ROMANIAN ECONOMIC AND BUSINESS REVIEW

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EUROPEAN UNION FINANCING
FOR SMES RETHOUGHT IN THE SCENARIO
OF A LONG-TERM PANDEMIC

*Olteţeanu Angel-Cristian**

Abstract

The European Union has been a vehicle for investing in business areas which are otherwise off-limits for traditional banks and investors. Indeed, the European Union, through its variety of financing programs has not only been a source of funding for otherwise risky business ventures but also for innovation, investing in ideas and business processes which are far from a state of going to market. In the context of the Covid-19 pandemic, many traditional businesses throughout the European Union, which relied on a physical operation for their profitability (such as shops, restaurants, local services), have had to close down or reduce their business. Meanwhile, businesses focusing on electronic commerce have been thriving, with rising consumer expenditure diverted to them as well as the possibility of more consumer time for prospecting. In the scenario that the business state of the pandemic lasts for another 2 to 5 years, a useful topic lies in addressing the way the European Union funds should be invested so that the European Commission can continue upholding its pledge of encouraging European businesses at local, international and global levels. Despite the fact that in the beginning of 2022, public attention has moved from the COVID-19 pandemic and towards other, more recent issues, such as the Russian-Ukrainian war, the health threat has not been completely eradicated. Since it continues in the background, worse for some countries than others, on a planning level, it is useful to consider what European Union financing can do for small and medium enterprises in such a scenario.

Keywords: *European Union funding, small enterprise, medium enterprise, enterprise collaboration*

JEL Classification: F00, F02, F15, F19, O10.

1. Introduction

The European Union has been funding businesses in the last decades through a variety of channels and programs dedicated to diverse topics such as COSME, HORIZON and many others. These programs imply that financing is done either centrally, directly from the European Commission, or indirectly, at local level through financial intermediaries such as angel investors, investment funds or banks. Specifically, when addressing the financing realized through banks, these take the form of co-guarantees from the European Union or better conditions for financing such as better interest rates for SMEs. Banks are allocated funds and have a larger pool of investment available to small and medium enterprises which in absence, would have

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made banks very reluctant to lend at all to SMEs or to lend in worse condition of higher interest rates, faster payments or more pledged collateral[1]. Banks are a crucial element of the discussion in the European Union, due to the attempts at consolidating the European Banking Union.[2]

The European Union has a long history of focus on businesses operating in the sector of agriculture but, in recent decades, has also started a significant focus on financing innovation, specifically innovation related to Internet Technology and communications, smart technologies, smart applications, digital or big data businesses[3]. Somewhere between the lines of the traditional, proven competitive advantages of agriculture and the emerging technologies, which employ a handful of very skilled professionals, lie the bulk of the jobs and businesses. These are the businesses which, despite not realizing great profits, are the majority of the small businesses in the European Union, and the largest employer.[4] It is precisely these businesses which have been mostly affected by the COVID pandemic, the business as usual for them having been disrupted.

While no amount of financing can remedy shifting market trends, and the disruption created now by the COVID-19 pandemic has meant that some businesses have been permanently closed, the European Union now faces a different challenge of what businesses to fund. On the one hand, it has a great expertize on funding physical, productive or customer facing enterprises; on the other, the new, uncharted territory of digital business seems to have grown in importance with the rise of working from home, more e-commerce and the growth of the relevance of the service sector in the overall economy. This area also presents a different kind of challenge. Whereas before, the small and medium enterprise sector financing for the European Union consisted in picking winners from a cohort in attempting to find small businesses that can be sustainable starting from the ground up, with a new idea, or activating in an untapped niche, the reality of digital businesses means that SMEs have to compete with larger, more established firms, usually compete for services with multinational companies.

2. Possibilities for European Union Financing

A solution for the new model of picking winners among emerging SMEs for European Union financing could be in complementarity. Indeed, despite the fact that large, multinational corporations seem to dominate the area of digitalization and Internet commerce, due to their unified leadership and objectives, these companies are usually very good at doing a core of activities, but very slow in changing direction, or changing direction within departments and the making of teams more autonomous.

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[1] European Commission, *Banking and finance,* online source: *https://ec.europa.eu/info/business-economy-euro/banking-and-finance_en,* latest access May 2022.

[2] European Commission, *What is the banking union*, online source: https://ec.europa.eu/info/business-economy-euro/banking-and-finance/banking-union/what-banking-union_en, latest access May 2022.

[3] European Commission, Annual report on European SMEs, *European Union Support Programmes for SMEs*, online source: https://eufunds.gov.mt/en/EU%20Funds%20Programmes/Other%20 Programmes/ Documents/SME%20guide.pdf , latest access May 2022, pages 2-22.

[4] *Annual Report on European SMEs 2018/2019*, *Background document*, published November 2019, online source: https://op.europa.eu/en/publication-detail/-/publication/cadb8188-35b4-11ea-ba6e-01aa75ed71a1/ language-en, pages 9-58.

In this respect, small and medium enterprises have an advantage because they can consist of much smaller teams which are not committed to long term objectives (between 2 and 5 years). The role of flexibility in small and medium enterprises has been examined at lengths in papers such as that of Marek Matejun (2014).[5]

For example, due to the numerous creation of websites, more mobile applications, more computer programs, more online commerce as well as an increasing palette of services provided fully or partially on-line, the demand for customer support, customer care and technical support is increasing and will continue to increase. As such, a whole emerging industry has developed in the last decade, for different levels and types of customer support, technical support or a blend of these areas and sales, with multi-skilled agents, capable of promoting the business, solving customer issues, selling new products and providing professional rapport and interaction with the customers.

This provides a niche which SMEs can tap very well, either independently or in collaboration with larger enterprises because the teams needed in customer support, customer care and technical support are usually small, versatile and adaptive. These kinds of teams can concentrated in individual agents working individually from home, their only point of dependence further up with the firm being points of difficult case escalation. Or, in other cases, they consist of small, collaborative, fast communicating teams of under 10 employees.

The advantage of this kind of set-up is two fold: the SMEs can maintain independence in organization while the large companies can tap into areas which would otherwise be much more inefficient to manage. Such areas are difficult for large companies to direct through a unified change of management and unified vision specific to large companies and are not very relevant for these kinds of teams and activities, customer-facing teams usually having a direct, hands-on activity, which is separate from the rest of department activities in large enterprises. This scenario can represent a win-win for large companies, SMEs and the labor market as a whole. The relationship between small and business collaboration to eradicate poverty has also been examined in articles such as that of Richard Moreton (2019)[6]. Moreover, the relationship between small and large enterprises collaborating for innovation has also been explored in articles such as that of Adi Gaskell (2016)[7].

A second route that the European Union financing can take is the funding of SMEs which are attempting to innovate in niche areas which are unprofitable to large companies. Due to the large scale of companies, high operating costs, and the direction of activity usually through unified hierarchies, large companies tend to compete with other large companies over bigger markets segments, usually trying to bring to market

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[5] Marek Matejun, *The Role of Flexibility in Building the Competitiveness of Small and medium Enterprises,* published in Management 18(4), May 2014, online source: https://www.researchgate.net/publication/283153159_The_Role_of_Flexibility_in_Building_the_Competitiveness_of_Small_and_Medium_Enterprises, latest access in May 2022.
[6] Richard Moreton, *Why Large and Small Businesses Need to Collaborate to Compete in Complex Markets,* published in 2019, in Business Fights Poverty, online source: https://businessfightspoverty.org/why-large-and-small-businesses-need-to-collaborate-to-compete-in-complex-markets/, latest access May 2022.
[7] Adi Gaskell, *How Big and Small Companies ca Innovate Together*, Forbes, 10th of February 2016, online source: https://www.forbes.com/sites/adigaskell/2016/02/10/how-big-and-small-companies-can-innovate-together/ lastest access on May 2022.

game changing technologies that would assure them large revenues for periods of several years, against their competition. Such products include computer hardware, more advanced smartphones, applications or business computer software. The target market for large companies is usually the United States first, or if not, other developed economies, with the majority of their products being geared towards either the business sector or large scale consumer appliances. Such is the case with large businesses competing to sell business software or hardware to other large or small businesses or the sale of mass produced smartphones, watches, computers, hardware parts, applications or accessories to end customers.

As such due to costs associated with trying to develop large-scale manufacturing, large scale customer loyalty to a service or cultivate customer loyalty to a set of upgradeable, replacing products, large companies do not usually tap into smaller, local opportunities. This represents an opportunity for SME. For example, in the growing field of software, SMEs can deliver locally adapted mobile applications or computer software. The competitive advantage in this area lies in adapting to differences in cities, cultures, countries which the large companies are not interested in, due to their attempt to standardize, create and serve a generic customer base. The relationship between differences in small and medium business has been explored at length in by John A.Welsh and Jerry F. White in an article in 1981.[8]

There is a plethora of untapped local services which SMEs can tap into, not only for their own direct benefit but also with the possibility of revitalizing local trade and competitiveness. Here advantages can include the geographically specific branding of services for local customers, specifically tailored services to local customers. Specifically, in the area of household consumer services, there is much fertile ground for local SMEs to access. The area of serving local businesses can be more difficult to access, specifically in local businesses which attempt to compete internationally and need to rely on globally standardized networks of communication or work, or standardized software such as Microsoft suites. However, SMEs can attempt to innovate, bringing locally successful and locally flavored technologies to compete on a larger scale. But mostly, they can service local small businesses.

A third way in which European SMEs can integrate into the growing multinational landscape and for which they have a pan-European cooperation advantage is through the creation and improvement of existing networks for small and medium enterprise knowledge sharing across the European Union. Since many of them activate in different countries, focusing on local markets, they are not and will probably not be direct competitors for their foreseeable business life. As such, there are many avenues for knowledge, process, technique, practice and technology diffusion among them for a better integration of ideas into products and services for different markets. For example, SMEs activating in historical tourist activities can have a much better service delivery if they can integrate the stories that they are presenting into a wider European context of stories together on loose, indirect collaboration and knowledge sharing with similarly placed, non-competing SME's in other parts of the European Union.

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[8] John A. Welsh and Jerry F.White, *A Small Business Is Not a Little Big Business*, Harvard Business Review, July 1981, online source available at: https://hbr.org/1981/07/a-small-business-is-not-a-little-big-business lastest access in May 2022.

The advantage brought about by Internet learning can now also be applied to more traditional manufacturing or service industries which would have otherwise been geographically locked and could have diffused knowledge only through physical transportation on site, or through regional trade fairs. Such is the case for companies that provide local manufacturing services, some of them with a long history or connected to a country's culture, history or other unique traits. Example here include pottery, woodworking, painting, sewing and many other local crafts. It is also the case for local service providers, even among more established services such as locksmithing, plumbing and many others.

3. Challenges for European Union financing

The challenges for European Union financing in the scenario of a long term-pandemic are different because now it means that they need to assess the possible profitability of SMEs in a different manner, possibly based on their ability to do e-commerce or otherwise handle demands, and contracts on-line and deliver over longer distances, as the in-person-shopping can reduce. Also, since many European Union programs are not focused on eliminating firms based on productivity, but, based on their potential for innovation, the process of the evaluation of the innovation must necessarily be different. Not only would many of the assessments have to be done over the Internet, replacing in person visits by evaluators, but also, the trustworthiness of the endeavor would require much more information. Additionally, the long-term profitability factor is very different and the reality of doing business presents more unknowns and faster changes in business due to faster changes in consumer demands and preferences as shelf life and life of product are decreasing.

The digitalization of processes brings a greater speed and efficiency to some processes, but frequently, the volume of information created overrides the capacity to absorb the information. Such can be the case for the application for business grants from the European Union during these times if strong entrepreneurship resurges. However, the handling of these requests by increasing staff volume would be very unlikely due to the strict but stable structure of European Union clerical employment. In this regards, a possible solution is the introduction of pre-screening processes which should not be too rigid to disqualify genuine entrepreneurial endeavors. However, no screening process can guarantee the success of entrepreneurship, the process being in its nature a very original and different activity in any case, the evaluation of which can only reside with experienced professionals in business evaluation and experienced entrepreneurs.

4. Conclusion

There is a great difference between the valuation process that large, established firms go through and the evaluation of projects for small and medium enterprises in which officials for government or intergovernmental organizations fulfill. First of all, in valuating businesses which are stable and have been operating for several years, there are many proven economic indicators which can provide a degree of reliance in analysis. These include accounting indicators such as debt ratios, profit and loss statements, ratios for different resource use such as return on equity; or financial indicators such as capital asset pricing, value at risk and many others. In evaluating a

new business, none of these indicators can be used and indeed there are very little financial indicators that can be reliable, instead the focus is more upon entrepreneurial spirit, ideas, adaptation to the times, past work experiences in the field, initiative or former entrepreneurial endeavors if available. These issues have an added level of complexity with the added informational unknowns created by the context of the pandemic. There are also untapped advantages, but the quantification of these by evaluators is very unlikely.

Secondly, in the process of evaluating small and medium businesses which are trying to innovate, there can be no reliable process in standardized evaluation which can quantify the future results of businesses operating in completely different, many times emerging fields, with unproven processes, technologies or organizational structures. The European Union is in a safe position as an investor and should probably take additional risks to what private lenders take in the process of financing new, risky businesses.

Thirdly, I believe that the current times can represent turning points for some industries and sectors in the sense that some, even which are small at present and emerging, might in time be over-represented in the overall economies while some other sectors, might disappear, become obsolete and need to reorganize, or reduce in income and importance. As such, additional care needs to be done when evaluating and funding small and medium enterprise projects on a case by case basis. While some areas might be strong in geographical avenues based on local competitive advantages, such as tourism; others are still based on locally made, traditional products such as foods or crafts; there are areas and sectors in which modernity has advanced more and innovation and risk taking can take on much bigger roles. This is the case with the emerging Silicon Valleys of Europe (some examples are in Finland and Romania) but not limited to this. There are currently many areas of new technologies including Internet and Technology, Telecommunications, Medicine, Gardening and many others in which small and medium enterprises can activate.

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FORIGN DIRECT INVESTMENTS IN ROMANIA
DURING THE PANDEMIC

Vlad Cârstea[*]

Abstract

Foreign direct investments have been considered one of the most important source of economic development for the countries throughout the world. As such, the national governments became more and more open to this phenomenon and created all the needed infrastructure to increase the movement of foreign capitals. For Romania, the FDIs offered the possibility to trade internationally, to be an important player, especially inside the European Union. The COVID-19 pandemic is the second big crisis that the Romanian economy has had to overcome, after the financial crisis from 2007, when the country lost more foreign investments than any other country in the region. The current crisis, although has impacted the global economic activity, in Romania's case, there were not all bad news, as the investors, although cautious, they remained within the economy to conduct their business.

Keywords: *foreign direct investments, pandemic, Romanian economy*

JEL Codes: F21, F23, F63

Introduction

For the Romanian economy, the foreign direct investments (FDIs), are one of the most important source for financing the development and strategic programs that the government has to implement. In fact, the FDIs helped Romania to enter the modern era, in terms of economic development, contributed to its integration within the European structures and thus giving it access to free trade, a wider market and technology transfer. The undeniable benefits of investments consist of lower unemployment rates, higher revenues for the local budgets as well as the national one, the training programs for the company's employees and the know-how the foreign company brings to the table. The host country also has an advantage in the future, as there are no budgetary expenses for the human resources' training.

Foreign direct investments: Romania's case

The Romanian National Bank's statistics are backing up all the mentioned theories by showing a direct relation between the investments and the GDP growth rate. According to these statistics, from 2004 to 2008 the investments grew by 125%, which immediately transferred into a similar growth rate for the GDP (from 60 billion Euros to 140 billion). The growth trend is similar for the FDIs, as well. For instance in 2008, one

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year after Romania's integration within the European Union the economy recorded its best year in terms of received FDIs, totaling a flow of almost 9.5 billion Euros. Unfortunately, in 2009, the financial crisis hit and the majority of the foreign companies that were present in the economy reduced their activity and left the economy and few to none new investors were interested in entering in a developing economy. The flow's value dropped to 3 billion Euros, and continued to reduce until 2011, when it hit a record low value of 1.7 billion Euros, which was nine times less than 2008.

For the next years the Romanian economy was recovering from the economic crisis as it continued to receive FDIs, but unfortunately with a slow pace. Although 2010 was the year when, globally, the developed countries were not the countries of choice for foreign investors, as the developing countries were, Romania, unfortunately, was not one of those countries.

The best years in terms of FDI inflows, after financial crisis, can be considered 2018 and 2019, when the Romanian economy received 5.27 and 5.17, respectively billion Euros in foreign capital. Although the values are quite similar, there were fewer investments projects in 2019, compared with 2018 (78 to be more precise, compared with 113 in 2018), which follows the European trend where a 20% drop in investment was recorded.

Fig. 1. FDI Flows in Romania 2009-2020[1]
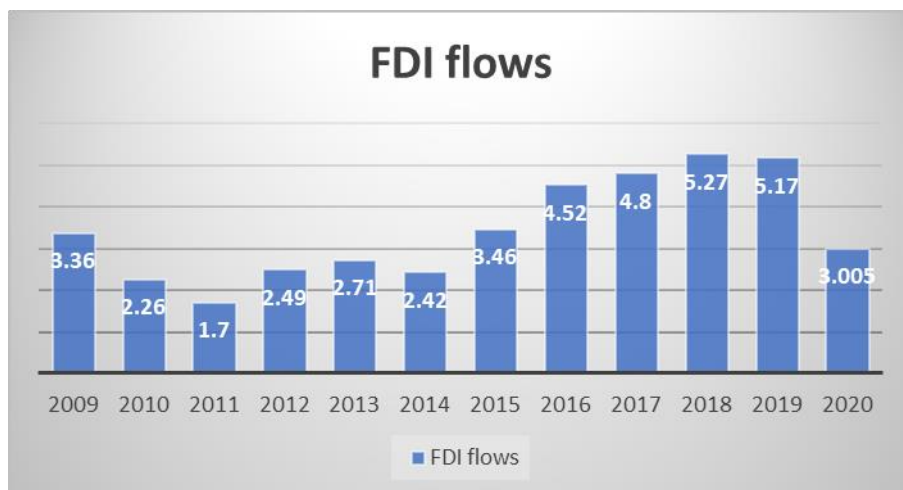
When analyzing the FDI's geographical distribution, the biggest cities managed to attract the majority of foreign capital, Bucharest being the go to metropolis for the investors, as 50% of the entire capital was invested in the capital. The second most attractive city for investors was Timișoara that managed to attract 11.5% of the total investments, while the city of Iași, with its 3.8% come into third place. The important gap between the values of FDI flows recorded by the cities is a consequence of the underdeveloped infrastructure in those areas, which translates into additional costs for the investors.

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[1] Source: Ernst&Young, National Bank of Romania.

In terms of country of origin for foreign capital that entered the Romanian economy, according to the National Bank of Romania's statistics, the Netherlands remained the biggest supplier of capital with 23.2%, followed by Austria with 12.6% and Germany with 12.3% of the total foreign capital.
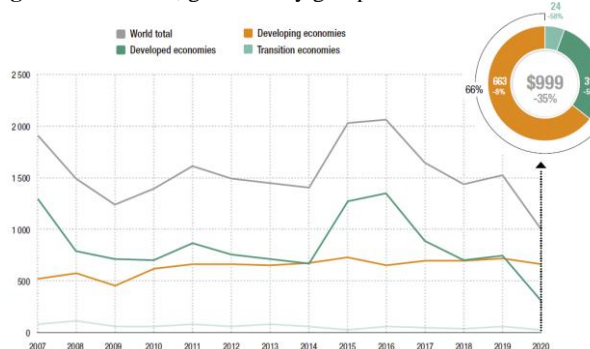
Investments in pandemic

At the beginning of the year 2020, when the rumors about a virus that was spreading quite easily outside China's national territory, the forecasts for the FDI were also pessimistic, forecasting a 40% drop in the global flows, compared with 2019, to approximately 1 trillion US Dollars, which is similar to the FDI flows' value recorded in 2005. Unfortunately, those predictions really came true and due to the pandemic the multinational corporations were less and less attracted by investing abroad. All the health regulations the national governments had to enforce culminating with the lockdowns, made the foreign investors to reassess their priorities and thus a new concept called reshoring[2], was created. This basically translates into shortening the chain of production, bringing back home or closer to the country of origin the production facilities due to the unstable economic and political climate.

The biggest contraction in FDI inflows in 2020, was recorded by the developed countries, which received 58% less foreign capital than in 2019. The developing economies were less affected by the pandemic, as the flows lost only 8% of the 2019 value, but that is mainly due to the investments done in Asia. This situation allowed the developing economies to become the global champion of attracting foreign capital through the means of direct investments, as 66% of the multinational corporations (MNCs) chose to invest in these regions.

Compared with the global trend, 2020, in Romania was a year of contraction in terms of FDI flows, as only 3.005 billion Euros entered the economy in the form of foreign investments, so the drop was 41.9% compared with 2019. Although at the debut of the pandemic and during the lockdown most of the business outside the food industry or basic goods, decided to limit their activity for a period of time, most of the investments done in Romania were done in the financial and insurance sector. The industrial sector, was the second most desirable economic field for the investors. It is worth mentioning the fact that inside the sector, the flows' values for the automotive and IT&C sectors were quite similar, with a slight advantage for the car manufacturing sector.

In terms of geographical distribution of the FDIs, there were no surprises, as the Bucharest-Ilfov area, once again, managed to attract the majority of investments. Furthermore, the situation remains unchanged when analyzing the type of investment been made, meaning that 62.2% out of the greenfield investments made in Romania, were done in Bucharest. There were no changes about the origin of the foreign capital, as the Netherlands remained the biggest investor in Romania in terms of FDI stocks. Compared with the previous year, the second and third positions suffered a switch between Germany and Austria, as the latter recorded a lower value of FDI stock.

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[2] Dan Badin – *"Criza generată de COVID-19 redesenează harta investițiilor. Unde se poate plasa România?".*

Fig. 2. FDI Inflows, global and y group of economies 2007-2020[3]

In 2021, as the pandemic began to show signs of weakness, the states came out the lockdown scenarios and the economic activity was starting up, the global foreign direct investments, were on an upward trend. The recorded trend growth of 77% compared with the previous year translated into an estimated 1.65 trillion US dollars[4], which surpassed the 2019 flow. Since the developed countries were the most affected ones by the pandemic and only 34% of the global flows entered these economies, in 2021 they made up for it as more than $500 billion out of the $780 billion, went into these economies. The developing economies also recorded an increase in FDI flows, of nearly 30% compared with 2020, which in absolute figures means almost $870 billion. This performance can be mainly attributed to the Asian countries that managed to have the strongest recovery for the developing economies. Of course, a special mention has to be China, the developing economy that managed to record a 20% increase for inward flows, which corresponds to $179 billion.

When analyzing the economic sectors that were the most desirable for the foreign investors, the renewable energy sector was the first choice in 2021 for capital investments and accounted for $85.2 billion. Another sector that benefitted from more capital investment was the production of semi-conductors, most likely as a result of the recent crisis that affected multiple economic sectors across the globe.

Romania was also on the plus side in 2021, as more than 7 billion Euros entered the economy as FDI flow. This value corresponds to an increase of more than double, compared to the 2020 values.

Concerning the country of origin for the invested capital, the Netherlands, remain the most important investor, with 19.2% of the FDI stock, followed closely by Austria and Germany.

Conclusions

Although the global economy was highly affected by the COVID-19 outbreak and the vast majority of businesses had to be partially or totally shutdown, the first signs of a rebound could be seen as soon as the countries dropped the restrictions and different sectors of the economy began to gain momentum. The foreign direct investments plummeted to unprecedented values during the pandemic and only the

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[3] Source: UNCTAD – World Investment Report 2021.

[4] According to UNCTAD.

food industry and basic goods producing companies ensured the global capital movement. But 2021 showed a strong comeback for the FDIs, in all country groups, of course with an advantage for the developed economies.

For the Romanian economy, the pandemic brought a massive drop in terms of foreign capital entering the economy. But not all was bad news, as the country's remarkable potential in the IT&C and retail sectors managed to ensure that the much needed foreign capital still found its way into the economy through investments. Now, that the pandemic is practically gone, the foreign investors will be coming back, but only if the government succeeds in implementing a series of measures that will increase the country's appeal. It is important to understand the fact that the market has changed, and so did the managers' expectations towards countries.

The Recovery and Resilience Facility, the financial tool that the European Union created for the member states to reduce the COVID-19 impact on the economies, represents an important opportunity for Romania to create more attractive incentive packages for the foreign investors. Moreover, the authorities have to make noticeable improvements in promoting the country as a viable option for FDIs, in developing the transportation infrastructure which will attract more foreign investors in different parts of the country in order to ensure a more balanced and sustainable development. This will also help the local business and it will ensure a more stable political climate with a more open attitude towards the foreign capital.

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DESTRUCTIVE ORGANIZATIONAL COMMUNICATION AND MANIPULATION: EMERGENT FORMS, CONSEQUENCES AND COPING IN THE FUNCTION OF SMARTER ORGANIZATIONAL SOLUTIONS

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Woe unto you, scribes and Pharisees, hypocrites!
(Jesus, Mt 23)

Abstract

The aim of this paper is to list and explain the manifestations of destructive organizational communication (N=24) and manipulation (N=26) as important communication phenomena in the area of dark side management/black art of management/dark managerial skills. For that purpose it is used the method of description, synthesis and insight.

From an organizational/social point of view, it is important to identify, recognize and deal with destructive/deviant communication phenomena that occur and manifest in many forms in order to minimize organizational/social damage (e.g. functional organizational stupidity/stupidity management). Techniques of destructive organizational manipulation were collected through insight into sources and life experience. Total of N=50 known/unknown techniques are connected with functional organizational stupidity and stupidity management as regular consequences of successful use of explicit destructive and manipulative techniques.

As features of coping with the mentioned „dark"communication techniques, preventive and reactive measures are listed and explicated. This is done in order to control destructive communication tendencies and create/maintain the desired productive (smart) organizational communication climate.

Keywords: *destructive communication, manipulation, functional organizational stupidity, stupidity management, moral management and moral maximization, productive (smart) communication climate, organizational communication, organizational behavior*

JEL Classification: D23, M21, M53, M59, O15

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1. Introduction

The true choice of competitive advantage, organizational success should be sought in the right places, and most managers seek success in the wrong places (Baker, 2003 according to Jeffrey Pfeffer-Stanford Business School). The right place in this paper is ethical organizational communication (moral management)[2] that acts synergistically in the function of achieving organizational goals. This also means eliminating/minimizing destructive and manipulative organizational patterns of thought, feeling and behavior. Communication here is essential because it is precondition/key ingredient of every human activity. But by means of communication, besides positive, there are initiated also negative/deviant/destructive organizational behaviors. Negative organizational behaviors can be broken down into *interpersonal deviance* (creating emotional or physical discomfort/harm to others in the organization) and *organizational deviance* (behaviors that harm organizational interests) (Mount, Ilies & Johnson, 2006). In deviant/destructive organizational behavior, destructive and manipulative communication is the main mediating factor.

Although the fundamental factors of business success have changed throughout management history (scientific management, organizational structure, organizational strategy, organizational culture, systematic approach, strategic alliances, organizational learning, business process management, stupidity management…) the common denominator of all these factors is the way people manage business leadership/ direction of organizational behavior and human resources (human resource management) in accordance with the organizational strategy (real goals and ways to achieve them). Communication is always basic ingredient of any human activity, therefore a condition without which it is impossible to achieve any organizational goal.[3] In all business situations, the ethical factor (ethical thinking, feeling and behavior) is crucial because it mediates the virtues (spirituality) without which perceived reality turns into hypocrisy with antagonistic effect on achieving organizational goals. A glaring example is the management of stupidity with the internalization of functional organizational stupidity (Alvesson & Spicer, 2012).

If the dominant organizational culture/climate is to hide real intentions and goals, hypocrisy appears as a fake behavior. The aim of deception and fraud has visible

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[2] Human moral and ethical research/study are the keys to the development of better theories of motivated human behaviour (Sikula, 1996, p. 51). Human resources as most valuable organizational asset should be developed in ethical/moral sense, because of evident lack/absence of moral management and moral maximization (Sikula, 1996, p. 60-62 and p. 66). Moral management mission can be defined as moral maximization in organizational settings. To attain such a goal (moral maximization) the first step is to know moral wrong and bad (evil) organizational behavior with moral minimization consequences. Knowing forms of destructive organizational communication and manipulation is a good step in resolving this huge communication and therefore organizational problem as well.

[3] It should be noted that organizational goals can also be hidden (from most actors), so they are known only to a narrow dominant stakeholder group (Pastuović, 1999). Thus, there is created a conflict of special and general interests in the function of achieving special interests. Then, as a rule, some of the manifestations of destructive communication and manipulation occur.

concequences/manifestations in destructive/deviant forms of communication and manipulation that often result in generating functional organizational stupidity with stupidity management. Given the growing awareness of destructive factors that negatively/antagonistically/conflictually affect organizational success in the context of creating a unproductive/destructive organizational culture and climate (Bogdanović, 2021; Bogdanović, Vetrakova and Filip, 2018; Bogdanović, 2016; Bogdanović, 2015; Bogdanović, 2014; Bogdanović, 2003), for organizations it is becoming increasingly important to know, recognize and deal with destructive organizational communication patterns and manipulative techniques that are contraindications to productive organizational climate and synergistic teamwork.

Wrong and bad organizational behavior (regardless of organizational perpetrators, their organizational roles such as managerial/operational or direction of communication, for example from the top of the hierarchy to the bottom/vice versa or horizontally/ diagonally) interfer, slow down, cause harm, therefore is important to prevent and react on such destructive phenomenons.   Sucessful organizations as well as individuals need to successfully solve various intellectual problems (to be cognitively intelligent) and various emotional problems (to be emotionally intelligent) especially in teamwork, but destructive forms of communication and manipulation (with their intellectual, emotional and behavioral components), usually brings to stupidity which can destroy everything.[4] In the context of achieving organizational goals, it is clear that such destructive forms of manipulation and communication, break the internal and external organizational harmony, so they have antagonistic (negative synergy)[5] instead a sinergistic effect.

As far as the author is aware, the sources on management/government[6] lack a systematic list of destructive organizational patterns of communication and manipulative organizational behaviors/techniques. The first step in this attempt is to collect, explain and present them as part of organizational knowledge to the general and interested academic/professional public in order to enable productive communication about the topic and in organizational application to give boost to the achievment of productive organizational communication climate by preventing destructive/deviant communication climate.[7]

Also in the conditions of increasingly present media methods of influence (media manipulation) it is important to recognize them, and theoretical knowledge is a prerequisite for practical doing. Namely people (citizens or organization member)

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[4] Analogue are known wise sentences: a) „Harmonious brothers are building a house, and in discord/quarrel are ruining everything!"; b) „Against stupidity God himself is helpless!".

[5] Synergies can be positive, negative and neutral (Jonek Kowalska, 2012). Smart solutions by the logic of things should be situated where positive synergies are possible and likely.

[6] Organizations can be divided into *functional organizations* (which meet a specific need), and for their drive it is uses the term management (etymologicaly: manago+ment = management of human hands that happens through mind management), and *territorial organizations* (which facilitate satisfaction of different common needs of people living in a certain territory), and for their drive/management it is used the term government (etymologicaly: govern+ment = management of the human mind) (cf. Pastuović, 1999., p. 526).

[7] A supportive/productive communication climate is characterized by openness, support, inclusiveness and reward. Such a climate allows the expression of different ideas, agreements and disagreements. Where such a climate prevails, members of the organization have a strong sense of involvement, commitment, pride and trust. The negative communication climate is defensive, closed, alienating, accusing, discouraging, punishing, and reflects power relations (Levi, 2014).

should realize the fundamental human values of truth, freedom, justice[8] (exercise and achieve their inherent human rights) and be as little as possible influenced by various types of manipulative techniques and destructive communications. It is a way to reduce/mitigate violence (organizational, economic, social, state, civilizational…) in a way to reduce tolerance (perception of unacceptability) towards all forms of destructive communication and manipulative behavior.

Recognizing destructive communication and manipulation is, of course, the first step in that direction. Namely in order that these techniques can be recognized by people of average intelligence which are in the majority (not just the smartest ones — who are statistically always in the minority)[9], it should be exhaustively stated and explained in order to enable learning for organization and people protection. This is the meaning and goal of this paper.

2. Techniques of Destructive Organizational Communication

At the core of all techniques of destructive and manipulative organizational communication is the violation of the principles of true communication: empathy, honesty/integrity, trust (cf. Borg, 2010, p. 7 & p. 263).

Without going into the causes of such communication, which can basically be situated in personality traits and situational/environmental factors, the observed techniques are listed and explained below. Techniques are divided into:

a) *destructive organizational communication techniques*,

b) *manipulative organizational communication techniques*.

Such division is made according to perceived visibility - which is more direct. Namely destructive communication techniques are easier to notice, and manipulative techniques are more indirect and therefore more difficult to notice and easier to replace with something else.

This taxonomy and division is not final because it is a newer field of management (dark managerial skills/deviant management) which, according to the author is in the initial stage of development.

2.1. HYPOCRISY (greek: Hypocrisus = acting not only on the stage but also in life). It consists in communicating socially desirable characteristics (virtues), which in fact the person/organization as a communicator does not have, in order to fake in front of others a quality/virtue that does not exist or is exaggerated (e.g. pretending

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[8] For the purposes of this paper, it may be easiest to operate with 5 fundamental virtues: right action, truth, freedom, peace, nonviolence (cf. Bogdanović, 2021).

[9] If the data that the average IQ in the world in 2019 (Richard Lynn and David Becker from the Ulster Institute in the UK) is taken as credible, then the measured average IQ of adults varies from IQ=43 (Nepal) to IQ=106.5 (Japan) with a world average of IQ=82. Source: https://worldpopulationreview.com/country-rankings/average-iq-by-country (18. 01. 2022.). These data mean that in a significant number of countries (countries from ordinal number 58 to 199) 50% and more % of people are below average level of intelligence (IQ<90), so this fact makes it difficult to recognize destructive communication and manipulation. It is all the more important to acquaint the general public with the manifestations of these phenomena in order not to be their victims. Amoral/antimoral more intelligent individuals often take advantage of such a general cognitive situation to the detriment of the less intelligent, more powerful/dominant at the expense of the powerless/subdominant.

achievement /superiority). An important part of hypocrisy is the silence of facts that serves not to establish a sincere dialogue with people, about moral dilemmas, moral deficits, mistakes, imperfections, untruths, freedoms, injustices. Hypocrisy has existed since ancient times, it is also present in intelligent primates (e.g. pretending that no food was found), it is present everywhere (although with different levels of tolerance). Even Jesus saw it as a very negative phenomenon: „*Woe unto you, scribes and Pharisees, hypocrites*!").[10] If the concealment of important, true information is established, the structure of hypocrisy (pretense) is born. Truth is a counterpoint to hypocrisy. Words (verbal statements) are false if they are contrary to deeds/reality, deeds are dead, if they are manifested only in words (deeds do not exist or are truncated). Acts prove the authenticity of words, the essence is manifested even without words/verbal statements, but to understand it you need to interpret it correctly. Hypocritical communication is destructive because it creates a "culture of lies". Some organizational theorists claim that the main organizational problem is the "culture of lies" and when a "culture of truth" is established, all organizational problems are solved practically on their own (Bogdanović, 2015). It is also hypocrisy to speak about the truth, but not to use true speech, as well as to use the authority argument instead of the authority of arguments.

2.2. INTIMIDATION TO THE BODY INTEGRITY. This means threat, intimidation by physical punishment, threat by strength/body size/aggressive behavior. In some organizations there is a culture of physical intimidation with physical punishment of employees/members by superiors or colleagues (military and sometimes even business organizations). It has been very effective in shaping behavior and has been used since ancient times, although in Europe corporal punishment at work (with some exception in penalty, military or police organizations) is ethically and morally inappropriate and legaly forbiden today. The principles and effectivness of punishment or only intimidation with punishment are today well known and part of scientific/applied psychology (Čudina-Obradović, 1989).

2.3. LYING/DECEPTION is the direct communication of incorrect information, facts, false knowledge (untruths). The goal is to distort accurate information and known facts (by lie) in order to confuse the recipient and achieve the target behavior (e.g. decision(s) as desired, or unconsciously communicate untruths (unverified/manipulative) informations/messages. False testimony according to the Bible is a grave sin, and degradation of fundamental moral law: "You shall not bear false witness!" This is one of the 10 fundamental commandments of Biblical God. Some legislatures punish lies (USA) - especially in court. Unfortunately, in the "culture of lies", lying becomes a general pattern of behavior that destroys trust, productive communication and organizational climate. This category of deception and lying includes false/inaccurate record keeping and forgery of all written records from reports, professional/scientific works to entire books (so-called falsification of reality in desired direction).

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[10] It may be less clear to whom this biblical proverb attributed to Jesus refers in today's social situation, but translated into today's context, "scribes" could be educated civil servants, especially lawyers, commissioned writers/trolls, dependant intellectuals/scientists and addicted professors on the budget. The Pharisees could be unethical politicians manipulators, quasi-moralists, pseudo-theologians, and all those who widely use hypocrisy and manipulation (so-called notorious liars) as a strategy of deceiving others in the function of their success.

2.4. CHEATING BY SUGGESTIVE QUESTIONS (asking suggestive false questions). The question of false suggestive questions that already contain an answer. For example: "So you outwitted/cheated a client? You testified falsely against xy? You are this Flat earthern boy?

This gives the impression that the person to whom the question is addressed is lying, and not the questioner (manipulator). Also, asking questions that already have the desired answer (suggesting answers, i.e. "putting desired words/sentences/verbal statements in someone else's mouth" and interpreting other people's statements that are not in line with the essence of what was said) represents a violation of freedoms and rights to speech. E.g., labeling with "Hate speech"; "Conspiracy theorist"; "Flat earthen" of any communicator with a undesirable statement that nobody reasonable does not want to be heard /that is unfavorable to someone, and can be part of a factual substrate or a legitimate attitude. E.g. a legitimate attitude is to be for the family and against same-sex marriage, against euthanasia, against Covid vaccination, and such an attitude can be discredited by asking suggestive questions as well as labeling it with something highly undesirable. Also, on the contrary, something really very undesirable can be made very desirable through the "Overton window" and declared as a (legitimate) policy.[11]

2.5. GUILTY FOCUSED QUESTIONS. Asking questions that already have a built-in presumption of someone's guilt (e.g. Are you lying again?; Stealing again?; Explain to me that scam you committed?). In this way, the manipulator shifts the blame to the manipulated person. By suggesting a fabrication of guilt (without any evidence), the manipulated person is led to a defensive attitude and proving his innocence (because whoever defends himself gives the impression that he is guilty and therefore defends himself). Thus manipulator is creating the impression that the manipulated person did something wrong, and in fact it has not, but has been brought into such position by such destructive communication.

2.6. REPETITION OF LIES WITH SOMEONE'S NAME. In this way, something negative is communicated about the person, with the intention by repeating the „fact" in one's consciousness become common, and thus becoming "true" (other people begin to believe that person xy is as it appears in repeated communication). So, e.g. "X was in jail for killing his mother". This is about intentionally negatively creating the image of an person which is target to manipulator. This technique is similar to Overton's window, where the constant repetition of the abnormal seeks to achieve the normal (to make lies and unacceptable in the minds of other people true and acceptable).

2.7. REPETITION OF SOMEONE'S NAME IN NEGATIVE CONTEXT. Frequent hearing of one's name in negatively connoted context, (e.g. "X was known as a petty thief and extortioner for his gang before he becomes manager"), increases the

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[11] Overton window is a model for policy change. It can dramatically change public opinion i.e. from firstly unappropriate idea, behavior can be normalized to the normal even desired idea, behavior (e.g. homosexuality, hypocrisy, etc). This is process how from unthinkable idea, gradually through radically, acceptable, reasonably, popular idea, finally becomes policy on default. (https://www.mackinac.org/ OvertonWindow).

likelihood that the victim/person himself begins to believe it (although it has nothing to do with the truth). Here is used classic conditioning (paired name and negatively connoted content), which connects the name/person with bad traits, and repetition fixes such a content in memory. Repetition of untruth/semi-truth/asymmetric truth[12] especially in a highly stressful situation (e.g. life-threatening/torture) is an auxiliary technique that contributes to the emergence of the so-called Stockholm syndrome.[13]

2.8.   LABELING. By labeling, someone is forcibly placed in a category with a negative connotation, which will place them in a socially undesirable group of people, according to which a negative attitude and discriminatory behavior is expected. For example: "He is an anti-vaxer!"; "He is an flath-earthling!"; "He is an anarchist/ communist/terrorist!".

2.9.   SHOUTING/YELLING. In paralinguistic communication, the volume of the voice communicates emotional states. In an amplified tone, one wants to force behavior when it is not possible/desirable with the power of arguments. The manipulator wants to create feelings of discomfort, fear, humiliation in order to let the victim know who is in charge (who has the power). By yelling at the victim, the manipulator restores feelings of superiority and feelings of control. Often used, as variation of this destructive communicative technique is narcistic rage at the victim where yelling is usuall behavior.

2.10. AVOIDING COMMUNICATION. Avoiding communicating about problems to be solved (on a personal or organizational level) puts the unwanted people with questions on hold. It is a way of creating tensions and a bad interpersonal climate. Delaying communication, for example by waiting (people waiting for a manager to receive them in the office, even though he has no important job, lets people know that they are waiting to be less valuable and in a subordinate position).   Avoiding communication can also be treated as a destructive communication/manipulation technique in situations where, e.g., communicating a problem is avoided by removing an undesirable item from the agenda or not putting an important item on the agenda at all. Thus, communication is actually communicated only in those frameworks in which it is convenient for the manipulator (it can also be on group level e.g. an interest group, a political party, a commission…).This technique is sometimes called "frame definition", which limits the discussion to "appropriate" topics and dilemmas (often trivial). The same technique can be observed when an agenda item is strongly postponed or placed on the agenda at an unfavorable time (when there is no quorum, when opposition is not present or "awkward" discussants are present, etc.). Also, avoiding communicating inappropriate/unethical behavior of manipulators (especially

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[12] Similar is the campaign Beechnut Packing company in 1920-ies because of low bacon purchase. It was engaged „father of PR Edward Bernays", so it was arranged that medical doctor suggest (in mass media) that strong and plentiful breakfast (so called „american breakfast") e.g. with bacon and eggs is good for health (Bernays, 2004 according Bernays, 1928). The campaign was very successful, so until this day, the conditioning remains, so in the consciousness of many people remain that such an American breakfast is the right thing to do.

[13] In Stockholm syndrome victim perception is changed, i.e. the perpetrator becomes a benefactor and the conditioned untruth become true in the victim's mind. Also variation of this techniques are described in the Orwells antiutopistic novel „1984" (Orvell, 1983) where we should have in mind the new terms of new speak, double thought and evil thought. There become obvious that the greatest enemy of normal human expression/communication is lie (Orvell, 1983).

manipulative and illegal) destroys relationships of trust. Where there is no trust there is no productive communication, productive organizational climate and positive organizational results are difficult to achieve.[14] This manipulative technique is often applied by people of power (directors/managers and officials of all levels when communicating with those less powerful than themselves).

2.11. DENIAL OF THE GIVEN PROMISE/AGREEMENT. It is about disputing an agreement, a promise or justifying certain inappropriate behavior (which deviates from expectations based on an agreement/given word/promise). The manipulator hereby reserves the right to withdraw any verbal (and written) promise whenever it suits him. A milder variant is that written testimonies that do not suit the manipulator (e.g. in the form of a contract, certificate, decision) are not seen/there is no will to be seen, are ignored. Such behavior is particularly effective in undermining trust and interpersonal relationships.

2.12. INVENTING A PROMISE THAT NEVER WAS MADE. This is a variant of occasional lying in order to gain time, or shift the blame to the other side. Communicating with others from the position of promises that are not really given, but are conveniently invented. This is a variant of lying, but such as to make sure that there was an agreement, an agreement on an issue, and in fact there was none. This manipulation is particularly effective in undermining trust and interpersonal relationships.

2.13. JOKES/MOCKING ON OTHER PEOPLE'S ACCOUNT. This is joke with someone to belittle him, humiliate him. By such destructive communication technique is telling stories in which someone is portrayed in a very unfavorable, undesirable light, which implies incompetence, inappropriateness, inefficiency. For example: "Even my underage son from the 3rd grade of elementary school would do better, but he is a minor so he can't replace a colleague XY."

2.14. OFFENSE AND DISCREDITIVE ATTACK ON OTHERS. This technique often use destructive verbal attack that have or have nothing to do with the victim, they may be fictional, as well as different levels of insult (verbal attacks with vulgar expression). Insults as threats to dignity are legally subject to lawsuits, although it is not an easy path to their realization, especially if the superior i.e."strong boss" in the organizational context commits such a verbal offense.[15]

2.15. USE OF SARCASM AND/OR IRONY. Although it essentially serves as a natural defense against stupidity (by expressing oneself in a witty way), it can also be used destructively in a way that belittles, diminishes, humiliates. E.g.: "I'm firing

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[14] A special practical problem within the issue of avoiding communication is not responding to e-mails, such as: "a) How to deal with people who do not respond to arguments, how to deal with illogical, irrational people who after their illogical/unargued/uncritic monologue do not respond to emails?, b) How to treat people who simply become deaf when something does not suit them? c) How to deal with those who turn a deaf ear after a given promise/given word, an agreement reached?" These are present communication behaviors conditioned by the manipulative selfish attitude: "What does not suit to me, I do not react to it!".

[15] In some organization is normal behavior (such climate/culture) that boss has „right" to undermine or offend his employees in an „ugly way". In such situations the victim has unformal „right" only to „be quiet" or „cry" (if e.g. victim is a women). It is obvious that this is destructive communication.

you because you bring more problem than you solve it in this company", "I'm sorry I hurt your feelings when I called you stupid, I really thought you already knew." (Cf. https://hr.gottamentor.com/feeling-witty-these-200-sarcastic-quotes-ensure-you-always-have-comeback)

2.16. COMMUNICATION THAT CORRUPT REPUTATION, PRIDE, DIGNITY. This is a communication of belittling (lowering) which seeks to diminish the value and self-esteem of the recipient. E.g.: "I know you, at school we called you drooling/dumb/silly XY!" Also deliberately incorrect addressing and misspelling of someone else's name and surname is part of this destructive communicative technique.[16]

2.17. EXAGGERATION IN STATEMENT AND DESCRIPTION OF HIS OWN PROBLEMS. Here is used the power of the powerless. One's own problem is exaggerated in order to create sympathy in others. It can also be used as a technique to reject an applicant (e.g., for a job or a service).

2.18. ARGUMENTATION OF THE "DEVIL'S LAWYER" TYPE. By means of this technique every idea, suggestion, observation, text is subjected to relentless criticism so that those for whom such communication is intended doubt themselves (e.g. that they are less smart, capable, that their arguments do not stand or partially do not stand), to distort their sense of security in their attitudes and beliefs. It is the nature of all things to have characteristics that can be evaluated in either a positive or negative light. Emphasizing only negative side/characteristics, and keeping silent about positive ones can easily create the impression/belief of inappropriateness, especially for people who cannot/have not permission to defend themselves and repel such attacks. Here the argumentation can be completely false and wrong, which is not important, the goal is important (negative impression that someone or someone wants to create). This technique is very similar to condemnation/judgment in a predominantly negative context where the recipient wants to cause uncertainty about the decision, to create great suspicion so that people lose faith in their own attitudes, opinions, ideas, values, or themselves.

2.19. GIVING FALSE/WRONG ADVICE, INSTRUCTIONS, SUGGESTIONS. Communicating advice, instructions, suggestions that only harm/hinder is a form of destructive communication (actually lying about the purpose of manipulating the recipient of the message) which seeks to disable/slow down the well-being, goal, task of victim(s).

2.20. DESTRUCTIVE CRITICISM WITH EXAGGERATION. This is such criticism that humiliates a person, creates a feeling of insecurity, turns a trifle into a huge mistake, a failure, a fateful event. Some magicians, lawyers, politicians are masters of this technique when they make a story of great importance out of insignificant, minor, unimportant things, i.e. " they make an elephant from a fly". In the media, for example, there are texts and comments on variations of this technique, such as what someone has occasionlly dressed from politicians or pop artists, so as to create a negative impression of the person.[17]

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[16] E.g. famous croatian writer Miroslav Krleža was sometimes incorrectly addressed as: Dr. Krlježa, Krležo, Krešo Miroslav, etc., regardless of the fact that he was the director of the Lexicographic Institute in Zagreb and a top world writer with huge legacy (Čengić, 1987).

[17] E.g. Croatian Del Boy, Nino Raspudić (Member of the Croatian Parliament of the opposition party) https://www.index.hr/magazin/clanak/hrvatski-del-boy-nino-raspudic/2326767.aspx (19. 12. 2021.). Comment: "Nino Raspudić on the set of „Only Fool and Horses" Nino Boy, in the episode in which, together with his wife (Marija Selak Raspudić also member of the Croatian Parliament of the opposition party), he procures used, "lovely- jobly" coffins, so he starts collecting signatures for the referendum against covid-certificates.

2.21. COMMUNICATION OF GUILT, REJECTION, REPRESENTATION. The goal of such a communication is to embarrass and evoke feelings of shame in the victim.

2.22. MONOLOGUE/TAKING OVER THE COMMUNICATION. It is about constantly talking about himself, self-attitudes, self-views, self-topics, and not allowing others to say something. Complete inability to listen to others is one of the destructive communication patterns because it effectively destroys the communication relationship.

2.23. GOSSIP/POISONING RELATIONSHIPS. Expressing a bad opinion of someone, in their absence. Sometimes the person being gossiped is not even known, nor has been ever met.

2.24. COMMUNICATION INTERRUPTION IN THE WAY OF SURROUNDING A WALL OF SILENCE. This destructive communiction technique means interruption of communication before someone was able to express their desires, needs. This technique informs the interlocutor that he has no interest in continuing communication (most often it is an effort to prevent statements about someone's needs or desires). Also this type of communication is done in tactless (rough) way.

3. Techniques of Organizational Manipulation

Manipulative techniques are often more deeply elaborated and designed because their purpose is not being directly noticeable and recognizable. For their observation, recognition and cognition are needed cognitive ability, critical thinking and deeper analysis of the phenomenon also a certain temporal commitment ("dealing with") with this „dark" communication phenomenon. This section lists the basic manipulative techniques observed, which are not final due to the initial situation in this area of management (dark managerial skills/deviant management).

3.1. IDOLATRY. Worship of concepts, notions, images, institutions instead of evaluation according to its contents (e.g. trees, humans, institutions, concepts should be evaluated according to their fruits, i.e. manifestations/results). The goal of idolatry is to create an idol that will be uncritically worshiped. This can be e.g. "race", but also concepts that should not be questioned (with taboo characteristics, e.g. Aryan/non-Aryan race; group 1-privileged/ group 2-deprived), because otherwise it is characterized as blasphemia. Today, generalizations are widely used to generalize polarizations (e.g. globes/flat earth concepts; vaccinated/unvaccinated; rich/poor; leaders/followers, Church (human institution)/God (ideal institution), employees/ employers, believers/unbelievers, wolfs/sheeps etc.

3.2. PROPAGANDA. The term represents thoughtful dissemination of targeted information/misinformation, ideas for one's purposes/achievement of organizational goals. In this way, various ideologies that promote certain idolatry are effectively spread through the media and communication (either public or organizational).[18]

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[18] E.g. fascism promoted the idolatry of Aryan superiority and racial purity, communism the idolatry of the working class, and more recently we face ideological manipulation of Overton's window or normalization of the abnormal (https://hr.sainte-anastasie.org/articles/psicologia/la-ventana-de-overton.html 08. 12. 2021.). Opposing and disabling the propaganda window of Overton is figuratively called "breaking the Overton window".

3.3. GAME CONTROL. The manipulator seeks to get others (victims) to fit into his reality and see things from the manipulator's perspective (how he wants others to see, belive and behave). In this way manipulator controls social interactions and interpersonal relationships, people (victims) play by its rules thinking of the manipulator in a desirable way.This produce obedience to an authority that has some power (expert, legitimate, referential, power of the powerless), e.g. obedience of worker to management, obedience of believers to church dignitaries, obedience of patients to doctors, obedience of subjects to authority, obedience of students to professors, compliance to socially disadvantaged/in bad health, material and psychological situation. The manipulative technique of establishing control of the game has the greatest potential for adapting and modifying behavior.[19]

3.4. MICROMANAGEMENT. This manipulative technique is an attempt to completely control (employed) people/victims throughout the day (both working and non-working part of the day) so that the victim is employed not only during their working hours at work, but also in their free private time.[20] The purpose of micromanagement is to create such work pressure that the victim does not have time for anything else but to perform the tasks and orders of his boss manipulator. Victims are occupied with duties all of their free time, and tasks arrive constantly via "online" and "offline" modes. The purpose of this technique is total control of subordinates.

3.5. SABOTAGE/PEST. This is manipulative technique that prevents someone from achieving success or (self) satisfaction that could jeopardize the power of the manipulator over the manipulated ones. Sabotage can manifest itself in various forms, from creating unfavorable conditions (deprivation, negative discrimination) to directly doing various damages (banning, threatening, inciting others to harm an undesirable/ notorious individual, engaging other people, institutions, technology, children, animals)[21] in order to make victim weak and so keep control over them.

3.6. SOCIAL PRESSURE/CONFORMIST PRESSURE. The manipulator uses the social pressure of colleagues to shape the victim's behavior. The rationalized view/opinion is that one should work as everyone does (majority, crowd). Although social pressure is normaly present in some extent as a socializing mediator (e.g. organizational socialization), can also be a facilitator of unethical and criminal acts.

3.7. "HOT-COLD" TECHNIQUE/VICTIM IDEALIZATION-DEPRIVILEGATION. The manipulator first praises/exalts the victim, portrays him as a positive example, privileges him with petty privileges, and then abruptly deprives him. The goal of this technique is to control the victim in such a way that the victim

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[19] Powerful people like to use this technique, so in the application of this manipulative technique it can be heard that workers/citizens are indulged, that they have to high expectations, that they live (to) well, that if bread is expensive, they should cut it into thinner slices, to adjust their current needs and wishes for the betterment of the future, as well as combined with arrogance and arrogant statements, e.g.: "Who does not like to live here (in his home- country) let him stay where he likes (abroad)", etc.

[20] The known proverb of manipulator here is: „Trust is good, but control is always much better!"

[21] Poisoning (spraying the workplace with poisons), use of radiation (placing employees under an antenna or other radiation source), bioterrorism (use of contagion), instructing institutions to harm/criple (e.g. on public competition), as well as banally feeding a victim to a dog. Here is important to note that someone could have only in his mind the various violent act of against him and this is than most possibly paranoia. Paranoia exists if it is only present in the mind of the victim, but it is not if something like mentioned is objectively present in reality and can be proved, no matter how amazing it seems.

should regain the manipulator's mercy and approval. It induces culture: "When you are in grace you have everything, when you are not you have nothing!" (Similar to the devil's temptation of Jesus in the desert).[22]

3.8. INDUCTION/MANAGEMENT OF FEAR. This techniques direct the victim to work in a specific way, with often control and intimidation/punishing. The victim in order to avoid embarrassment/punishment (from investigation, dismissal to death threat) feel constant fear not to do anything wrong.

3.9. INDUCTION OF GUILT. This technique consist of creating the condition that the victim can be blamed for something. This is achieved by giving many demanding work tasks in an inappropriately short time, and then as the tasks are not performed within the given time and quality, using the victim's guilt to make the manipulator achieve the mental control over the victim. Namely, the victim is induced to think how incompetent (s)he is and to achive self-blame for the unenviable situation.

3.10. OSTRACISM (exile/ quarantine). Origin of ostracism is from ancient Greek (fighting technique which eliminate political opponents), in organizational context this technique depicts ignoring the victim's person, not talking, not responding to their words, feelings, inquiries. This is an organizationally very effective technique because people are social beings who find this difficult, especially if it is programmed that the manipulator "incites" the entire social environment against the victim. (cf. Wu, Yim, Kwan & Zhang, 2012).

3.11. REFUSAL OF APPROVALS. This technique depicts induction of such situation where any normal functioning of the organization requires some approval/application/completed form/prescribed procedure from the manipulator. Victims thus need the usual and/or special approval of the manipulator. Thus, the manipulator prevents the victim from any work that is beyond the dictates of the manipulator. So by strong work formalization is enabled this type of manipulation.

3.12. EXTORTION OF FAST REACTION is technique using artificial shortening of the deadline. It is a manipulative technique of giving a very short time so that the victim reacts quickly without thorough consideration. It is often used in sales, signing employment/credit agreements, mobbing strategies (with the aim of making the victim make a mistake and continuing the abuse based on that mistake), a very short appeal period in a complex case etc.

3.13. THE ILLUSION OF CHOICE. Here is a technique by which the victim is putting in front of a finished act of choice that will illusionally resolve an important problem by victim choice. This violates distributive justice (for example, lottery decision-making and so-called democratic decision-making on important issues of work and life, without essential knowledge/information on the subject of decision-making), because the victim thinks (s)he made the decision, but in fact decision-making is imposed by the manipulator. This produce a paradox in which the victim is asked to make a choice that has already been decided, and the victim is induced with the illusion (cheated) that (s)he has made that choice.

3.14. BULLYING/MOBING (physical, psychological, economic abuse). It is about aggressive or subtle intimidation/bringing to a finished act, in order to force

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[22] „If you obey me you will have everything you want, if you don't you will suffer".

certain psychological states and behaviors (fear, humility, material impoverishment). Mobing can be not only on personal but also on organizational/state level than it is called strategic mobing.[23]

3.15. BLURRING/CONCEALING THE TRUE TRUTH (colloquial "SLUDGE"). The goal is to gain approval, in a way that confuses one's reason, judgment, perception, memory. This is possible if the manipulator is skilled and intelligent, and „tell stories" to less intelligent and/or subordinates according to the principle of the popular proverb: "It is easy to confuse any shallow mind!"

3.16. OFFERING „FREE LUNCH"/FREE LITTLE BENEFIT. This is technique of winning a person for his aim, e.g. with lunch/dinner, a gift, great kindness and extraordinary reception/praise, in order to psychologically commit the victim and get something much more valuable.

3.17. PREPOTENCY/ARROGANCE. This manipulation is characterised by looking at others "from above", letting others know that they are "below/less valued in comparison with arrogant" and "worse than arrogant". This manipulative technique seems to take "mental" control over other people and create the illusion of their subordination, and for the arrogant the illusion of their "natural" superiority and "natural" leadership. Pretending to be "above" or "better" is a technique of selling imaginary and non-existent values or existing but significantly lower values, and is also part of impression management techniques.[24] The intention is to obtain a higher status/value, and then take a leading (control) role within that and such a status. This technique is often used when there is no real coverage for the power that someone formally has and appropriates (especially with legitimate, expert, reference power). Arrogant people create an unproductive organizational climate, because they often demand privileges/special rights that do not belong to them due to their qualities ("checks without cover").

3.18. THEFT OF OTHER PEOPLE'S IDEAS, ACHIEVEMENTS, IDENTITY. This manipulation technique describes folk proverb: "Decorating with other beards feathers". Good parts of other people's achievements and characteristics are stolen from manipulator. This can take on pathological proportions when the boss attributes all the achievements of his team to himself, pretending to be a versatile genius, and treats others as if they were poor and weak-minded.

3.19. THREATENING GAZE/LOOK. This is a technique of intimidation with the aim of frightening others, with intention they give up from their claims, attitudes, problem view.

3.20. PASSIVE AGGRESSION. Here it is a case of transferring a psychological defense mechanism when frustration is shown not directly on the cause of frustration but indirectly on someone around (usually people of lower status/power who cannot retaliate, take revenge, oppose authority). Using of sarcasm/irony often is a sign of passive agression, and it can be also used as manipulator tactic to deminish victims.

3.21. OBLIGATION OF THE VICTIM AT A JOINT MEETING. The goal is to psychologically force someone to do something (e.g. to an activity that no one

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[23] Generating paper money inflation at the macro-organizational level (reducing the value of money) also falls into this category of manipulative abuse, i.e. the subcategory of strategic economic violence by which target group(s) of manipulated people are forcibly impoverished.

[24] Impression management uses techniques/strategies: 1) self-promotion, 2) cringe/sycopancy, 3) self-sacrifice, 4) intimidation, and 5) humble request (using the power of the powerless) (cf. Bolino & Turnley, 1999).

wants, that is awkward, has only costs, and mostly no benefit to the executor) in a way that is done publicly. In public/meeting at the explicit request of the leader (boss), the victim has less opportunity to refuse/think about it, and is thus manipulated into consent, even though he or she does not really want to.

3.22. PUTTING ITEMS ON LONG WAIT/DISPOSAL AFTER A LONG TIME PASS. This is simple manipulation technique in which an important issue is put aside (on hold) in order to humiliate those interested in resolving that issue and so feel worthless. By not resolving something that is important to people (especially by putting it on a long wait), it humiliates people and puts them in a subordinate position. It is also a corrupt technique to motivate people on hold to shorten the wait and speed up the resolution of their case by motivating the manipulator (corruption tool).

3.23. TARGET DESIGN OF A HEAVY/NON-COOPERATIVE PERSON. Behavior that intentionally deprives attention, pretends to be noncooperative in order to model the behavior of others. It is also corruptive tool because this motivate other people to stimulate/motivate such persons to engage in solving their problems.

3.24. IGNORING AND PUTTING COMMUNICATION ON WAITING. This means not paying attention to someone, not responding against other people's attempts to communicate. Targeted ignoring is a manipulative technique to discipline the behavior of another. A variation of this tactic is the so-called a promise but not intended to be fulfilled. In fact, it is about "swinging" or creating false hope and inducing expectations: "Now it will, but it is not", "It should happen, first this, then that", "We are not yet in that phase!", "Wait, wait, "Slowly!", "The case is in the process (court and other)!" Putting on hold is a known form of manipulation. People on hold are actually in a state of manipulation because they expect something positive to happen, and in fact nothing is happening or things are really going badly for them. To the privileged and people of power, things are resolved immediately or very quickly.

3.25. RECRUITTING ALLIES FOR "DIRTY JOBS". The goal of this technique is to keep the manipulator from being detected, so that dirty work for him is done by other individuals or groups (e.g. commissions or specially selected people for such purposes). This is a common technique of manipulators in higher hierarchical and positions of power ("Heads do not get their hands dirty but plan, organize and give orders to get dirty jobs done!").

3.26. PLAYING/ACTING THE VICTIM, WEAKNESSES/DISABILITIES. The manipulator plays the victim, in order to provoke a feeling of regret/pity, the so-called using the power of the powerless (Bolino&Turnley, 1999; Bogdanović, 2003).

4. Destructive Organizational Communication and Manipulation in the Function of Functional Organizational Stupidity and Stupidity Management

Destructive organizational communication and manipulation aims to reduce the resources of growth and development as well as people's resistance to the goals of manipulators. Often the consequences are manifested in functional stupidity, which is further aided by the management of stupidity. Inability or lack of motivation to use intellectual resources or intelligence is often the result of manipulation and destructive organizational communications (people become functionally stupid and less

motivated/unmotivated to respond to manipulation and destructive communication). Lack of thinking, thorough thinking and finding the reasons why it works the way it is done helps maintain the existing organizational (social) order, and is often exacerbated by manipulative untruths, wrongdoing, promotes existing power and relations of domination and emphasizes conformism (Alvesson & Spicer, 2012). At the same time, the difference between rhetorical publicly proclaimed norms and real but secret counter-norms (valid) creates a sense of hypocrisy (hypocrisy), especially in organizations that are information- and knowledge-intensive. A brief overview of proclaimed norms and secret counter-norms is presented in Table 1.

Table 1. Organizational norms and counter-norms as a cause
of hypocrisy and organizational stupidity

Organizational norms (proclaimed) -so-called. public norms (BRIGHT SIDE NORMS)	Organizational counter-norms (actually used) - the so-called secret norms (DARK SIDE NORMS)
Be open and honest	Be secretive and deceitful
Always follow the rules	Use whatever it takes to get the job done
Be profitable	Use available resources or lose them
Take responsibility	Transfer responsibility to another
Be a team player	Take credit for your own activities, publicly promote your credit
Be loyal to your organization	Tell/say bad things about your organization

Source: Sims & Sauser Jr. (2014)., p. 45-56 according Jansen&Von Glinow, 1985.

A great example of maintaining functional stupidity is when leadership/ government says only desirable and good things about the organization/society/state. Functional stupidity is often created on the basis of irrational belief in complex economic and financial models as well as on the basis of inadequacy of leadership practices (derived from misconceptions, general wisdom, often without any empirical data or fictitious empirical data). When partial knowledge or pseudo-scientific leadership becomes "the way it works", it happens organizational/social stupidity. Leadership also becomes stupid if it is completely abstract, unrelated to reality (it functions in its "imaginary mental bubble"), and e.g. accepts only pure macroeconomic science (as an uncritical mainstream) as the main choice/input resource. Functional stupidity promotes stupidity management that has the following characteristics (Alvesson & Spicer, 2012):

1. Lack of thinking about rules, beliefs, expectations (acceptance of following the orders/orders of the hierarchy regardless of the meaning and content of the order/orders).

2. Lack of reasonable explanation based on arguments, lack of explanation for actions taken, refraining from questions, refraining from seeking explanations in administrative regulations, tradition and fashion (key aspect in the formation of functional stupidity).

3. Lack of independent thorough thinking in such a way that short-sightedness (ill-conceived/partial solutions) are applied to effectively achieve the goal, without knowledge of the broader aspects of the problem. There are no independent questions about what the ultimate goal is, whether the goal is right and whether the goal makes

sense, and what are the appropriate means to achieve the goal. The lack of answers to these questions creates stupidity.

4. Lack of motivation, such as lack of curiosity, lack of openness, personality of the "organizational man" type ("I think and do as it is ordered!") who uncritically obeys, or a professional worker who considers the organizational paradigm unquestionable, because because that's how it should be.

5. Emotional lack due to fear, insecurity, mechanisms of power, domination and coercion (threat of punishment and violence) in the organization.

The main mechanisms of stupidity management are marginalization of doubts, blocking information about doubts, structuring organizational communication in a way that facilitates and encourages positive and easily understood stories, negative and ambiguous stories are marginalized or even banned.

Stupidity management deals with limiting the inappropriate "smart", limiting people in the intellectual or motivational-emotional field. The main supporting factors are (Alvesson and Spicer, 2012):

1. Limitation of rationality (due to lack of time, information, intellectual capacity, lack of knowledge about the problem, etc.).

2. Competences from one area are uncritically extend to competencies in another area (for example, an aircraft manufacturing expert cannot be a neurosurgeon expert and vice versa - stupidity inevitably happens here).

3. Recklessness (acting before thorough thinking and systematic decision-making).

4. Lack of intellect (primary decision-making based on strong emotions and passions - often present in emotionally demanding situations).

5. Denial of one's own ignorance (reliance on incomplete knowledge or pseudo-knowledge where the mediating factor is managerial/political vanity).

6. Fear and anxiety.

7. Insecurity (existential or psychological).

8. Refusal to disturb organizational harmony and the existing way of functioning.

9. Power and policy mechanisms (regulations requiring non-use of intellectual resources).

From this brief overview, it is apparent that all of these factors promote functional stupidity. If the leadership is actively working for its own benefit and promotion, using various manipulations and destructive communication patterns, optimal smart solutions cannot be expected, and the organization easy arrive in a state of organizational stupidity. Organizational stupidity is very present in modern organizational, social and political life, so it is not true to say that organizations/societies/states are getting smarter, because it is a huge empirical substrate about reduced intelligence and organizational stupidity.[25]

Stupidity is a very dangerous phenomenon (practically it has *unlimited power to destroy everything!*), which is very difficult to fight, especially if it is programmed (by manipulation and destructive organizational communication), and if it is not noticed and reacted in time (preventively or reactively), there is potential to create confusion, stagnation and chaos.

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[25] In a time of rapid technical and technological progress, the saying can be heard: "Everything is getting smarter except people!".

5. Measures to Reduce Destructive Organizational Communication and Manipulation and Promote Organizational Smartness

Basic measures concerning any psycho-social phenomenon can basically be divided into two basic parts: (a) *preventive* measures and (b) *reactive* measures. Prevention is a successful strategy because it is often better to "prevent than cure", but prevention also has certain costs. A reactive strategy is necessary to respond to unwanted communication and manipulation and thus thwart in creating greater organizational damage. So it can be recommended:

(a) Preventive organizational measures:

a1) Improving HRM practices in recruitment and selection of employees. Employees who are prone to destructive communication and manipulation (psychopathic or sociopathic profile) can be detected before engaging in the organization, but this requires additional training of staff engaged in professional selection (psychodiagnostics) in recognizing discrete, malignant phenomena and behaviors to prevent possible negative effects of manipulative and communicatively destructive people.

a2) Improving psychosocial working conditions. Organizational conditions such as the struggle for resources between departments, unequal treatment (discrimination), lack of structure and rules, misunderstanding of organizational values, non-response to hypocrisy, lead to the fact that manipulations and destructive organizational communications are encouraged, especially if they have neutral or even rewarding consequences.

a3) Ethical education with the promotion of spiritual values and management. E.g. moral management/management maximization (Sikula, 1996), service management with the promotion and living of original human values: right treatment, truth, peace, love and non-violence through organizational socialization can help prevent negative/destructive communication/manipulation and behavioral phenomena.

(b) Reactive organizational measures:

b1) Prompt response of management to emerging forms of destructive organizational communication and manipulation in order to timely eliminate the destructive communication effects of human resources and crises, such as disturbed interpersonal relationships, job dissatisfaction, poor work motivation/engagement, engaging in organizational intrigues, political behaviors, are not organizational features that create value. Managerial awareness of the problem of destructive communication and manipulation is crucial to be able to respond to it in a timely manner.

b2) Prompt response of employees to emerging forms of destructive organizational communication and manipulation. Open, unambiguous and effective communication reduces the psychological space for manipulative behaviors. Honesty, a culture of right behavior and truth is important not only as a preventive but also a reactive measure in recognizing and dealing with destructive communication and manipulative organizational patterns.

b3) Control reactive mechanisms for spotting and dealing with functional organizational stupidity and stupidity management and punishing destructive communication and manipulation. The best way to extinguish certain unwanted behavior, and then destructive-manipulative communications/behavior, proved to be a large and time-fast punishment after the offense/unwanted behavior (Čudina-Obradović,

1991). An important reactive control mechanism are the so-called „deviant organizational members" who may have the role of internal organizational whistleblower (Bogdanović & Filip, 2018). Therefore, it is suggested to have the so-called. "Deviant" member[26] (Cotu, 2009), that is, such a man who does not think like others and questions himself and others, e.g.: "And why do we do that at all?"; „Why do we do it that way?" Such a member should ideally exist in the organization or be a consultant to the organization with the authority and responsibility to warn of "problematic/bad deeds". The "deviant" member of the organization is extremely important, because through critical thinking it encourages creativity (new original ideas) and learning. In teamwork, the empirical fact is that a team with a "deviant" member achieves superior performance than teams without such a member, and in many cases "deviant thinkers" are a source of great innovation, and the loss of a "deviant" team member usually means whole team becomes average (Cotu, 2009).

6. Conclusion

Destructive forms of communication and manipulation are becoming part of the scientific branch of organization and management, more precisely the specialist field of dark management skills (black art of management) and the dark side of management (dark/deviant side of management). Since there is no organization in which there is no deviant behavior, different manifestations of destructive communication and manipulation of different frequency and intensity of occurrence occur in each organization.

In the context of dealing with these phenomena and the growing problems in times of crisis, this paper listed and explained some of the observed forms of destructive organizational communication and manipulation (N=50) with the aim of their timely detection, prevention (preventive measures) and therapy. The fact is that destructive organizational communication and manipulation is a phenomenon that can result in a dangerous state of functional organizational stupidity and stupidity management, so it is very important to recognize the phenomenon, react to it as a negative organizational phenomenon by preventing and/or reactively shutting down or reshaping.

To deal with destructive organizational communication and manipulation, *preventive* measures (improving the quality of professional selection professionals, improving psychosocial working conditions, ethical education) and *reactive* measures (prompt response of managers and employees to manifestations of destructive organizational communication and manipulation, where punishment occurs as good reactive measure) are proposed. The phenomenon of stupidity management and targeted creation of functional organizational stupidity should also be raised, so that the management itself would not use manipulation and destructive organizational communication to achieve its partial goals according to the "make stupid and rule!" concept. Therefore it is important to conclude that explicated destructive and manipulation technique with coping measures are the way to the smarter organizational solutions by means of smarter organizational communication.

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[26] A typical "deviant" thinker was, for example, the Croatian writer Miroslav Krleža (1893-1981). His statement is well-known: "I think wrong since I think, I never thought right, I always have something to answer for - for the wrong way of thinking or looking" (Krleža, M., July 6, 1981 according to Čengić, 1987).

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GLIMPSE OF CUSTOMER ENGAGAMENT
IN HOSPITALITY AND TOURISM:
A QUALITATIVE CONTENT ANALYSIS

Punit Moris Ekka*

Abstract

The work synthesizes the extant literature of secondary research-work and the systematic reviews, by using qualitative content analysis. This research aims to provide an insightful knowledge on contemporary topic of customer engagement through the methodology of an umbrella review, in the context of hospitality and tourism. Current study provides a holistic macro-level understanding of the extant literature of customer engagement in hospitality and tourism. The contemporary literature under investigation were published during consecutive years of recent times by journals of high repute. This work encompasses the antecedents and consequences of customer engagement in hospitality and tourism domain. The two popular online databases namely, Scopus and Web of Science were used for data collection. By applying keywords search, a total of 32 and 927 articles respectively, were collected for the time-period of January 2019 to June 2022. This paper tries to offer insights regarding customer engagement through the content analysis within the hospitality and tourism context along with providing future directions for further research.

Keywords: Engagement, hospitality, tourism, content analysis, customer, review

 JEL Classification: M31, M37, M39, Z32

1. Introduction

The word "community" alone is unclear and indeterminate unless its usefulness is leveraged. Most of the times it is used as a vague word, which usually finds its place in cultural and social terms or in a small group. With time, the term "community engagement" emerged and is continuously evolving (Reddel & Woolcock 2004). Community engagement is perceived as a classic medium to address the social and economic issues (Ang, 2006). From a community standpoint, increased involvement with local stakeholders along with the customer engagement, garners several benefits. Community-based participation leverages the strategic win-win situation for hospitality and tourism players. Consequently, the community engagement acts as one of the prime drivers for cultural, economic and ultimately for the social advancement.

Currently in the field of empirical research, there has been a huge inflow of literature related to customer engagement in the domain of hospitality and tourism (Taheri et al., 2019). One of the most affected industry due to the outbreak of Covid-19 is hospitality and tourism (Kaushal & Srivastava, 2021), which has generated

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significant amount of interest among researchers to study this domain from the lens of consumer engagement afresh (Zhong et al., 2021).

Customer engagement has been widely studied across the hospitality and tourism spectrum with a focus on subsectors such as travel, lodging, heritage tourism, cultural tourism, wine tourism, eco-tourism, food tourism, hiking and rural camping, adventure tourism, and wellness tourism (Hao, 2020; Cahyadi, 2016; Bryce et al., 2015; Ram et al., 2016; Suhartanto, 2011). However, the bulk of this research has been fragmented standalone research with low generalizability, and with little attempt to develop and add to the existing literature and without the intent to develop cohesive literature. Consequently, researchers' understanding of customer engagement and the theoretical understanding of customer engagement differs across studies in the hospitality and tourism context, resulting in inconsistency within the literature.

The concept of customer engagement is firmly grounded in service-dominant logic (Hollebeek et al, 2019; Islam et al, 2019). Service dominant logic postulates that the value can be created through healthy relationship between the firms, its partners, and its customers and the customer is a co-creator of the value which they consume. In service-dominant sectors, the perceived value of a customer is only the contribution of the service, which is phenomenologically accepted for their consumption. Thus, customer engagement is of great significance in the area of hospitality and tourism, as this primarily being a service-oriented sector.

By leveraging the content analysis, an umbrella review is used for the current study to draw insightful conclusions. Among various qualitative methods, the content analysis is primarily used for analyzing the textual data. The qualitative content analysis investigates the data which are an existing outcome of open-ended data collection procedure purposed for detailed and in-depth synthesis. The process of qualitative content analysis may involve the data collection and its synthesis simultaneously.

2. Methodology

Content analysis as a qualitative research technique is used for producing a strong and sound inferences from data of a given context, to provide new understanding, perspective and insights, for decision making useful for practitioners and academicians alike. Elo & Kyngäs, (2008), states that the content analysis is a technique, which can be used in either inductive or deductive way, with qualitative as well as with the quantitative data equally.

This umbrella review approach aims to develop cohesion and clarity by addressing the deficiency of the existing literature, by drawing from a series of research article and systematic literature reviews, published during consecutive years of 2019, 2020 and 2021.

Table no. 1 Details of three literatures used for the synthesis

Year of publication	Title	Author	Journal	Publisher
2019	Tourism-based customer engagement: The construct, antecedents, and consequences	Rather, R. A., Hollebeek, L. D., & Islam, J. U.	Service Industries Journal	Taylor & Francis
2020	A decade of customer engagement research in hospitality and tourism: A systematic review and research agenda	So, K. K. F., Li, X., & Kim, H.	Journal of Hospitality & Tourism Research	Sage
2021	Customer engagement research in hospitality and tourism: a systematic review	Chen, S., Han, X., Bilgihan, A., & Okumus, F.	Journal of Hospitality Marketing & Management	Taylor & Francis

Aromataris et al., (2015), states that the investigation of an extant systematic reviews can be denoted by various distinct labels, and umbrella review is one of them. Such reviews enable the researchers to review the relevant piece of existing literature through comparison and, supplies an organized means of new findings and insights to policymakers, practitioners, and academicians alike (Aromataris et al., 2015).

For current study a research article and two systematic review literatures from reputed journals of ABDC index were selected. These literatures were related to the topic of customer engagement in the context of hospitality and tourism. By applying a search string of keywords as "Customer Engagement" OR "Consumer Engagement" AND "Tourism" AND "Hospitality", in two major online databases namely, Scopus and Web of Science (WoS), a total of 32 and 927 articles respectively were collected. The time period of the published literature was chosen from January 2019 to June 2022. Identified literatures are mentioned in Table 1.

3. Results

Content analysis is used to examine the content of a range of data including visual, as well as the verbal data. It makes possible to reduce the phenomena into specific categories to better study and simplify them. Word clouds are visually appealing, straightforward and an excellent method for general text analysis (Heimerl et al., 2014). As per Lohmann et al., (2015), a qualitative evaluation through word cloud provides an arrangement which integrates the most frequent words from several text documents into a single visualization.

As can be inferred from the word cloud, by ignoring the most generic words, the predominantly discussed keywords related to the literature on customer engagement in hospitality and tourism domain are future, present, consequences, temporal, context, evolution, online, and antecedents (see figures 1). It signifies that those mentioned are the dominating keywords on which researchers are interested to conduct their research associated with customer engagement, in the domain of hospitality and tourism.

Figure no. 1 Word cloud from the selected literature

Below mentioned Table 2, provides an analysis of key findings drawn from the literature of under investigation.

Table no. 2 An analysis of identified literatures

Title	Tourism-based customer engagement: the construct, antecedents, and consequences	A decade of customer engagement research in hospitality and tourism: A systematic review and research agenda	Customer engagement research in hospitality and tourism: a systematic review
Author	Rather, R. A., Hollebeek, L. D., & Islam, J. U.	So, K. K., Li, X. R., & Kim, H.	Chen, S., Han, X., Bilgihan, A., & Okumus, F.
Year of publication	2019	2020	2021
Journal	Service Industries Journal	Journal of Hospitality & Tourism Research	Journal of Hospitality Marketing & Management
Number of articles reviewed	112	37	89
Research objective of the paper	To identify the structural model, related with customer engagement with an aspect of service-dominant logic.	To identify key tenets of customer engagement within the context of hospitality and tourism.	To identify the prime research streams of customer engagement in hospitality and tourism.
Context	Tourism	Hospitality and tourism	Hospitality and tourism
Central arguments of review	This review identified tourism-based customer engagement antecedents as place authenticity and place attachment and their consequences as customer trust, co-creation, and brand loyalty. Authors argue that consumers might have some degree of place attachment to a destination even if they have never been there, thereby motivating them to visit these places.	This review identified the antecedents of customer engagement in the hospitality and tourism context as motivational, relational, organizational, and situational drivers, the pursuit of special interests, and organizational barriers.	This review explores customer engagement in hospitality and tourism, in the context of online as well as in offline mode. Authors argue that in hospitality and tourism domain, there is a change in trend from "customer" to "tourist" and finally to just a "visitor".

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Critiques and scope of future research	Authors did not incorporate the role of other relational constructs such as consumer involvement, service experience, brand connection, or brand affiliation into their customer engagement model. These constructs could have potential mediating or moderating effects, the role of which has been ignored in this study. Future research should also give attention to the role of demographic and psychographic variables and how they affect customer engagement.	Authors found that the role of customer engagement moderators has been infrequently discussed and recommends further research on customer engagement moderators in the context of hospitality and tourism be undertaken.

Authors also denoted that there's a high degree of ambiguity regarding the concept of customer engagement within the hospitality and tourism context. The existing literature primarily consists of micro-level studies undertaken using one-time use customer survey data with little effort to develop comprehensive literature. This review recommends that efforts be directed towards the development of comprehensive macro-level literature.

Authors observed that studies have been primarily customer-centric, and the perspective of other stakeholders has been largely ignored. The review recommends that future studies incorporate the perspective of other stakeholders. | Authors mentioned that the marketers need to design and execute focused actions, either online or offline for stimulating customer engagement. Most of the work here were targeted towards the impact of customer engagement on firm's performance.

Authors discussed the strategic stakeholders' engagement only from the service ecosystem's perspective.

Authors argued that in hospitality and tourism context, handling both the positive and negative feedbacks on an offline mode, needs to be researched further. |

4. Discussion

The current study undertakes the qualitative content analysis through an umbrella review of existing literatures published on customer engagement in the hospitality and tourism domain. The popularity of customer engagement in an online platform has drastically transformed the main characteristics of customer experience in the hospitality and tourism domain (So & Li, 2020). As per the study conducted by Romero (2017), the word-of-mouth and the value co-creation in an engaging platform are the two critical factors, which are vital in hospitality and tourism domain from the customer engagement perspective. The online platform has provided excitingly rich medium which enables hospitality and tourism players to connect, network and interact with their customers even beyond their physical offerings. To engage in an online platform with the potential or existing customers, the hospitality and tourism players have established themselves in an engaging manner across the online social platforms (So et al., 2014).

Content analysis is a systematic process to analyze the documented, spoken, or pictorial form of messages (Cole 1988). As we discussed, qualitative content analysis is one among various other approaches useful for conducting textual synthesis of data.

Content analysis as a research technique is a structured and an orderly manner of evaluating and reporting the phenomena (Sandelowski 1995). It is also known as a method of analysing documents. Content analysis enables researchers to examine theoretical issues to enhance the interpretation of the data. Through content analysis, it is feasible to refine words into relatively fewer number of content-related categories. It is presumed that when grouped into the same categories, words, phrases and the like share the same meaning (Cavanagh 1997).

Rather et al., (2019), in their paper "Tourism-based customer engagement: the construct, antecedents, and consequences", states that the customer engagement mediates the relationship between place authenticity and place attachment, and also between customer trust, co-creation, and brand loyalty. This indicates that customer-perceived place authenticity and place attachment should be cultivated to facilitate customer engagement to nurture customer trust, co-creation of the service experience, and brand loyalty. Authors statistically validated hypothesized tourism-based customer engagement antecedents and consequences. Authors argue that consumers might have some degree of place attachment to a destination even if they have never been there, thereby motivating them to visit these places. This indicates some degree of pre-consumption customer engagement. Once such consumers have visited the destination, their post-consumption customer engagement may be lower in comparison. The findings of this review also suggest that the process of customer perceived place attachment positively enhances the perception of tourism site authenticity. Rather et al., (2019), argued that the theoretical foundation of customer engagement lies in service-dominant logic, and customer engagement in the hospitality and tourism context can only be studied from a service perspective.

So et al., (2020), in their paper "A decade of customer engagement research in hospitality and tourism: A systematic review and research agenda" states that the consequences of customer engagement are based on their cognitive, affective, behavioral, and economic evaluation. The correlation between these constructs is mediated through relationship quality, perceived cohesion, emotional experience attached to specific destination and, by the perceived intimacy. Authors observed that such mediators only mediate the correlation between customer engagement and its antecedents and do not mediate the relationship between customer engagement and its consequences.

Chen et al., (2021), in their paper "Customer engagement research in hospitality and tourism: a systematic review" states that players operating in hospitality and tourism domain can further be benefited by harvesting their customer engagement strategies more effectively. Authors also highlighted the importance of others' opinion. Authors argue that potential customers' perception largely depend upon the opinions of others. Therefore, both the positive as well as the negative feedback and comments shared on an online platform must be dealt carefully, as it may enhance or hamper firm's profitability.

All the authors Rather et al., (2019), So et al., (2020), and Chen et al., (2021), agreed with the multidimensional characteristics of customer engagement concerning the hospitality and tourism domain. Customer engagement in the hospitality and

tourism, can be understood to be composed of cognitive, emotional, and behavioural components, and while the behavioural component has been more widely studied, the psychological aspects of cognition and emotion cannot be ignored.

However, the authors Rather et al., (2019), So et al., (2020), and Chen et al., (2021), found the available research works on customer engagement in the hospitality and tourism context to be insufficient in certain ways. So et al., (2020), argued that there exists substantial ambiguity regarding customer engagement and its related constructs within this context and therefore, research in this area is hindered. So et al., (2020), and Chen et al., (2021), both found that the existing research has primarily been conducted mostly in developed countries. Studies undertaken have also been predominantly cross-sectional and there is a need for longitudinal studies to be undertaken. So et al., (2020), states that the existing literature had been primarily customer-centric, ignoring the role of other stakeholders and only a little attempt had been made to develop literature in this area.

So et al., (2020), and Chen et al., (2021), both agreed that there exists a significant lack of consensus regarding customer engagement within the hospitality and tourism, and the research work in this area needed more clarity.

5. Conclusion

Harmeling et al., (2017) and Pansari & Kumar, (2017), observed that customer management research prior to the 1990s primarily focused on customer transactions with emphasis on share of wallet, recency, frequency and monetary value. The research focus subsequently shifted to relationship marketing till the early 2000s with practitioners focusing increasingly on driving customer satisfaction and loyalty via superior marketplace offerings (Pansari & Kumar, 2017). However, it has been empirically argued by (Aydin & Özer, 2005) and (Mittal & Lassar, 1998) that customer satisfaction does not necessarily induce customer loyalty. Hollebeek et al, 2019; Li & Petrick, 2008 and Kumar & Pansari, 2016, observed that traditional marketing dimensions of quality and satisfaction are insufficient to ensure loyalty when engagement is lacking. As a consequence, the focus of researchers in this domain has shifted towards studying customer engagement with focus on actively engaging customers as fully as possible, and having consumers be socially invested with the brand (Pansari & Kumar, 2017).

The antecedents of customer engagement in the hospitality and tourism context include motivational, rational, organizational, and situational drivers, the pursuit of special interests, organization barriers (So et al., 2020), place authenticity, and place attachment (Rather et al., 2020). The consequences of customer engagement in this context include cognitive evaluation, affective evaluation, behavioural or intentional evaluation, economic outcomes (So et al., 2020), customer trust, co-creation, and brand loyalty (Rather et al., 2019). Mediators include perceived brand cohesion, perceived brand intimacy, relationship quality, and destination service quality (So et al. 2020). The authors So et al. (2020), also pointed out that these mediators mediate the relationship between customer engagement and the antecedents: motivational, rational, organizational, and situational drivers, the pursuit of special interests, organization barriers.

As the study conducted by various researchers, the conclusion drawn showed that the motivational, rational, organizational, and situational drivers, along with the pursuit

of special interests, organization barriers, place authenticity, and place attachment works as the antecedents of customer engagement in the hospitality and tourism context. Further it concluded that the cognitive evaluation, affective evaluation, behavioural or intentional evaluation, economic outcomes, customer trust, co-creation, and brand loyalty serves as the consequences of customer engagement in the context of hospitality and tourism. The study also suggested that the perceived brand cohesion, perceived brand intimacy, relationship quality, and destination service quality working as the mediators for customer engagement in hospitality and tourism. The analysis also suggested that the motivational, rational, organizational, and situational drivers, the pursuit of special interests, and the organization barriers fulfils the mediating purpose of the relationship between customer engagement and its antecedents.

6. Limitations and future scope

The current work is an attempt to consolidate customer engagement literature holistically and cohesively in the context of tourism and hospitality by collating insights from the three reviews. Through this approach, the current work summarizes the following insights from the selected reviews: the theoretical foundation of customer engagement in the tourism and hospitality context can only be studied from the service-dominant logic perspective; customer engagement in the tourism and hospitality perspective is a multi-dimensional concept having cognitive, affective and behavioural components, however, some components might manifest more predominantly than others based on the specific circumstances under study; there exists significant disharmony regarding the typology of customer engagement in the hospitality and tourism context, to address this (Chen et al. 2021), has proposed stratification of studies into online customer engagement, tourism engagement, customer engagement behavior, and customer brand engagement; a majority of studies reviewed have been context-specific, lacking generalizability and with little attempt to contribute towards a cohesive body of literature. The current work also identifies motivational drivers, relational drivers, organizational drivers, situational drivers, the pursuit of special interests, organizational barriers, place authenticity, and place attachment as antecedents of customer engagement in the tourism and hospitality context, cognitive evaluation, affective evaluation, behavioral evaluation, economic outcomes, customer trust, co-creation and brand loyalty as consequences, and perceived cohesion, perceived intimacy, relationship quality and destination emotional experience as mediators. It does not incorporate any knowledge which may exist in the greater literature but hasn't been mentioned by any of these three reviews. The relationships identified among constructs, and their nature require testing through empirical validation. Further research on moderators, longitudinal studies regarding customer engagement, studies to explore the influence of technology adoption towards customer engagement, and research undertaken to validate fundamental concepts within the tourism and hospitality ecosystem are also advised.

Table no. 3 Directions for further research

Sl. No.	Research question	Future research direction
1	What role cultural differences play in curomer engagemet in hospitality and tourism?	Investigatine the various elements of culture, which may affect the customer engagement.
2	What factors trigger the customer disengagement in hospitality and tourism domain?	Invetsigating about customer disengagement, its causes and potential impact on hospitality and tourism.
3	What role the social identity plays in curomer engagemet in hospitality and tourism?	Investigating the relationship between social identity and customer engagement.

The current work has some limitations. This study is confined to the researcher's subjective review of the chosen article and the systematic review literatures. Firstly, since the study includes the articles published only from an existing systematic literature review article, therefore a cross-sectional study needs to be conducted. Secondly, due to an immense inflow of published literature in hospitality and tourism domain, might possible that some important articles could could have been left out by the earlier authors. Thirdly, apart from the chosen systematic literature review articles, there may be several other articles which would have published in relatively lower ranked journals, which can be studied and analyzed further for adding fresh perspective. Future researchers may also consider non-English literature. Lastly, to examine the change in trends on hospitality and tourism, a comparative study of published articles during pre-Covid and post-Covid times needs to be conducted.

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