describing a service failure in the train. The respondents were hence asked to imagine that the described scenario happened to them. The scenario was followed by the main body of questions regarding the service failure, the feelings of anger, frustration, betrayal, customer rage emotions, behavioural intentions, and their attitudes towards the intervention. The last section of the questionnaire comprised the questions regarding the demographic information of the respondents.

A scenario refers to the consistent description of a hypothetical future which can reflect the perspectives of past and present. It serves as the basis of respondent's action (Van Notten, 2005). As hypothesized in Chapter 2, the relationships among customer rage emotions and the relevant variables are in the context of service failure. Hence, this quantitative study adopted a scenario-based survey in order to provide the respondents with a clear background of the research. More importantly, there were totally eight scenarios described for the questions, composing two sets which contained four scenarios in each. The scenarios were used to manipulate the intervention strategies as well as control the severity of the service failure. Hence, the four scenarios in the same set are only different in the intervention strategies. The two sets are different in the severity of service failure but with exactly the same interventions. The four scenarios illustrated the four types of intervention strategies, i.e. direct and before, indirect and before, direct and after, indirect and after. The scenarios were created in the context of a delayed travel by train. The intervention strategies used in the scenarios were extracted and refined from the preliminary qualitative interview. This is because at the stage of quantitative data collection, the qualitative interview was already finished, together with qualitative data coding and analysis completed. The quoted parts of each scenario show the interventions used for the questionnaire. The intervention was designed based on the extraction of qualitative results. And they were used in the questions to test the efficiency of the intervention in the following step. Hence, the intervention variables in the questionnaire were written in the context of the scenario.

'It doesn't start off after 2 hours' waiting. When you finally arrive the station, you are already late for the job interview. The staff apologizes to you for the delay. You call the

HR manager to explain your situation. However, they rejected your application due to the absence. You complain to the conductor on the train to claim your ticket fees back and ask for compensation for your loss. The conductor sympathizes with your situation and explains the regulation for reimbursement. He helps you refund the outbound ticket only. Although he cannot guarantee the compensation, he still suggests the way to appeal.' (Direct and After)

The first scenario was composed with a group of intervention strategies that were direct at the problem and after the customer vented his rage emotion. These intervention strategies included to give advice, to give warnings, to refund the ticket and to apologize after the customer exploded the rage.

'25 minutes after you departure, it is announced that there will be a short delay at the station. After checking with the crew member, you are assured the train will be delayed for no more than 30 minutes. However, the train is still in the station after 30 minutes and no one shows up to explain the situation. You approach the crew member again for the updates. They give you an estimated departure time and lead you back to the seat. Another 40 minutes have passed and you go to confirm the chance of being on time for your interview. The staff apologizes for the delay. He asks your interview time and location and guarantee that they would make it. Soon after this, the conductor provides you with an alternative to get off at the current station and transfer by bus at their cost. You trust them and wait on the train considering their previous performance and reputation.' (Direct and Before)

The second scenario was composed with intervention strategies that were direct at the problem but before the customer vented his rage emotion. These intervention strategies included to explain company policy, to refund and to apologize before customer exploded.

'It doesn't start off after 2 hours' waiting. When you finally arrive the station, you are already late for the job interview. You call the HR manager to explain your situation. However, they rejected your application due to the absence. You complain to the conductor on the train to claim your ticket fees back and ask for compensation for your loss. The conductor apologizes politely and conforms you by a hot chocolate and some sweets. After explaining the company policies of refund, he refers you to the line manager and assigns a specific employee to accompany you along the procedures. Although the manager rejects the refund and compensation, he issues a voucher and a free upgrade for your next purchase.' (Indirect and After)

The third scenario contained intervention strategies that were indirect at the problem and after the customer vented his rage emotion. These intervention strategies included to provide compensation to retain business, to report to supervisor for control, to provide extra service to cheer up; to assign employee's companion.

> *25 minutes after you departure, it is announced that there will be a short delay at the station. After checking with the crew member, you are assured the train will be delayed for no more than 30 minutes. However, the train is still in the station after 30 minutes and no one shows up to explain the situation. You approach the crew member again for the updates. They could not provide a concrete time and asked you to sit back. Soon after this, the steward provides you with a pack of snacks with a cup of tea. Another 40 minutes have passed and you go to confirm the chance of being on time for your interview. The staff report your case to his supervisor so as to guarantee that they would make it. Otherwise you could get off at the current station and transfer at your own risk. You trust them and wait on the train considering their previous performance and reputation. One of the crew gives you some magazines immediately and chats about your interview while you are waiting. (Indirect and Before)*

The last scenario contained intervention strategies that were indirect at the problem and before the customer exploded. These intervention strategies included to report to supervisor for authorization and to provide extra service for distraction.

The intervention strategies mentioned in the scenarios above were only part of qualitative interview findings. Not all the interventions were included in the scenario settings considering the length of the questionnaire and the appropriateness of the tactics in the scenarios.

The sampling procedure involves choosing a subset of a pre-defined group of populations with the expectation that it allows the researcher to make judgements about the larger group (Webester,1985; Hair et al,2003). A sample is commonly used when the access to the census is impractical. Therefore, a selected sample should include all the key properties which resemble the larger group of research target. According to Cochran (2007), there are two sampling methods that are commonly used by the researchers: representative sampling (also known as random sampling) and judgemental sampling (also known as non-random sampling). This research uses representative sampling which guarantees the normal distribution of the data collected from the sample. A representative sampling procedure follows the steps as to define the population, to identify a sampling frame, to determine the sample size and to decide the respondents and the unit of analysis. The main objective of this research is to investigate the

scale of customer rage and the antecedents and consequence of it in the conceptual framework, together with the intervention strategies. The population of this quantitative research would be the people who have ever experienced rage emotions and rage incidents in their service consumption experience. Regarding the sample size, this research followed the suggestion of Kline (2011). The suggestion is that sample size should be determined by the ratio to the estimated parameters. According to Kline (2011), a sample of 100 cases is deemed small, 100 to 200 is medium, and over 200 is large. In this study, the sample size is 288 cases. As a result, the sample size of this research is considered to be sufficient for employing SEM in the data analysis.

4.3.4 Statistical Analysis

The data collected from the questionnaire were analysed in Chapter 6 to test the construct measures and to hypotheses developed in the conceptual model. Data was screened in SPSS to remove the missing values and outliers. The properties of the measurement scales were assessed by unidimensionality, convergent validity, discriminant validity, and reliability. Factor analysis was employed in this stage to fulfil these objectives. It included both Exploratory Factor analysis (EFA) and Confirmatory Factor Analysis (CFA). This research adopted the Exploratory Factor analysis (EFA) as the initial step to identify the latent relationships and to combine the items into smaller numbers of factors. It helped the researcher to better understand the variable (Hair et al,2016) and make empirical assessments of the dimensionality of the items (Gerbing and Anderson, 1988). EFA accessed the structure of the items without predetermining the number of factors and relationships among factors. It derived the factors based on the statistical results. Exploratory factor analysis (EFA) was conducted in SPSS by figuring the structure of customer rage scale. Afterwards, Confirmatory Factor Analysis (CFA) was carried out by Mplus to assess the model fit with model re-specification process when needed (Schumacker and Lomax, 2012; Byrne, 2013). On the contrary to the EFA, CFA must specify the number of factors that exist in the set of items for a variable prior to the analysis. Besides, it should also indicate the exact factors that each item is loaded to. According to Hair et al (2016), the factor analysis must fulfil two criteria, i.e. (1) each item should have a high factor loading on the factor it reflects and (2) one summated scale should compromise of one factor. Finally, the hypotheses were tested by employing the Structural Equation Modelling (SEM) technique.

SEM is a powerful quantitative data analysis technique that estimates and tests the theoretical relationships between latent variables and observed variables (Tabachnick and Fidell, 2007). It

combines regression analysis and factor analysis (Tabachnick and Fidell, 2007). It can fulfil the analytical needs such as analysis of variance, analysis of covariance, multiple regression, path analysis, factor analysis, and discernment analysis. There are a number of goodness-of-fit indices that indicate goodness-of-fit between the hypothesised model and the observed data. It is recommended to use a combination of goodness-of-fit indices to evaluate the model fit and model comparison (Hair et al., 2010; Schumacker and Lomax, 2012; Byrne, 2013).

The SEM is conducted in the Mplus software in this research. Mplus has the strength to handle very complex models while using very simple commands as default. It gives the researches the possibility to modify all defaults when necessary (Narayanan,2012). Mplus is flexible in all types of data, including continuous and categorical, observed and latent. Its capability of estimating variables that are categorical and latent (Byrne, 2013) fits the needs of this research, because this research uses Likert scales and contains both observed and latent variables. In addition, it has the capability of handling missing data (Wang and Wang, 2012; Narayanan,2012).

This study followed the recommendation of Hair et al. (2010) and reported indices from various fits indicators in Chapter 6. The fit indicators are listed below.

(1) Chi-square (X2) statistics. This statistic tests the degree to which the residuals in the matrix are zero (Bollen 1989). The Chi-square test is very sensitive to the sample size. Therefore, the researchers often report the value of X2 divided by the degree of freedom (X2/df). The threshold of a valid X2/df value should be no larger than 2.00 which indicates a very good fit between the hypothesized model and the sample (Byrne, 2013).

(2) Comparative fit index (CFI) and the incremental fit index (IFI), and the Tucker-Lewis index (TLI). For a well-fitting model, the threshold value of these fit indices should be 0.95 (Hu and Bentler, 1999). Other scholars have used less stringent criteria with the value of index to be equal to or higher than 0.90 (Bentler, 1992; Byrne, 2013).

(3) Root mean square error of approximation (RMSEA). It represents the error of approximation in population. For RMSE, the value of zero represents the best fit (Schumacker and Lomax, 2004). A fit value of RMSEA should be of 0.060 or less, which indicates a good fit between the hypothesized model and the observed data (Hu and Bentler, 1999). Researchers follow the rule

of the acceptable RMSEA value as: (1) less than 0.08 represents a reasonable fit; (2) between 0.08 and 0.1 indicates a mediocre fit; and (3) more than 0.1 is a poor fit (Byrne, 2013).

4.3.5 Common Methods Variance

Common method variance bias refers to the potential problem happened as the same respondent report both the measure of the predictor in the model and the criterion variables. If there is an issue of common method variance bias, the data may not be able to truly reflect the magnitude of the relationships between the variables. As said at the beginning of this chapter, the quantitative survey was a web-based self-report one, which means there is a likelihood that common method variance bias exist in this sample (Podsakoff et al., 2003). There are a few methods to minimize the common method variance bias. Previous studies suggest to deal with it using both statistical and procedural (Tepper and Tepper, 1993; Podsakoff et al., 2003).

One the one hand, the questionnaire was carefully pilot tested among 10 PhD students and lecturers. The research conducted a realistic test on the scenarios and the structure of questionnaire and clarity of the questions were checked upon the feedback from the pilot test. At the same time, the confidentiality and anonymity of the data was guaranteed to all the respondents. As suggested by Podsakoff et al. (2003), it can significantly lower the likelihood of common method variance bias. On the other hand, Harman's one-factor test was adopted to be the statistical solution to avoid common method variance bias. According to Podsakoff et al., (2003), all the variables included in the conceptual framework should be entered into the exploratory factor analysis. By checking the result of EFA, this research is safe to conclude that there is no single factor that appears to account for the majority of variance among these variables.

4.3.6 Non-Response Bias

Non-response bias is the difference between the true value and the estimated value acquired from the respondents. It is the difference between the answers of respondents and non-respondents (Lambert and Harrington, 1990). A commonly used method in the literature to assess the non-response bias is to compare a sample of respondents and non-respondents on the same characteristics (Brown, 1969; Pearl and Fairley, 1985). Another method to estimate non-response is to compare the early to late respondents (Armstrong and Overton, 1977; Lindner et al., 2001). This research adopts the second method as the data collection stops at the first 80 respondents to check the reliability of the questions. Hence, this research compare the first 80 cases with the rest of the respondents on the mean for 'environmental behaviour indicator (q44)' in order to handle the non-responses bias. The results indicated that the mean difference

between the early and late respondents was statistically non-significant. Accordingly, it was concluded that non-response bias is not an issue for the current research.

4.3.7 Ethical Concerns

Ethical issue is an important part in conducting a business research. A good ethical standard is a pre-condition for a valid research (Sekaran and Bougie, 2010; Bryman and Bell, 2011; Saunders et al., 2011). Ethical concerns are especially vital for this research since the research examines the customer rage and rage behaviours. Thus, the ethical issues are taken fully into consideration before conducting research. This research asked the participants for the unpleasant consumption experience in which they would act out against the service provider. This may remind the participants of those unpleasant memories and trigger negative emotions. Participants were informed that they were welcome to ask any questions, at any time, throughout the research process. To relieve this potential stress in the qualitative study, the participants were debriefed at end of the interview. In the debriefing sheet, several practical methods were provided in case of any distress. A consent form was acquired. The quantitative method was consequently adapted in accordance with suitable ethical principles. Various actions were taken to minimize any ethical concerns in quantitative research as well. These actions included giving the right to the respondents to withdraw at any time and protecting the anonymity and confidentiality. In the quantitative study, the participant's confidentiality and anonymity are of great importance (Bryman and Bell; 2011) In order to address this point, an ethical approval from was submitted to Newcastle University Business School. In addition, Burton (1997, p.229) states that ethical concerns are not limited to data collection but present in all research designs, including data analysis and publication. Therefore, the ethical issues were prioritized throughout the whole research process.

4.4 Chapter Summary

This chapter introduces the research methodology that was used to answer the research questions. The chapter starts with the choice of epistemological stance in this research and elaborates the strengths of critical realism for a mixed research methodology. This research adopted a preliminary qualitative interview study and a quantitative survey study. Consequently, it summarizes the interview guide design, questionnaire design and participants in both qualitative and quantitative research. The data was processed by NVivo, SPSS and Mplus using SEM technique.

Chapter 5 Preliminary Qualitative Result and Scale Development

5.1 Introduction

In order to explore the nature of rage emotions together with the triggers and consequences of different rage emotions, the research adopted 12 qualitative in-depth interviews. All the interviews were audio taped and subsequently fully transcribed. In the transcriptions, those non-verbal signals, pauses and emphases were omitted following a denaturalised transcription strategy (Oliver, et al, 2005). In addition, all the interview transcriptions were checked against the audio tapes by the researcher after completion in order to avoid transcription errors (Easton, et al, 2000; McLellan, et al, 2003). The interview collected extensive inputs from both perspectives of the front-line employees and customers confronting extremely dissatisfactory service. The results of the 12 interviews were mainly discussing four parts of the research topic that are the mediators of customer rage emotions in the context of sever service failure, the natures of different rage emotions, the corresponding behavioural consequences and the company's intervention strategies. The qualitative interview results will be presented and discussed in section 5.2, 5.3, 5.4 and 5.5. To reflect the qualitative data analysis and for the ease of understanding, these sections will follow a sequential discussion of the key concepts according to the order of interview questions in the interview guide. Section 5.6 will show the scale development procedure of the two customer rage emotions. Section 5.7 will present the updated conceptual model based on the qualitative study and the variable scales.

5.2 Mediators of Customer Rage Emotions

The employees and customers in the interviews reported four main types of emotional mediators of customer rage emotions resulted from service failure, i.e. anger, betrayal, frustration and disappointment. In line with the previous study, anger, betrayal and frustration were reported as the major emotional reactions to the service failure. The interviewees provided more insight on the attributions of these three factors, which are discussed in the following sections. It is interesting to find from the qualitative study that disappointment reported by the customers frequently in the interview (as shown in Table 3). However, the in-depth content analysis of the disappointment and frustration indicates that these two concepts are quite alike in mediating the impact from service failure to customer rage. The detailed discussed is presented in the following section.

Mediators	Cases	%	Coding	%
Anger	7	41.2	22	42.3
Disappointment	6	35.3	17	32.7
Betrayal	1	5.9	2	3.8
Frustration	3	17.6	11	21.2

Table 3 Number of Coding for Mediator

5.2.1 Anger

As outlined in Chapter 2, anger is an emotion which occurs after the service failure, or simply follows an unsatisfactory service experience when something goes wrong during the process of service (Katja Gelbrich,2010; Bonifield and Cole,2007; Bougie et al.,2003). This is the emotion that is highly related to the goal incongruence from the customer perception. Angry customers always attribute the service failure to the service provider's responsibility and take sequent actions.

Anger is the factor that was commonly agreed by the all interviewees in the qualitative study. According to the interviewees, anger came into their mind when they first felt unfairly treated by the service provider. It was the first sign of the customer's dissatisfaction towards the company and/or staff. It was reported that anger appears before any other emotions that they could feel in the service failure encounter. When asked to describe how strong their emotion could be, the interviewees described the anger at a relatively lower level of the scale. For example, one interviewee experienced a disrupting service regarding his game console. In the interview, he mentioned that his emotion developed gradually from the first-time problem until he eventually decided to give up that company and take some retaliatory actions towards it. This interviewee stated that anger took over his mind at first before he reached a certain point of other emotions.

> '*I think it starts of angry ... Then eventually you feel let down and deflated basically. So, at the finish, I was just like giving up coz there is nothing I can do to solve this....*'
> '*....If regards my situation, it is anger combined with thinking ahead like a pre-planned ahead. But I think, you have to reach a certain point, in order to get there. I think the anger takes over first, then you like mentally switch to another plan of action, sort of half way through.*' (Iain)

Similarly, one waiter in the restaurant reported the same process when she had to deal with an outrageous customer. The anger comes first before other emotions emerge.

> *'I think they started to get more angry when they started to blame other people, because first we say just blaming the food they cannot be really too angry at that.'(Grace)*

Moreover, interviews with both customers and front-line employees disclosed a fact that anger, as an emotional reaction to the problem, did not stop the customers from continuing with the service. On the contrary, angry customer still acknowledged the efforts from the service providers in some cases. This can be illustrated by the game console case from interview as:

> *'Well, it started from like accessary to go with the console. But you cannot use it because the console never work. They tried to a certain extent, but I would just say I was dissatisfied with the service'. (Iain).*

It is implied that angry customers still have the appreciation of the service. As a result, they might want to give the company a second chance to fix the problems and repair the customer relationship. According to a customer who had problems with the service in Jamie's Italy, she would not take any actions when she first felt angry with the service. Anger could built up to a certain point to which she would make a fuss to the company.

> *'Till this point, I said no… Maybe he was having a bad day. Ok, Just leave it. I mean I was annoyed at the situation but I felt like that, I mean, everybody deserves a second chance in a way. I mean, because the problem of that restaurant built up one, two, three, four mistakes, then I know, Ok, I got to say something. First problem, I probably just let him go.'(Heidi)*

However, not taking further action does not mean that anger is within bearable level. It is found that anger rooted from the customer's confusion of the reason. Customers became angry when they could not understand the reason of the problems. More importantly, they tended to hold their emotion because they expected a reasonable explanation or an effective solution from the service provider.

> *'… in addition to that, the fact that the landlord and the estate agent kept passing the blame between each other. Say, oh, no, we haven't anything about that, go and ask the other guy. Oh no, it's not my problem, go and ask them. … As that started, I've get a little bit fed up and a bit angry like can I really be listened competently, like how difficult is it just a communication or just a common fix some lights. Especially if your company,*

like, has two or three hundred properties in Newcastle, you will think they will be quite, quite good, but they weren't'. (Will)

It is also interesting to find that interviewees regard anger as a relatively subtle emotion which was not easy to be detected by the staff.

> *'Well, at the time, at the very, at the moment, when I arrived late into the train station, I asked the conductive worker, how can I get my money back. I had anger in my voice probably like a tone, tone of voice'. (Sam)*

This point added a feature to anger which clearly differentiates it from rage. Since anger is not as easy to be detected by the staff, the problem grows bigger and emotions develops accordingly. Therefore, anger is a direct result from the service failure but not necessarily lead to any outrageous behavioural responses. It is safe to conclude that anger could be an antecedent of rage emotions and hence mediates the relationship between service failure and rage.

5.2.2 Betrayal

Betrayal in general level is defined as a violation of a person's trust, a destruction of one's confidence, or an abandonment of the individual's responsibility (Oxford English Dictionary, 1989). In the context of relationship study, the scholars assert that personal relationship is built on trust. Betrayal is regarded as a violation of trust (Jones and Burdette, 1994) and hence destroy the personal relationship potentially. To further explain betrayal, Elangovan and Shapiro (1998) add that betrayal may be a voluntary action and it can potentially threaten the benefits of the individual who holds the trust. Meanwhile, betrayal is also defined as a result of the violation of the mutual agreement and pivotal expectation of an incident (Elangovan and Shapiro, 1998; Morris and Moberg, 1994). In the area of consumer behaviour, the researchers define betrayal as the customer's belief that a firm has intentionally violated what is normative in the context of their relationship (Gregoire and Fisher, 2008).The customer perceived betrayal is usually generated in the condition of the close relationship (Finkel et.al, 2002). There was one interviewee that reported betrayal in his customer rage incident. In his case, he treated his accountant not only as a business partner but also as a very close friend. The commercial fraud from the accountant did not only bring huge loss to his business. More sadly, he regarded it as a betrayal of friendship. This result shed light on the feature that betrayal is usually generated in close relationship.

> *'Initially I was very very obviously heartbroken because he betrayed our friendship.'(Yuey)*

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According to the interviewees, the feeling of betrayal of the relationship is more desperate than the financial loss. With a financial loss, people can always find certain ways to make it up. However, the harm that feeling of betrayal brings to the people in the relationship, is never possible to make up. As result, though reported less than the other two mediating emotions, the feeling of betrayal has the strongest intension to result in customer rage or any reliatory perceptions. Moreover, the most severe results from the feeling of mediators are drawn from the case of betrayal. Hence, betrayal is definitely the mediator that is to be tested in the following studies.

5.2.3 Frustration

Frustration is an unpleasant emotion occurs when the expected results are not achieved or the anticipated rewards are not redeemed (Smith and Ellsworth, 1985; Freud, 2000a, b). It is an emotion that is triggered by the negative experiences and resulted from the negative expectation discrepancy (Stauss, et al,2005).Similar to anger, frustration is a retrospective emotion and tends to arise from external attributions (Roseman,1991). It is highly related to the goal incongruence of the consumers. There is a necessary precondition of frustration as that the customers have the expected result based on their previous consumption experience and/or the company's promise. Reflected by the interviewees, frustration was a direct emotional response when the service failed to meet the customer's expectations. In line with the theories on frustration sensation, the incidents reported in the interviews that triggered customer's frustration were commonly from two aspects: (1) they could not provide a sufficient service to the customers as expected or failed to keep the promises; (2) the service problems were out of control and the attribution of the responsibility was not clear. It is implied from the interviews that frustration was an emotion mainly focusing on the service itself. Frustration occurred when there were problems making the overall service consumption difficult. Thus, frustration negatively influenced the customer experience from the company. But these problems would not totally prevent the customer from using the service. Take the case from a customer who had difficulties with the flight. The customer experienced a series of problems and difficulties on the flight. His negative emotions began with the frustration when the TV did not work in the cabin. It was an unpleasant emotion while he could still manage to bear with it. The TV problem made the 9-hour flight not as enjoyable as he expected. He felt frustrated about the fact that service regarding the TV set was bad and the company could not do too much during the flight. But he did not take any further action towards this issue.

> *'Yeah, it was very frustrating if you cannot use the TV in the back of seat. And then you usually, I don't know, they don't really offer you like compensation, say, normally say,*

you can watch the TV at the front of the plane or something like that. Your TV doesn't work at all, so you just have to occupy yourself by some other means for 8, 9 hours. Err, I don't like that.'(Sam)

It is also interesting to find that the interviewees often used similar expressions when they described the service features that triggered the frustration, such as 'I don't like it' and 'they did not do enough'. On one hand, it indicated the fact that the interviewees all conceded the company's efforts to make for their loss. On the other hand, the company failed to meet the customer's expectations by providing the present service. According to the interviewees, a customer could not totally blame the company for the problem in the context of frustration incident. But they had no idea of whom to blame indeed. They were helpless for the solution and vulnerable as the solution was totally out of their control. Hence, in the case of frustration, there lacked a clear direction of any retaliatory responses. Illustrated by the example from the interviewee,

'Yeah, but was frustrating because obviously the only means of communication was over the phone. Err, they were got like head offices so you couldn't physically go there to the company. But, yeah, I would have liked a face-to-face meeting but sadly it wasn't to be.'(Iain)

'But it still didn't really quiet a frustration of not having something that use is entertainment. So for all I tried, it wasn't to my satisfaction. They didn't do enough.'(Iain)

Furthermore, the interviewees frequently reported that frustration always arose together with the feeling of disappointment, as presented in the story below.

'It was feelings of a mixture of frustration, disappointment, err, unfair. I feel they made the procedure so laborious and drawn-out. It was even more of the fee because I've wasted a lot time trying to reclaim my money and in the end I wasn't allow to.' (Sam)

Disappointment is another major factor reflected from the interviewees in their dissatisfactory service experience. People got this emotion is mainly due to the fact that the service fails or the product doesn't work. It was normally targeted at the objective that triggers the emotion. As shown in the quotations, the customer felt disappointed because the service or the product itself did not work as it promised. Recalling the frustration incidents, customer who had frustration mainly focused on the service itself as the responsibility was not very clear. In this sense, disappointment is the factor that assemble frustration in the customer rage incident.

'I was disappointed just the fact it was broken ...' (Will)

'Then I thought, oh, quite impressive, like it's gotten right to the top but disappointed at the same time that it has taken them five, six months.' (Will)

Altogether, it is noted that the emotion, such as frustration and disappointment, could be minor. Hence, the customer could manage to hold it and express it in a gentle and positive way. It is possible to be forgiven by the customers.

> *'But I mean initial disappointment if I would say something or made a complaint I would probably just say oh by the way, maybe you can smile maybe you can make a joke or something. I like party complain.'(Heidi)*

To summarise, anger, betrayal, frustration and disappointment were the direct emotional responses to the service failure. But they might not stop the customer from continuing with consumption. Moreover, customer in these emotions could still acknowledge the efforts of the service provider. Nonetheless, these can gradually increase and grow into more overwhelmed emotions.

5.3 Customer Rage Emotions

The interview results shed light on the theoretical difference of the two rage emotions.

Analysis of the interviewees revealed the two different rage emotions. Among the 15 reported customer rage incidents, 7 were reported to result in an impulsive rage emotion while 8 were seen to be forethought rage emotion. Customers with impulsive rage emotion may explode immediately when the customer felt mistreated and usually had a massive outburst without proper control of the expressions. Some interviewees indicated that they were even unaware of their actions. Forethought rage was usually an aggregate result from repeating misbehaving service, which gradually accumulated over time. Once the customers reached the point of rage, they would have already prepared a plan of action in mind.

Consistence with the arguments in marketing literature, customer rage in this model is defined as extreme level of negative emotions that become furious and intense in response to a service failure or a dissatisfying service recovery experience. It may induce potential harmful expressions in verbal, physical or other forms which are directed towards the company as a whole, some specific employees and/or other customers (Patterson, et al, 2009). It is regarded as an organization- or employee- oriented injurious emotion (Harris, 2013) yet with the possibility to do harm to the surrounding valued customers (Levy, 2007). Furthermore, this research proposes two types of customer rage emotions in the conceptual model, i.e. impulsive rage and forethought rage, based on the psychological nature of rage.

5.3.1 Impulsive Rage

As discussed in Chapter 2, impulsive rage refers to the outbursts of the overwhelming anger when provoked. In this condition, people lack proper information processing and effective

communication, which may last from several minutes to a few days. Moreover, the psychological nature of impulsive rage emotion indicates that it can be strong and extreme. Meanwhile, the impulsive rage is labelled as short. And the customer with an impulsive rage emotion may experience cognitive confusion at some point.

After identifying the emotional antecedents (i.e. anger, betrayal, frustration and disappointment), the qualitative interview asked the interviewees to describe their state of mood that finally pushed them to vent their negative emotions and take retaliatory actions to the service providers. Although the interviewees might not refer to the emotion as rage or impulsive rage, they all perceived the emotion as much stronger than the previous feelings which they discussed in the last question. This argument can be illustrated by some quotations from the interview inputs. One of them reported that his emotion kept rising while the company dealt with his problem: '*And it just keeps, gradually rising, yeah....you're just getting worse and worse' (Will).* Similarly, another respondent in the interview described the situation as 'more and more' angry. Moreover, he made a point here that the emotion became out of his control at that moment: '*You just feel more and more angry, less and less controlled of yourself' (Sam).* In addition, some respondents described the emotion as 'a massive outburst'. They believed that there was not enough time for them to consider the result. For example, a waiter working in the restaurant reflected on one of her experience as below:

> *'And they just had a massive outburst they didn't really where to stop. And I think they did go a little bit too far because they were just coming out blaming everyone. It was just, a little bit, out of order.'(Grace)*

It could be identified from the quotation that the emotion at this stage was mainly featured as overwhelmed. Concordantly, this interviewee described the extreme negative emotion as out of order, which was somehow identical with the other two quotations above. Hence, it can be concluded that the emotion in this phase is much stronger and disordered.

In addition to that feature, the interview results uncovered a fact that this extreme emotion was supposed to be very short. For example, the interview said '*I'd say it was quite short once I feel like I take an action'* when he recalled the outrageous case. The emotion is short and spontaneous in nature, which is aligned with the definition of impulsive rage.

And another feature of the emotion at the final stage was that the customer was not able to evaluate the situation reasonably. Take the case from the waiter in the restaurant:

> *'I think if they'd actually thought about the situation, probably they wouldn't have been so angry. I think because it all happened very quickly, I mean, so many people there*

that they just totally lost control and just started to go a bit crazy and go over the top of them. Because they were obviously swearing and shouting at everyone, it wasn't in control at all. I don't think. I think it was like, just, just a moment they feel like harder. Once they started, like complaining and get angry, they just had to continue.'(Grace)

As she claimed, the customer should not have been so angry considering the actual severity of problem. As the customer's emotion was a massive outburst, she lost the ability to judge the problem with the rationale. On the contrary, she just   arbitrarily. Consistent with this claim, the customer may have a feeling of regret after the incident when he thinks back the whole story. This can be illustrated in the case of a customer as below:

Yeah, you think back, reflect. Well, it is good, it's been fixed. He was a really nice person. But it shouldn't have taken them seven months to fix like two lights. And just because he is friendly, a personality and his mannerisms, doesn't excuse the previous failures and previous incompetence. So that, when i thought about it and reflect, made my opinion of the company go back down, maybe not quite as far as the lowest point. But i still felt that i probably wouldn't use the company again if had a choice.

As said above, the customer realised he might have fussed over the problem and brought excessive and unnecessary trouble to the staff. However, this would not change his attitudes towards the service and the decision of withdrawing. Although the feeling of regret might be derived from the impulsive rage emotion, it would not help lower the level of the negative emotion.

Therefore, to summarise, this emotion uncovered in the quoted interviews is a totally different type from anger, frustration, disappointment and betrayal. Instead, it is a rather extreme level of the negative emotion. The results reflected the three main features which were consistent with the arguments from previous literature. Reflected from the qualitative interview study, there were several key findings of impulsive rage emotion: (1) the impulsive rage emotion is very strong and overwhelmed; (2) the customers are cognitively confused when they were in the mood; (3) the emotion would not last long; (4) the impulsive rage emotion is out of order.

5.3.2 Forethought Rage

Unlike impulsive rage, forethought rage is the planned and goal-oriented aggressiveness involving rationale and conscious process, which may take time to response. The interviewees in the qualitative study provided some insights of forethought rage emotions.

Reflected from the interview, forethought rage was deemed to be very strong and aggressive. When asked to evaluate the intensity of the emotion, one of the interviewee described his status as below. He clearly mentioned that forethought rage at the moment was more than anger and frustration. It can be concluded that forethought rage should be more overwhelmed that the other negative emotions in general.

> *'Anger, frustration. I would say more than that. Initially that was view but once obviously everything has clearly and settled down, it was more.'*

The above quotation also indicated that forethought rage might need time to accumulate. In the contrary to the impulsive rage, forethought rage is deemed as a prolonged emotion. According to the interviewee, the forethought rage normally took some time to develop. The quoted description below portrayed a forethought rage emotion that grew from mild anger to total madness, which took the customer 1 hour.

> 'After, yeah, one hour, he scaled to 10 coz he is shouting there… No, at the end of the call, he was totally mad. He slammed the phone. Then after that, he called back again.'(Ling)

In addition, the forethought rage is thought to be intentional and purposeful. And correspondingly, it should be beneficial to the customer with forethought rage emotion. As impulsive rage is found to be cognitively confused, forethought was claimed to be 'pre-planned' according to the interviewee's feedback. The two cases reported by the customers endorsed these arguments. Although they were furious, the emotion could not take over the minds. They were capable of making up a thorough plan and hence benefitting from getting even.

> *'I would say yes, I wanted to get even, but not in a way where what have been taken from me I wanna take from him, I just want to stop his tracks from his bad practice and cheating others, from what I have injured to protect others. So my loss is gonna to be the protection of many potential small businesses.'(Yuey)*
>
> *I suppose it can be a bit of both. If regards my situation, it's anger combined with thinking ahead like a pre-planned ahead. But I think, you have to reach a certain point, in order to get there. I think the anger takes over first, then you like mentally switch to another plan of action, sort of half way through. You think anger is not working, so that you switch to another plan of action how I may take revenge, get even, get the rewards. I think, that's in general, that's how it works, most times, most people. (Iain)*

The interview results reflected four main dimensions of forethought rage emotion in total. (1) Forethought rage is a durable emotion. (2) It is aggressive. (3) Forethought rage is beneficial to

the customer while it motives the customer to get even. (4) The emotion parallelizes with a clear mind.

5.4 Customer Rage Behaviours

Furthermore, the qualitative study uncovered some typical customer rage behaviours from the interviewees' experiences, including negative WOM, exit, physical violence, verbal violence, vindictive complain, displace and financial sabotage.

Negative word of mouth (NWOM) is the oral and unpleasant interpersonal communication relating to the product and service performance. It is believed that negative WOM could also include rumour and denigration of the company and/or the staff. Moreover, some scholars on word of mouth found that dissatisfied customers tend to engage in greater word of mouth than those satisfied ones. Consistently, research findings agree that negative WOM is more influential than positive WOM (Bone 1995; Mizerski 1982).

Aligned with previous findings, the qualitative interview study found that negative WOM is one of the typical behavioural response to the customer rage emotions. Most of the interviewees stated that they complained to their friends and families with their cases. Some of them even tried to show their criticism to the company so as to persuade others not to use the service. The following quotations are the typical feedback from the interviewees. According to the feedback, NWOM seems to be the easiest retaliatory behaviours, but the mildest as well. This behaviour is neither efficient in preventing consumption from the others nor in vending the rage emotion from the customer himself. Hence the pattern in the qualitative interview study that NWOM is always applied together with some other interventions. NWOM is more like an attitude towards the service and/or the company, which the customer wants the company and the other customers see from him.

> *And word of mouth can be a part of thing I think. My criticism of the company may lead to them not having as much business in the future perhaps.*
> *My friends and family, I complain to them.*
> *I'd informed lots of my friends what was going on with my case. So they left, they sucked this account.*
> *I will never recommend and I will never talk highly, but let know the truth about his true character.*

Exit is customer's voluntary termination of the business relationship. Examples include switching patronage to another product/service, and/or retailer. Exit decisions are perceived as "painful" since they involve some effort, such as switching costs and searching for alternatives (Hirschman 1970, p. 81). In the real cases, exit is not as easy to use as NOWM. Especially when the particular product and service is very sparse in the market, to stop patronizing the company is not easy to fulfil. This point was reflected from the interview. As the interviewees said, he could have exit if he had a choice. But this illustrates the key difference between exit and boycott. Basically, as customer thinks stopping consumption is insignificant to the company, they will probably choose another way to express their attitude. In this case of the first quotation below, the customer displace his anger towards the vending service on the train.

> *'If I had a choice, if I could have taken another train service, coz I take this London to Newcastle train very often, then I would'*

> *'Obviously switch the agent to another company. And so basically, they lost a company for life basically, coz I wouldn't buy a product from them again.'*

In the same vein of personal attack in the literatures, the qualitative interviews reveal two forms of violence as a result of customer rage, i.e. physical and verbal violence. Physical violence refers to the specific expressions against the employees or the organization in a violent manner to cause physical harm. On the other hand, verbal violence refers to the specific expressions that customers intentionally take to vocally disrupt the service encounter or cause offense to the employees. Swear is the typical form of verbal violence according to the interviewees.

> *And then he was using swear words so therefore I did know he was usually angry and mad.*

Vindictive complaining refers to the premeditated overt action of customers to blame the organizational personnel.

> *First of all, he say, he wants my name, he wants my full name. He wasn't happy. He wants my email address. He wants to know how old I am. He wants the details of my team leader. He said he would put something against me.*

Besides the behavioural responses that are commonly agreed by the previous studies, there are two interesting findings from the qualitative interviews. The interviewees revealed that they would have a hostile attitude towards all of the products and services from the company, even

though some of them had nothing to do with the service failure. As the strong rage emotion dominates their minds, the customers may not be able to clearly justify the attribution of the responsibility. Hence they tend to vent the rage emotion literarily on anything that comes in front of them. In this case, we define such a behaviour as displace. It involves carrying the rage emotion on other service or people that are not associated with the incident. A typical example of this behavioural response was illustrated in the interview with a customer who had a severe problem with the East Coast. The interviewee experienced a severe delay and got refused to his ticket refund request especially after he spent substantial efforts and time in collecting the proofs according to the company's policy. The service failure incident itself was not relevant to the vending service on the train. However, the interviewee said the only retaliatory action was towards the vending service. As quoted below, he found the monopoly of coffee and tea on the training was very suffering. Hence, he tried to make a fuss at the service because he had to continue travelling with this train as there was not many options for him from Newcastle to London.

> *I think, it probably exists in some way, like, coz also they annoys me on the train that they sell coffee or tea like three pounds or something which you cannot buy anywhere else at the time. They just have the monopoly on the train. So I found it quite suffering. Just like they've been taken advantage of customers, which not feels good. (Sam)*

Another new finding from the qualitative interviews matters with the customer's action to bring down the company's profit. We call it financial sabotage. In the context of customer rage behaviour, we define financial sabotage as the deviant actions of the customers to intentionally affect the company's profitability.

While all the interviewees admitted that they would take some actions against the company in different forms, they might respond to the incidents at different time points. Some of the interviewees reacted immediately once the rage emotion was triggered, while the others might need time to evaluate the action plan. In addition to the factor of timing, the controllability of the behaviour is also a key index to gauge the behavioural responses. Hence, the findings revealed four types of rage behaviours emerged from the interviews, namely (1) delayed and uncontrolled, (2) delayed and controlled, (3) immediate and uncontrolled and (4) immediate and controlled. This finding is concordant with the review of emotional regulation process, which is reviewed in Chapter 2. As the emotion unfold over the time, responses differ accordingly. Besides, this finding also shed lights on the psychology research on aggression that asserts that aggression can be classified as spontaneous and planned. As a result, the individual rage behaviours can be classified into these four types reflecting on the two

characters. Based on the feedback of the interviewees, we found some patterns in these rage behaviours. Verbal Violence and physical violence tend to be the immediate behavioural expressions for customer rage emotions. The two behaviour responses, especially verbal violence, are normally not with enough conscious considerations. Negative word of mouth and vindictive complaining, on the contrary, often occur some time after the service problems. But they are not given enough conscious considerations. Financial sabotage normal occurs during the service encounter but it is a typical conscious decision from the customer. Displace often needs time to take effect with customer's careful planning. Hence, the patterns of individual behavioural responses lead them to different categories.

To summarise, the individual rage behaviours and the typology of the four types from the qualitative study are shown in Table 4.

Immediate and Uncontrolled	**Delayed and Uncontrolled**
Verbal violence	Negative word of mouth
Physical violence	Vindictive complaining
Immediate and Controlled	**Delayed and Controlled**
Exit	Exit
Physical violence	Financial Sabotage
Financial Sabotage	Negative word of mouth
	Vindictive complaining
	Displace

Table 4 Rage Behaviours

Furthermore, the finding of this study also implied the links between rage emotions and the types of rage behaviours. Reflected by the analysis of the interview, impulsive rage is more likely to induce immediate revenge actions (75% of the total cases), whereas forethought rage was closely related to the delayed revenge actions (83% of the total cases). Forethought rage was prone to induce planned and controllable retaliations while impulsive rage had relatively equal impact on controlled and uncontrolled actions (Table 5).

	Delayed and Uncontrolled	Delayed and Controlled	Immediate and Uncontrolled	Immediate and Controlled
Impulsive Rage	25%		75%	
	0.00%	25.00%	41.67%	33.33%
Forethought Rage	83%		17%	
	25.00%	58.33%	8.33%	8.33%

Table 5 Links between Rage Emotion and Rage Behaviours

5.5 Intervention Strategy

The analysis of the qualitative interview data revealed seven major behavioural consequences to the two rage emotions. In response to the rage behaviours, all informants recalled some intervention tactics. Therefore, the findings uncovered an array of frequently utilized tactics for coping with acts of deviant customer behaviour. Although both the customers and employees maintained that intervention should always be in place to cope with rage incidents, it is reflected from the data analysis that customers and front line employees seem to have different perceptions of the same tactic. In general, what is regarded to be helpful by the employees could be disregarded by the customers. The following section presents and discusses 16 tactics extracted from the interviews.

The first form of intervention is labelled as *'Remain calm and polite'*. It portrays the conscious efforts by employees to control their expression and tune their verbal their tone of voice and accent in an attempt to make the customer feel relaxed and ease the tension. This tactic was reported by all the employee participants in this qualitative interview study, by describing themselves as '*I just kept calm', 'remain calm', and 'stay in a polite manner'.* Regardless of their true feelings in the context, the employee remained calm to demonstrate a high level of professionalism. According to the perception of the employee, being able to stay calm and polite in front of the deviant customer is a sign of their professional skill. Hence, it is regarded as a conduct code in the service industry.

> *'You had to basically demonstrate a high level of professionalism at all times during this period. Obviously tempers get raised and customer get angry and have to learn how to deal with it in a calm way'.*
>
> *'And the way it was dealt with was they reach a certain point obviously as I say I remain calm and professional during it'.*
>
> *'My reaction if they were angry is just to remain calm basically, be professional, and follow the company policy'.*

Moreover, the need to remain calm and polite is also supported by their belief that there is a mirrored effect between the employee and the customer in a service encounter. As explained in the interview, the customer rage could be escalated if the employee was easily irritated.

> *I think it's just best always to keep calm. If a customer shouting at you, never shout back because I think it will totally make the situation worse. And never be physical never go near them if they are very angry. And I think always to connect someone who is in charge. (Grace)*

> *You're trying to keep them calm as well as yourself. You're trying to keep the tempers down and not let it escalate as I said.*

However, to remain calm and polite could not always neutralize the customer rage emotions. Hence the employee usually combined this tactic with warnings.

> *Remain calm, talked to him in a polite manner. I did warn him if he constantly swear then we cannot go anywhere*
>
> *But this way I give, I tried the polite way, more about detail, and I explained it but he didn't take it. Then I explained in another way how my supervisor explained to me. Coz I spoke to him, but he cannot go on the phone until 40 minutes. Then I used that method, but I did give him compensation as in how we say, err, like an extra month, if he do stay with our company or discount package, but he didn't take it.*
>
> *I didn't show any signs of me being angry. I just kept straight forward and trying to talk to them calmly. I didn't get angry at all.*
>
> *It's very important just to stay even keeled throughout, I would say.*
>
> *In a calm manner. Obviously your tone of voice got to be calm, can't be raised.*

The second coping strategy used by employees is labelled as 'Apologize before customer explodes'. To apologize is the most common tactic reviewed in the literature as well as real business setting. The qualitative findings revealed two kinds of apology in the interview. To apologize before the customer venting the rage emotion refers to the employee's attempt to acknowledge the wrong deeds before the customer is totally escalated. This attempt shows a friendly and humble attitude of the frontline employee towards the customer. However, interview inputs reveal that the apology at this stage is not really meaningful to the customer, as it is illustrated in the quotations. Regardless of the situation and nature of problem, the employees only apologise by saying sorry in general. Hence, the efficiency of it might not be significant.

> *And then she said, oh I'm very sorry, I didn't realize this.*
>
> *I said I'm really sorry*
>
> *I was always trying to apologize first.*
>
> *I said could I please calm you down. I am really really sorry about situation would you like me to get my manager?*
>
> *I started to apologize. I'm really sorry.*

The third form of tactic is labelled as 'Apologize after customer explodes'. Corresponding to the above-discussed apology, the key role of apologizing after the customer deflates is to show the empathy of customer's feeling. As reflected in the interview, the employee still apologized to the customer even though he had already shown aggression to him. Although there was not too much for him to do in that situation, he remained very patient and understanding. He believed this would still help to recover the service failure to some extent. In fact, this finding could be supported by the argument of employee empathy. It refers to an employee's ability to sense and react to a customer's thoughts, feelings, and experiences during a service encounter (Castleberry and Shepherd, 1993). There are three dimensions of employee empathy, i.e. perspective-taking, empathic concern and emotional contagion. In this respect, the employee's sympathy can affect the customer's feelings in a positive way.

> *We still continued to apologize because obviously this was just one time thing…*
> *I'd say, the key word with the customer, is sympathize with them, you've got to show a bit of empathy to the plight of being angry and unhappy. You've got to be very patient and understanding as well.*

Explain policy is another intervention that is frequently mentioned, but less efficient. It is always reported to be together with other tactics.

I did explain him how, we got a few policy, we got in contract or out contract
You will try to help the best you can, and explaining to them it's not your fault obviously and you are doing your best to help them.
And obviously, understanding all the company policy. And just explain there are more options you could offer or give.

Give Warnings, similar to 'explain policy', the intervention on its own seems less efficient than working with others.

> *Often times it would escalate the situation and make it worse, because obviously the more warnings you've given someone, the worse they tend to get.*
> *Or the customer become that angry you have to explain that you're gonna be removed from the store. You know, if you don't…*

In addition, the tactics to 'provide extra service' depict attempts by employees to induce and restore satisfaction to the service encounters. There were two forms of 'providing extra service' according to the interview. The one labelled as 'Provide extra service to cheer up' refers to that the employee offer the customer some service or goods more than his consumption in order to light his mood. In this domain, free food and drink are often used regardless of the service

problems. The employee believed that these extra service are minor in cost to the company, yet have significant effect on calming the situation. Meanwhile, this tactic could buffer the intense and help the employee gain more time to solve the problem.

You could maybe just offer them something similar like a hot drink while waiting. Maybe if you got a few sweets nearby just give them a few sweets. Even offer them a seat nearby just sort of to the side where they're out of view of other customers. (Iain)

Even if it's just little things like offering them a drink while they're waiting just to calm the situation. Offering them something a bit extra which won't cost the company much, but, will keep them happy.

On the other hand, the form labelled as 'Provide extra service to distract' which is to distract the angry customer's attention to something easy and light. Compared with the other way to provide extra service, this one is reported to be less efficient since the staff in this situation is seen as cheating and fooling the customer.

Keep physical distance is an employee strategy which they will normally use as facing with really offensive customers. This is always combined together with the use of 'give warnings' and 'report to the manager'.

I just kept my distance. I stood back. I mean I got a little desk. I just kept behind my desk to keep from hurt

Another form of the intervention is called 'Report to supervisor'. It varies at two stages. When the employees report to the manager before the rage trigger point, the employee reports to the manager in order to seek the authorisation. This action is relatively proactive, which illustrates the employee's willing to help. Hence, this is labelled as 'Report to supervisor for authorization'. In this respect, the tactic is more favourable and easier to be accepted by the customer.

He asked me to take a sit and until the manager came.
Because I was trying to say to them 'do you want me to get someone?'
I said could I please calm you down. I am really really sorry about situation would you like me to get my manager?

On the hand, when the customer has already engaged in the retaliatory action, the employee reports to the manager in order to control the intense situation. The tactic at this stage is passive. Moreover, it might be perceived as a threat by the outrageous customer which in turn exaggerate the tense. This is labelled as 'Report to supervisor for control' in this research.

I am gonna get my manager so I phoned the manager

> *Err, if they become more and more angry, just have to explain further. And if nothing was working, then you would have to offer the option if just, if you want to speak to the manager*
>
> *If they still weren't happy, you have to go further, call the manager. And they would have to deal with it.*

Moreover, this tactic is sometimes quite similar to the one as to call the security, since it is normally used when the encounter gets very intense and out of the employee's capability. As shown in the quotation below:

> *I mean, if it gets to another point where it was too much, you would obviously have to call security in the store.*

The next two tactics are named as 'Provide compensation'. This research defines compensation as the efforts to provide product replacements, repair and equivalent reward in order to make up for the failure caused by the company. Literature on consumer compensation also includes refund in the concept (Kelley, Hoffman, and Davis 1993). However, the findings of this qualitative interview indicated that the effects of refund is quite different from the other non-monetary compensations. Hence the research examines refund separately from the compensation. One form of 'provide compensation' is to 'provide compensation to solve problem'. For example, the customer reported that the restaurant changed the meals for her and her friends after a few rounds of complaints. Previous research claims that providing compensation is important in recovering the consumer's confidence of the service since a customer complaint is mainly caused by a loss. However, the findings of this interview reflected a different point of view from the customer than that from the company's. In the following quotation, the customer had a severe problem with a game company regarding his console. In order to solve the problem, the company kept replacing his console and controller and sent him new ones. On the contrary to the company's expectation, he felt even more offended since this compensation could not solve his problem. The irrelevant brand new accessary even escalated his complaints towards the console. This finding indicates that compensation may be only effective in restoring the satisfaction if the core problem can be solved.

> *So at that point, the manager then changed the meal, the three meals for us.*
>
> *So you would sort about if they were angry was the product, you would explain what you can then do about it, could replace it.*
>
> *But I got no joy because basically they just the same thing or sending a brand new one.*
>
> *Well, it started from like accessary to go with the console. But you cannot use it because the console never work…So they started sending stuff out like new controllers,*

accessories, like cameras, like stuff like that related to the machine in order to help compensate.

The other form of 'provide compensation' is to 'provide compensation to retain the business. This compensation offers rewards not directly related to the problem, rather it offers customers the chances of consumption in the future. This is usually achieved by giving voucher or free access. According to the feedback, this type of compensation would not be large in value considering the limited authority of the frontline employee. Hence, some customers might feel offended when receiving minor compensation in the contrast of a sever service failure.

You would offer what you could what you are allowed to, like voucher, refund, whatever, either 5 or 10 pound voucher as well, depending on the severity of the issue.

40 minutes after that I tried to provide compensation like a bit of, eh, start something onto his package, discount, or a compensation like a month free. (Ling)

The interview results also reveal a tactic as 'refund'. According to the employee, refund could help more than the other intervention tactics in her experience. The customer would struggle for the refund. This is can be interpreted that refund is a direct money back to make up for the loss. As a result, it could be more practical and hence effective in intervening the rage incident.

It was about 15 minutes that we unfold until we eventually offer them refund.

But I think the fact we gave them refund did helped a lot because that shows we are willing to do, we are willing to make the customer happy, which is what my job all about.

So often the times, I mean there's been occasions where customers get refund,

The last tactic uncovered from the qualitative study is called 'Assign employee's companion'. This portrays the employee's presence or their activities in order to create a general feeling to customers that their needs are adequately supported and cared for at the problem-solving stage. The scales for this intervention are referred to and adapted from those of employee empathy and emotional support.

And then I think because I sat back down at the table. I was around my friends and I can calm down a little bit because I have to wait for the second load of food coming to try again. That was when I am able to kind of calm down again. (Heidi)

Finally, intervention strategies were extracted from the interviews falling within four forms considering the time points and objects of the actions (Table 6).

Direct and Before Emotion Triggers	Indirect and Before Emotion Triggers
Explain company policy	Provide compensation to solve problem
Refund	Remain calm and polite
Apologize before customer explodes	Report to supervisor for authorization
	Provide extra service for distraction
Direct and After Emotion Triggers	**Indirect and After Emotion Triggers**
Give advice	Provide compensation to retain business
Give Warnings	Report to supervisor for control
Refund	Provide extra service to cheer up
Apologize after customer explodes	Keep physical distance
	Assign employee's companion

Table 6 Intervention Strategies

5.6 Scale Development

This section presents the scale development procedure for the two customer rage emotions. As suggested by Hinkin (1995) and De Vellis (2003), a proper scale development procedure follows three steps. First, the marketing and psychology literatures on rage provides the theoretical domain of the two customer rage emotions. Second, the preliminary interview provides the item pool for all dimensions of both rage emotions. Third, an expert panel, consisting of academics in marketing research, is approached to assess the validity of each item in the two customer rage emotion constructs. Each step of the scale development procedure relating to the rage emotion construct is explained below.

5.6.1 Stage 1: Theoretical domain for customer rage emotion

In the first stage of the scale development process, the aim was to articulate the theoretical domain of the customer rage emotion in both impulsive and forethought dimensions. Having identified the two dimensions of aggression (i.e. impulsive and premediated aggression) as well other relevant negative emotions, this section reviews the construct by the means of a deductive approach to capture the larger theoretical domain of rage emotion scale (Hinkin, 1995; Schwab, 1980). The theoretical domain of the construct was extracted from a review of the literature on customer retaliation, aggression and deviate customers. A summary of this review of the literature follows below in Table 7.

Items	Dimensions
The behaviour is too extreme for the level of provocation.	unplanned
I now consider the act to have been impulsive.	short
I lack self-control.	cognitively confused
I am confused during the act.	
I feel guilty following the act.	feeling of regret
I became agitated and emotionally upset during the act	
The act leads to power over the others or improves the social status for me.	predatory
I profit financially from the act.	
Do something bad	
Take actions to get the organization in trouble	
Cause inconvenience	
I was feeling more aggressive than usual.	proactive
The act was planned.	planned

Table 7 Rage Dimensions from Literature

The rage dimensions are informed from previous literatures on the two contrasting reasoning process of rage behaviour and the theory on impulsive and premediated aggression. The psychological researches on impulsive aggression and non-impulsive aggression provides the initial set of items for the new measures of impulsive and forethought rage. In field of aggression research, a considerable amount of theoretical and empirical literatures subtype the aggression concept as impulsive or non-impulsive (Berkowitz, 1974; Linnoila et al., 1983; Coccaro, 1989; Shoham et al., 1989; Vitiello et al., 1990; Heilbrun et al., 1978; Mungas, 1988; Linnoila et al., 1989; Barratt et al., 1997a,b). In general, impulsive aggression refers to the aggressive actions that are unplanned and spontaneous in nature. The impulsive aggression is either unprovoked or out of proportion to the provocation. In addition, impulsive aggression is often characterized as a short fuse. It is noted that the perpetrator with impulsive aggression tends to report a feeling of regret after the action. On the contrary to the short fuse, non-impulsive aggression is often labelled as planned and premeditated. Meanwhile, non-impulsive aggression is regarded as a predatory action which is instrumental and subjective to the provocation. The perpetrator with non-impulsive aggression tends to be proactive and cold-blooded. Rooted from the study on impulsive and non-impulsive aggression, Barratt (1991) further clarifies the aggression as impulsive aggression and premediated aggression.

Subsequently, he creates the self-report Aggressive Acts Questionnaire which contains 22 items to measure the two aggression constructs based on the content of the semi-structured interview (Barratt.et al. 1997a, b). The result of factor analysis in his research on this questionnaire reveals four factors with regards to the aggression. Among them, impulsive aggression is found to be more extreme than the provocation warranted. Additionally, it may result in cognitive confusion and was followed by guilt feelings. The Aggressive Acts Questionnaire, especially the impulsive, planned and cognitive confused dimensions, is the main theoretical domain for the rage emotion scales in stage 1.

5.6.2 Stage 2: Item pool of the two constructs from the interview

The major objective of the preliminary interviews in the scale development procedure was to identify an exhaustive list of different descriptions of the two rage emotions. The review of marketing and psychology literatures in Chapter 2 sheds light on the constructs of impulsive rage and intermediated rage, such as (1) the behaviour is too extreme for the level of provocation; (2) I now consider the act to have been impulsive; (3) I lack self-control; (4) I feel guilty following the act; and (5) I am confused during the act. As a result, the new descriptions of the impulsive rage emotion from the interviews were added to the list as the potential items in the constructs.

The interviewees in the qualitative study were asked to describe their rage emotions in details. On one hand, the interview results reflect the three main dimensions of impulsive rage emotion as mentioned in the previous findings, which is overwhelming, cognitively confused and short. In this sense, more descriptions are refined from the interviews for the three dimensions to be added to the list. For example, the description 'My feeling would dominate my reaction' fits well in the dimension of overwhelming. The item 'I would lose my temper spontaneously' reflects the feature as spontaneous and unplanned.

On the other hand, the interview results uncovered a new feature of impulsive rage in addition to the existing ones. It is reported that the impulsive rage emotion is out of order and hence the expression of it is disorganised. Thus, an additional dimension as 'disordered' should be added to the list. In order to reflect this dimension, some items are extracted from the interview inputs, such as 'my emotion might be disorganized' and 'the way I feel might make me reckless'.

The results of the new item generation for impulsive rage emotion from the qualitative study are presented in Table 8.

Facet	Item
A	My feeling would dominate my reaction.

A	My emotional response after the poor service would be very extreme.
A	I feel like I would automatically explode.
A	I might not be able to contain my feeling at a certain point.
A	I would consider my emotion to be impulsive.
B	I might not be in the mood to listen to other people in this situation.
B	I might not consider the consequences of my actions.
B	I might feel guilty following my explosion.
B	I would lose my temper without thinking.
B	I would lose self-control after the incident.
B	I would not at all be able to control my emotions.
B	My emotion might be disorganized.
B	Others on the train may think how I act is crazy.
B	The way I feel might make me reckless.
C	I would lose my temper spontaneously.
C	I would feel like exploding right away.

*A-Overwhelming; B-Cognitively confused; C-Short

Table 8 Impulsive Rage Emotion

In the meanwhile, the item generation of forethought rage emotion from the interview follows the same procedure. Although there are limited findings of forethought rage emotion in marketing literatures, the review of psychology research on non-impulsive aggression offers a sound theoretical ground to the forethought rage in this study. Potential items of forethought rage emotion hence can be referred to the constructs of premediated aggression as (1) the act leads to power over the others or improves the social status for me; (2) I profit financially from the act and (3) The act was planned. As a result, the qualitative study played an important role in figuring out the main features of forethought rage emotion and refined the items for its constructs. The new descriptions of the forethought rage emotion from the interviews were hence added to the list modified from the premediated aggression constructs.

The interviewees in the qualitative study provided some insights of forethought rage emotions. The interview results reflected four main dimensions of forethought rage emotion. In the

contrary to the impulsive rage, forethought rage is deemed as a prolonged emotion. It is significantly featured as aggressive in nature, which is similar to the predatory element in premediated aggression. In addition, the forethought rage is thought to be intentional and purposeful. And correspondingly, it should be beneficial to the customer with forethought rage emotion. It can be concluded that some features of the forethought rage emotion seemed analogous with those dimensions of the premediated aggression, like the aggressiveness in the concept and the element of plan. Though the forethought rage emotion may not necessarily has a financial benefit, it is comparable especially in terms of measurement. In this sense, the constructs of the relevant dimensions in premediated aggression can be revised to measure the forethought rage emotion. Hence, some new items were generated from the premediated aggression, as (1) 'I might think about the costs and benefits of losing my temper to this poor service'; (2) 'I would think about the outcomes for being outraged'; (3) 'I would keep thinking about how to cope with this situation'. Besides, more descriptions are refined from the interviews for the four dimensions to be added to the list. For example, the dimension 'prolonged' comprised the description such as (1) 'My memories of this poor service would keep bothering me later'; (2) 'I would keep thinking about this experience for a long time'; and (3) 'I could be preoccupied with this poor service for a long time'. In addition, the items like 'I would feel eager to see the result of my revenge plans' and 'I would be concerned as to how to get back at this railway company' reflect the character of aggressiveness in the construct. The results of the new item generation for forethought rage emotion from the qualitative study are presented in Table 9.

Facet	Item
A	My memories of this poor service would keep bothering me later.
B	I would think about the outcomes for being outraged.
C	I would think about the reason for being outraged.
A	I would keep thinking about this experience for a long time.
C	My feelings could be expressed clearly.
B	I might think about the costs and benefits of losing my temper to this poor service.
A	The way I felt would keep me thinking about this incident.

C	I would keep thinking about how to cope with this situation.
D	I would feel eager to see the result of my revenge plans.
A	I would have an ongoing state of anger.
A	I could be preoccupied with this poor service for a long time.
D	I would be concerned as to how to get back at this railway company.
A/C	I would spend time to think about how to choose from different revenge plans.
C	I could feel confident of my revenge plan.
A	I would still have the anger when thinking about this incident.
C	I would feel left alone by the company's terms and conditions for the situation.
D	I feel like I have to come up with something to get even.
A	My anger would be undiminished.

*A-Prolonged; B-Beneficial; C- Planned; D-Aggressive

Table 9 Forethought Rage Emotion

5.6.3 Stage 3: Expert panel

The third stage of the scale development procedure was to assess the construct validity and reliability of each item generated from the last two steps. There were two rounds of sorting tasks carried out among an expert panel of 10 scholars in marketing research. The first round of the expert panel asked the participants to assign the items to the two groups, i.e. impulsive rage and forethought rage. In this case, the 37 items for impulsive and forethought rage were mixed together in a single list. The item list is presented in Table 10.

In this respect, the participants were asked to complete the following tasks:

1. Please classify the following descriptions (1-37) into the two groups by ticking the box based on your understanding of the definitions.

2. Please write your comments of those statements on their wordings or applicability when necessary.

The expert panel at this stage played a key role in sorting and purifying the potential items in the constructs.

	Scale	Impulsive	Forethought	Correction/Comments
1	My emotional response after the poor service would be very extreme.			
2	I would lose self-control after the incident.			
3	I would consider my emotion to be impulsive.			
4	I might feel guilty following my explosion.			
5	I would lose my temper spontaneously.			
6	I would lose my temper without thinking.			
7	I might not be able to contain my feeling at a certain point.			
8	I would not at all be able to control my emotions.			
9	My emotion might be disorganized.			
10	I feel like I would automatically explode.			
11	Others on the train may think how I act is crazy.			
12	I would think about the reason for being outraged.			
13	I would think about the outcomes for being outraged.			
14	I might think about the costs and benefits of losing my temper to this poor service.			
15	I would feel hopeless by the company's terms and conditions for the situation.			
16	I would feel that the official procedures are insufficient.			
17	I would feel unable to receive help from the company.			
18	I would spend time to think about how to choose from different revenge plans.			
19	I could feel confident of my revenge plan.			
20	I would feel eager to see the result of my revenge plans.			
21	My feelings could be expressed clearly.			
22	My memories of this poor service would keep bothering me later.			
23	I would keep thinking about this experience for a long time.			
24	I would have an ongoing state of anger.			
25	My anger would be undiminished.			
26	The way I felt would keep me thinking about this incident.			

27	I would keep thinking about how to cope with this situation.			
28	I would feel like exploding right away.			
29	My feeling would dominate my reaction.			
30	The way I feel might make me reckless.			
31	I could be preoccupied with this poor service for a long time.			
32	I feel like I have to come up with something to get even.			
33	I would still have the anger when thinking about this incident.			
34	I might not consider the consequences of actions.			
35	I might not be in the mood to listen to other people in this situation.			
36	I now consider the way I felt was unacceptable.			
37	I would be concerned as to how to get back at this railway company.			

Table 10 Rage Sorting Task

The result of the first round expert panel is presented in Table 5.9. For impulsive rage constructs, there was high tendency of agreement on most of the items except for the items as (1) 'I would consider my emotion to be impulsive.' But this item is the one extracted from the original impulsive aggression scale. Hence it was retained to the next stage. Same as impulsive constructs, the forethought rage achieved a high agreement on most of its items except for the one labelled as 'I would feel left alone by the company's terms and conditions for the situation'.

Item	% of agreement
Impulsive Rage	
I might not be in the mood to listen to other people in this situation.	100%
My feeling would dominate my reaction.	100%
I might not consider the consequences of my actions.	100%
My emotional response after the poor service would be very extreme.	100%
I feel like I would automatically explode.	100%
I might not be able to contain my feeling at a certain point.	100%
I would lose my temper spontaneously.	100%
I would lose my temper without thinking.	100%
I would lose self-control after the incident.	100%
I would feel like exploding right away.	100%
I would not at all be able to control my emotions.	100%
My emotion might be disorganized.	100%
Others on the train may think how I act is crazy.	100%
The way I feel might make me reckless.	86%
I might feel guilty following my explosion.	71%
I would consider my emotion to be impulsive.	57%
Forethought Rage	
My memories of this poor service would keep bothering me later.	100%
I would think about the outcomes for being outraged.	100%
I would think about the reason for being outraged.	100%
I would keep thinking about this experience for a long time.	100%
My feelings could be expressed clearly.	100%
I might think about the costs and benefits of losing my temper to this poor service.	100%
The way I felt would keep me thinking about this incident.	100%
I would keep thinking about how to cope with this situation.	100%

I would feel eager to see the result of my revenge plans.	100%
I would have an ongoing state of anger.	100%
I could be preoccupied with this poor service for a long time.	100%
I would be concerned as to how to get back at this railway company.	100%
I would spend time to think about how to choose from different revenge plans.	100%
I could feel confident of my revenge plan.	100%
I would still have the anger when thinking about this incident.	86%
I feel like I have to come up with something to get even.	86%
My anger would be undiminished.	86%
I would feel left alone by the company's terms and conditions for the situation.	57%

Table 11 Result of First Round Sorting

The second round of expert panel asked the participants to assign a score to each of the items under the concepts. At this stage, the items of impulsive and forethought rage emotions were separated into two lists accordingly. In this respect, the participants were presented the definitions of both rage emotions at the beginning. They were asked to assign a score to indicate how well the item can reflect the concept. The score ranges from 1 to 10, in which 1 means not relevant at all and 10 means a full reflection. The list of items and the scores are presented in Table 5.10.

Facet	Item	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Score
	Impulsive Rage						
B	I might not be in the mood to listen to other people in this situation.	8	8	10	6	9	8.2
A	My feeling would dominate my reaction.	9	8	10	5	8	8.0
B	I might not consider the consequences of my actions.	7	8	10	7	7	7.8
A	My emotional response after the poor service would be very extreme.	7	9	7	7	7	7.4
A	I feel like I would automatically explode.	10	6	7	9	3	7.0
B	I might feel guilty following my explosion.	1	9	10	9	6	7.0
A	I might not be able to contain my feeling at a certain point.	5	6	9	4	9	6.6
C	I would lose my temper spontaneously.	7	5	9	6	6	6.6
B	I would lose my temper without thinking.	2	8	10	8	4	6.4
B	I would lose self-control after the incident.	3	9	8	7	3	6.0
C	I would feel like exploding right away.	10	5	8	3	4	6.0

Facet	Item	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Score
B	I would not at all be able to control my emotions.	3	9	9	3	5	5.8
B	My emotion might be disorganized.	3	8	6	4	7	5.6
B	Others on the train may think how I act is crazy.	4	8	9	3	3	5.4
B	The way I feel might make me reckless.	2	8	9	3	5	5.4
A	I would consider my emotion to be impulsive.	1	3	10	4	8	5.2

A-Overwhelming; B-Cognitively confused; C-Short

Facet	Item	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Score
	Forethought Rage						
A	My memories of this poor service would keep bothering me later.	10	8	6	9	10	8.6
B	I would think about the outcomes for being outraged.	8	9	10	10	5	8.4
C	I would think about the reason for being outraged.	8	8	9	10	6	8.2
A	I would keep thinking about this experience for a long time.	8	9	6	8	9	8.0
C	My feelings could be expressed clearly.	10	9	2	9	10	8.0
B	I might think about the costs and benefits of losing my temper to this poor service.	2	9	9	7	8	7.0

A	The way I felt would keep me thinking about this incident.	8	9	6	6	4	6.6
C	I would keep thinking about how to cope with this situation.	6	9	3	6	9	6.6
D	I would feel eager to see the result of my revenge plans.	9	5	8	7	2	6.2
A	I would have an ongoing state of anger.	7	8	5	5	3	5.6
A	I could be preoccupied with this poor service for a long time.	1	8	7	4	8	5.6
A	I would still have the anger when thinking about this incident.	2	8	7	4	6	5.4
C	I would feel left alone by the company's terms and conditions for the situation.	2	6	5	5	9	5.4
D	I would be concerned as to how to get back at this railway company.	1	9	6	6	5	5.4
A/C	I would spend time to think about how to choose from different revenge plans.	5	5	7	6	3	5.2
C	I could feel confident of my revenge plan.	5	6	5	5	4	5.0
D	I feel like I have to come up with something to get even.	1	7	7	6	1	4.4
A	My anger would be undiminished.	5	6	2	4	3	4.0
*A-Prolonged; B-Beneficial; C- Planned; D-Aggressive							

Table 12 Expert Panel

The items of both rage constructs were sorted descendingly by the average score. Some items were removed accordingly. There were two criteria be considered for the item deletion. First, the items with lowest scores should be considered. Second, it should main a balance among the dimensions of the constructs in regards to number of items. Hence, for the impulsive rage scale, the 2 items with the lowest scores were removed, as 'The way I feel might make me reckless' and 'I would consider my emotion to be impulsive'. Moreover, there were only 2 items in the dimension labelled as short. Hence one item was added to the scale under this dimension, which is 'My emotional response to this poor service would be fast'. Same role applied to the forethought scale. 5 items were removed with the lower scores.

To summarise, the final pool of items in the scales of impulsive rage emotion and forethought rage emotion are presented in the Table 4.11. The construct validity and reliability of the variables are due to be tested in the factor analysis. And the result will be presented in the next chapter.

Impulsive	Items
Imp1	My feelings would dominate my reaction.
Imp2	My emotional response to the poor service would be very extreme.
Imp3	I felt like I would automatically explode.
Imp4	I might not be able to contain My feelings at a certain point.
Imp5	I might not be in the mood to listen to others in this situation.
Imp6	I might not consider the consequences of My actions.
Imp7	I might feel guilty following my explosion.
Imp8	I would lose my temper without thinking.
Imp9	I would lose self-control after the incident.
Imp10	I would spontaneously lose My temper.
Imp11	I would feel like exploding right away.
Imp12	My emotional response to this poor service would be fast.
Forethought	Items
Fth1	My memories of this poor service would keep bothering me later.
Fth2	I would keep thinking about this experience for a long time.
Fth3	The way I felt would keep me thinking about this incident.
Fth4	I would be an on-going state of anger.
Fth5	I would be preoccupied with this poor service for a long time.
Fth6	I would think about The outcomes of being outraged.
Fth7	I might think about The costs and benefits of losing My temper in response to this poor service.
Fth8	I would think about The reason for being outraged.
Fth9	My feelings could be expressed clearly.
Fth10	I would keep thinking about how to cope with this situation.
Fth11	I would feel eager to see The results of My revenge plans.
Fth12	I would be concerned as to how to get even with this company.
Fth13	My desire to get even with this company would be very strong.
Fth14	I would care about the rewards of getting even with this company.

Table 13 Final pool of rage constructs

5.7 Measurement Instruments of Constructs

In Chapter 3, this research proposes a conceptual framework based on the literature review on both marketing literatures and psychological theories on customer rage emotion and aggressive behaviours. In Section 5.7, this conceptual model is updated based on the qualitative study findings. Besides, it presents the measurement instruments and their corresponding sources for all the key variables in the conceptual model (Figure 4.1).
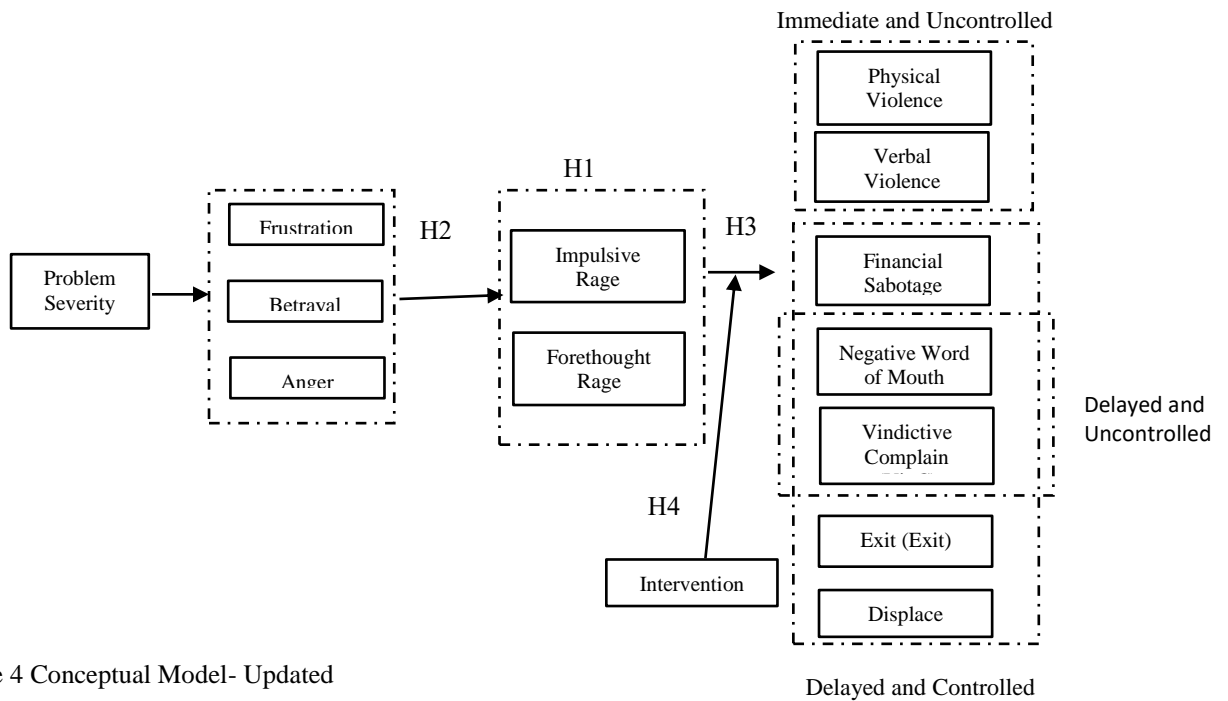
Figure 4 Conceptual Model- Updated

5.7.1 Scale of Customer Rage

As indicated earlier in Chapter 4, the customer rage emotion is measured by two dimension as impulsive and forethought rage. The measurements of impulsive and forethought rage are acquired through scale development procedure as discussed in section 5.6. Hence, the measurement instruments for customer rage emotions can be referred in Table 13 in section 5.6.

Apart from the scale of customer rage, the remaining constructs in the conceptual model are measured with existing measurement instruments that are extracted and refined from the literature. The criterion for the measurement scale is based on the reliability score. All the constructs are selected on ground of their reliability based on the Cronbach's Alpha that exceeds the cut-off point of .70 (Nunally, 1978).

5.7.2 Mediator Variable

(1) Anger refers to the emotion which occurs after the service failure, or simply follows an unsatisfactory service experience when something goes wrong during the process of service. Previous research has widely agreed on the scale of rage (Grégoire and Fisher, 2008).Hence, the measurement of anger in this research is adapted from previous literatures as: (1) I felt resentful; (2) I felt angry; (3) I felt outraged. (Grégoire and Fisher, 2008).

(2) Frustration is an unpleasant emotion occurs when the expected results are not achieved or the anticipated rewards are not redeemed (Smith and Ellsworth, 1985; Freud, 2000a, b). It is an emotion that is triggered by the negative experiences and resulted from the negative expectation discrepancy (Stauss, et al,2005). Similar to anger, frustration is a retrospective emotion and tends to arise from external attributions (Roseman 1991). It is highly related to the goal incongruence of the consumers. Extracted from previous literatures, frustration is measured by: (1)…I felt frustrated; (2)…I felt powerless;(3)…I felt despaired. (Stauss, et al, 2005; Katja Gelbrich,2010)

(3) Betrayal is defined as a violation of a person's trust, a destruction of one's confidence, or an abandonment of the individual's responsibility (Oxford English Dictionary, 1989). In the context of relationship study, the scholars assert that personal relationship is built on trust. Betrayal is regarded as a violation of trust (Jones and Burdette, 1994) and hence destroy the personal relationship potentially. In this survey, betrayal adopts the measurement from the research (Grégoire and Fisher, 2008; Grégoire et al, 2010) as (1)…I felt cheated; (2)…I felt betrayed;(3)…I felt lied to.

5.7.3 Customer Rage Behaviour Variable

Based on the preliminary qualitative study, there are 7 major behavioural responses to the two rage dimensions. Hence, the customer rage behaviour variables in the conceptual model consist of 7 deviate customer behaviours. As hypothesized, customer rage behaviours are the direct responses to the two types of rage emotions. Hence these variables are the dependant variables in the model. It needs to be noted that the constructs for the rage behaviour variables are refined according to the service failure scenario on the train, as there variables are used in a scenario-based questionnaire. The scales of each variable in the current research are listed in Table 15.

Negative Word of Mouth (NWOM) refer to the unflattering complementary or critical comments from the customers in order to release the emotion, get back at the business or regain the control over the situation. In this research, the scale of NWOM is adapted from the research on customer revenge (Grégoire and Fisher, 2006; Grégoire and Fisher, 2008; Grégoire et al, 2010).

Exit measures the action that customers stop re-patronizing the company. This scale is adapted from the previous research on customer rage by McColl-Kennedy, J. R., et al (2009).

Physical violence measures specific expressions that the customers intentionally take against the employees or the organization through physical aggression. Verbal violence refers to the specific expressions that customers intentionally take to vocally disrupt the service encounter or cause offense to the employees by using abusive language and threat. There two variables are adapted from the research on customer misbehaviour (Harris, et al, 2004; McColl-Kennedy, et al, 2009).

Vindictive Complaining measures the premeditated overt action of customers to blame the organizational personnel. The scale of vindictive complaining is adapted from the research on customer revenge (Grégoire and Fisher, 2006; Grégoire and Fisher, 2008; Grégoire et al, 2010).

Displace involves the intentional decisions that the customers carry the rage emotion on other service or employee that are not associated with the incident. It measures the action of the customers that take the rage emotion out on other service or other employees in the service encounter after a service failure. This variable is extracted from the preliminary qualitative interview. The concept is adapted from Patterson's et al. (2016) research on a cross-cultural examination of rage. In this research, Patterson et al (2016) defines one of the rage expression dimensions as displace aggression which refers to the action that people take the anger out on others. It is measured by three item in the original research as: 1) to take my anger out on other people who were with me; 2) to yell at other people who were with me; and 3) to take my anger out on other people later on after the incident. In the current study, displace is refined by the qualitative inputs and hence is from the displaced aggression. It refers to the action that carry the rage emotion to the other service or employees that are not associated with the incident rather than the other customers which displaced aggression measures. Therefore, the scale of displace in this research is adapted from Patterson's et al. (2016) and extracted from the qualitative inputs.

Financial Sabotage refers to the deviant actions of the customers to intentionally affect the company's profitability. This is another variable that refined from the qualitative research. The scale is referred to the concept of service sabotage (Harris, 2006). The scale of service sabotage includes 9 items such as 'People here take revenge on rude customers'; 'People here ignore company service rules to make things easier for themselves'; and 'Sometimes, when customers aren't looking, people here deliberately mess things up'. In addition to that, the items for financial sabotage is also extracted from the qualitative inputs.

5.7.4 Moderating Variable

Previous research on dysfunctional customer behaviours emphasize the intervention strategy as a key variable moderating the links between customer rage and the behavioural intentions. This study is going to examine various intervention strategy constructs including, to apologise, to explain the company's policy, to give advice, to give warnings, to refund, to provide compensation, to provide extra service, and to report to manager, to keep physical distance and to remain calm and polite. Moreover, the intervention strategy will be explored and assessed first in the qualitative interview study. Hence the final pool of moderating variables in this model should be based on the result and data analysis of the qualitative research.

The intervention strategy as 'apologise' in this research is examined separately by 'to apologise before rage' and 'to apologise after rage'. To apologise before the rage emotion is exploded means the employee acknowledges the misconduct before the rage expressions while 'to apologise after rage' refers the same action but after the rage expressions. The scale of apology in the current research is referred to previous research from Struthers, et al, (2008) and Ohbuchi,et al (1989).

Furthermore, to explain the company's policy refers to the front-line employee's effort that gives an instruction of the proper behaviours as well as potential solution according to the company's regulation. This scale is adapted from the research on teachers' classroom discipline (Lewis, et al, 2005). It is related with the construct as 'Hinting' in the context of education research which measures the teacher's formal intervention that provides the student with awareness.

The same research background and variable sources also apply to the intervention strategies 'to give advice' and 'to give warnings', adapting from different dimensions of the teaching

discipline scales. Give advice refers to the front-line employee's effort that provides guidance and suggestions upon the customer's concern while give warnings refers to the front-line employee's behaviour that provides the customer with indications of possible punishments.

In addition, the Brief COPE scale (Carver, et al, 1989) also lays the basis for some scales of the intervention variables. The intervention strategy 'to report to manager' in this research is examined separately by 'to report to manager before rage' and 'to Report to manager after rage'. To report to the manager before the rage expression refers to the front-line employee's action that ask the supervisor's permission to handle the situation. To report to the manager after the rage emotion refers to the front-line employee's action that asks the supervisor to control the intense situation. The scale of it is adapted from the dimension of using instrument support in the cope scale.

To provide extra service measures the effort of the employee to offer the customer additional service or goods in order to recover the service encounter in the case of any dissatisfaction. It is measured separately in this research as 'to provide extra service for distraction' and 'to provide extra service for cheering up'. The scale is adapted from the dimension of self-distraction in the cope scale.

Assign employee's companion measures the intervention that the company assigns a specific employee to accompany the customer during the whole handling process. In this research, employee's companion is defined as the employee's presence or their activities in order to create a general feeling to customers that their needs are adequately supported and cared for at the problem solving stage. The scales for this intervention are referred to and adapted from those of employee empathy and emotional support. It is also adapted from the emotional support dimension in cope scale.

The intervention strategy 'to provide compensation' refers to the measures that the front-line employee provides rewards to the customer in the way of product replacements, repairs, and payment of additional expenses in the recognition of the customer's loss (Kelley, et al.1993). The concept is examined separately as to 'to provide compensation to solve the problem' and 'to provide compensation to retain the business after rage'. The scale is adapted from the research on customer complaint handling (Estelami, H., 2000).

Refund measures that intervention strategy that the employee pay back a relevant amount of money to the customer in order to make up for the customer dissatisfaction. The scale of refund is referred to the research on customer complaint handling (Estelami, H., 2000).

Keep physical distance in this research refers to that the frontline employee stay away from the outraged customer. The scale of it is adapted from the research on interpersonal distances by Ashton, et al (1980).

Lastly, to remain calm and polite refers to the intervention strategy that the font-line employee maintain a polite gesture in front of the outraged customer and handle the rage incident calmly. The scale of this concept is referred to two relevant constructs from different researcg background. The concept 'teller courtesy' in bank service research background measures the employees courtesy conducts with three items : 1) 'The employee care about customers as people in my branch'; 2) 'Some officers in the branch know me by name' and 3) 'My impression is that the branch employees really try to give the customers good service'. And the construct 'employee behaviour' in the research on consumer complaint is measured by three items as: 1) 'The employees who handled my complaint were polite'; 2) 'The employees who handled my complaint seemed very much concerned about my problem' and 3) 'The employees who handled my complaint gave me individual attention'.

In summary, the preliminary qualitative interview and previous literatures provide the insights into the variable sources and hence form the scales of the rage behaviours and moderators. In addition to the above-discussed key variable, the questionnaire was designed as scenario based. The detailed questionnaire design is illustrated in Chapter 4 Section 4.3.3, including the overview of the sample frame and the sampling method.

All the variables with individual items are listed in Table 15.

Items	Label
My emotional response to the poor service would be very extreme.	Impulsive Rage
I felt like I would automatically explode.	
I might not be able to contain my feelings at a certain point.	
I might not consider the consequences of my actions.	
I would lose my temper without thinking.	

I would lose self-control after the incident.	
I would spontaneously lose my temper.	
I would feel like exploding right away.	
My memories of this poor service would keep bothering me later	Durable Forethought Rage
I would keep thinking about this experience for a long time.	
The way I felt would keep me thinking about this incident.	
I would be preoccupied with this poor service for a long time.	
I would think about the outcomes of being outraged.	Instrumental Forethought Rage
I might think about the costs and benefits of losing my temper in response to this poor service.	
I would think about the reason for being outraged.	
I would feel eager to see the results of my revenge plans.	Aggressive Forethought Rage
I would be concerned as to how to get even with this company.	
My desire to get even with this company would be very strong.	
I would care about the rewards of getting even with this company.	
I would spread negative feedback about the company.	NWOM
I would make negative comments on the company's employees.	
I would denigrate the railway service to my friends.	
If my friends look for a similar service, I would tell them not to buy from this company.	
I would switch to another provider for this service.	Exit
I would reduce consumption of this service from the company.	
I would stop buying this service from the company.	
I would pledge to not return to this organization after this incident.	
I would consider to hurt the employee physically.	Physical Violence
I would consider to involve physical collision with the employee in anger.	
I would consider to threaten to harm the employee physically.	
I would feel better if I beat the employee up.	

I would swear during the interaction with the employee.	Verbal Violence
I would make insulting remarks to the employee.	
I would yell at the employee.	
I would use hostile language towards the employee.	
I would complain to the railway company to give the staff a hard time.	Vindictive Complaining
I would complain to the railway company to be unpleasant with the staff on the train.	
I would complain to the railway company to make the staff pay for their poor service.	
I would take my anger out on other passengers around me.	Displace
I would take my anger out on other staff.	
I would take my anger out on other service/products provided on the train.	
I would try to create extra work to increase the cost for the company.	Financial Sabotage
I would try to spoil the products sold on the train.	
I would tend to make the job harder for the staff.	
I would consider to give the staff more work.	
I would damage the cabin on the train.	
The staff apologized when I first approached them on the train.	Apologise before
The staff asked for my forgiveness when I first complained during the journey.	
The staff acknowledged their wrong deeds when I first approached them on the train.	
The staff expressed their remorse when I first complained on the train.	
The staff provided an adequate explanation of the company's policy for the situation.	Explain Policy
The staff explained the relevant procedures set out by the company's policy.	
The staff reminded me of the rules and policies of the company.	
The staff referred to the policy that helped me work out the solution to this situation.	
The manager was involved in giving further advice when I first complained.	Report to Manager before
When being first approached, the staff got instructions from the corresponding manager.	

When being first approached, the staff got advice from a more experienced company representative to receive further help.	
The compensation (e.g. a free bus transfer) made up for my losses during the journey.	Provide Compensation to Solve Problem
The staff compensated me adequately (e.g. a free bus transfer) to solve my problems during the journey.	
The compensation (e.g. a free bus transfer) was an adequate effort to replace my losses.	
The staff apologized after the train arrived.	Apologise after
The staff expressed their remorse after the journey.	
The staff asked for my forgiveness after the arrival.	
The staff acknowledged their wrong deeds after the arrival.	
I received general advice from the staff about what to do.	Give Advice
The staff provided more information about the situation.	
The staff suggested a better way to solve the problem.	
The manager was involved in controlling the situation after the train arrived.	Report to Manager after
The staff received instructions from the manager with sufficient authority to decide how to further proceed.	
The staff received advice from a more experienced company representative to deal with my emotions after the arrival.	
The compensation (e.g. the voucher and free upgrade) after the arrival was enough for me to continue using the service.	Provide Compensation to Retain Business
The company compensated me adequately (e.g. the voucher and free upgrade) after the arrival to keep their relationship with me.	
The compensation (e.g. the voucher and free upgrade) was an adequate effort to retain me as a customer.	
The staff tried to take my mind off the situation (e.g. gave me some magazines).	Provide Extra Service to Distract
The staff encouraged me to do something else to distract me (e.g. talked about the interview).	
The staff kept chatting with me to distract me from the delay.	
The staff warned me of potential consequences if not behaving as told.	Give Warnings
The staff threatened to discipline me if I might misbehave.	

The staff warned me of further action if I might misbehave.	
The staff kept the right distance from me during the interaction.	Keep Physical Distance
The staff tried to de-escalate the situation by taking a few steps backs from me.	
The staff could no longer touch or reach me.	
The staff took some actions to raise my mood (e.g. provided hot chocolate).	Provide Extra Service to Cheer up
The staff tried to lighten my mood by chatting with me.	
The staff did something to make me feel better (e.g. comforted me about the interview failure).	
I got my money back for the train tickets from the complaint	Refund
The company refunded me fully for my problems.	
The company made adequate efforts to refund my losses.	
I had the opportunity to discuss my feeling with the staff during the encounter.	Assign Companion
I received emotional support from the staff during the journey.	
The staff took sufficient care of my concerns during the journey.	
The staff who handled the situation was very polite.	Remain Calm and Polite
The staff who handled the situation was very patient.	
The staff involved during the whole journey was very calm.	

Table 14 Variable List

5.7.5 Hypothesis Updates
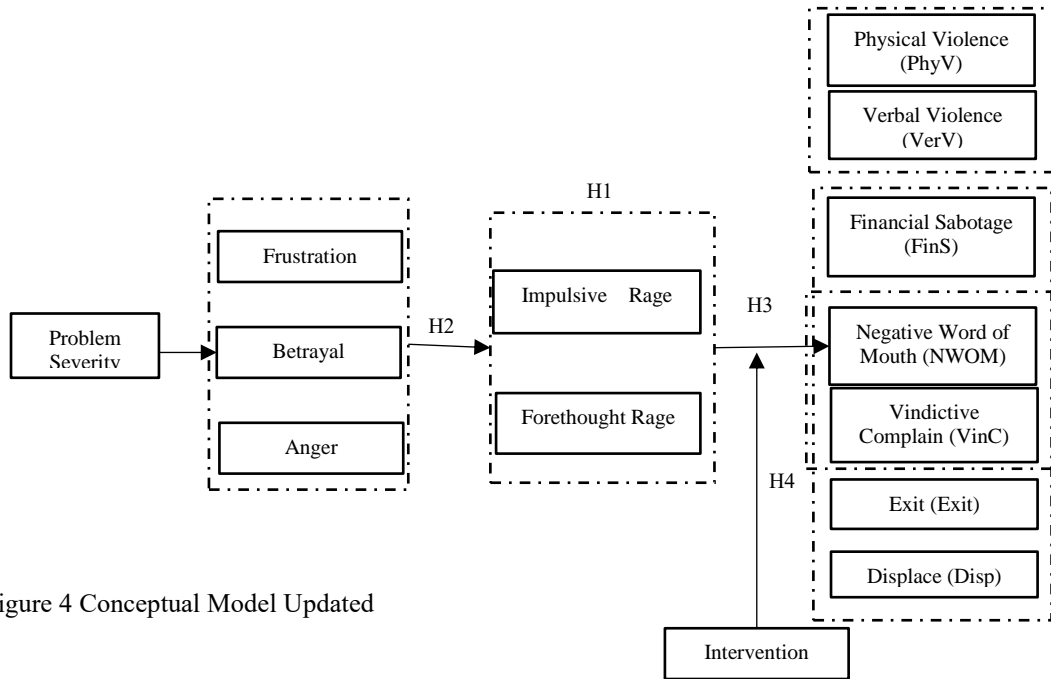
Figure 4 Conceptual Model Updated

As developed in Chapter 2, there are four hypotheses in this model. The qualitative findings as well as the scale development procedure have established some new variables in customer rage behaviours and intervention strategies. Hence, the hypothesis is updated.

Hypothesis
H2.1a: Anger mediates the effect of service failure on impulsive rage.
H2.1b: Betrayal mediates the effect of service failure on impulsive rage.
H2.1c: Frustration mediates the effect of service failure on impulsive rage.
H2.2a: Anger mediates the effect of service failure on durable forethought rage.
H2.2b: Betrayal mediates the effect of service failure on durable forethought rage.

H2.2c: Frustration mediates the effect of service failure on durable forethought rage.
H2.3a: Anger mediates the effect of service failure on instrumental forethought rage.
H2.3b: Betrayal mediates the effect of service failure on instrumental forethought rage.
H2.3c: Frustration mediates the effect of service failure on instrumental forethought rage.
H2.4a: Anger mediates the effect of service failure on aggressive forethought rage.
H2.4b: Betrayal mediates the effect of service failure on aggressive forethought rage.
H2.4c: Frustration mediates the effect of service failure on aggressive forethought rage.
H3.1a Impulsive rage has a positive impact on physical violence.
H3.1b Impulsive rage has a positive impact on verbal violence.
H3.1c Impulsive rage has a positive impact on exit.
H3.1d Impulsive rage has a positive impact on financial sabotage.
H3.2a Forethought rage has a positive impact on NWOM.
H3.2b Forethought rage has a positive impact on vindictive complaining.
H3.2c Forethought rage has a positive impact on displace.
H3.2d Forethought rage has a positive impact on exit.
H3.2e Forethought rage has a positive impact on financial sabotage.
H3.2f Forethought rage has a positive impact on verbal violence.
H4.1a Intervention moderates the relationship between impulsive rage and physical violence.
H4.1b Intervention moderates the relationship between impulsive rage and verbal violence.
H4.1c Intervention moderates the relationship between impulsive rage and financial sabotage.
H4.2a Intervention moderates the relationship between durable forethought rage and negative word of mouth.
H4.3a Intervention moderates the relationship between instrumental forethought rage and verbal violence.
H4.4a Intervention moderates the relationship between aggressive forethought rage and financial sabotage.

H4.4b Intervention moderates the relationship between aggressive forethought rage and exit.
H4.4c Intervention moderates the relationship between aggressive forethought rage and vindictive complaining.
H4.4c Intervention moderates the relationship between aggressive forethought rage and displace.

Table 15 Hypothesis Updated

5.8 Chapter Summary

This chapter has illustrated the key findings from the qualitative interview including the antecedents of customer rage, two dimensions of customer rage emotion, rage behaviour manifestations and intervention tactics. Moreover, it presents the scale development procedure for the customer rage. Further, this chapter presents the updated conceptual model based on the qualitative study and the variable scales in the end.

Chapter 6. Quantitative Result and Data Analysis

6.1 Introduction

This chapter presents the results of the quantitative study. First, the chapter starts with the data screening results in regard to missing data, influential outliers and required assumptions for further analyses. Second, bootstrapping technique results are reported. The third section presents the results of confirmatory factor analysis and model re-specification. The fourth section provides a summary of the key descriptive statistics provided to describe the sample characteristics and correlation among variables. Finally, results of the Structural Equation Modelling (SEM) are presented in order to answer the research questions. The chapter ends with a summary of results.

6.2 Data Screening

The survey data was examined prior to the multivariate analysis. First, the study evaluated the impact of missing data and applied appropriate remedies to address the issue of missing data. Second, the study evaluated the presence of any outliers at a univariate level.

6.2.1 Missing Data

The research adopted a self-administered method to collect the data (Fowler, 1995; Corbetta, 2003; Saunders et al., 2007). The questionnaires were distributed to the participants via the Qualtrics. 288 completed samples were returned. Prior to the main data analysis, it was necessary to perform data screening which ensures the accuracy of the dataset and the appropriateness of data for related statistical methods (Field, 2005; Pallant, 2007). The descriptive statistics were obtained by running 'SPSS Descriptives' in order to check the accuracy of the dataset and missing data. According to the result of descriptive statistics, there is no missing value in the datasheet. However, the questionnaire contains two questions for manipulation check (i.e. Q23 and Q43). By assessing the answers of these two questions, 11 invalid samples were identified. They amounted to less than 10% (9 out of 288) of the total responses. According to Hair et al. (2010), 10% missing data is the cut-off point of the accurate data input to be retained for further analysis. Therefore, it was safe to exclude 9 responses from the datasheet and keep the 279 samples in the next stage of data analysis (Tabachnick and Fidell, 2007; Rong, 2009; Hair et al., 2010).

6.2.2 Outliers

The outlier in the data refers to the case with extreme value on the variable that distorts the statistics (Tabachnick and Fidell, 2007). Univariate outliers (outlier on one variable alone) were identified using z-scores $> \pm 4$ (z-scores or standard scores which measures the number of standard deviations an observation is away from the mean of all observations; for large sample sizes, threshold value of 4 is accepted) (Hair et al., 2010, p67). Multivariate outliers (outlier on two or more variables) were identified using threshold value > 4 (the result from a statistical test to compare the difference between the mean of two groups of variables) (Hair et al., 2010). The value for multivariate outliers, used Mahalanobis distance (Mahalanobis D^2, is a distance measure based on correlations between variables) (Schwab, 2013) and divided it by the degrees of freedom (D^2/d.f.) (Tabachnick and Fidell, 2007; Hair et al., 2010, p67). From the screening process, no value extremely exceeded the threshold value, therefore the sample had no significant problem with outliers and no transformations were required.

6.3 Descriptive Analysis

The result of descriptive analysis has shown the demographic features of the sample. 288 participants contribute 279 valid questionnaires that are almost evenly distributed between genders. Most of the respondents were at the age of 15 to 34(60%). Most of the respondents have an education of high school and higher (98.9%). But the majority is at high school level. The majority of the participants full time employed.

Sample Composition (N=279)			
Occupation	**%**	**Age**	**%**
Employed full time	41.6	Under 18	0.7
Employed part time	20.1	18 - 24	26.5
Unemployed looking for work	10.8	25 - 34	33.3
Unemployed not looking for work	5.4	35 - 44	20.4
Retired	3.9	45 - 54	14.3
Student	15.1	55 - 64	2.9
Disabled	3.2	65 - 74	1.8
Education		**Ethnicity**	
Less than high school	1.1	White	66.7
High school graduate	47.0	Black or African American	12.2
Bachelor	36.2	American Indian or Alaska Native	1.4
Master	13.3	Asian	11.5
Doctorate	2.5	Native Hawaiian or Pacific Islander	1.1
		Other	7.2
Gender			
Female	51.6		
Male	48.4		

Table 16 Demographic Information

6.4 Exploratory Factor Analysis on Customer Rage

After the data screening and descriptive analysis, factor analysis was employed to test the construct validity (Emory and Cooper, 1991). The objective of factor analysis is mainly to summarise the pattern of the data (Tabachnick and Fidell, 2007), to uncover the underlying structure of the factors (Walker and Maddan, 2012) and to test the construct validity (Emory and Cooper, 1991; Lu, 2006). Exploratory Factor Analysis (EFA) refers to the orderly simplification of the interrelated measures (Suhr, 2006). EFA is used to identify the underlying structure of the variables (Pedhazur and Schmelkin, 1991). This research conducted exploratory factor analysis on the items of rage emotions in SPSS. KMO and Bartlett's Test identified that items of rage emotions had a sampling adequacy for factor analysis (with KMO result of 0.936) and there were correlations between the variables (Barlett's Test of Sphericity produced a significant result, $p<0.000$) (Table 17).

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.936
Bartlett's Test of Sphericity	Approx. Chi-Square	4820.008
	df	325.000
	Sig.	0.000

KMO and Bartlett's Test Result (SPSS output)

Table 17 KMO Result

According to the result in the Table18 'Total Variance Explained', there are four factors extracted from the total items with an Eigenvalue greater than 1. They contribute to 66.114% of the accumulative variance.

Total Variance Explained			
	Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %
1	7.137	27.450	27.450
2	4.428	17.030	44.480
3	3.694	14.208	58.688
4	1.931	7.426	66.114

Extraction Method: Principal Component Analysis.

Table 18 AVE Result

6.5 Confirmatory Factor Analysis on Customer Rage

Following the exploratory factor Analysis, the next step is to confirm the factors in the variable and text the goodness fit of the overall measurement model by running a Confirmatory Factor Analysis (CFA). The index such as factor loadings, variance and modification indices indicate the fit of measurement model on each item and construct. This research used Mplus to conduct the CFA. As tested in EFA, there were four factors extracted from the total items of customer rage emotion. Hence, CFA was run in Mplus with a command to 'Run CFA on IMP1- IMP6, IMP8-IMP12, FTH1- FTH3, FTH5-FTH8, and FTH11- FTH14'. The following part of Section 5.5 presents the CFA result and the revision of the measurement model according to the factor loadings and fit indices.

6.5.1 Assessment of original measurement model of customer rage

The validity and accuracy of the measurements are reflected by the fit indices such as CFI, TLI, RMSEA and SRMR (Bentler, 1990, Byrne, 2001, Hair et al., 2006). Among those fit indices, CFI is the index to assess the adequate fit of measurements (Bentler, 1990), which is ideally expected to be above 0.90 (Byrne, 2001). RMSEA, as the root mean square error of approximation, is the index to assess the adequacy of the measurements (Byrne, 2001, Hair et al., 2006). The cut-off of RMSEA is 0.07. A RMSEA below 0.07 indicates a reasonable fit. If a RMSEA is below 0.10, it indicates a moderate fit. And if it is larger than 0.10, the fit of measurements is poor (MacCallum, 1996).

Based on the above criteria, the results obtained from the CFA for the original model of customer rage are: chi-square/degree freedom=2.3, TLI=0.927, CFI=0.936, RMSEA=0.071. While CFI/TLI is higher than 0.9, indicating a good fit, the chi-square/degree freedom is higher than 2 and RMSEA indicates a moderate fit. Hence the model can still be improved through further corrections.

6.5.2 Re-specify the measurement model of customer rage

In this sense, the indicators extracted from CFA were used to assess the overall fit of the measurement model. The indicators are related to the path estimates, standardised residuals and Modification Indices (MI). These indicators help the researcher diagnose the item or construct that impairs the quality of fit.

The quantitative analysis follows the three-stage approach as recommended by Hair et al. (2006). First, the research accesses the estimated factor loadings which link the items to the indicator variables. The size of factor loading indicates the strength of the relationship between the items and the variables. Normally this is used to identify the potential problem in the measurement model. The threshold of the standardized loading for all items is ideally to be greater than 0.70. And if it is greater than 0.50, it can be retained considering the situation (Hair et al., 2006). The loadings for all items of the rage emotion constructs are presented in Table 19. All the loadings are above 0.7 except for items IMP1, IMP5, IMP12 and FTH7, which are higher than 0.5. According to the rule of standardized factor loading, these four items were expected to be deleted in the modified measurement model as they weakened the overall fit of the measurements. However, removing FTH7 will result in 2 items left in that dimension of forethought rage. Thus, FTH7 is suggested to be retained in the modified measurement model.

Constructs	Items	Factor Loadings
IMP1	My feelings would dominate my reaction	**0.593**
IMP2	My emotional response to the poor service would be very extreme.	0.775
IMP3	I felt like I would automatically explode.	0.764
IMP4	I might not be able to contain my feelings at a certain point.	0.780
IMP5	I might not be in the mood to listen to others in this situation.	**0.643**
IMP6	I might not consider the consequences of my actions.	0.735
IMP8	IMP8-I would lose my temper without thinking.	0.868
IMP9	IMP9-I would lose self-control after the incident.	0.840
IMP10	IMP10-I would spontaneously lose my temper.	0.836
IMP11	IMP11-I would feel like exploding right away.	0.815
IMP12	IMP12-My emotional response to this poor service would be fast.	**0.641**
FTH1	FTH1-My memories of this poor service would keep bothering me later	0.760
FTH2	FTH2-I would keep thinking about this experience for a long time.	0.861
FTH3	FTH3-The way I felt would keep me thinking about this incident.	0.795
FTH5	FTH5-I would be preoccupied with this poor service for a long time.	0.839
FTH6	I would think about the outcomes of being outraged.	0.774
FTH7	I might think about the costs and benefits of losing my temper in response to this poor service.	**0.565**
FTH8	I would think about the reason for being outraged.	0.832
FTH11	I would feel eager to see the results of my revenge plans.	0.911
FTH12	I would be concerned as to how to get even with this company.	0.863
FTH13	My desire to get even with this company would be very strong.	0.911
FTH14	I would care about the rewards of getting even with this company.	0.856

Table 19 Rage factor loading

Second, the standardised residual provides additional information to the factor loadings in order to improve the fit of the measurement model. It refers to the individual difference between the observed and the fitted covariance term. Hence, the smaller the residual value, the better the fit of the measurement model will be. As a rule of thumb, the observed covariance between a pair of items should be less than 2.5. A covariance value between 2.5 to 4.0 indicates a further investigation of the items. And the value exceeding 4.0 suggests an unacceptable error (Hair et al., 2006). By checking the standardised residual, the covariance between all pairs of items is less than 2.5, which indicates that residuals do not have any impact on the model misspecifications.

Finally, the research examines the Modification Index (MI). It indicates the extent to which the fit of the measurement model can be hampered by freeing the specific paths. MI detects the cross loading among the items in the model. When the research delete of these detected paths, it will improve the fit of the measurement model. But MI only provides an indication to improve the fit of measurement model. It is not recommended to remove the item only based on the MI value. The result from the MI indicates a high MI value (i.e. 59.681) on the path from FTH1 to FTH3. However, the estimated factor loading of the two items are ideally over 0.7 (i.e.0.760 and 0.795). In addition, by removing these two items from the construct, there are only two items left to measure the durable dimension of forethought rage. As a result, FTH1 and FTH3 are retained in the model. The items (IMP1, IMP5 and IMP12) are deleted from the original measurement model. And a CFA is conducted on the revised measurement model to test the impact of this purification process. The following section presents an assessment of the revised measurement model.

6.5.3 Assessment of the revised measurement model

In order to improve the fit of the measurement model, a total of 3 items were deleted from the original measurement model (i.e. IMP1, 5, 12). This resulted in the impulsive rage emotion measurement consisting 9 items and the forethought rage emotion measurement consisting 11 items. Among the 11 items, durable forethought rage consisted of 4 items (FTH1, 2, 3, 5), instrumental forethought rage consisted of 3 items (FTH6, 7, 8), aggressive forethought rage consisted of 4 items (FTH11, 12, 13, 14), as presented in Table 20.

Constructs	Items	Factor Loadings
Impulsive Rage		
IMP2	My emotional response to the poor service would be very extreme.	0.773
IMP3	I felt like I would automatically explode.	0.755
IMP4	I might not be able to contain my feelings at a certain point.	0.776
IMP6	I might not consider the consequences of my actions.	0.739
IMP8	I would lose my temper without thinking.	0.877
IMP9	I would lose self-control after the incident.	0.854
IMP10	I would spontaneously lose my temper.	0.845
IMP11	I would feel like exploding right away.	0.801
Durable Forethought Rage		
FTH1	My memories of this poor service would keep bothering me later	0.769
FTH2	I would keep thinking about this experience for a long time.	0.852
FTH3	The way I felt would keep me thinking about this incident.	0.805
FTH5	I would be preoccupied with this poor service for a long time.	0.834
Instrumental Forethought Rage		
FTH6	I would think about the outcomes of being outraged.	0.770
FTH7	I might think about the costs and benefits of losing my temper in response to this poor service.	0.565
FTH8	I would think about the reason for being outraged.	0.836
Aggressive Forethought Rage		
FTH11	I would feel eager to see the results of my revenge plans.	0.912
FTH12	I would be concerned as to how to get even with this company.	0.863
FTH13	My desire to get even with this company would be very strong.	0.913
FTH14	I would care about the rewards of getting even with this company.	0.851

Table 20 Updated Rage Factor Loading

In so far, the scale development for customer rage was completed. The process started with 16 items for impulsive rage and 18 items for forethought rage which are derived from literature review and qualitative interview. Expert panel finalised 12 items for impulsive rage and 14 items for forethought rage. By conducting EFA and CFA, the research retained 9 items for impulsive rage and 11 items for forethought rage. In particular, the 9 items for impulsive rage

were assigned into one dimension. 11 items for forethought rage fall into three individual dimensions. In this research, they were named as durable forethought rage, instrumental forethought rage consisted and aggressive forethought rage.

6.6 Goodness of fit of revised measurement model

After finalising the scale of two types of customer rage emotions, i.e. impulsive rage and forethought rage, the research takes the next step to assess the construct validity and reliability of the main measurement model (Churchill, 1979; Gerbing and Anderson, 1984; Anderson et al., 1987).

This section reports the construct validity. Construct validity refers to the degree to which the measurement model can actually measure the latent constructs in the test (Tabachnick and Fidell, 2007; Hair et al., 2010). Normally, the assessment of construct validity is fulfilled by examining the convergent validity and discriminant coefficients (Zhu, 2000, p. 190). Hence, these indicators are assessed and discussed below in this section. Convergent validity, if established, ensures that two measures of constructs that theoretically should be related, are actually related. Discriminant validity, on the other hand, tests whether latent constructs or measures that are supposed to be different are in fact so. A good convergent validity and discriminant validity are the basis of the unidimensionality of measurement constructs. Researchers examine unidimensionality to assess the degree to which the set of items can represent the instrument in one dimension (Hattie, 1985).

6.6.1 Assessing convergent validity

This part of analysis reports the convergent validity for the constructs in the revised measurement model. Convergent validity refers to the high convergence of the items on the factors that they represent. In the CFA result, factor loading, average percentage of variance and the reliability scores of the constructs are normally used to estimate convergent validity.

In this case, the factor loadings of the constructs in the revised measurement model are presented in Table 21. The results indicate that all the items in the revised measurement model load significantly on the factors they represent. The standardised factor loadings are larger than the minimally accepted level of .70, which hence reflects a satisfactory measurement model after the revision.

Item	Construct	Factor loading
My emotional response to the poor service would be very extreme.	**Impulsive Rage**	0.773
I felt like I would automatically explode.		0.755
I might not be able to contain my feelings at a certain point.		0.776
I might not consider the consequences of my actions.		0.739
I would lose my temper without thinking.		0.877
I would lose self-control after the incident.		0.854
I would spontaneously lose my temper.		0.845
I would feel like exploding right away.		0.801
My memories of this poor service would keep bothering me later	**Durable Forethought Rage**	0.769
I would keep thinking about this experience for a long time.		0.852
The way I felt would keep me thinking about this incident.		0.805
I would be preoccupied with this poor service for a long time.		0.834
I would think about the outcomes of being outraged.	**Instrumental Forethought Rage**	0.770
I might think about the costs and benefits of losing my temper in response to this poor service.		0.565
I would think about the reason for being outraged.		0.836
I would feel eager to see the results of my revenge plans.	**Aggressive Forethought Rage**	0.912
I would be concerned as to how to get even with this company.		0.863
My desire to get even with this company would be very strong.		0.913
I would care about the rewards of getting even with this company.		0.851
I would spread negative feedback about the company.	**NWOM**	0.860
I would make negative comments on the company's employees.		0.716
I would denigrate the railway service to my friends.		0.810
If my friends look for a similar service, I would tell them not to buy from this company.		0.852
I would switch to another provider for this service.	**EXIT**	0.923
I would reduce consumption of this service from the company.		0.888
I would stop buying this service from the company.		0.941
I would pledge to not return to this organization after this incident.		0.800
I would consider to hurt the employee physically.	**PHYV**	0.954

I would consider to involve physical collision with the employee in anger.		0.956
I would consider to threaten to harm the employee physically.		0.935
I would feel better if I beat the employee up.		0.787
I would swear during the interaction with the employee.	**VERV**	0.828
I would make insulting remarks to the employee.		0.842
I would yell at the employee.		0.883
I would use hostile language towards the employee.		0.891
I would complain to the railway company to give the staff a hard time.	**VINC**	0.927
I would complain to the railway company to be unpleasant with the staff on the train.		0.932
I would complain to the railway company to make the staff pay for their poor service.		0.853
I would take my anger out on other passengers around me.	**DISP**	0.744
I would take my anger out on other staff.		0.928
I would take my anger out on other service/products provided on the train.		0.800
I would try to create extra work to increase the cost for the company.	**FINS**	0.832
I would try to spoil the products sold on the train.		0.873
I would tend to make the job harder for the staff.		0.955
I would consider to give the staff more work.		0.950
I would damage the cabin on the train.		0.736

Table 21 Variable List with Factor Loading

Second, the average percentage of variance, extracted from a set of construct items, is also a key indicator of the convergence between the items and the hypothesised factors. Average Variance Extracted (AVE) is computed by the summation of all the squared standardised loading of the items for each factor divided by the number of items of the same factor (Hair et al., 2006). As a rule of thumb, the Average Variance Extracted (AVE) needs to be higher that the acceptable level of 0.5 (Byrne, 2001). As displayed in Table 22, the Average Variance Extracted (AVE) of all the latent constructs exceeded the 0 .50 rule of thumb.

Construct	Average Variance Extracted (AVE > 0.5)
Impulsive Rage	0.65
FTHa	0.67
FTHb	0.54
FTHc	0.78
Negative Word of Mouth	0.66
EXIT	0.79
Physical Violence	0.83
Verbal Violence	0.74
Vindictive Complaining	0.82
Displace	0.68
Financial Sabotage	0.76

* Indicates an acceptable level of reliability or validity.
**AVE: It is computed by adding the squared factor loadings divided by the number of factors of the construct.

Table 22 Result of AVE

Finally, the convergent validity was assessed by the reliability of all the latent constructs. The construct validity is measured by Cronbach's Alpha. Cronbach's Alpha is deemed to have a strong impact on the convergent validity (Peter and Churchill Jr, 1986) and hence should be one of the first estimates to evaluate the psychometric property of measurement model (Churchill, 1979). A good construct reliability is normally indicated by a Cronbach's Alpha as 0.70 or higher. Some researcher also accept a construct reliability between 0.60 and 0.70 (Hair et al., 2006). Table 23 illustrates the Cronbach's Alpha of the constructs in the modified measurement model. The results show that all the reliability coefficients in the modified measurement model ranged between 0.77 and 0.95, exceeding the threshold limit of 0.6 (Nunnally et al., 1967).

Construct	Cronbach´s Alpha (α > 0.7)
Impulsive Rage	0.94
FTHa	0.89
FTHb	0.77
FTHc	0.94
Negative Word of Mouth	0.88
EXIT	0.93
Physical Violence	0.95
Verbal Violence	0.92
Vindictive Complaining	0.93
Displace	0.85
Financial Sabotage	0.94

Table 23 Likability

To summarise, the factor loading, the average variance extracted (AVE) and the Cronbach's Alpha of the latent constructs provided a sufficient evidence of a good convergent validity of the revised measurement model.

6.6.2 Assessment of Discriminant Validity

Discriminant validity is another indicator to assess the construct validity. It measures the degree to which a construct can be differentiated from the other constructs in the measurement model. In this study, the discriminant validity is tested by comparing the average variance extracted (AVE) for each latent construct with the square correlations between it and any other constructs. Hence, it is expected that the correlation between a construct and any other constructs in the measurement model should be less than the correlation that the construct shares with its items (Fornell and Bookstein, 1982). When the AVE value of a latent construct is larger than any square correlations between any two constructs, the construct is deemed to be highly correlated with its items than with the other constructs in the measurement model. Therefore, a high discriminant validity indicates that the construct captures a unique theoretical domain. In Table 24, the diagonal elements in the correlation matrix represent the square roots of the AVE. It appears that all constructs in the model diverged strongly from each other, indicating the absence of discriminate validity problems.

	IMP	FTHA	FTHB	FTHC	NWOM	EXIT	PHYV	VERV	VINC	DISP
FTHA	0.30									
FTHB	0.12	0.53								
FTHC	0.43	0.46	0.19							
NWOM	0.16	0.42	0.26	0.27						
EXIT	0.06	0.19	0.12	0.10	0.60					
PHYV	0.18	0.02	0.00	0.18	0.00	0.01				
VERV	0.42	0.18	0.07	0.39	0.20	0.05	0.34			
VINC	0.15	0.16	0.08	0.32	0.28	0.13	0.15	0.45		
DISP	0.27	0.11	0.01	0.36	0.06	0.00	0.49	0.49	0.27	
FINS	0.19	0.11	0.04	0.37	0.09	0.02	0.45	0.52	0.35	0.65
MAX	0.43	0.53	0.53	0.46	0.60	0.60	0.49	0.52	0.45	0.65
AVE	0.65	0.67	0.54	0.78	0.66	0.79	0.83	0.74	0.82	0.68
Fornell-Larcker	ok	ok	ok	ok	ok	ok	ok	ok	ok	ok

Table 24 Fornell-Larcker Test

6.7 The final result of measurement instruments

In summary, from this section a number of conclusions can be made. The results of the CFA indicate that an adequate measurement validation process was made in this study. The results were reported in different sections, including factor loading, average value extracted, reliability and discriminant validity. In this process, all factor loading exceeded the threshold of 0.7. The AVE scored higher than 0.5. And the reliability scores were between 0.77 and 0.95 (see Table 25). The results suggest that the measurement model has achieved a satisfactory goodness of fit through the CFA as recommended by Hair et al. (2010) and Byrne (2013). Therefore, the modified measurement model can proceed to the next stage of hypothesis testing. Table 25 presents a summary of the Cronbach's Alpha of the constructs and the corresponding items that were finally retained in the measurement model.

Item	Factor	Cronbach´s Alpha
		α > 0,7
My emotional response to the poor service would be very extreme.	**Impulsive Rage**	0.935
I felt like I would automatically explode.		
I might not be able to contain my feelings at a certain point.		
I might not consider the consequences of my actions.		
I would lose my temper without thinking.		
I would lose self-control after the incident.		
I would spontaneously lose my temper.		
I would feel like exploding right away.		
My memories of this poor service would keep bothering me later	**Durable Forethought Rage**	0.888
I would keep thinking about this experience for a long time.		
The way I felt would keep me thinking about this incident.		
I would be preoccupied with this poor service for a long time.		
I would think about the outcomes of being outraged.	**Durable Forethought Rage**	0.773
I might think about the costs and benefits of losing my temper in response to this poor service.		
I would think about the reason for being outraged.		
I would feel eager to see the results of my revenge plans.	**Aggressive Forethought Rage**	0.935
I would be concerned as to how to get even with this company.		
My desire to get even with this company would be very strong.		
I would care about the rewards of getting even with this company.		
I would spread negative feedback about the company.	**NWOM**	0.881
I would make negative comments on the company's employees.		
I would denigrate the railway service to my friends.		
If my friends look for a similar service, I would tell them not to buy from this company.		

I would switch to another provider for this service.	**EXIT**	0.931
I would reduce consumption of this service from the company.		
I would stop buying this service from the company.		
I would pledge to not return to this organization after this incident.		
I would consider to hurt the employee physically.	**PHYV**	0.948
I would consider to involve physical collision with the employee in anger.		
I would consider to threaten to harm the employee physically.		
I would feel better if I beat the employee up.		
I would swear during the interaction with the employee.	**VERV**	0.919
I would make insulting remarks to the employee.		
I would yell at the employee.		
I would use hostile language towards the employee.		
I would complain to the railway company to give the staff a hard time.	**VINC**	0.930
I would complain to the railway company to be unpleasant with the staff on the train.		
I would complain to the railway company to make the staff pay for their poor service.		
I would take my anger out on other passengers around me.	**DISP**	0.853
I would take my anger out on other staff.		
I would take my anger out on other service/products provided on the train.		
I would try to create extra work to increase the cost for the company.	**FINS**	0.939
I would try to spoil the products sold on the train.		
I would tend to make the job harder for the staff.		
I would consider to give the staff more work.		
I would damage the cabin on the train.		

Table 25 Final Result of Measurement

6.8 Item Correlations

Table 26 shows the item correlations. Multicollinearity was assessed before running the regression models. It is commonly agreed that there should be a higher level of redundancy across the variables when the variables are muticollinear. This is because they contain similar information among variables (Field, 2009). Evidence of multicollinearity can be detected by a correlation value above 0.90 across the variables (Tabachnick and Fidell, 2007). Other researchers like Mason and Perreault (1991) use a more conservative value, who assert the cut off value for multicolliearity is 0.80. The Pearson correlation in Table 26 shows that the correlation values of the variables in this research framework. It can be concluded that all the value are below the cut-off point 0.8, except for the correlation between vindictive complaining and financial sabotage, which is 0.809 and still below 0.9. In general, it suggests that there is no multicollinearity in the sample data.

	IMP	FTHA	FTHB	FTHC	NWOM	EXIT	PHYV	VERV	VINC	DISP
FTHA	0.552									
FTHB	0.345	0.727								
FTHC	0.659	0.678	0.439							
NWOM	0.406	0.645	0.505	0.515						
EXIT	0.252	0.434	0.344	0.314	0.773					
PHYV	0.423	0.135	0.057	0.421	0.027	0.098				
VERV	0.648	0.427	0.268	0.626	0.443	0.221	0.579			
VINC	0.392	0.403	0.275	0.57	0.528	0.364	0.382	0.669		
DISP	0.515	0.337	0.111	0.598	0.254	0.047	0.703	0.703	0.523	
FINS	0.44	0.326	0.19	0.605	0.297	0.124	0.669	0.722	0.593	0.809

Table 26 Item Correlation

6.9 Structure Regression Model

The research adopted structural equation modelling (SEM) with maximum likelihood parameter estimation to test the hypotheses. This section reports the findings of hypotheses testing in the conceptual model using SEM. Figure 5 shows the conceptual model, based on which the hypothesis testing was conducted. Mplus was used to carry out the SEM analysis.

6.9.1 Overview of the Conceptual Model
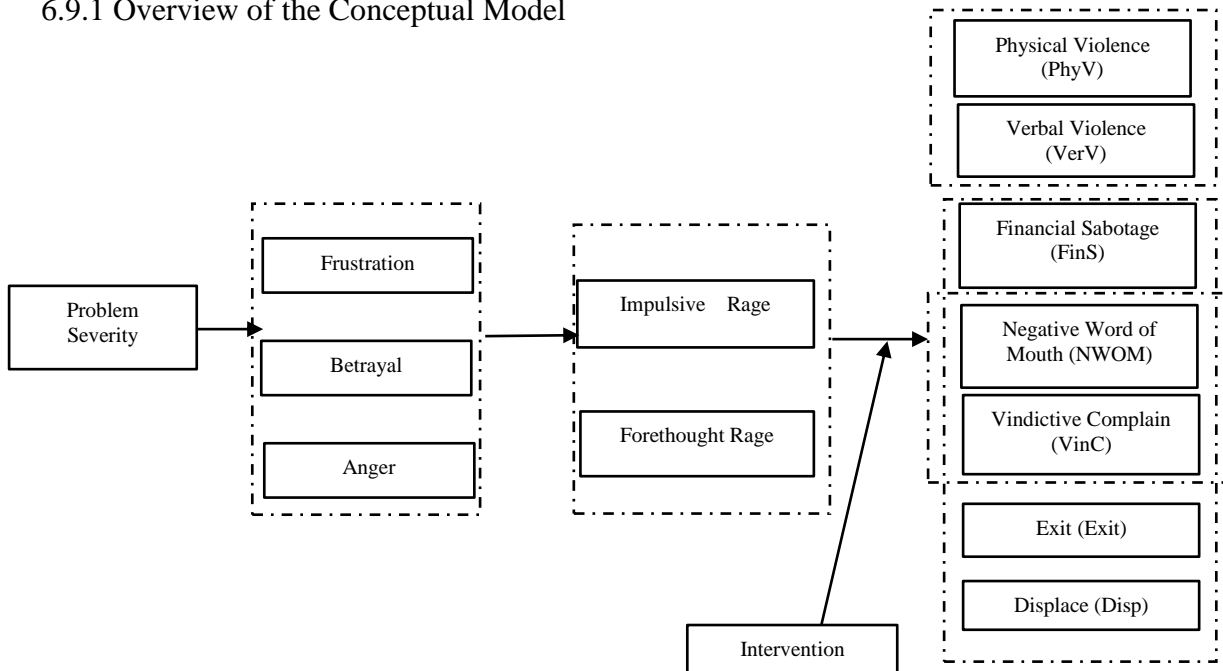
Figure 5 Conceptual Model

There are a series of criteria used in this quantitative research to interpret the structural regression model above. The indicators to measure the overall model fit include chi-square, CFI, P value, IFI, and RMSEA. In addition to these indicators of model fit, parameter estimate (β) is employed to interpret the effects on each endogenous variable from those predictors. And the squared multiple correlation coefficients is used to interpret the amount of variance in each latent variable explained by the model. As reported in Section 6.6, the goodness of fit of the measurement model shows an acceptable level of all psychometric properties, including unidimensionality, convergent validity, reliabilityand discriminant validity. Hence, in line with the accepted practice (Baumgartner and Homburg, 1996; Baker and Sinkula, 1999; Zhou et al., 2005), all the items were combined into a single composite for each factor.

In general, CFI=0.900 TLI=0.863 RMSEA <0.08, which indicated a relatively good fit o the model. In a summary, the values of these fit indices consistently indicated that the structural regression model with the hypotheses fit the data well. The regression weight for each variable (β) and the critical ratios (t-value) are used to indicate a statistically significant relationship between those latent constructs and the corresponding indicators. The detailed results will be explained in the next section.

6.10 Hypothesis Testing

There are totally four hypotheses in the conceptual model illustrated in Figure 4. These hypotheses focus on the mediators of customer rage emotions, scales of two customer rage emotions, behavioural consequences of customer rage emotions and the moderation effects of various intervention strategies. The results of hypothesis testing are presented and discussed in details in the following sections. Section 6.10.1 discusses the three mediators (i.e. anger, betrayal and frustration) of customer rage emotions respectively. Section 6.10.2 reports the result of scale development for the two customer rage emotions (i.e. impulsive rage and forethought rage). Section 6.10.3 presents the behavioural consequences from different dimensions of the customer rage emotions. Finally, section 6.10.4 discussed the moderation effects of various intervention strategies on the customer rage emotions. Table 27 summarises the results of the hypothesis testing.

In order to answer the research questions posed in Chapter 2 Section 2.3, a proposed conceptual framework and a set of hypotheses were developed in Chapter 3. The hypotheses were tested in Mplus using SEM technique. The output of SEM findings was assessed based on some indicators including the estimated path coefficient β value and t-value. This research referred to a one tailed t value. One tailed t value is appropriate for this research since there is a comprehensive exploratory study prior to this statistical test in the quantitative part (Ruxton and Neuhäuser 2010). In the exploratory study, the directions of impact are already indicated by the qualitative findings. Therefore, the results on one direction is enough to induce a set of sound arguments. Hence, the cut-off point of t value is 1.645 (t-value should be greater than or equal to 1.645, and a p-value of ≤ .05). It is applied to decide the significance of the path coefficient between predicator variables and outcome variables (Byrne, 2013).

6.10.1 Mediating Effects of Anger, Betrayal and Frustration

One of the key research questions is to identify the antecedents of customer rage emotions. It is agreed in the literature review that customer rage is an extreme negative emotional response to the service failure. Meanwhile, anger, frustration and betrayal are deemed to be the direct results from the service failure. As discussed in Chapter 2, customer rage is not the synonymous of the three emotions in the service failure encounters. Hence, it is hypotheses that anger, frustration and betrayal are the antecedents of customer rage emotions, which in return mediate the relationship between service failure and customer rage emotions. Hypotheses 2.1, 2.2 and 2.3 are developed to assume the mediating effects. In this section, the researcher reports the hypothesis testing results for the mediating effect of anger, betrayal and frustration. The results of the mediating effect from anger, betrayal and frustration are informed by the results extracted

from Mplus program (Muthe´n and Muthe´n 2015). The total effect (Beta) is computed as the sum of direct and indirect effects (Bauer et al 2006).

Hypothesis	Beta	t value	Result
H2.1a: Anger mediates the effect of service failure on impulsive rage.	0.261	1.746	Accepted
H2.1b: Betrayal mediates the effect of service failure on impulsive rage.	0.093	1.716	Accepted
H2.1c: Frustration mediates the effect of service failure on impulsive rage.	0.090	0.817	Rejected
H2.2a: Anger mediates the effect of service failure on durable forethought rage.	0.150	1.123	Rejected
H2.2b: Betrayal mediates the effect of service failure on durable forethought rage.	0.142	2.737	Accepted
H2.2c: Frustration mediates the effect of service failure on durable forethought rage.	0.288	2.735	Accepted
H2.3a: Anger mediates the effect of service failure on instrumental forethought rage.	0.149	1.012	Rejected
H2.3b: Betrayal mediates the effect of service failure on instrumental forethought rage.	0.185	3.146	Accepted
H2.3c: Frustration mediates the effect of service failure on instrumental forethought rage.	0.358	2.984	Accepted
H2.4a: Anger mediates the effect of service failure on aggressive forethought rage.	0.374	2.484	Accepted
H2.4b: Betrayal mediates the effect of service failure on aggressive forethought rage.	0.147	2.677	Accepted
H2.4c: Frustration mediates the effect of service failure on aggressive forethought rage.	-0.345	-1.473	Rejected

Table 27 Hypothesis Test Result

Anger and Customer Rage

The standardised estimated path coefficient for the mediating effect of anger on impulsive rage is significant (t-value 1.746 and $p<0.05$). Anger fully mediates the effect of service failure on impulsive rage. The mediating effect is moderately high ($\beta=0.261$). In addition, service failure has an indirect effect on aggressive forethought rage, indicating anger as the full mediator for

this link. And the mediating effect on aggressive forethought rage is relatively higher (β=0.374) than that on impulsive rage.

Betrayal on Customer Rage

As shown in Table 27, the standardised estimated path coefficients for the mediating effects of betrayal on all the four dimensions of rage emotions are significant. The results support the hypothesis 2.2. According to the result, there is a full mediating effect of betrayal for the relationship between service failure and customer rage emotions. The mediating effect of betrayal on the relationship between service failure and instrumental forethought rage is (β=0.185, t-value 3.146 and p<0.05) slightly higher than that on other types of customer rage (aggressive forethought rage: β=0.147, t-value 2.677 and p<0.05; durable forethought rage: β=0.142, t-value 2.737 and p<0.05). Among them, betrayal's role (β=0.093, t-value 1.716 and p<0.05) in mediating the relationship between service failure and impulsive rage is quite weak.

Frustration on Customer Rage

The results in Table 27 indicates that the only mediating effect of frustration on the service failure and rage emotion relationship is exerted on the instrumental forethought rage (t-value 2.984 and p<0.001). In this respect, frustration is the full mediator for the instrumental forethought rage. And the mediating effect is moderately high (β=0.358).

When comparing the mediating effects on the same rage emotion, some patterns of the mediator are revealed. Although both anger and betrayal are the full mediators, anger plays the key role in mediating the relationship between service failure and impulsive rage. In the meanwhile, anger is also the main mediator for the aggressive forethought rage. For durable impulsive rage, frustration is the main factor that leads the influence of service failure to the rage emotion. The same rule applies to instrumental forethought rage as the frustration is also the main mediator between service failure and customer instrumental forethought rage. Although the feeling of betrayal is not stronger in mediating any of rage emotions, it has the mediating effect on every rage emotions.

6.10.2 Two Rage Emotions

Item	Construct	Factor loading	Cronbach´s Alpha
My emotional response to the poor service would be very extreme.	**Impulsive Rage**	0.773	0.935

I felt like I would automatically explode.		0.755	
I might not be able to contain my feelings at a certain point.		0.776	
I might not consider the consequences of my actions.		0.739	
I would lose my temper without thinking.		0.877	
I would lose self-control after the incident.		0.854	
I would spontaneously lose my temper.		0.845	
I would feel like exploding right away.		0.801	
My memories of this poor service would keep bothering me later	**Durable Forethought Rage**	0.769	0.888
I would keep thinking about this experience for a long time.		0.852	
The way I felt would keep me thinking about this incident.		0.805	
I would be preoccupied with this poor service for a long time.		0.834	
I would think about the outcomes of being outraged.	**Instrumental Forethought Rage**	0.770	0.773
I might think about the costs and benefits of losing my temper in response to this poor service.		0.565	
I would think about the reason for being outraged.		0.836	
I would feel eager to see the results of my revenge plans.	**Aggressive Forethought Rage**	0.912	0.935
I would be concerned as to how to get even with this company.		0.863	
My desire to get even with this company would be very strong.		0.913	
I would care about the rewards of getting even with this company.		0.851	

Table 28 Scales of Customer Rage

One of the main contributions of this research is to identify and establish the construct of two types of customer rage. There are four factors detected according to the results of EFA and CFA. The result of EFA indicates 4 factors for the 26 items of customer rage. Consequently, CFA finalises that impulsive rage is a one-dimension variable with 9 items and forethought rage is a

three-dimension variable with 11 items. In particular, the forethought rage is consisted of durable forethought rage, instrumental forethought rage and aggressive forethought rage. The analysis is done in section 5.

6.10.3 Customer Rage Behaviours

Hypotheses 3 regarding customer rage emotions and rage behaviours assumes a positive relationship between customer rage emotions and rage behaviours. Figure 6 presents part of the conceptual model with the path efficiencies.
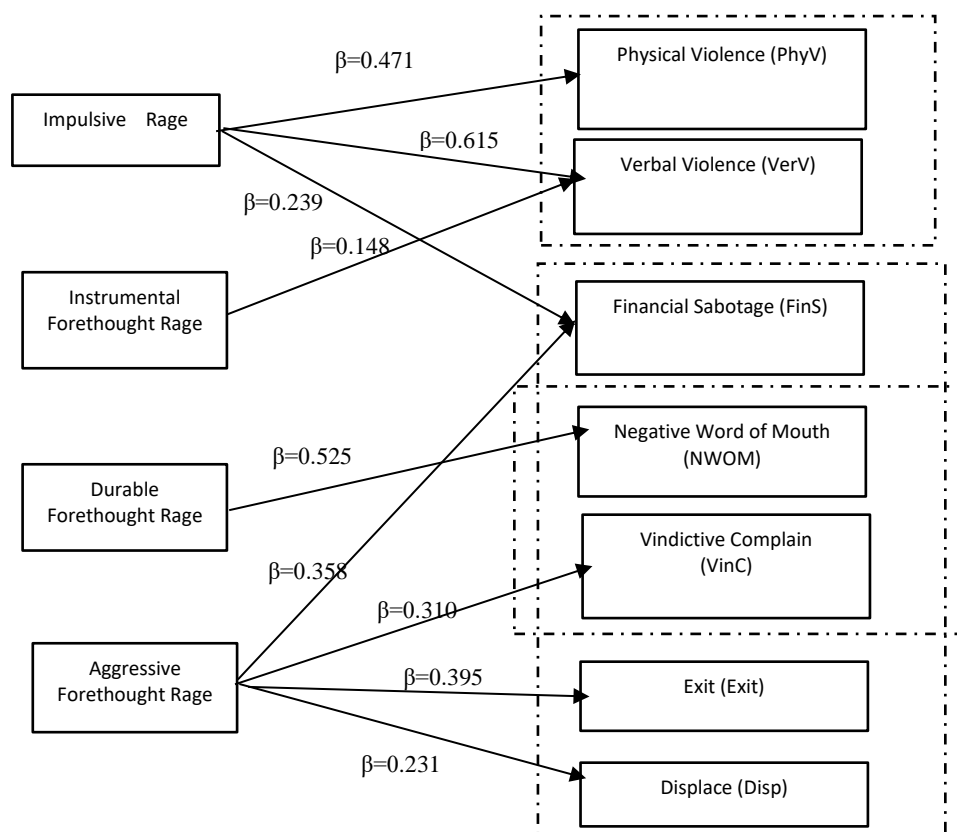
Figure 6 Regression of Rage Emotion and Rage Behaviours

The hypotheses 3.1 and 3.2 concerning the customer rage emotions and rage behaviours states that customer rage emotions have positive impacts on customer rage behaviours.

Impulsive rage emotions have positive impacts on customer's physical violence (t-value 6.76 and $p<0.001$) and verbal violence (t-value 8.836 and $p<0.001$). Moreover, the impact on verbal

violence (β=0.615) is relatively higher than it on physical verbal violence (β=0.471). In addition, the statistics indicate a significant positive relationship between impulsive rage emotion and financial sabotage (t-value 3.236 and p<0.001). Compared with the impacts on violence, the linear relationship between impulsive rage and financial sabotage is weaker (β=0.239).

In hypotheses 3.2, it is assumed that there should be a positive relationship between forethought rage emotion and customer rage behaviours. As suggested by the results of scale development and CFA on rage emotion constructs, the forethought rage variable should be assessed in three dimensions. Hence, the regression path from forethought rage emotion to the rage behaviours are tested in three dimensions. Forethought rage type a in this analysis refers to the durable rage emotion. Forethought rage types b refers to instrumental forethought rage and type c refer to aggressive forethought rage. The quantitative results imply that the positive linear relationships may differ from the different forethought rage types. According to the result in Table 29, the durable forethought rage has a significant positive impact on negative word of mouth (β=0.525; t-value 4.184 and p<0.001). And instrumental forethought rage only has a significant positive impact on verbal violence (β=0.148; t-value 2.028 and p<0.05). As reflected by the path efficiency, the major responsibilities of the rage behaviours should attribute to the aggressive forethought rage. Among the significantly positive relationships, the impact on exit is the strongest (β=0.395; t-value 2.913 and p<0.01). Besides, the effects of aggressive forethought rage on vindictive complaining (β=0.310; t-value 3.336 and p<0.01) displace (β=0.231; t-value 2.801 and p<0.01) and financial sabotage (β=0.358; t-value 4.530 and p<0.001) are all significant.

In addition to the individual rage behaviours, some patterns regarding the forms of rage behaviours are revealed from the model. Impulsive rage exerts a strong impact on immediate and uncontrolled rage behaviours while aggressive forethought rage is responsible for most of the delay and controlled rage behaviours. Besides, durable forethought rage has a significantly positive link with delayed rage behaviours, especially word of mouth.

Hypothesis	Beta	t value	Result
H3.1a Impulsive rage has a positive impact on physical violence.	0.471	6.762	Accepted
H3.1b Impulsive rage has a positive impact on verbal violence.	0.615	8.836	Accepted
H3.1c Impulsive rage has a positive impact on exit.	-0.018	-0.210	Rejected
H3.1d Impulsive rage has a positive impact on financial sabotage.	0.239	3.236	Accepted
H3.2a Forethought rage has a positive impact on NWOM.	0.525	4.189	FTHa Accepted
H3.2b Forethought rage has a positive impact on vindictive complaining.	0.310	3.336	FTHc Accepted
H3.2c Forethought rage has a positive impact on displace.	0.231	2.801	FTHc Accepted
H3.2d Forethought rage has a positive impact on exit.	0.395	2.913	FTHc Accepted
H3.2e Forethought rage has a positive impact on financial sabotage.	0.358	4.530	FTHc Accepted
H3.2f Forethought rage has a positive impact on verbal violence.	0.141	2.028	FTHb Accepted

Table 29 Hypothesis Testing Result for Customer Rage Behaviours

6.10.4 Testing for the Intervention Strategy

There are substantial studies that summarize the effects of various intervention strategies on the relationship between customer rage emotion and behaviours. Moreover, the qualitative interview results provided more insights in the effective intervention strategies to stop the customer responses from growing seriously. Thus, the quantitative study adopts SEM to test the interaction effects of these listed intervention strategies. As suggested by the interviewees in the preliminary qualitative study, the strategies tested in this research are supposed to be all effective in cooling the intensity of customer rage. However, the SEM moderation results suggest some differences from the agreements among previous studies. The detailed results are explained as below in Table 30.

Hypothesis	Individual intervention	Beta	t value	Result
H4.1a Intervention moderates the IMP-PhyV	Apologize After	0.207	2.412	Amplify
	Extra Service to Distract	0.134	1.666	Amplify
	Assign Companion	0.150	1.785	Amplify
	Remain Calm and Polite	-0.188	-2.398	Buffer
H4.1b Intervention moderates the IMP-VerV	Give Advice	0.230	2.222	Amplify
	Compensation to Retain Business	-0.193	-2.449	Buffer
	Extra Service to Distract	0.246	3.060	Amplify
	Keep Physical Distance	-0.131	-2.053	Buffer
	Extra Service to Cheer up	-0.199	-2.133	Buffer
	Refund	0.214	2.891	Amplify
H4.1c Intervention moderates the IMP-FinS	Give Warnings	0.191	2.841	Amplify
	Keep Physical Distance	-0.179	-2.624	Buffer
	Assign Companion	0.262	2.755	Amplify
H4.2a Intervention moderates the FTHa-NWOM	Apologize Before	0.139	1.671	Amplify
	Extra Service to Distract	0.170	2.184	Amplify
	Remain Calm and Polite	-0.135	-1.854	Buffer
H4.3a Intervention moderates the FTHb-VerV	Compensation to Retain Business	-0.133	-1.818	Buffer
	Extra Service to Distract	0.148	1.865	Amplify
	Extra Service to Cheer up	0.225	2.895	Amplify
	Remain Calm and Polite	-0.128	-1.995	Buffer
H4.4a Intervention moderates the FTHc-FinS	Give Advice	0.215	2.232	Amplify
	Compensation to Retain Business	-0.257	-2.326	Buffer

	Extra Service to Cheer up	-0.207	-2.283	Buffer
H4.4b Intervention moderates the FTHc-Exit				N/A
H4.4c Intervention moderates the FTHc-VinC				N/A
H4.4c Intervention moderates the FTHc-Disp	Assign Companion	0.147	1.677	Amplify

Table 30 Hypothesis Testing Result for Intervention Strategy

Before conducting the moderation effect test, the data for all the constructs of intervention strategies were centralized in the SPSS so as to minimize the effect of multicollinearity. The interaction test was inclusive of the intervention variables to control for their effects on the links between customer rage and rage behaviours.

The moderating effect on impulsive rage emotion and behaviours

Based on the regression results in section 5.8.2 regarding customer rage emotion and customer rage behaviours, the impulsive rage emotion has a significant positive effect on customer's verbal violence, physical violence and financial sabotage. Consistent with the results, the moderating effects of interventions on impulsive rage emotion and behaviours were tested on the above three links. Among all the interventions tested in the SEM, there are four strategies with significant interaction effects, (1) the staff apologize after the rage incident; (2) the company provides extra service to distract the customer's focus on the service problem; (3) the firm assigns specific staff to accompany the customer and (4) the front line staff remain calm and polite in the encounter.

Instead of helping the staff ease the tensions, the result indicates an amplifying effect of apologizing on the positive relationship between impulsive rage emotion and physical violence (β=0.207; t-value 2.412 and $p<0.05$). This implies that the customer may be more willing to engage in the physical violence when the staff apologize after the rage incident. Similarly, the positive link between impulsive rage emotion and physical violence is even stronger as the company provides extra service to distract the customer's focus on the service problem (β=0.134; t-value 1.666 and $p<0.05$). In the same vein, the customer will be more encouraged to exert physical violence if the company assign specific staff to be with him (β=0.150; t-value 1.785 and $p<0.05$). According to the result, it seems that the only effective means in front of an

impulsive rage customer is to remain calm and polite (β=-0.188; t-value -2.398 and p<0.05). It has a buffering effect to suppress the physical violence.

In the event of impulsive rage emotion and verbal violence, the result shows that more interventions have the significant moderation effect, such as (1) the staff give advice to the outrageous customer; (2) the company provides compensation to the customer in order to retain the business relationship; (3) the company provides extra service to distract the customer's focus on the service problem; (4) the staff keep physical distance from the outrageous customer and (5) the company provides extra service to light the customer's mood; (6) the company provides the refund. In this case, three strategies of them have a significant buffering effect to weaken the strength of path from impulsive rage to verbal violence. The customer is expected to be less interested in verbally abusing the company if it provides compensation to him in order to retain the business relationship (β=-0.193; t-value -2.449 and p<0.05). In addition, it will help to ease the verbal tension when the staff keep physical distance from the outrageous customer (β=-0.131; t-value -2.053 and p<0.05). And there is also a significant buffering effect when the company provides extra service to light the customer's mood (β=-0.199; t-value-2.133 and p<0.05). On the contrary, giving advice to the impulsively outrageous customer may exaggerate the employee's pain of suffering verbal violence (β=0.230; t-value 2.222 and p<0.05). Similarly, providing extra service to distract the topic in this situation has significant effect on encourage the verbal violence (β=0.246; t-value 3.060 and p<0.05). And the same result applies to the refund (β=0.214; t-value 2.891 and p<0.05), which is not recommended by the result to present verbal violence.

With regards to the positive relationship between impulsive rage and financial sabotage, three interventions exhibit the significant moderation effects, including (1) the staff give warnings to the outrageous customer; (2) the staff keep physical distance from the outrageous customer and (3) the firm assigns specific staff to accompany the customer. There is a buffering effect on the effect of impulsive rage on financial sabotage (β=-0.179; t-value-2.624 and p<0.05) when the staff keep physical distance from the outrageous customer. On the contrary, the customer may be more willing to engage in financial sabotage when the staff give warnings (β=0.191; t-value 2.841 and p<0.05) and the firm assigns specific staff to follow (β=0.262; t-value 2.755 and p<0.05).

The moderating effect on forethought rage emotion and behaviours

The results indicate significant differences in intervention's effect on the strength of the relationship between forethought rage and the rage behaviours. According to the indicators, only three interventions are significant in the relationship between the durable forethought rage

and negative word of mouth, i.e. (1) the staff apologize before the customer expresses the rage emotion; (2) the company provides extra service to distract the customer's focus on the service problem; and (3) the front line staff remain calm and polite during the encounter. Moreover, it is predicted that the effect of durable forethought rage on negative word of mouth would be even more positive when the staff apologize too early (β=0.139; t-value 1.671 and p<0.05). Similarly, the effect will be stronger in the case that the company tries to distract the customer's attention (β=0.170; t-value 2.184 and p<0.05). However, a good gesture of the staff will be very helpful in reduce the negative word of mouth.

When it comes to the effect of instrumental forethought rage on verbal violence, four intervening tactics have significant moderating effects, as (1) the company provides compensation to the customer in order to retain the business relationship; (2) the company provides extra service to distract the customer's focus on the service problem; (3) the company provides extra service to delight the customer; and (4) the front line staff remain calm and polite in the encounter. In particular, the verbal violence is significantly supressed when the company provides compensation to the customer in order to retain the business relationship (β =-0.133; t-value -01.818 and p<0.05). Similarly, a good gesture of the staff can significantly supress the tendency of customer verbally abusing the frontline employee (β =-0.128; t-value -1.995 and p<0.05). On the contrary, the customer may be more motivated to verbally abuse the staff if they try to distract the customer's focus on the service problem (β=0.148; t-value 1.865 and p<0.05) and provides extra service to delight the customer (β=0.225; t-value 2.895 and p<0.05). In addition, four tactics are proved to be significantly effective in moderating the aggressive forethought rage on its behavioural consequences. First, the staff is not recommended to give advice to the aggressively outrageous customer, as this may encourage him to engage in financial sabotage (β=0.215; t-value 2.232 and p<0.05). On the contrary, the company can provide compensation to the customer in order to retain the business relationship (β =-0.257; t-value -2.2326 and p<0.05). It may largely lower the potential of customer financial sabotage. In the same context, the company can try to provide extra service to delight the customer (β =-0.207; t-value -2.283 and p<0.05). Lastly, the aggressively outrageous customer may be more motivated to displace his rage to the others when there is a staff by the side accompanying him (β=0.147; t-value 1.677 and p<0.05).

The group moderator on rage emotion and behaviours

Consistent with the qualitative study findings in Table 6, the intervention strategy in this conceptual model were distributed into 4 groups, i.e. (1) Direct and Before Emotion Triggers; (2)Direct and After Emotion Triggers; (3) Indirect and Before Emotion Triggers; and

(4)Indirect and After Emotion Triggers. Therefore, the quantitative study also tested the moderating effect of intervention groups on the effect of customer rage on behaviours. This study created dummy variable for each intervention group in SPSS. Before conducting the moderation effect test, the data for all the dummy constructs of intervention groups were centralized in the SPSS. The moderating effect of intervention group on the relationship between customer rage and behaviours are tested by computing the interaction term as rage emotion-by-group indicator in SPSS (Aiken & West, 1991). Upon running regression analysis on the rage behaviours with the rage emotion variable and the interaction term, the research acquired two significant moderating results for group intervention. The results are presented in Table 31.

Rage Emotion	Rage Behaviour	Group Moderator	Beta	t-value	Sig.
Impulsive Rage	Physical Violence	Direct and Before	-0.415	-2.778	0.007
Aggressive Forethought Rage	Vindictive Complaining	Indirect and Before	0.423	2.379	0.019

Table 31 Group Intervention

As illustrated by the result, the intervention group 'Direct and Before Emotion Triggers' has a buffering effect on the relationship between impulsive rage and physical violence (β=-0.415; t-value -2.778 and p<0.05). Suggested by the qualitative interview results, intervention group 'Direct and Before Emotion Triggers' includes the tactics such as (1) Explain company policy; (2) Refund; (3) Apologize before customer explodes. Although most of the significant individual interventions may impel the impulsive rage to provoke physical violence, it is implied that a combination of multiple actions seems to have a stronger effect on buffering the intension of physical violence. In addition, the time of apology plays a key role in this reaction. While apologizing after the violence may even exaggerate the tense, apologizing before the violence can prevent the situation from developing. The result also indicates that to acknowledge the service problem, to keep the information transparent between the customer and the company, and to protect the customer's monetary benefits are the three vital points in calming down the physical violent situations. The other significant result from the group moderator is the intervention group 'Indirect and Before Emotion Triggers'. On the contrary to the previous one, this group has an amplifying effect on the relationship between aggressive forethought rage and vindictive complaining (β=0.423; t-value 2.379 and p<0.05). According

to the qualitative study result, this group includes the intervention strategies like (1) Provide compensation to solve problem; (2) Remain calm and polite; (3) Report to supervisor for authorization; (4) Provide extra service for distraction. Reflecting on the individual moderator result, there is no significant result from any intervention strategy that has the moderating effects on this relationship. It hence signifies that a combination of various intervention tactics increases the chances that an aggressive customer to engage in vindictive complaining. Checking the interventions in this group, one explanation could be that these interventions increase the chances and occasions for the customer to make a complaint. Regardless of the original purposes of the tactics, they broaden the interface between the customer and the company and/or staff.

To summarize, the overall hypothesis testing results are presented in Table 32.

Hypothesis	Result	Note*
H1: Customer rage is composed of two different constructs.	Accepted	
H2.1a: Anger mediates the effect of service failure on impulsive rage.	Accepted	
H2.1b: Betrayal mediates the effect of service failure on impulsive rage.	Accepted	
H2.1c: Frustration mediates the effect of service failure on impulsive rage.	Rejected	
H2.2a: Anger mediates the effect of service failure on durable forethought rage.	Rejected	
H2.2b: Betrayal mediates the effect of service failure on durable forethought rage.	Accepted	
H2.2c: Frustration mediates the effect of service failure on durable forethought rage.	Accepted	
H2.3a: Anger mediates the effect of service failure on instrumental forethought rage.	Rejected	
H2.3b: Betrayal mediates the effect of service failure on instrumental forethought rage.	Accepted	
H2.3c: Frustration mediates the effect of service failure on instrumental forethought rage.	Accepted	
H2.4a: Anger mediates the effect of service failure on instrumental forethought rage.	Accepted	
H2.4b: Betrayal mediates the effect of service failure on instrumental forethought rage.	Accepted	
H2.4c: Frustration mediates the effect of service failure on instrumental forethought rage.	Rejected	
H3.1a Impulsive rage has a positive impact on physical violence.	Accepted	
H3.1b Impulsive rage has a positive impact on verbal violence.	Accepted	
H3.1c Impulsive rage has a positive impact on exit.	Rejected	
H3.1d Impulsive rage has a positive impact on financial sabotage.	Accepted	
H3.2a Forethought rage has a positive impact on NWOM.	Accepted	durable forethought rage
H3.2b Forethought rage has a positive impact on vindictive complaining.	Accepted	aggressive forethought rage
H3.2c Forethought rage has a positive impact on displace.	Accepted	aggressive forethought rage
H3.2d Forethought rage has a positive impact on exit.	Accepted	aggressive forethought rage
H3.2e Forethought rage has a positive impact on financial sabotage.	Accepted	aggressive forethought rage

H3.2f Forethought rage has a positive impact on verbal violence.	Accepted	instrumental forethought rage
H4.1a Intervention moderates the relationship between impulsive rage and physical violence.	Accepted	
H4.1b Intervention moderates the relationship between impulsive rage and verbal violence.	Accepted	
H4.1c Intervention moderates the relationship between impulsive rage and financial sabotage.	Accepted	
H4.2a Intervention moderates the relationship between durable forethought rage and negative word of mouth.	Accepted	
H4.3a Intervention moderates the relationship between instrumental forethought rage and verbal violence.	Accepted	
H4.4a Intervention moderates the relationship between aggressive forethought rage and financial sabotage.	Accepted	
H4.4b Intervention moderates the relationship between aggressive forethought rage and exit.	Rejected	
H4.4c Intervention moderates the relationship between aggressive forethought rage and vindictive complaining.	Rejected	
H4.4c Intervention moderates the relationship between aggressive forethought rage and displace.	Accepted	

Table 32 Summary of Hypothesis Testing Results

6.11 Chapter Summary

This chapter has illustrated the key findings from the quantitative survey and the results of hypothesis testing. The chapter starts with the assessment of model fit. By drawing on the indicators including standard loading, standard residual and MI, the measurement model is deemed to be fit. In addition, the construct validity and reliability are satisfactory. This chapter then reviews the hypothesis testing results. The scale development process is also reviewed as part of the discussion of customer rage scale. The chapter also summarises the causal relationship between customer rage and the 7 rage behaviours. In the end, it reviews and discusses the efficiency of intervention strategy in all situation.

Chapter 7 Discussion

7.1 Introduction

This chapter discusses the findings of this present study with regards to the research objectives and questions. As indicated in Chapter 2, this research aims to solve the research questions as follows:

First, the research aims to examine that the customer rage emotion is not a unidimensional concept. In addition, it attempts to develop a scale for customer rage emotions and empirically test it in the research.

Second, the research is going to investigate if anger and rage are different emotions. And there is an attempt to identify the mediators on the relationship between service failure and customer rage.

Third, the research endeavours to clarify the definitions of customer rage and rage behaviours. Moreover, it is to establish the links between customer rage and various rage behaviour responses. In particular, if there are two types of rage emotions, this research aims to examine of the pattern of the causal relationship between each rage emotion and the rage behaviours/

Four, the research tries to investigate the larger scoop of intervention strategies in the context of customer rage. It then tests the tactics' moderating effects on various causal relationships between customer rage and rage behaviours.

This chapter will begin the discussion by addressing the scale development result for customer rage since this is the fundamental question of this research. In this section, the two types of customer rage are examined by the dimensions and the scales. It is followed by a discussion of the key findings with respect to the mediators of customer rage emotion. It will move on to the discussion of the causal relationship between the two rage emotions and the 7 rage behaviours. The last section investigates the efficiency of various interventions based on the moderating results.

7.2 Customer Rage Emotions—Impulsive Rage and Forethought Rage

The first and foremost research question of the present study is to investigate the customer rage emotions and refine the constructs of the two types of customer rage. As stated in section 2.6, the research makes an effort to confirm that impulsive rage emotion and forethought rage emotion are two independent dimensions in the context of service failure. It is important to give a precise definition of the rage emotion before endeavouring to establish the scales for the emotion variables. Customer rage in this research is defined as extreme level of negative emotions that become furious and intense in response to a service failure or a dissatisfying service recovery experience. It may induce potential harmful expressions in verbal, physical or other forms which are directed towards the company, some specific employees and/or other customers (Patterson, et al, 2009). Furthermore, this research proposes two types of customer rage emotions in the conceptual model, i.e. impulsive rage and forethought rage, based on the psychological nature of rage. Impulsive rage refers to the outbursts of the overwhelming anger when provoked. In this condition, people lack proper information processing and effective communication, which may last from several minutes to a few days. Forethought rage is the planned and goal-oriented aggressiveness involving rationale and conscious process, which may take time to response.

This research adopts the qualitative interview and quantitative survey in order to complete the scale development procedure for customer rage and test the validity and reliability.

The result of the preliminary qualitative study reveals the key dimensions of both rage emotions. Consistent with the literatures in Chapter 2 section 2.2.2, the impulsive rage emotion is described as very strong and overwhelmed. Meanwhile, the customer in impulsive rage lacks the proper control of his reaction. As reviewed in Chapter 2 section 2.2.2, the impulsive emotions often result in cognitive confusion (Barratt.et al. 1997a, b). Typically, the impulsive rage emotion is often quite short. In addition to these agreements with existing literatures, it is revealed by the qualitative study that the impulsive rage emotion is characterised as disordered. However, forethought rage emotion is found to be on the opposing end of the scale. Specifically, forethought rage is deemed as prolonged. The result of the interview shows that the forethought rage may last for months. Hence, it is normally well planned in the customer's mind rather than spontaneous. Accordingly, forethought rage is believed to be more beneficial as it may unfold with a careful plan. Hence, the qualitative findings in this research demonstrate a great

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difference between impulsive and forethought rage emotions in regard to the theoretical dimensions.

Following the qualitative study, the research conducts the scale development for customer rage in order to answer the research question raised in Chapter 2 section 2.6. The scale development establishes 26 items for the two rage emotions, among which 12 items belongs to impulsive rage and the other 14 items account for forethought rage. The validity and reliability of these items are tested by exploratory factor analysis and confirmatory factor analysis. EFA extracted four factors among all the 26 items (Chapter 6 section6.4). In particular, the 12 items of impulsive rage emotion are significantly loaded into one factor. And the 14 items of forethought rage emotions are loaded into the other three factors. Indicated by this result, the impulsive rage emotion and forethought rage emotion have been identified as two independent variables theoretically and statistically in both qualitative and quantitative studies.

In addition to that, this research has addressed the measurement issue related to the two types of rage emotions. In this stage, impulsive rage is detected as a unidimensional construct. Following the three-stage approach of scale development, the current research gains insights into the scales from the psychology literatures. The qualitative interview provides the current research with substantial new items that are refined from the interviewee's inputs. Moreover, the qualitative study indicates four dimensions of impulsive rage emotion. First, the impulsive rage is spontaneous in nature and hence very short. Second, the impulsive rage emotion is reported to be strong and overwhelmed. Third, it involves with the cognitive confusion. These three features are consistent with the findings in the psychology studies. A new dimension added to the impulsive rage is that the customer tends to disorganise and out of order in the condition of impulsive rage. Together with the items refined from the previous literatures, the scale development generates 12 items for the four dimensions. But the EFA and CFA results in the quantitative study only recognise 9 items falling in one factor. And impulsive rage emotion is hence concluded as a unidimensional variable in this context.

One the other hand, the concept of forethought rage is deemed as a multidimensional scale. Identified in the qualitative study, forethought rage is featured in four dimensions. It is a durable emotion with significant aggressiveness and the element of plan. In addition, it is regarded to be beneficial in general. Although previous literature presents limited reference of forethought rage emotion, the scale of premediated aggression forms the basis of the scale for forethought rage. EFA and CFA detect 3 factors in the structure of this variable. The 3 factors perfectly reflect the key features of forethought rage. Durable forethought rage implies the long-lasting character of this rage emotion. Instrumental forethought rage depicts the beneficial side of it. And aggressive forethought rage portrays the proactive and predatory attribute of this rage.

To summarise, this current research answers the first research question that impulsive rage and forethought rage are two independent rage emotion. Moreover, this research identifies a unidimensional scale of 9 items for impulsive rage and 11 items in three dimensions for forethought rage. In this respect, the study has contributed further to the development of the customer rage research by identifying four dimensions in the structure of rage emotions (i.e. impulsive, durable, instrumental and aggressive) and developing the measurement instruments for both rage emotions in the marketing context. Besides, the multi-dimensional customer rage variable facilities future rage related study. The finding on two types of customer rage emotion complements the existing rage studies on the dimension of customer rage emotions. McColl-Kennedy et al. (2009) employ two dimensions of customer rage emotions that are rancorous and retaliatory. The dimensions are effective in reflecting the intensive and destructive features of rage emotion. But it neglects the difference in length of customer's emotional reactions towards the service failure. And the length of the customer rage emotion plays a vital role in determining the customer decision making on behaviours. And in turn, it affects the feature of customer rage emotion being intensive and destructive. Hence the dimension on the length of customer rage emotion enhances the understanding of customer rage emotion in the marketing literatures.

Customer rage, as an emotion, can be gauged in the statistic models, which is expected to generate more insights into the future study.

7.3 Mediators of rage emotions

The second research question sheds light on the mediators of rage emotions in the context of the service failure. As discussed in Chapter 2, rage emotions should not be regarded as the synonymous of anger and other negative emotions, rather it is an extreme level of these negative emotions. Novaco (1997) also argued that anger can only be regarded as a potential contributor to the violent crime. To complement this contributing factor, there should be another antecedent occurring to facilitate this casual relation. And anger provoking issues tend to have a milder influence on customers. Hence, the current research endeavours to prove that the rage emotion and anger are different emotions. Moreover, the study examines the links between customer rage emotions and the other negative emotions, such as anger, frustration and betrayal.

In order to answer this research question, the present study draws from the previous marketing literatures and derives the potential antecedents of customer rage emotions. Following the review of existing marketing research findings, the study adopts a preliminary qualitative interview in order to generate more insights of the customer's negative emotion development process, which contributes to the theoretical basis of the quantitative survey. The results of the qualitative study illustrate that the feeling of anger, frustration and betrayal are commonly agreed as the direct responses to the service failure. In addition, it is indicated in the interview study that these emotions are relatively mild and remain favourable to encourage the customer to continue with the service. This finding is consistent with the arguments in previous marketing research that anger is not enough for the violent and aggressive behaviours (Howell et al., 2005) and that frustration does not instantly lead to aggressive behaviours (Berkowitz, 1989).Moreover, the qualitative study reveals that customer rage emotions may appear as a consequence when the feeling of anger, betrayal and frustration are not properly handled by the company. However, among the 12 interviews and 15 customer rage incidents, there is no clue that regret is directly related in the customer rage encounters, especially in the case that rage emotions are triggered. Instead, the feeling of disappointment is a new finding from the qualitative study, which is deemed to have a similar effect as the feeling of frustration to lead the customer's negative emotion to the extreme level. Thus, the qualitative interview study establishes the basis that the feeling of anger, frustration, and betrayal, and customer rage are fundamentally different concepts. Moreover, when comparing the intensity, anger, frustration and betrayal are on the lower level of the scale. The qualitative study indicates the mediators of customer rage as anger, frustration and betrayal.

Accordingly, the quantitative survey tests the three constructs on their mediating effects. The results imply that the mediating effects of anger, frustration and betrayal vary in different causal

relationships. Reflected in the results, there is no direct effect of service problem on the impulsive rage. Instead, anger and betrayal fully mediate the impacts of service problem on impulsive rage. The same result is found on aggressive forethought rage, on which anger and betrayal fully mediate the effect of service problem. In addition, the service problem has an indirect effect on durable forethought rage, which indicates a full mediation effect of betrayal and frustration. And a same pattern appears to instrumental forethought rage where betrayal and frustration fully mediate the impact of service problem. In a summary, anger is a full mediator for impulsive rage and aggressive forethought rage. Frustration fully mediates the effect on durable forethought rage and instrumental forethought rage. Betrayal is a mediator on all rage emotions.

The findings refute the arguments from Gelbrich (2010) and Antón, et al. (2007), who assert that anger and frustration mediate the relationship between service failure and confrontative behaviours to end the business. In this research, anger is the retrospective emotion of the customer when he feels unfairly treated by the service provider. It is supported by the qualitative study results that anger appears before any other emotions in the service failure encounter. As a result, anger is still quite far away from the boiling point. More importantly, anger may not end the business as expected by previous studies. In addition, angry customer maintains a clear mind to understand the situation and make a decision. Hence, anger allows the customer to continue with service. Nonetheless, anger is not favourable in nature. When held in mind in the service encounter, it is easy to be triggered and hence escalate into more severe emotional response. Hence, serving as a mediator of the customer rage seems to be a proper position for anger in the conceptual model. According to the quantitative results, it is related to impulsive and aggressive forethought rage only. This can be interpreted by the nature of the three emotions. It is believed by psychologists that anger has the potential to be activated and degrades a person's capability of reasoning (Keltner, Ellsworth and Edwards, 1993; Lemerise and Dodge, 1993; Quigley and Tedeschi, 1996). Lerner et al. (1998) also point out that the receding effect of anger is not necessarily taken on its direct sources but can work on other objectives bearing no relations with the anger.

As another retrospective emotion in response to the service failure, frustration occurs when the expectation is not fulfilled, or the company's promise is not kept. It is an alternative direct emotional response to the service failure. Frustration is uncovered by the qualitative findings that it is quite problem focused. But these problems would not totally prevent the customer from using the service. Hence, frustration is at a relatively lower end of the scale when compared with other negative emotions. A condition of frustration revealed in the qualitative study is that the customer should have some experience in the company. Hence the customer

knows the company to some extent. These characters explain the instruments of the mediating effect on durable forethought rage and instrumental forethought rage. The emotion is developed based on some knowledge of the service provider. Hence it can be beneficial as it grows into a forethought rage.

Regarding the feeling of betrayal. Betrayal in general level is defined as a violation of a person's trust, a destruction of one's confidence, or an abandonment of the individual's responsibility (Oxford English Dictionary, 1989). In the context of relationship study, the scholars assert that personal relationship is built on trust. Betrayal is regarded as a violation of trust (Jones and Burdette, 1994) and hence destroy the personal relationship potentially. To further explain betrayal, Elangovan and Shapiro (1998) add that betrayal may be a voluntary action and it can potentially threaten the benefits of the individual who holds the trust. Meanwhile, betrayal is also defined as a result of the violation of the mutual agreement and pivotal expectation of an incident (Elangovan and Shapiro, 1998; Morris and Moberg, 1994). In the study of consumer behaviour, the researchers define betrayal as the customer's belief that a firm has intentionally violated what is normative in the context of their relationship (Gregoire and Fisher, 2008). The customer perceived betrayal is usually generated in the condition of the close relationship (Finkel et.al, 2002). There was one interviewee that reported betrayal in his customer rage incident. In his case, he treated his accountant not only as a business partner but also as a very close friend. The commercial fraud from the accountant did not only bring huge loss to his business. More sadly, he regarded it as a betrayal of friendship. This result shed light on the feature that betrayal is usually generated in close relationship.

As a result, the research demonstrates that customer rage and the feeling of anger, frustration and betrayal are different emotions. In this thesis, anger, frustration and betrayal are found to be the predictors of customer rage emotions. In the context of a server service problem, customer's emotion unfolds over time. As the direct emotional responses to the service problems, the feelings of anger, frustration and betrayal triggered, the customer's evaluation of the cues is not suspended. Rather, anger, frustration and betrayal affect the evaluations of the causes and direct the emotion to the different paths. Hence, they

By confirming the antecedents and distinguishing the different mediation paths to the customer rage emotions, the findings on the mediators completes the model of customer rage in the context of service failure.

7.4 The links between Customer Rage Emotions and Behaviours

In this thesis, customer rage and rage behaviours are examined distinguishingly. Customer rage refers to the extreme level of negative emotions that become furious and intense in response to a service failure or a dissatisfying service recovery experience. It may induce potential harmful expressions in verbal, physical or other forms which are directed towards the company as a whole, some specific employees and/or other customers (Patterson, et al, 2009). It is regarded as an organization- or employee- oriented injurious emotion (Harris, 2013) yet with the possibility to do harm to the surrounding valued customers (Levy, 2007). It contains two manifestations as impulsive rage and forethought rage. *Impulsive rage* refers to the outbursts of the overwhelming anger when provoked. In this condition, people lack proper information processing and effective communication, which may last from several minutes to a few days. *Forethought rage* is the planned and goal-oriented aggressiveness involving rationale and conscious process, which may take time to response. Customer rage behaviours are various actions as the behavioural responses to the customer rage. In this research, customer rage behaviour refers to the customer's actions that are designed to punish, cause damage and inconvenience to, and restore fairness from a company for the damages it causes from the customer's perception. The qualitative study has uncovered 7 major behaviours in response to the two rage emotions. In particular, there are two behaviours revealed from the interview as financial sabotage and displace. In this research, financial sabotage is defined as the deviant actions of the customers to intentionally affect the company's profitability. Displace involves carrying the rage emotion on other service or people that are not associated with the incident.

The qualitative study finds that the rage behaviours can be basically categorised according to the response speed and the level of controllability on the behaviours, as shown in Table 5 (Chapter 5 section 5.4). There are four types of customer rage behaviours in this finding, namely (1) delayed and uncontrolled, (2) delayed and controlled, (3) immediate and uncontrolled and (4) immediate and controlled. This finding on the four types of customer rage behaviours complements the existing marketing literatures on rage expressions. There are four main dimensions of rage behaviours that are widely employed. The four dimensions are verbal, physical, displaced aggression and nonverbal expression (Shaver et al.,1987; Deffenbacher et al., 2002). The existing four types are sufficient to portrait the characteristics of the dysfunctional behaviours. But they are weak in reflecting the psychological natures of rage emotions with regards to the differences between impulsive and non-impulsive characters. As a result, only with the existing four dimensions of rage expressions, it is hard to distinguish

customer rage expressions from customer misbehaviours. Hence, the four types of customer rage behaviours in this research provides a deeper insight into rage associated behaviours and link the customer rage behaviours closely to customer rage emotion.

More interesting, the qualitative interview findings imply that there is some correlation between the rage emotion type and rage behaviour forms. Customers who report they are in a spontaneous rage tend to take immediate actions. At the same time, these immediate reactions are normally unrestrained. On the other hand, forethought rage is found to be more relevant to the delayed behavioural responses as shown in Table 33. As described in the interview, customer with different mind sets report different reactions. Although the qualitative study presents a broad picture of correlations among rage emotions and behaviours, the direction between the rage emotions and these behavioural responses are relied on the SEM results. According to the quantitative results, impulsive rage emotions have positive impacts on customer's physical violence, verbal violence and financial sabotage. Moreover, the impact on verbal violence is relatively higher than it on physical verbal violence. Compared with the impacts on violence, the linear relationship between impulsive rage and financial sabotage is weaker. This statistic results are consistent with the findings from qualitative interview that verbal violence is the most common reaction from an outrageous customer. Considering the overwhelming nature of impulsive rage, the customer has a strong desire to vent his emotion while he may not have time to think about the action plan. Besides, it is regarded as short fuse. In this case, verbal violence, such as swearing, is the easiest option. On the contrary, financial sabotage needs more efforts and plan which may explain the weaker path efficiency. But financial sabotage seems to have more power in punishment. Hence, it could be related to impulsive rage.

In regard to the forethought rage, the durable forethought rage has a significant positive impact on negative word of mouth. And instrumental forethought rage only has a significant positive impact on verbal violence. As reflected by the path efficiency, the major responsibilities of the rage behaviours should attribute to the aggressive forethought rage. Among the significantly positive relationships, the impact on exit is the highest in the aggressive forethought rage group. Besides, the effects of aggressive forethought rage on vindictive complaining, displace and financial sabotage are all significant. In all the significantly positive relationship, the impact of durable forethought rage on negative word of mouth is the strongest. Though it is significant, the impact of instrumental forethought rage on verbal violence is very weak.

In addition to the individual rage behaviours, some patterns are revealed from the model. Impulsive rage exerts a strong impact on immediate and uncontrolled rage behaviours while aggressive forethought rage is responsible for most of the delayed and controlled rage behaviours. Besides, durable forethought rage has a significantly positive link with delayed rage behaviours, especially word of mouth.

7.5 Intervention Strategy

The qualitative interview study has revealed 16 intervening tactics in the context of customer rage, ranging from the consensus over apologising, providing compensation, refund, and providing extra service to the novel findings such as assigning employee companion.

In particular, the qualitative interview reveals that there is sequential pattern in the proposed intervention tactics. Namely, the tactics are either before the rage emotion is triggered or after it. Moreover, it is indicated that same tactic may have different objectives and effects as exerted pre-incident and post-incident. These findings are consistent with the theory of emotional regulation (Gross and John, 2003) which distinguishes the modulating effects of the emotions in early and late stages.

In the qualitative findings, there are several strategies that differ in pre- and post- incident, as to apologise, to report to manager, to provide compensation and to provide extra service. And the effects of these tactics at the two stages are different. It adds extra values to the existing literatures on coping and intervening strategies by critically gauging the effects with the consideration of the timing. Previous studies agree on the efficiency of apologizing, reporting to managers and providing compensations in handling the customer problems (Echeverri et al, 2012). This research argues that the efficiency of them also depends on the stage that they are used. Specifically, to apologise prior and after the trigger point have different objectives. Before the customer is fully irritated, the employee acknowledges the wrong deeds to show a good attitude. But the apology at this stage is relatively general. On the contrary, the apology after the customer has vented his rage to the employee can be more customised. Although there is not too much to do at that point to recover the failure, the sympathy from the employee can be a good comfort. In regard to report to the manager, the purposes also vary at the two stages. Before the customer rage is totally triggered, the employee reports to the manager in order to seek the authorisation. This action is relatively proactive, which illustrates the employee's willing to help. On the hand, when the customer has already engaged in the retaliatory action, the employee reports to the manager in order to control the intense situation. The tactic at this stage is passive. Moreover, it might be perceived as a threat by the outrageous customer which in turn exaggerate the tense. In addition, the tactics to 'provide extra service' depict attempts by employees to induce and restore satisfaction to the service encounters. There were two forms of 'providing extra service' according to the interview. The one labelled as 'Provide extra service to cheer up' refers to that the employee offer the customer some service or goods more than his consumption in order to light his mood. In this domain, free food and drink are often

used regardless of the service problems. The employee believed that these extra services are minor in cost to the company yet have significant effect on calming the situation. Meanwhile, this tactic could buffer the intense and help the employee gain more time to solve the problem. Similarly, there are two forms of the tactic 'to provide compensation'. One form of this is to 'provide compensation to solve problem'. This tactic includes the effort to replace or change the goods and service. Previous research claims that providing compensation is important in recovering the consumer's confidence of the service since a customer's complaint is mainly caused by a loss (Estelami, H., 2000). However, the findings of this interview reflected a different point of view from the customer than that from the company. In the interview, the customer had a severe problem with a game company regarding his console. In order to solve the problem, the company kept replacing his console and controller and sent him new ones. On the contrary to the company's expectation, he felt even more offended since this compensation could not solve his problem. The irrelevant brand new accessary even escalated his complaints towards the console. This finding indicates that compensation may be only effective in restoring the satisfaction if the core problem can be solved.

These findings may be likened with the research from Reynolds and Harris (2006) on deviate customer behaviour. They explore the frontline employee's intervening strategies in the response to the dysfunctional customer behaviours and divide them into tactics prior, during and after the incident. Although the pre-incident and post-incident tactics are different in their study, both findings have illustrated the importance of timing in carrying out the intervening strategies. Moreover, this research finding advanced the previous study by extending the evaluation the efficiencies of intervention strategy to another axis, namely the direct and indirect to the service problems. This is consistent with Baron's (1983) argument that the level of negative emotions can be reduced with both direct and indirect deterrence.

Following the qualitative interview study, this research tests the intervention strategy's moderating effect on the path between customer rage and rage behaviours in the quantitative research. There are 15 intervening strategies tested in the questionnaire. When tested the moderating effects separately in SEM, 11 out of 15 strategies have the buffering effect while 13 out of 15 strategies have the amplifying effect, depending on the path they moderate. The following section discusses the moderating effects in detail. Regarding the individual intervention strategy, results show that apologising to the customers when they get impulsively outraged will only get the situation even worse. This finding advanced the existing literatures on the efficiency of apologizing in the context of handling customer misbehaviours. According

to the findings, the most efficient interventions in front of impulsively outraged people are to remain calm and keep a reasonable distance from them. It can be explained by the theory of emotional contagion (Barsade, 2002). This theory explains the transfer of mood among a group. It is argued that this contagion is an automatic process and often occurs with a lower degree of consciousness (Hatfield, et al 1994; Neumann and Strack, 2000). As the front-line employee has a direct interaction with the outraged customer, the emotional status will affect the customer during the encounter. Hence, the front-line employees being cool and staying away from them can be a better solution in cooling down the customer's temper in that encounter. Another common method to calm down the outraged customer is to provide extra services, like a magazine on the train or a cup of tea and sweets in the shop. As customer with a forethought rage would come back with a prolonged and aggressive intention, providing extra service will no longer help them relieve the rage. Instead, this will just irritate them. The findings suggest that providing them with realistic compensations will help buffer the tense. In short, the front-line employee and the company should use different strategies considering the situation of customer's mood.

And despite the individual intervention's moderating effect, the intervention groups have different moderating power on the relationship between customer rage and rage behaviours. As discussed in section 6.10.4, when triggered by impulsive rage, physical violence can be buffered if the company can carry out a series of intervening tactics before the violence exerted on the staff. Meanwhile, the tactics should be targeted at the service problem directly. As illustrated by the result, the intervention group 'Direct and Before Emotion Triggers' has a buffering effect on the relationship between impulsive rage and physical violence. The group of intervention strategies in Table33 shows that intervention group 'Direct and Before Emotion Triggers' includes the tactics such as (1) Explain company policy; (2) Refund; (3) Apologize before customer explodes. Although most of the significant individual interventions may impel the impulsive rage to provoke physical violence, it is implied that a combination of multiple actions seems to have a stronger effect on buffering the intension of physical violence. In addition, the time of apology plays a key role in this reaction. While apologizing after the violence may even exaggerate the tense, apologizing before the violence can prevent the situation from developing. The result also indicates that to acknowledge the service problem, to keep the information transparent between the customer and the company, and to protect the customer's monetary benefits are the three vital points in calming down the physical violent situations. The other significant result from the group moderator is the intervention group 'Indirect and Before Emotion Triggers'. On the contrary to the previous one, this group has an amplifying effect on

the relationship between aggressive forethought rage and vindictive complaining. According to the qualitative study result, this group includes the intervention strategies like (1) Provide compensation to solve problem; (2) Remain calm and polite; (3) Report to supervisor for authorization; (4) Provide extra service for distraction. Reflecting on the individual moderator result, there is no significant result from any intervention strategy that has the moderating effects on this relationship. It hence signifies that a combination of various intervention tactics increases the chances that an aggressive customer to engage in vindictive complaining. To check the interventions in this group, one explanation could be that these interventions increase the chances and occasions for the customer to make a complaint. Regardless of the original purposes of the tactics, they broaden the interface between the customer and the company and/or staff.

7.6 Chapter Summary

Drawing from the findings of the preliminary qualitative interview and a quantitative survey, this chapter has shed light on customer rage conceptual framework. In this respect, the research questions have found answers in this chapter. First, the study has confirmed that impulsive rage and forethought rage are two independent types as customer rage. Moreover, they are different from both theoretical dimensions and empirical measurement. Second, anger and rage are different concepts. Rather, anger is the antecedent of customer rage and mediates the effect of service failure on it. Similarly, frustration and betrayal are the other two mediators in the model. Third, the causal relationships between customer rage and rage behaviours are presented in this chapter. Patterns between customer rage and group behaviours are revealed. Fourth, the efficiency of 14 intervention strategies is discussed according to the mediating analysis.

Chapter 8 Conclusion and Future Study

8.1 Introduction

The combination of a preliminary qualitative interview and a quantitative survey of customer rage has added more value to the filed. This chapter will start from a review of the overall research, including research objectives and questions, methodology, result and findings. The theoretical contributions of the study are presented in Section 8.3, followed by sections 8.4 outlining the managerial implications. Finally, the limitations and suggestions for future research are presented in sections 8.5 and 8.6.

8.2 Overview of the Thesis

A key distinctive feature of the study is the scale development for customer rage. It confirms that customer rage, as a multi-dimensional variable, refers to the extreme level of customer's negative emotion in the response to service failure. This research clearly distinguishes customer rage from the other negative emotions, such as customer retaliation and revenge. It proves that customer rage is the next level of anger, frustration and betrayal.

Reflecting on previous study, there remain some questions untouched in the field of customer rage. First, the definition and scales of customer rage emotion are not concrete and precise. In some papers, customer rage is actually examined as a synonymous of revenge and vengeance in the majority of quantitative studies. On one hand, marketing literature asserts that revenge and retaliation are not impulsive. On the other hand, psychology literature believes that there are clearly two opposing stances of rage in essence, which result in two types of rage emotions, i.e. impulsive rage and forethought rage. Hence, customer rage should not be examined identically with retaliation, or with any of other negative emotions discussed in the literature review. But the studies investigate the two types of rage emotions simultaneously are very restricted. Second, the boundary between anger and rage is blurry. But in fact, anger provoking issues are much milder than rage. Third, there is no clear divide between customer rage and rage behaviour. Customer rage is measured as a behavioural construct in previous papers. But this research believe customer rage is an extreme level of negative emotion rather than behaviour. In addition, customer rage behaviour is regarded to be a response to the rage emotion. Fourth, the intervention strategy in the field of customer rage is examined on a general level. But customer rage is expected to be a multi-dimension construct. Therefore, intervention in general may not be fully functioning. With the purpose of addressing the research gaps in the existing customer rage study, this research aims to solve the research questions as follows:

First, the research makes an effort to prove that the customer rage emotion is not a unidimensional concept. Based on the literature review of marketing study on customer rage and psychology papers on aggression constructs, the research proposes two dimensions in the customer rage emotion as impulsive rage and forethought rage. Hence, the first research question is primarily focused to test if the impulsive and forethought rage emotions are two independent dimensions in the context of service failure. Moreover, if they are independent in nature, can they be identified and measured with clearly distinguished scales?

Second, the research is going to investigate if anger and rage are different emotions. If customer rage is not the synonyms of anger, it is supposed to have some potential relationships with the other emotional responses. Defined as the extreme level of the negative emotions from the service failure, what is the mechanism of customer rage from service failure? What factors should mediate the relationship between service failure and customer rage emotions? If there are two types of rage emotions, will they share the same mediators?

Third, the research endeavours to clarify the definitions of customer rage and rage behaviours. Moreover, it is to establish the links between customer rage and various rage behaviour responses. In this respect, if the customer rage emotion differs in two types (i.e., impulsive and forethought), what behavioural responses will each of them induce? And, if there exists significant link between customer rage and specific rage behaviour, are these behavioural consequences of the two different rage emotions identical?

Four, this study will try to clarify the efficiency of the intervention strategies in different context of rage emotions and retaliatory behaviours.

The methodology of this research is laid on the basis of critical realism. In line with the philosophy guidance, this research will adopt a mixed method to investigate the dimensions of the different rage emotions and their antecedents and outcomes. As defined by Saunders et al (2007), a mixed method for the research is to adopt both qualitative and quantitative research methods together or in a sequence. This research aims to contribute to the customer rage research with a full scale of measurements for customer rage emotion, which is hypothesized to have two dimensions as impulsive rage and forethought rage. In addition, it argues that anger, betrayal and frustration are the antecedents of customer rage. Meanwhile, it examines the behavioural consequences of both dimensions in customer rage and provide intervention strategies for each kind of rage reactions. Thus, qualitative method is required as a pilot research to generate new items of customer rage behaviours and intervention strategy while quantitative method is adopted in the second round to test the hypotheses and the newly acquired items from the pilot research.

This research investigates the overall process of customer rage in the context of service failure by developing a conceptual model with the key mediators, customer rage emotion constructs and behavioural responses, and provide insights into the efficiency of the intervention strategy at all stages in the process.

First, this research adopts the qualitative interview and quantitative survey in order to complete the scale development procedure for customer rage and test the validity and reliability. The qualitative findings demonstrate a great difference between impulsive and forethought rage emotions in regards to the theoretical dimensions. It indicates four dimensions of impulsive rage emotion. First, the impulsive rage is spontaneous in nature and hence very short. Second, the impulsive rage emotion is reported to be strong and overwhelmed. Third, it involves with the cognitive confusion. Fourth, it tends to be disorganised. However, forethought rage emotion is found to be on the opposing end of the scale. Specifically, forethought rage is deemed as prolonged. Hence, it is normally well planned in the customer's mind rather than spontaneous. Accordingly, forethought rage is believed to be more beneficial and aggressive. The scale development establishes 26 items for the two rage emotions, among which 12 items belongs to impulsive rage and the other 14 items account for forethought rage. Indicated by this result, the impulsive rage emotion and forethought rage emotion have been identified as two independent variables theoretically and statistically in both qualitative and quantitative studies. EFA and CFA results in the quantitative study recognise 9 items for impulsive rage in one factor. And impulsive rage emotion is hence concluded as a unidimensional variable in this context. One the other hand, Forethought rage is deemed as a multidimensional scale and featured in three dimensions. Durable forethought rage implies the long lasting character of this rage emotion. Instrumental forethought rage depicts the beneficial side of it. And aggressive forethought rage portrays the proactive and predatory attribute of this rage.

Second, the qualitative interview study establishes the basis that the feeling of anger, frustration, and betrayal, and customer rage are fundamentally different concepts. Moreover, anger, frustration and betrayal are on the lower level of the scale. The qualitative study indicates the mediators of customer rage as anger, frustration and betrayal. Indeed, anger and betrayal fully mediate the impacts of service problem on impulsive rage. The same result is found on aggressive forethought rage, on which anger and betrayal fully mediate the effect of service problem. In addition, the service problem has an indirect effect on durable forethought rage, which indicates a full mediation effect of betrayal and frustration. And a same pattern appears

to instrumental forethought rage where betrayal and frustration fully mediate the impact of service problem. In a summary, anger is a full mediator for impulsive rage and aggressive forethought rage. Frustration fully mediates the effect on durable forethought rage and instrumental forethought rage. Betrayal is a mediator on all rage emotions.

Third, the qualitative study finds that 7 rage behaviours categorised into 4 forms, according to the response speed and the level of controllability on the behaviours. According to the quantitative results, impulsive rage emotions have positive impacts on customer's physical violence, verbal violence and financial sabotage. In regard to the forethought rage, the durable forethought rage has a significant positive impact on negative word of mouth. And instrumental forethought rage only has a significant positive impact on verbal violence. Besides, the effects of aggressive forethought rage on exit, vindictive complaining, displace and financial sabotage are all significant. In addition to the individual rage behaviours, some patterns are revealed from the model. Impulsive rage exerts a strong impact on immediate and uncontrolled rage behaviours while aggressive forethought rage is responsible for most of the delayed and controlled rage behaviours. Besides, durable forethought rage has a significantly positive link with delayed rage behaviours, especially word of mouth.

Fourth, in the qualitative findings, there are several strategies that differ in pre- and post-incident, as to apologise, to report to manager, to provide compensation and to provide extra service. And the effects of these tactics at the two stages are different. There are 14 intervening variables tested in the questionnaire. When tested the moderating effects separately in SEM, 11 out of 15 strategies have the buffering effect while 13 out of 15 strategies have the amplifying effect, depending on the path they moderate. And in spite of the individual intervention's moderating effect, the intervention groups have different moderating power on the relationship between customer rage and rage behaviours. Group moderator of 'Direct and Before Emotion Triggers' can buffer the impact from impulsive rage to physical violence. And 'Indirect and Before Emotion Triggers' can buffer the effect from aggressive forethought rage on vindictive complaining.

8.3 Theoretical Implications

The findings from the preliminary qualitative interview and the quantitative questionnaire study contribute to customer rage research from four perspectives.

First, this research has confirmed that impulsive rage emotion and forethought rage emotion are two independent dimensions in the context of service failure. Customer rage, in this research, is defined as extreme level of negative emotions that become furious and intense in response to a service failure or a dissatisfying service recovery experience. Furthermore, this research finds two types of customer rage emotions in the concept, i.e. impulsive rage and forethought rage, Impulsive rage refers to the outbursts of the overwhelming negative emotion when provoked. Impulsive rage is characterised as strong and overwhelming, short and cognitively confused, and disorganized. Finding in the opposing position on the scale, forethought rage is the planned and goal-oriented aggressiveness involving rationale and conscious process, which may take time to response. Forethought rage is featured as a durable emotion with significant aggressiveness and the element of plan. In addition, it is regarded to be beneficial in general. This research conducts the scale development for customer rage in order to establish the constructs of both rage emotions. The scale development procedure together with the EFA and CFA identify 9 items for impulsive rage and 11 items for forethought rage. This research has found that impulsive rage is unidimensional variable. And forethought rage is deemed as a multidimensional scale. It contains 3 factors in the structure of this variable. The 3 factors perfectly reflect the key features of forethought rage. Durable forethought rage implies its long-lasting character. Instrumental forethought rage depicts the beneficial side of it. And aggressive forethought rage portrays the proactive and predatory attribute of this rage. Thus, the impulsive rage emotion and forethought rage emotion have been identified as two independent variables theoretically and statistically in both qualitative and quantitative studies.   To the knowledge of the author, previous studies on customer rage have not only identified and tested the customer rage independently in the quantitative study, but they have also not examined that customer rage is independent from any other negative customer emotions which can be impulsive and forethought at the same time. The finding on two types of customer rage emotion complements the existing rage studies on the dimension of customer rage emotions. McColl-Kennedy et al. (2009) employ two dimensions of customer rage emotions that are rancorous and retaliatory. The dimensions are effective in reflecting the intensive and destructive features of rage emotion. But it neglects the difference in length of customer's emotional reactions towards the service failure. And the length of the customer rage emotion plays a vital role in determining the customer decision making on behaviours. And in turn, it affects the feature of customer rage

emotion being intensive and destructive. Hence the dimension on the length of customer rage emotion enhances the understanding of customer rage emotion in the marketing literatures.

Second, this research has identified that anger and rage are two different negative emotions. Indeed, anger is the antecedent of customer rage that mediates the effect of service failure on customer rage. In addition to that, frustration and betrayal are the other two mediators of customer rage in the service failure context. Furthermore, this research finds that the feeling of betrayal the antecedent of the two types of customer rage emotions of any dimension, which implies that the feeling of betrayal is a necessary factor in developing customer rage. In addition, anger is more relevant to impulsiveness and aggressiveness while the feeling of frustration could be a forecast of durable forethought rage and instrumental rage. Noticing the misused synonymous terms in some previous models, this research has clearly distinguished rage from other anger originated terms. Moreover, by revealing the mediating effects of anger, betrayal and frustration, this research has developed a more comprehensive conceptual model for future study. This finding incorporates the arguments on anger, frustration and betrayal to the customer rage studies. The mediating role of anger, frustration and betrayal is consistent with researches on them. Anger is deemed to have a high potential of coping between the service providers and the customers (Howell et al., 2005). Hence it is neither necessary nor enough for the violent and aggressive behaviours. As Gregoire and Fisher (2008) indicate on customer betrayal, retaliatory behaviours should not be the only results of betrayal. Researches on frustration argue that it does not instantly lead to aggressive behaviours (Berkowitz, 1989). Negative affects need to be evoked by an intermediating step from a frustration sensation. Consistent with these arguments, the findings of the three mediators completes the mechanism of customer rage, from the initial service failure to the eventual extremely destructive expressions.

Third, the research has identified the causal relationships between the two rage emotions and various rage behaviours. The qualitative study has found 7 rage behaviours. Among them, this research identifies two new behavioural response, i.e. financial sabotage and displace. And these two behaviours are found to be affected by aggressive forethought rage. In addition, impulsive rage also has some influence on financial sabotage. Moreover, the qualitative study has found 4 forms of rage behaviours according to their reaction speed and their controllability. Hence, some patterns are revealed from the model regarding the customer rage and grouped behaviours. This research claims that impulsive rage exerts a strong impact on immediate and uncontrolled rage behaviours while aggressive forethought rage is responsible for most of the

delay and controlled rage behaviours. Besides, durable forethought rage has a significantly positive link with delayed rage behaviours, especially word of mouth. By identifying the various paths between customer rage and rage behaviours, this research completes the conceptual framework of customer rage in the empirical context. This finding on the four types of customer rage behaviours complements the existing marketing literatures on rage expressions. There are four main dimensions of rage behaviours that are widely employed. The four dimensions are verbal, physical, displaced aggression and nonverbal expression (Shaver et al.,1987; Deffenbacher et al., 2002). The existing four types are sufficient to portrait the characteristics of the dysfunctional behaviours. But they are weak in reflecting the psychological natures of rage emotions with regards to the differences between impulsive and non-impulsive characters. As a result, only with the existing four dimensions of rage expressions, it is hard to distinguish customer rage expressions from customer misbehaviours. Hence, the four types of customer rage behaviours in this research provides a deeper insight into rage associated behaviours and link the customer rage behaviours closely to customer rage emotion.

Fourth, this research has empirically tested the intervening efficiency of 14 everyday strategies. The findings have found that some of the commonly accepted interventions are not only useless at some point, but also harmful to the benefit of the company/staff. For example, apologising, as the most common practice, is found to get the outrageous customer more willing to engage in the physical violence. Nonetheless, apologising, used together with some other interventions, like refund and explain policy, is found to be helpful in the physical violence case. In addition, this research proposes a concept as group intervention which has two dimensions in one group. The moderating analysis of the group intervention indicates that the combination of some tactics can be beneficial even if the individual one can amplify the effect. To the knowledge of the author, this is one of the few, if not only one, that proposes a group intervention concept with multi-dimension and test it empirically. The finding of intervention strategy gives new insight into the actual efficiency of the interventions both theoretically and practically.

8.4 Managerial Implications

First, this research has found from the qualitative interview that feelings of anger, frustration are not necessarily a pure negative response to the company. On the contrary, these feelings can be favourable and constructive. This is in line with the statement from that frustrating people can engage in problem solving complaint (Gelbrich, 2009). Therefore, it implies to the company that angry or frustrated customer is not the end of the service process. Instead of closing the service as soon as possible in order to get rid of further complaints, the company should pay extra attention to listening to the customer and continue interacting with those angry or frustration ones. According to the qualitative results, customer at this stage is more willing to cooperate than to revenge. Hence, as long as the service promise is meet in the end, the customer will continue with business without moving on to the serious stage.

Although anger and frustration are not severely harmful, they can never be neglected. As the mediator of customer rage, they have a significant potential to be developed into a severe destructive emotion. According to the result of mediating analysis, anger plays the key role in mediating the effect of service failure on impulsive rage and aggressive forethought rage. On the other hand, frustration is the main mediator of durable forethought rage and instrumental rage. In this sense, the research gives the hints to the front-line employee of how to detect the customer's emotion elevation. Although impulsive rage and forethought rage may not be easy to be differentiated by the customer's expression, anger is comparatively easy to detect and differentiate from frustration. Therefore, the front-line employees should always prepare themselves with a backup plan in mind when dealing with angry and frustration customers. Once the anger or frustration is not contained, the proper backup plan should come into effect immediately to the right target in order stop the rage emotion from getting worse. Besides, the result also reveals that betrayal has the mediating role in every type of rage emotion. This indicates that betrayal is a rather more harmful negative emotion in customer's reaction towards a service failure. For the company, they should always keep their promise and update with the customer's expectation in order to minimize the chance of betrayal. In the meanwhile, the finding on betrayal also indicates that the company should try to keep the customer well informed. As the customer sufficiently understand the company's policy, regulation and guideline, they will be more understanding of some subtle changes in the company's agreement.

Hence, once there is a sign of frustration or anger, the company should take sufficient actions to recover the perceived fairness. And it is deemed to be the best time to intervene any dysfunctions. In addition, as found in anger, betrayal and frustration, customer at this moment

would not easily suspend the consumption. Instead, they will be relatively willing to find solutions to get over the difficulties together with the company. Meanwhile, angry and frustrating customers are still the big potentials for the company to take into loyal customer database, as the customer at this moment will still have appreciations to the service providers. In addition, keeping the promise is very important for the company as well as keep the policy clear to the company.

Second, according to the qualitative and quantitative findings, impulsive rage and forethought rage are different in nature and from consequences. Impulsive rage tends to induce personal attack including physical and verbal violence, which are instant from the service failure triggers. This type of rage emotion is harmful towards the front-line employee during the service encounter. But once the impulsive rage emotion is deflated, it is less possible for the customer to pick it up and take further revenge actions. Hence, whenever there is a physical or verbal violence, it is more important to care for the victim employees in order to relieve their working pressure. On the contrary, forethought rage may result in retaliatory actions in the long run such as vindictive complaining, negative word of mouth, displace and terminating the business relationship. Thus, the company should keep a close track with these customer's feedback and have a reasonable follow-up in order to eliminate the side effect from the forethought rage. According to the qualitative interview, some people with forethought rage will hold this emotion and the revenge plan for months. Therefore, a regular customer database maintenance is very necessary. It can be done by a monthly customer satisfaction survey or a cold call.

Third, revealed by the moderating effects of intervention, some idiomatic intervention strategies, such as apologising, giving compensation, providing extra service are found to amplify the effect of customer rage on various rage behaviours. This may be due to a wrong timing or wrong target in which the company fails to evaluate the customer rage situation thoroughly. Results from the moderating analysis show that apologising to the customers when they get impulsively outraged will only worsen the situation. However, this is normally every front-line employee will do when faced up with angry customer, which can be concluded from the qualitative interviews with the employees. According to the findings, the most efficient interventions in front of impulsively outraged people are to remain calm and keep a reasonable distance from them. It can be explained by the theory of emotional contamination. Hence, the front-line employees may not want to apologise if they are abused by the outraged customers either verbally or physically. Instead, being cool and staying away from them can be a better solution in that encounter as suggested by this research. Another common method to calm down

the outraged customer is to provide extra services, like a magazine on the train or a cup of tea and sweets in the shop. As customer with a forethought rage would come back with a prolonged and aggressive intention, providing extra service will no longer help them relieve the rage. Instead, this will just irritate them. The findings suggest that providing them with realistic compensations will help buffer the tense. In short the front-line employee and the company should use different strategies considering the situation of customer's mood.

On the other hand, the individual intervention may not play a key role in preventing the situation getting worse. But when combined together, the non-significant intervention will become significantly helpful to ease the tension. The result of group intervention 'Direct and before trigger' is an inspiring evidence for the markers. Thus, in the real business practice, the front-line employee and the company should be never limited to single intervention. They may want to try various combinations of intervention strategies.

8.5 Limitations and Further Study

The present research follows a reasonably logical design for a mixed method research. While the findings of the current study have provided insights into customer rage study, there are several limitations of this study that should be considered when interpreting its findings and when considering future study.

First, although the sample of respondents used in this study is adequate for the purpose of this study, it cannot be considered representative of the general population. Especially when reviewing the demographic features of the sample for the quantitative result (Table 16), most of the respondents were from the White ethnicity background (66.7%). This is a sample that could be a very representative in terms of the cultural background. On the one hand, culture is regarded as an important moderating role in influencing customer rage and customer revenge (Patterson, et al, 2016; Liu and McClure, 2001; Schutte and Ciarlante, 1998). It is found that customers from Western cultures are more likely to experience rage emotions after a service failure that those from Eastern culture. However, the Eastern customers are detected to be easier to exhibit the rage behaviours to the front-line employee than those in the Wester encounter (Patterson, et al, 2016). On the other hand, the sample of this research has a relatively strong culture tendency towards the Western culture. Therefore, the data analysis and the conclusion may be biased because of the representative sample.

In the response to this limitation, the future study should pay attention to the demographic features with a better coverage of all background respondents. Ideally, an additional research may be conducted among an Easter culture with the same research design. By adding this to the current study, a cultural orientation of the individual respondents can be measured and compared. In the same line with the moderator of culture, power distance may influence the customer vengeance response to a service failure according to previous research (Brown, 2004; Cota-McKinley et al., 2001; Stuckless and Goranson, 1992). Moreover, power distance and culture dimension may be correlated, which can lead to confounding effects. Hence, power distance should be disentangled from the culture dimension when added to the moderator.

Second, the group intervention strategy is tested using dummy variable. The respondents may be confused when answering questions regarding group intervention since there is no clear sign for a group intervention in the scenario. Thus, the construct of group strategy is not strong enough to be significantly tested. Meanwhile, the respondents may not fully reflect the fact

considering their restricted understanding of the group intervention variable. As they may be not able to link the scenario with the group intervention questions in such a short survey time, the scenario is not quite effective in manipulating the effects of group interventions.

Therefore, in order to improve the data quality in the future study, the scenario design in the need to be explicit and easy to be recognized by the participants. Moreover, group strategy as a latent variable, would be of great value if there is a concrete set of measurements. Alternatively, since the individual intervention strategies have already been allocated into the four intervention groups, the group intervention can be tested as a second order variable instead of a dummy variable.

Third, consistent with the limitation in the last point, the quantitative research is a scenario-based web survey. Although the researcher has created a set of control scenario to control the severity of the incident and separate the 4 group of intervention respectively in 4 different contexts, the scenario is still not sufficient for this negative topic. Especially when there are 14 intervention techniques are tested in the model, it is not possible to enable the respondent fully to experience and understand the role of every single intervention tactic in the scenario background. However, the intervention strategies are tested equally in every questionnaire. Thus, a lab experiment is thought to be more suitable to this topic. Therefore, future study on customer rage topic is suggested to adopt a lab experiment design in order to get a more efficient manipulation of all kinds of interventions.

Fourth, although a sample Mplus has the strength in dealing with relatively small sample size, the statistical results should better reflect the reality with more data, especially considering the number of variables in this research. Hence, when testing the overall fit of the measurement model, the CHI and TLI was impaired. Therefore, some of the non-significant variable may be also rooted from this reason. In the future, a larger database is needed for the purpose of a good fit of models.

Appendices 1

I.   Qualitative interview guide- For customers

Part A Introduction

•   Greetings and warm up:

Can you tell me a little about yourself? E.g. who are you? What's your occupation? What's your educational background? How do you or your friends see yourself?

•   Chat about getting to interview:

All of us may have experienced some dissatisfactory during the service consumption at one time or another. This is an interview about your dissatisfying service experience, and especially, your responses towards this service provider afterwards. Please help us to better understand your behaviour by describing an occasion where you may have acted out against a firm for some reason.

•   Explanation of confidentiality:

Interview will be a conversation and a tape recorder is used to record the conversation only for research purpose. You may stop whenever you feel uncomfortable. Information will only be used in the research anonymously. Nobody else can get accessed to it.

Part B Central issue

Describe a situation that you are thinking about as an annoying service experience. In this situation, you were upset so much that you considered taking some actions to get even.

1. What happened in this situation? Could you please explain chronically?

2. How was your feeling initially when the service went wrong?

3. How did you express your initial feeling to the service provider?

3.1 If any action you adopted, what was that?

3.2 If not, what stopped you from it?

4. What was the reaction of the employee/firm towards your initial expression?

5. What was the impact of the employee's/firm's response on your feelings?

5.1 If you felt relieved, why was it? Why did you consider the actions of employee/firm helped?

5.2 If not, go on to Q6

6. How did you feel after your first expression was not attended properly by the employee/firm? What were the differences between your emotions in the two phases?

7. When did you regard yourself as extremely upset and not patient to stay calm?

How was this feeling?

How long did it take to accumulate?

How long did this emotion last? (Have you been thinking about in the following periods? How long was that?)

In this stage, what was your conscious status? Did you clearly know what happened to your emotion and what would happen next?

8. What did you do to address this feeling at last?

Did you ever fancy a get-even?

How long did it take from you felt really annoyed to you decided to take actions?

How did you plan to get even?

To what extent, could you stay sane or sensible when you planning to get even? How did you rate your degree of sensibility?

(If only simple actioned mentioned, the interviewer will encourage the interviewee to talk about more serious actions)

9. When was the employee/firm aware of your annoyance or intention of getting even?

How did the employee/firm respond to your actions?

10. What was the effect of their response?

Any other actions you took to address your annoy before or after the employee's/firm's response?

11. How did you feel after you getting even?

12. What's your attitude towards the company now?

Appendices 2

II.   Qualitative interview guide-For employee

Part A Introduction

•   Greetings and warm up:

Can you tell me a little about yourself? E.g. Who are you? Where did you work (industry)? What's your position/role/responsibility? How long have you been working there? What's your educational background?

•   Chat about getting to interview:

Dissatisfying service experience may always happen at one time or another. As a frontline employee directly providing service products to customers, you may be easier and more frequent to witness customers' negative emotions in a service failure. This is an interview about customers' retaliatory responses towards service provider. Please help us to better understand these behaviours by describing an occasion where you may experience or witness customer acting against the employee/ firm for some reason.

•   Explanation of confidentiality:

Interview will be a conversation and a tape recorder is used to record the information for research purpose. You may stop whenever you feel uncomfortable. Information will only be used in the research anonymously. Nobody else can get accessed to it.

Part B

Describe a time during your shift when you have experienced/witnessed an outraged customer who acted defiantly.

1. What was the situation? Could you please explain chronically?

2. Could you describe the expression of the customer's feeling when you first noticed him/her?

3. What did you think was the trigger of customer's dissatisfactory?

  To what extent did you acknowledge it?

4. How did this customer influence you?

  How did you deal with it?

If there was any action taken, what was that? Then go on to Q5

If not, why was it? Then go on to Q6.

5. What was the result of your action?

If the customer was relieved, which did you think was the point that took effect?

If not, go on to Q6.

6. How did the customer's emotion evolve over time?

What was the difference from the early stage?

7. When did you become aware of the severity of the customer's annoyance?

What was the sign of it? Could you describe the expression in details?

How long did it take from you first noticed the unhappy customer to the outburst of his/her anger?

To what extent, did you evaluate the customer's conscious stability?

8. What actions did the customer take to address his/her overwhelming anger?

How long did it take from you become aware of his/her overwhelming anger to his/her real actions?

To what extent, did you evaluate this customer's sensibility of taking those retaliatory actions?

9. How did these actions influence you?

What was your response to this customer?

When was your first step to mediate the customer's intention to retaliate?

If immediately when you notice the sign of it, what was the action taken towards it? What was the impact on this customer?

If when the retaliation was underway, what was the action taken towards it? What was the impact on this customer?

If late after the retaliation, what was the action taken? What was the impact?

What were the differences among responses in these three stages?

10. Is this action you mentioned typical in your industry?

What were the other most typical ones?

10. How did the retaliatory actions influence you? (In terms of your attitudes towards your company, your job and your self-esteem)

How did you deal with it?

11. How did this influence your colleagues?

Customer Rage Emotions and Behaviors

Block 1

Q1.1 Dear Participant: Thank you for participating in my academic study on customer reactions towards the service failures.   I am requesting your participation, which will involve answering questions about your opinion regarding your emotions and behaviours in the response to a service failure that is described in the following scenario. This survey will take about 15 minutes to complete.   Your participation in this study is voluntary. If you choose not to participate or to withdraw from the study at any time, there will be no penalty other than the lack of compensation. Your identity will remain anonymous and your responses will be kept confidential. Only the aggregated results of the study may be published in academic research and trade publications. There are no additional risks, apart from everyday risks, from participation in this study.   The benefit to you for participating in this study is your compensation for taking this survey through micro-workers. To qualify for participation and to receive payment, I will ask you a few questions to assess whether you are eligible to participate. If you have any questions concerning the research study, please e-mail me at w.zhang15@ncl.ac.uk.   Continuing to the survey on the next page will be considered your consent to participate.   Thank you. Sincerely, Ruby Zhang Newcastle University

End of Block

Mood check

Q2.1 How is your mood today?

○ Extremely unhappy (42)

○ Moderately unhappy (43)

○ Slightly unhappy (44)

○ Neither happy nor unhappy (45)

○ Slightly happy (46)

○ Moderately happy (47)

○ Extremely happy (48)

Scenario _ Severe _ Control

Q3.1
Please read the following text carefully and imagine being in the described situation. You will be subsequently asked several questions about this situation.   NRZ was established in 1900s and now is the biggest railway company in the country that operates a mass transit railway system to meet the transport needs of this country. NRZ prides itself as the operator of highly efficient service and state-of-the-art facilities with sincere customer care for passengers.   You have been traveling with NRZ for 5 years. This time you traveled for an important job interview. You have been preparing for this opportunity for the past 6 months. It was the final interview before the decision after 3 rounds of different examinations. One week before traveling, you booked a peak time return ticket for $115. The trip duration was 1 hour. The train set off at 8:05am so that you had plenty of time for the interview at 11:30am. Thus you decided to leave on the same day in the morning.   25 minutes after your departure, it was announced that there would be a short delay at the station. Initially, you were assured the train would be delayed for no more than 30 minutes. However, the train was still in the station after 30 minutes and no one showed up to explain the situation. You approached the crew member again for the updates. They replied to you very vaguely this time and sent you back to the seat. Another 40 minutes passed when you went to confirm the chance of being on time for your interview. They refused to give you any proper information of the problem but guaranteed that they would make it on time.   The train didn't depart until 2 hours later. When you finally arrived at your destination, you were already late for the job interview. You called the HR manager to explain your situation. However, the company rejected your application due to the absence. You complained to the conductor to claim your ticket fees back and asked for compensation for your loss. The conductor refused to take responsibility for your job interview.
You requested a refund online and received nothing but a rejection 8 weeks later.

Scenario _ Severe _ DB

Q4.1 Please read the following text carefully and imagine being in the described situation. You will be subsequently asked several questions about this situation.   NRZ was established in 1900s and now is the biggest railway company in the country that operates a mass transit railway system to meet the transport needs of this country. NRZ prides itself as the operator of highly efficient service and state-of-the-art facilities with sincere customer care for passengers.   You have been traveling with NRZ for 5 years. This time you traveled for an important job interview. You have been preparing for this opportunity for the past 6 months. It was the final interview before the decision after 3 rounds of different examinations. One week before traveling, you booked a peak time return ticket for $115. The trip duration was 1 hour. The train set off at 8:05am so that you had plenty of time for the interview at 11:30am. Thus you decided to leave on the same day in the morning.   25 minutes after your departure, it was announced that there would be a short delay at the

station. Initially, you were assured the train would be delayed for no more than 30 minutes. However, the train was still in the station after 30 minutes and no one showed up to explain the situation. You approached the crew member again for the updates.

They couldn't provide an accurate time and lead you back to the seat. Another 40 minutes passed when you went to confirm the chance of being on time for your interview. **One of the staff explained the relevant company policy and suggested alternative trains for you to catch. At the same time, the staff apologized for the delay and guaranteed that they could still make it on time.** You considered the risks and decided to wait on the train as they promised.   The train didn't depart until 2 hours later. When you finally arrived at your destination, you were already late for the job interview. You called the HR manager to explain your situation. However, the company rejected your application due to the absence. You complained to the conductor to claim your ticket fees back and ask for compensation for your loss. The conductor refused to compensate for your job interview. You requested a refund online and received nothing but a rejection 8 weeks later.

<div align="center">End of Block</div>

Scenario _ Severe _ DA

Q5.1 Please read the following text carefully and imagine being in the described situation. You will be subsequently asked several questions about this situation.   NRZ was established in 1900s and now is the biggest railway company in the country that operates a mass transit railway system to meet the transport needs of this country. NRZ prides itself as the operator of highly efficient service and state-of-the-art facilities with sincere customer care for passengers.   You have been traveling with NRZ for 5 years. This time you traveled for an important job interview. You have been preparing for this opportunity for the past 6 months. It was the final interview before the decision after 3 rounds of different examinations. One week before traveling, you booked a peak time return ticket for $115. The trip duration was 1 hour. The train set off at 8:05am so that you had plenty of time for the interview at 11:30am. Thus you decided to leave on the same day in the morning.   25 minutes after your departure, it was announced that there would be a short delay at the station. Initially, you were assured the train would be delayed for no more than 30 minutes. However, the train was still in the station after 30 minutes and no one showed up to explain the situation. You approached the crew member again for the updates. They replied to you very vaguely and sent you back to the seat. Another 40 minutes passed when you went to confirm the chance of being on time for your interview. They refused to explain the details but only guaranteed that they would make it on time anyway.   The train didn't depart until 2 hours later. When you finally arrived at your destination, you were already late for the job interview. You called the HR manager to explain your situation. However, the company rejected your application due to the absence. You complained to the conductor to claim your ticket fees back and ask for compensation for your loss. **The staff apologized for the delay and advised you to report your questions on the company's website. He also warned you of the company's regulations if you continued bothering him with your complaints. In the end, he helped you refund the outbound ticket only and rejected the full refund.**

<div align="center">End of Block</div>

Scenario _ Severe _ IB

Q6.1 Please read the following text carefully and imagine being in the described situation. You will be subsequently asked several questions about this situation.   NRZ was established in 1900s and now is the biggest railway company in the country that operates a mass transit railway system to meet the transport needs of this country. NRZ prides itself as the operator of highly efficient service and state-of-the-art facilities with sincere customer care for passengers.   You have been traveling with NRZ for 5 years. This time you traveled for an important job interview. You have been preparing for this opportunity for the past 6 months. It was the final interview before the decision after 3 rounds of different examinations. One week before traveling, you booked a peak time return ticket for $115. The trip duration was 1 hour. The train set off at 8:05am so that you had plenty of time for the interview at 11:30am. Thus you decided to leave on the same day in the morning.   25 minutes after your departure, it was announced that there would be a short delay at the station. Initially, you were assured the train would be delayed for no more than 30 minutes. However, the train was still in the station after 30 minutes and no one showed up to explain the situation. You approached the crew member again for the updates. They could not provide a concrete time and asked you to sit back. Another 40 minutes passed when you went to confirm the chance of being on time for your interview. **The staff showed a polite gesture to your question and guaranteed that they would make it on time. Soon after that, the staff reported your case to his supervisor and was instructed to provide you a free bus transfer without yet promising it to be on time. The staff also gave you some magazines and chatted about your interview while you were waiting.**   The train didn't depart until 2 hours later. When you finally arrived at your destination, you were already late for the job interview. You called the HR manager to explain your situation. However, the company rejected your application due to the absence. You complained to the conductor to claim your ticket fees back and ask for compensation for your loss. The conductor refused to take responsibility for your job interview. You requested a refund online and received nothing but a rejection 8 weeks later.

Scenario _ Severe _ IA

Q7.1 Please read the following text carefully and imagine being in the described situation. You will be subsequently asked several questions about this situation.   NRZ was established in 1900s and now is the biggest railway company in the country that operates a mass transit railway system to meet the transport needs of this country. NRZ prides itself as the operator of highly efficient service and state-of-the-art facilities with sincere customer care for passengers.   You have been traveling with NRZ for 5 years. This time you traveled for an important job interview. You have been preparing for this opportunity for the past 6 months. It was the final interview before the decision after 3 rounds of different examinations. One week before traveling, you booked a peak time return ticket for $115. The trip duration was 1 hour. The train set off at 8:05am so that you had plenty of time for the interview at 11:30am. Thus you decided to leave on the same day in the morning.   25 minutes after your departure, it was announced that there would be a short delay at the

station. Initially, you were assured the train would be delayed for no more than 30 minutes. However, the train was still in the station after 30 minutes and no one showed up to explain the situation. You approached the crew member again for the updates. They replied to you very vaguely and sent you back to the seat. Another 40 minutes passed when you went to confirm the chance of being on time for your interview. They refused to explain the details but only guaranteed that they would make it on time anyway.   The train didn't depart until 2 hours later. When you finally arrived at your destination, you were already late for the job interview. You called the HR manager to explain your situation. However, the company rejected your application due to the absence. You complained to the conductor to claim your ticket fees back and asked for compensation for your loss. **You noticed that the conductor moved a few steps backwards from you. Soon after it, he comforted you with a cup of hot chocolate and some sweets. Meanwhile, he referred you to the line manager in order to deal with your situation. Another staff was assigned by the manager to accompany you while you were waiting for the result. Your request for the refund was rejected in the end but the manager issued a voucher and a free upgrade for your next purchase.**

<center>End of Block</center>

Scenario _ Less Severe _ Control

Q8.1 Please read the following text carefully and imagine being in the described situation. You will be subsequently asked several questions about this situation.

 NRZ was established in 1900s and now is the biggest railway company in the country that operates a mass transit railway system to meet the transport needs of this country. NRZ prides itself as the operator of highly efficient service and state-of-the-art facilities with sincere customer care for passengers.

 You have been traveling with NRZ for 5 years. This time you traveled to meet a close friend who you haven't seen for 1 year. But he was only available during lunch time for about 3 hours. One week before traveling, you booked a peak time return ticket for $115. The trip duration was 1 hour. The train set off at 8:05am so that you had plenty of time to meet your friend at 11:30am. Thus you decided to leave on the same day in the morning.

 25 minutes after your departure, it was announced that there would be a short delay at the station. Initially, you were assured the train would be delayed for no more than 30 minutes. However, the train was still in the station after 30 minutes and no one showed up to explain the situation. You approached the crew member again for the updates. They replied to you very vaguely this time and sent you back to the seat. Another 40 minutes passed when you went to confirm the chance of being on time for your lunch appointment. They refused to give you any proper information of the problem but guaranteed that they would make it on time.

 The train didn't depart until 2 hours later. When you finally arrived at your destination, you were already late for the lunch appointment. You called your friend to check his condition. However, he had to leave for the last flight back to his city, without hinting the next meeting

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time. You complained to the conductor to claim your ticket fees back and asked for a compensation. But the conductor refused to take responsibility. You requested a refund online and received nothing but a rejection 8 weeks later.

Scenario_ Less Severe_DB

Q9.1 Please read the following text carefully and imagine being in the described situation. You will be subsequently asked several questions about this situation.

 NRZ was established in 1900s and now is the biggest railway company in the country that operates a mass transit railway system to meet the transport needs of this country. NRZ prides itself as the operator of highly efficient service and state-of-the-art facilities with sincere customer care for passengers.

 You have been traveling with NRZ for 5 years. This time you traveled to meet a close friend who you haven't seen for 1 year. But he was only available during lunch time for about 3 hours. One week before traveling, you booked a peak time return ticket for $115. The trip duration was 1 hour. The train set off at 8:05am so that you had plenty of time to meet your friend at 11:30am. Thus you decided to leave on the same day in the morning.

 25 minutes after your departure, it was announced that there would be a short delay at the station. Initially, you were assured the train would be delayed for no more than 30 minutes. However, the train was still in the station after 30 minutes and no one showed up to explain the situation. You approached the crew member again for the updates. They couldn't provide an accurate time and lead you back to the seat. Another 40 minutes passed when you went to confirm the chance of being on time for your lunch appointment. **One of the staff explained the relevant company policy and suggested alternative trains for you to catch. At the same time, the staff apologized for the delay and guaranteed that they could still make it on time.** You considered the risks and decided to wait on the train as they promised.

 The train didn't depart until 2 hours later. When you finally arrived at your destination, you were already late for the lunch appointment. You called your friend to check his condition. However, he had to leave for the last flight back to his city, without hinting the next meeting time. You complained to the conductor to claim your ticket fees back and asked for a compensation. But the conductor refused to take responsibility. You requested a refund online and received nothing but a rejection 8 weeks later.

Scenario_ Less Severe_DA

Q10.1 Please read the following text carefully and imagine being in the described situation. You will be subsequently asked several questions about this situation.

NRZ was established in 1900s and now is the biggest railway company in the country that operates a mass transit railway system to meet the transport needs of this country. NRZ prides itself as the operator of highly efficient service and state-of-the-art facilities with sincere customer care for passengers.

You have been traveling with NRZ for 5 years. This time you traveled to meet a close friend who you haven't seen for 1 year. But he was only available during lunch time for about 3 hours. One week before traveling, you booked a peak time return ticket for $115. The trip duration was 1 hour. The train set off at 8:05am so that you had plenty of time to meet your friend at 11:30am. Thus you decided to leave on the same day in the morning.

25 minutes after your departure, it was announced that there would be a short delay at the station. Initially, you were assured the train would be delayed for no more than 30 minutes. However, the train was still in the station after 30 minutes and no one showed up to explain the situation. You approached the crew member again for the updates. They replied to you very vaguely and sent you back to the seat. Another 40 minutes passed when you went to confirm the chance of being on time for your lunch appointment. They refused to explain the details but only guaranteed that they would make it on time anyway.
The train didn't depart until 2 hours later. When you finally arrived at your destination, you were already late for the lunch appointment. You called your friend to check his condition. However, he had to leave for the last flight back to his city, without hinting the next meeting time. You complained to the conductor to claim your ticket fees back and ask for a compensation. **The staff apologized for the delay and advised you to report your questions on the company's website. He also warned you of the company's regulations if you continued bothering him with your complaints. In the end, he helped you refund the outbound ticket only and rejected the full refund.**

Scenario_ Less Severe_IB

Q11.1 Please read the following text carefully and imagine being in the described situation. You will be subsequently asked several questions about this situation.

NRZ was established in 1900s and now is the biggest railway company in the country that operates a mass transit railway system to meet the transport needs of this country. NRZ prides itself as the operator of highly efficient service and state-of-the-art facilities with sincere customer care for passengers.

You have been traveling with NRZ for 5 years. This time you traveled to meet a close friend who you haven't seen for 1 year. But he was only available during lunch time for about 3 hours. One week before traveling, you booked a peak time return ticket for $115. The trip duration was 1 hour. The train set off at 8:05am so that you had plenty of time to meet your friend at 11:30am. Thus you decided to leave on the same day in the morning.

25 minutes after your departure, it was announced that there would be a short delay at the station. Initially, you were assured the train would be delayed for no more than 30 minutes. However, the train was still in the station after 30 minutes and no one showed up to explain the situation. You approached the crew member again for the updates. They could not provide a concrete time and asked you to sit back. Another 40 minutes passed when you went to confirm the chance of being on time for your lunch appointment. **The staff showed a polite gesture to your question and guaranteed that they would make it on time. Soon after that, the staff reported your case to his supervisor and was instructed to provide you a free bus transfer without yet promising it to be on time. The staff also gave you some magazines and chatted about your friend while you were waiting.**

The train didn't depart until 2 hours later. When you finally arrived at your destination, you were already late for the lunch appointment. You called your friend to check his condition. However, he had to leave for the last flight back to his city, without hinting the next meeting time. You complained to the conductor to claim your ticket fees back and asked for a compensation. But the conductor refused to take responsibility. You requested a refund online and received nothing but a rejection 8 weeks later.

<div align="center">End of Block</div>

Scenario_ Less Severe_IA

Q12.1 Please read the following text carefully and imagine being in the described situation. You will be subsequently asked several questions about this situation.

NRZ was established in 1900s and now is the biggest railway company in the country that operates a mass transit railway system to meet the transport needs of this country. NRZ prides itself as the operator of highly efficient service and state-of-the-art facilities with sincere customer care for passengers.

You have been traveling with NRZ for 5 years. This time you traveled to meet a close friend who you haven't seen for 1 year. But he was only available during lunch time for about 3 hours. One week before traveling, you booked a peak time return ticket for $115. The trip duration was 1 hour. The train set off at 8:05am so that you had plenty of time to meet your friend at 11:30am. Thus you decided to leave on the same day in the morning.

25 minutes after your departure, it was announced that there would be a short delay at the station. Initially, you were assured the train would be delayed for no more than 30 minutes. However, the train was still in the station after 30 minutes and no one showed up to explain the situation. You approached the crew member again for the updates. They replied to you very vaguely and sent you back to the seat. Another 40 minutes passed when you went to confirm the chance of being on time for your lunch appointment. They refused to explain the details but only guaranteed that they would make it on time anyway.

The train didn't depart until 2 hours later. When you finally arrived at your destination, you were already late for the lunch appointment. You called your friend to check his condition.

However, he had to leave for the last flight back to his city, without hinting the next meeting time. You complained to the conductor to claim your ticket fees back and asked for a compensation. **You noticed that the conductor moved a few steps backwards from you. Soon after it, he comforted you with a cup of hot chocolate and some sweets. Meanwhile, he referred you to the line manager in order to deal with your situation. Another staff was assigned by the manager to accompany you while you were waiting for the result. Your request for the refund was rejected in the end but the manager issued a voucher and a free upgrade for your next purchase.**

Default Question Block

Q13.1 In this scenario, did the company provide you with a refund?

○ Yes (1)

○ No (2)

Q13.2 Please rate the following statement about the failure severity in the scenario:

	This service failure caused me							
	1 (0)	2 (1)	3 (2)	4 (3)	5 (4)	6 (5)		
Minor problem (1)	○	○	○	○	○	○	○	Major problem
Small inconvenience (2)	○	○	○	○	○	○	○	Big inconvenience
Minor aggravation (3)	○	○	○	○	○	○	○	Major aggravation

Q13.3 Please imagine being in the situation and rate the following statements that describe your emotions in this scenario.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither disagree nor agree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I felt resentful. (1)	○	○	○	○	○	○	○
I felt angry. (2)	○	○	○	○	○	○	○
I felt irritated. (3)	○	○	○	○	○	○	○

Q13.4 Please imagine being in the situation and rate the following statements that describe your emotions in this scenario.

	Strongly disagree (1)	disagree (2)	Somewhat disagree (3)	Neither disagree nor agree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I felt cheated. (1)	○	○	○	○	○	○	○
I felt betrayed. (2)	○	○	○	○	○	○	○
I felt lied to. (3)	○	○	○	○	○	○	○

Q13.5 Please imagine being in the situation and rate the following statements that describe your emotions in this scenario.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither disagree nor agree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I felt disappointed. (1)	○	○	○	○	○	○	○
I felt upset. (2)	○	○	○	○	○	○	○
The service was worse than I had expected. (3)	○	○	○	○	○	○	○

Q13.6 Please imagine being in the situation and rate the following statements that describe your emotions in this scenario.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I felt frustrated. (1)	○	○	○	○	○	○	○
I felt powerless. (2)	○	○	○	○	○	○	○
I felt despaired. (3)	○	○	○	○	○	○	○

Q13.7 Please imagine being in the situation and rate the following statements that describe your emotions in this scenario.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I was extremely fierce. (6)	○	○	○	○	○	○	○
My feelings was destructive. (7)	○	○	○	○	○	○	○
I had the desire to see the company and/or the staff get punished. (8)	○	○	○	○	○	○	○
I hold the feelings of unrestrained violence to the company and/or the staff. (9)	○	○	○	○	○	○	○

Page Break

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Q13.8 Imagining yourself in this situation, in general, your emotion triggered in this scenario as imprudent.

○ Strongly disagree (1)

○ Disagree (2)

○ Somewhat disagree (3)

○ Neither agree nor disagree (4)

○ Somewhat agree (5)

○ Agree (6)

○ Strongly agree (7)

Q13.9 Based on the scenario above, please indicate the extent to which you agree or disagree with each of the following statements.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
My feelings would dominate my reaction. (1)	○	○	○	○	○	○	○
I felt like I would automatically explode. (3)	○	○	○	○	○	○	○
I might not consider the consequences of my actions. (6)	○	○	○	○	○	○	○
I might not be able to contain my feelings at a certain point. (4)	○	○	○	○	○	○	○
I might feel guilty following my explosion. (7)	○	○	○	○	○	○	○
My emotional response to this poor service would be fast. (12)	○	○	○	○	○	○	○
My emotional response to the poor service would be very extreme. (2)	○	○	○	○	○	○	○
I would lose my temper without thinking. (8)	○	○	○	○	○	○	○
I would lose self-control after the incident. (9)	○	○	○	○	○	○	○

I might not be in the mood to listen to others in this situation. (5)	○	○	○	○	○	○	○
I would spontaneously lose my temper. (10)	○	○	○	○	○	○	○
I would feel like exploding right away. (11)	○	○	○	○	○	○	○

Q13.10 Imagining yourself in this situation, in general, your emotion triggered in this scenario was premeditated.

○ Strongly disagree (1)

○ Disagree (2)

○ Somewhat disagree (3)

○ Neither agree nor disagree (4)

○ Somewhat agree (5)

○ Agree (6)

○ Strongly agree (7)

Q13.11 Based on the scenario above, please indicate the extent to which you agree or disagree with each of the following statements.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
My memories of this poor service would keep bothering me later. (1)	○	○	○	○	○	○	○
The way I felt would keep me thinking about this incident. (3)	○	○	○	○	○	○	○
I might think about the costs and benefits of losing my temper in response to this poor service. (7)	○	○	○	○	○	○	○
I would be an on-going state of anger. (4)	○	○	○	○	○	○	○
I would be concerned as to how to get even with this company. (12)	○	○	○	○	○	○	○
I would be preoccupied with this poor service for a long time. (5)	○	○	○	○	○	○	○

I would keep thinking about this experience for a long time. (2)	○	○	○	○	○	○	○
I would think about the outcomes of being outraged. (6)	○	○	○	○	○	○	○
I would think about the reason for being outraged. (8)	○	○	○	○	○	○	○
My feelings could be expressed clearly. (9)	○	○	○	○	○	○	○
I would keep thinking about how to cope with this situation. (10)	○	○	○	○	○	○	○
I would care about the rewards of getting even with this company. (14)	○	○	○	○	○	○	○
I would feel eager to see the results of my revenge plans. (11)	○	○	○	○	○	○	○

| My desire to get even with this company would be very strong. (13) | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

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Q13.12 Please rate the following statement that describes your reaction to the scenario:
I would consider to take action against the company and/or the staff immediately without thinking about it.

	1 (0)	2 (1)	3 (2)	4 (3)	5 (4)	6 (5)		
Strongly disagree (1)	○	○	○	○	○	○	○	Strongly agree
Definitely false (2)	○	○	○	○	○	○	○	Definitely true
Extremely unlikely (3)	○	○	○	○	○	○	○	Extremely likely

Q13.13 Please rate the following statement that describes your reaction to the scenario:
I would be very clear about my intention to get the company and/or the staff in an immediate trouble.

	1 (0)	2 (1)	3 (2)	4 (3)	5 (4)	6 (5)		
Strongly disagree (1)	○	○	○	○	○	○	○	Strongly agree
Definitely false (2)	○	○	○	○	○	○	○	Definitely true
Extremely unlikely (3)	○	○	○	○	○	○	○	Extremely likely

Q13.14 Please rate the following statement that describes your reaction to the scenario:
Even later, I would desire to take some actions against the company and/or the staff, even

without knowing about the results.

	1 (0)	2 (1)	3 (2)	4 (3)	5 (4)	6 (5)		
Strongly disagree (1)	○	○	○	○	○	○	○	Strongly agree
Definitely false (2)	○	○	○	○	○	○	○	Definitely true
Extremely unlikely (3)	○	○	○	○	○	○	○	Extremely likely

Q13.15 Please rate the following statement that describes your reaction to the scenario: Even later, I would try to make a plan to carefully get even with the company and/or the staff.

	1 (0)	2 (1)	3 (2)	4 (3)	5 (4)	6 (5)		
Strongly disagree (1)	○	○	○	○	○	○	○	Strongly agree
Definitely false (2)	○	○	○	○	○	○	○	Definitely true
Extremely unlikely (3)	○	○	○	○	○	○	○	Extremely likely

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Q13.16 According to your feelings in this scenario, please indicate the extent to which you agree or disagree with each of the following statements about your possible actions.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I would spread negative feedback about the company. (1)	○	○	○	○	○	○	○
I would make negative comments on the company's employees. (2)	○	○	○	○	○	○	○
I would denigrate the railway service to my friends. (3)	○	○	○	○	○	○	○
If my friends look for a similar service, I would tell them not to buy from this company. (4)	○	○	○	○	○	○	○

Q13.17

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I would switch to another provider for this service. (1)	○	○	○	○	○	○	○
I would reduce consumption of this service from the company. (2)	○	○	○	○	○	○	○
I would stop buying this service from the company. (3)	○	○	○	○	○	○	○
I would pledge to not return to this organization after this incident. (4)	○	○	○	○	○	○	○

Q13.18

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I would consider to hurt the employee physically. (1)	○	○	○	○	○	○	○
I would consider to involve physical collision with the employee in anger. (2)	○	○	○	○	○	○	○
I would consider to threaten to harm the employee physically. (3)	○	○	○	○	○	○	○
I would feel better if I beat the employee up. (4)	○	○	○	○	○	○	○

Q13.19

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I would swear during the interaction with the employee. (1)	○	○	○	○	○	○	○
I would make insulting remarks to the employee. (2)	○	○	○	○	○	○	○
I would yell at the employee. (3)	○	○	○	○	○	○	○
I would use hostile language towards the employee. (4)	○	○	○	○	○	○	○

Q13.20

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I would complain to the railway company to give the staff a hard time. (1)	○	○	○	○	○	○	○
I would complain to the railway company to be unpleasant with the staff on the train. (2)	○	○	○	○	○	○	○
I would complain to the railway company to make the staff pay for their poor service. (3)	○	○	○	○	○	○	○

Q13.21

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I would refuse to use other service/products from the company. (1)	○	○	○	○	○	○	○
I would overplay my anger at the company regarding the future service failures. (2)	○	○	○	○	○	○	○
I would take my anger out on other passengers around me. (3)	○	○	○	○	○	○	○
I would take my anger out on other staff. (4)	○	○	○	○	○	○	○
I would take my anger out on other service/products provided on the train. (5)	○	○	○	○	○	○	○

Q13.22

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I would try to create extra work to increase the cost for the company. (1)	○	○	○	○	○	○	○
I would try to spoil the products sold on the train. (2)	○	○	○	○	○	○	○
I would tend to make the job harder for the staff. (3)	○	○	○	○	○	○	○
I would consider to give the staff more work. (4)	○	○	○	○	○	○	○
I would damage the cabin on the train. (5)	○	○	○	○	○	○	○

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Q13.23 Please tick 'Red' when you read this question.

○ Yellow (1)

○ Red (2)

○ Green (3)

○ Blue (4)

○ Black (5)

○ White (6)

○ Purple (7)

Q13.24 Please indicate the extent to which the following statements about the company's actions can describe what you have read in the scenario:
Before the train arrived at your destination, they have come up with sufficient actions to solve the problem.

	1 (0)	2 (1)	3 (2)	4 (3)	5 (4)	6 (5)		
Strongly disagree (1)	○	○	○	○	○	○	○	Strongly agree
Definitely false (2)	○	○	○	○	○	○	○	Definitely true
Extremely unlikely (3)	○	○	○	○	○	○	○	Extremely likely

Q13.25 Please indicate the extent to which the following statements about the company's actions can describe what you have read in the scenario:

After the train arrived at your destination, they have come up with sufficient actions to solve the problem.

	1 (0)	2 (1)	3 (2)	4 (3)	5 (4)	6 (5)		
Strongly disagree (1)	○	○	○	○	○	○	○	Strongly agree
Definitely false (2)	○	○	○	○	○	○	○	Definitely true
Extremely unlikely (3)	○	○	○	○	○	○	○	Extremely likely

Q13.26 Please indicate the extent to which the following statements about the company's actions can describe what you have read in the scenario:

Before the train arrived at your destination, they have come up with sufficient actions to ease the tensions.

	1 (0)	2 (1)	3 (2)	4 (3)	5 (4)	6 (5)		
Strongly disagree (1)	○	○	○	○	○	○	○	Strongly agree
Definitely false (2)	○	○	○	○	○	○	○	Definitely true
Extremely unlikely (3)	○	○	○	○	○	○	○	Extremely likely

Q13.27 Please indicate the extent to which the following statements about the company's actions can describe what you have read in the scenario:

After the train arrived at your destination, they have come up with sufficient actions to ease the tensions.

	1 (0)	2 (1)	3 (2)	4 (3)	5 (4)	6 (5)		
Strongly disagree (1)	○	○	○	○	○	○	○	Strongly agree
Definitely false (2)	○	○	○	○	○	○	○	Definitely true
Extremely unlikely (3)	○	○	○	○	○	○	○	Extremely likely

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Q13.28 Please indicate the extent to which you agree or disagree with each of the following actions that have been mentioned in this scenario.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The staff apologized when I first approached them on the train. (1)	○	○	○	○	○	○	○
The staff expressed their remorse when I first complained on the train. (4)	○	○	○	○	○	○	○
The staff asked for my forgiveness when I first complained during the journey. (2)	○	○	○	○	○	○	○
The staff acknowledged their wrong deeds when I first approached them on the train. (3)	○	○	○	○	○	○	○

Q13.30

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The staff provided an adequate explanation of the company's policy for the situation. (1)	○	○	○	○	○	○	○
The staff explained the relevant procedures set out by the company's policy. (2)	○	○	○	○	○	○	○
The staff reminded me of the rules and policies of the company. (3)	○	○	○	○	○	○	○
The staff referred to the policy that helped me work out the solution to this situation. (4)	○	○	○	○	○	○	○

Q13.32

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The manager was involved in giving further advice when I first complained. (1)	○	○	○	○	○	○	○
When being first approached, the staff got instructions from the corresponding manager. (2)	○	○	○	○	○	○	○
When being first approached, the staff got advice from a more experienced company representative to receive further help. (3)	○	○	○	○	○	○	○

Q13.34

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The compensation (e.g. a free bus transfer) made up for my losses during the journey. (1)	○	○	○	○	○	○	○
The staff compensated me adequately (e.g. a free bus transfer) to solve my problems during the journey. (2)	○	○	○	○	○	○	○
The compensation (e.g. a free bus transfer) was an adequate effort to replace my losses. (3)	○	○	○	○	○	○	○

Q13.29

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The staff apologized after the train arrived. (1)	○	○	○	○	○	○	○
The staff expressed their remorse after the journey. (2)	○	○	○	○	○	○	○
The staff asked for my forgiveness after the arrival. (3)	○	○	○	○	○	○	○
The staff acknowledged their wrong deeds after the arrival. (4)	○	○	○	○	○	○	○

Q13.31

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I received general advice from the staff about what to do. (1)	○	○	○	○	○	○	○
The staff provided more information about the situation. (2)	○	○	○	○	○	○	○
The staff suggested a better way to solve the problem. (3)	○	○	○	○	○	○	○

Q13.33

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The manager was involved in controlling the situation after the train arrived. (1)	○	○	○	○	○	○	○
The staff received instructions from the manager with sufficient authority to decide how to further proceed. (2)	○	○	○	○	○	○	○
The staff received advice from a more experienced company representative to deal with my emotions after the arrival. (3)	○	○	○	○	○	○	○

Q13.35

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The compensation (e.g. the voucher and free upgrade) after the arrival was enough for me to continue using the service . (1)	○	○	○	○	○	○	○
The company compensated me adequately (e.g. the voucher and free upgrade) after the arrival to keep their relationship with me. (2)	○	○	○	○	○	○	○
The compensation (e.g. the voucher and free upgrade) was an adequate effort to retain me as a customer. (3)	○	○	○	○	○	○	○

Q13.38

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The staff tried to take my mind off the situation(e.g. gave me some magazines). (1)	○	○	○	○	○	○	○
The staff encouraged me to do something else to distract me(e.g. talked about the interview). (2)	○	○	○	○	○	○	○
The staff kept chatting with me to distract me from the delay. (3)	○	○	○	○	○	○	○

Q13.36

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The staff warned me of potential consequences if not behaving as told. (1)	○	○	○	○	○	○	○
The staff threatened to discipline me if I might misbehave. (2)	○	○	○	○	○	○	○
The staff warned me of further action if I might misbehave. (3)	○	○	○	○	○	○	○

Q13.37

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The staff kept the right distance from me during the interaction. (1)	○	○	○	○	○	○	○
The staff tried to de-escalate the situation by taking a few steps backs from me. (3)	○	○	○	○	○	○	○
The staff could no longer touch or reach me. (4)	○	○	○	○	○	○	○

Q13.39

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The staff took some actions to raise my mood (e.g. provided hot chocolate). (1)	○	○	○	○	○	○	○
The staff tried to lighten my mood by chatting with me. (2)	○	○	○	○	○	○	○
The staff did something to make me feel better (e.g. comforted me about the interview failure). (3)	○	○	○	○	○	○	○

Q13.40

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I got my money back for the train tickets from the complaint (1)	○	○	○	○	○	○	○
The company refunded me fully for my problems. (2)	○	○	○	○	○	○	○
The company made adequate efforts to refund my losses. (3)	○	○	○	○	○	○	○

Q13.41

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I had the opportunity to discuss my feeling with the staff during the encounter. (1)	○	○	○	○	○	○	○
I received emotional support from the staff during the journey. (2)	○	○	○	○	○	○	○
The staff took sufficient care of my concerns during the journey. (3)	○	○	○	○	○	○	○

Q13.42

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The staff who handled the situation was very polite. (1)	○	○	○	○	○	○	○
The staff who handled the situation was very patient. (2)	○	○	○	○	○	○	○
The staff involved during the whole journey was very calm. (3)	○	○	○	○	○	○	○

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Q13.43 Please tick 'Apple' when you read this question.

○ Peach (1)

○ Pear (2)

○ Pineapple (3)

○ Apple (4)

○ Plum (5)

○ Pomegranate (6)

○ Papaya (7)

Q13.44 Please indicate the extent to which you agree or disagree with the following statements about your environmental behaviours.

	Never (1)	Very rarely (2)	Rarely (3)	Sometimes (4)	Often (6)	Very often (7)	Always (8)
I buy environmentally friendly products. (1)	○	○	○	○	○	○	○
I reduce household waste. (2)	○	○	○	○	○	○	○
I use products made from recycled materials. (3)	○	○	○	○	○	○	○
I buy organic food. (4)	○	○	○	○	○	○	○

Q13.45 Please indicate the extent to which you agree or disagree with the following statements about you:

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
People consider me a quiet person. (1)	○	○	○	○	○	○	○
I tend to find faults in others. (2)	○	○	○	○	○	○	○
I have a forgiving nature. (3)	○	○	○	○	○	○	○
I often find myself worrying about something. (4)	○	○	○	○	○	○	○
I can get nervous easily. (5)	○	○	○	○	○	○	○
I tend to be lazy. (6)	○	○	○	○	○	○	○
I always make plans and follow through with them. (7)	○	○	○	○	○	○	○
People see me as a deep thinker. (8)	○	○	○	○	○	○	○
I always reflect on different things. (9)	○	○	○	○	○	○	○
I'm sociable for most of the time. (10)	○	○	○	○	○	○	○

Q13.46 Please rate the likelihood of the this scenario in the real life.

	Extremely unlikely (1)	Moderately unlikely (2)	Slightly unlikely (3)	Neither likely nor unlikely (4)	Slightly likely (5)	Moderately likely (6)	Extremely likely (7)
The incident described in the this scenario can be true in my life. (1)	○	○	○	○	○	○	○

Q13.47 Please indicate your ethnicity:

○ White (1)

○ Black or African American (2)

○ American Indian or Alaska Native (3)

○ Asian (4)

○ Native Hawaiian or Pacific Islander (5)

○ Other (6)

Q13.48 What is your highest level of education?

- ○ Less than high school (1)

- ○ High school graduate (2)

- ○ Bachelor (5)

- ○ Master (6)

- ○ Doctorate (7)

Q13.49 Please indicate your employment status:

- ○ Employed full time (1)

- ○ Employed part time (2)

- ○ Unemployed looking for work (3)

- ○ Unemployed not looking for work (4)

- ○ Retired (5)

- ○ Student (6)

- ○ Disabled (7)

Q13.50 How much is your gross income annum?

○ Less than $10,000 (1)

○ $10,000 - $19,999 (2)

○ $20,000 - $29,999 (3)

○ $30,000 - $39,999 (4)

○ $40,000 - $49,999 (5)

○ $50,000 - $59,999 (6)

○ $60,000 - $69,999 (7)

○ $70,000 - $79,999 (8)

○ $80,000 - $89,999 (9)

○ $90,000 - $99,999 (10)

○ $100,000 - $149,999 (11)

○ More than $150,000 (12)

Q13.51 Please indicate your gender:

○ Female (1)

○ Male (2)

Q13.52 Please indicate your age:

○ Under 18 (1)

○ 18 - 24 (2)

○ 25 - 34 (3)

○ 35 - 44 (4)

○ 45 - 54 (5)

○ 55 - 64 (6)

○ 65 - 74 (7)

○ 75 - 84 (8)

○ 85 or older (9)

End of Block

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