Triggers for Modifying Dysfunctional Customer Behaviour

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Abstract

Dysfunctional customer behaviour in service settings are known to create problems for company managers and to have a negative impact on service performance. Although some prior researches suggested some customer management tactics in service settings, researchers have paid little attention to how customers modify their dysfunctional behaviours. Consequently, validity of customer management tactics and possibility of other customers' contribution for modifying dysfunctional behaviour have not yet been revealed. This article describes the thematic analysis that reveals a wide variety of elements and triggers which affect the modification of dysfunctional customer behaviour. According to the research findings, two major elements (other customers and employees) are identified and interactions with unknown other customers particularly may have a strong impact on modifying dysfunctional customer behaviours. Furthermore, seven triggers for modifying dysfunctional customer behaviours were exploited: other customer's dysfunctional behaviour, other customer's appropriate behaviour, negative reaction of other customer, advice from other customer, employee concession, employee notice, and employee fatigue. Results reveal the positive aspects of the negative phenomenon of dysfunctional customer behaviour in service settings and limited effectiveness of customer management tactics in service settings.

Keywords

Modification of dysfunctional customer behaviour, Customer management, Services marketing

1 INTRODUCTION

Dysfunctional customer behaviour that have a negative impact on production in service settings are a social problem and a problem for companies in Japan. According to the Association of Japanese Private Railways (comprising 16 major railway companies), 226 acts of violence toward attendants were reported in FY 2015, a 61% increase from 2004. More than two-fifth (44%) occurred after 10:00 pm, 70% of the total at ticket gates and on platforms, and 35% for reasons that are not known to the railway companies. Japan's Ministry of Land, Infrastructure, Transport, and Tourism (MLIT) has started a "Improve your manners on the Railways" by displaying posters, messages on electronic direction boards, and announcements at stations in cooperation with public and private railway companies. Teenage customers' Twitter posts about unsuitable behaviours in restaurants or stores (for example, ruining food, breaking equipment, and indecent behaviour) sometimes cause a public backlash.

A number of researchers view customers as "partial" employees because of their participation in the creation of service values (Bowen 1986; Mills *et al.* 1983). For example, smooth boarding on planes may contribute to on-time flights and reduce passengers' frustration, and eating quietly at restaurants may enhance guests' overall satisfaction.

Therefore, modification of dysfunctional customer behaviours can be considered as a means of managing customers to become excellent partial employees. While many companies are trying to improve and modify customer behaviours in service settings, few researchers have investigated the triggers for improvement in and the modification of customer behaviour. It has remained a theoretical problem in services marketing.

2 THEORETICAL BACKGROUND

2.1 Definition and the Significance of Service Settings in Services Marketing

This section discusses the significance of service settings in terms of having various potentials to affect consumers' behaviours in the literature of services marketing.

Services marketing derived from the traditional marketing concept. According to Kotler and Armstrong (2010), marketing is the social process by which individuals and organizations obtain what they need and want through creating and exchanging value with others. However, the principle medium which creates and exchanges values between companies and customers was tangible goods in prior researches on marketing and various product marketing theories (e.g., the product lifecycle management, the Ansoff Matrix) has been developing under this perspective (Vargo and Lusch 2004). Whereas this traditional marketing concept pays attention mainly to goods exchanges, services are now the dominant economic activity in developed countries and many firms promote service quality as ways to differentiate themselves and create competitive advantage (Zeithaml, Bitner, and Gremler 2012). Thus, study about services marketing was started to conquer the limitation of the traditional marketing concept that could not capture the service-specific characteristics or issues (Fisk, Grove, and

John 2007).

Many researchers studying services marketing emphasize the impact of the service settings that determines customers' behaviours toward service consumption. The service settings, it is also called the servicescape is defined as "the environment in which the service is assembled and in which the seller and customer interact, combined with tangible commodities that facilitate performance or communication of the service" (Booms and Bitner 1981). According to Bitner (1992), the servicescape includes the facility's exterior and interior, and ambient conditions. In addition to its effects on a customer's individual behaviour, the servicescape influences the nature and quality of customer and employee interactions, most directly in interpersonal services.

The service setting is crucial place that dominates customer's approach: such as desire to stay, explore, work, and affiliate, or avoidance: such as desire to leave, ignore, and be adverse (Donovan and Rossiter 1982). Companies design their servicescapes to add an atmosphere that enhances the customer experience and that will affect buyers' behaviour during the service encounter is empirically supported (Hooper *et al.* 2013), the service setting is an essential element for managerial perspective. Therefore, the service setting should be considered to capture dysfunctional customer behaviour.

2.2 Characteristics of the Services

Why are dysfunctional customer behaviours based on the "avoidance" stemmed in service settings? First, the characteristic of "service" is likely to cause customers to act badly compared with their interactions with companies selling tangible manufactured goods. Lovelock (1983) identified four classes of service industry (cf. Table 1) by focusing on the direct recipient of the service (people or possessions) and the nature of the service act (tangible or intangible action).

In Lovelock's classification, services directed at people's bodies through tangible actions especially require customer's time, stress, and incur physical costs (Lovelock and Wirtz 2007). For example, we have to sit on small seats for half a day when travelling between Asia and North America or Europe no matter how tired we are and, queue to eat at very popular restaurants no matter how hungry we are. We always experience psychological costs during service consumption.

According to the psychological reactance theory, impeding people's freedom to act can trigger people to do damage to others in society (Brehm 1966; Brehm and Brehm 1981). Reactance can occur when people are pressured to act in a certain way, and they may be resistant to persuasion and adopt the opposite attitude to what was intended (Brehm and Brehm 1981). People are, motivated to re-establish their threatened freedom or make use of other freedoms (Imashiro 2001). As a consequence, such people may behave as threats for the source of any restriction; having negative thoughts and cognitions then expressing their anger, doing act of aggression, or causing hostile behaviours. This psychological theory may suggest that service settings can be considered where they are likely to generate dysfunctional customer behaviour.

Table 1. Classification of Services

Nature of the service act	Who or what is the direct recipient of the service?	
	People	**Possessions**
	Services directed at people's bodies:	Services directed at physical possessions:
Tangible actions	Passenger transportation	Freight transportation
	Health care	Repair and maintenance
	Lodging	Warehousing/storage
	Beauty salons	Janitorial services
	Physical therapy	Retail distribution
	Fitness centers	Laundry and dry cleaning
	Restaurants/bars	Refuelling
	Haircutting	Landscaping/lawn care
	Funeral services	Disposal/recycling
	Services directed at people's minds:	Services directed at intangible assets:
Intangible actions	Advertising/PR	Accounting
	Arts and entertainment	Banking
	Broadcasting/cable	Data processing
	Management consulting	Data transmission
	Education	Insurance
	Information services	Legal services
	Music concerts	Programming
	Psychotherapy	Research
	Religion	Securities investment
	Voice telephone	Software consulting

(Lovelock 1983)

2.3 Definition of and Motives for Dysfunctional customer behaviour

As discussed above, service settings are likely to cause dysfunctional customer behaviour. What is dysfunctional customer behaviour and what motives do customers have for dysfunctional behaviour? Several earlier studies have investigated various customer behaviours that have a negative impact on service production. They are conceptualized as "dysfunctional behaviour" (Harris and Reynolds 2003; Reynolds and Harris 2009; Daunt and Harris 2012; Yi and Gong 2008; Hibbert *et al.* 2012), but also "misbehaviour" (Fullerton and Punj 2004), "antisocial behaviours" (Groth and Grandey 2012), "unruly behaviour" (Cheng-Hua and Hsin-Li 2012), and "deviant behaviour" (Reynolds and Harris 2005; Suquet 2010). While there are many concepts about behaviour that has negative impact on service production, these concepts can be interchangeable (Harris and Daunt 2013). In this study, "dysfunctional customer behaviour" is defined as behaviour that deliberately or unintentionally disrupts service in a manner that negatively affects the organization or other customers (Lovelock 1994).

Dysfunctional customer behaviour includes verbal abuse (e.g., Fullerton and Punj 1997), excessive complaint (e.g., Daunt and Harris 2011), physical violence (e.g., McColl-Kennedy *et al.* 2010), deliberate rule braking (e.g., Fullerton and Punj 2004), and shoplifting (e.g., Moore 1984). Dysfunctional customer behaviour leads to negative impacts on employees (Rafaeli *et al.* 2012), other customers (Martin

and Pranter 1989), and company's property (Cox *et al.* 1990). Thus, suitable behaviour of customers in service settings is a very important issue for creating high quality service performance. Daunt and Harris (2012) empirically identified several personality variables about customers' internal motives for their dysfunctional behaviours; financial gain, ego gain, and revenge.

Financial gain is motivated by the attainment of assets in either monetary or physical form. This motive plays motivating acts of customer deviance focus on thievery. According to Moore (1984), financial motivations explain 70 percent of shoplifting cases. Harris and Reynolds (2004) uncovered the role that financial motivation plays in driving acts of what are termed "compensation letter writing", "service workers", "oral abusers", and "professional complainers".

Ego gain is motivated by an individual's need for self-worth. Sexually predatory behaviour and verbal abuse are performed as a means of inflating the perpetrator's own ego (Harris and Reynolds 2004).

Revenge motives refers to an individual customer's desire to attain vengeance over an organization or an individual member of organizational personnel. Verbally and physically aggressive consumer behaviours are frequently motivated by the offender's need to retaliate against an organization and/or an individual (Yagil 2008).

2.4 Customer Management and its Theoretical Limitations

Managing customer well is an important issue in services marketing (Zeithaml *et al.* 2012; Lovelock 2007), and some studies have investigated strategies to cope with dysfunctional customer behaviours. However, prior researches did not focus on modifying dysfunctional customer behaviours and it is still unclear whether such strategies are effective for such behaviours.

Reynolds and Harris (2006) identified seven frontline employee tactics (ignoring difficult customers, bribing customers, using emotional labour, exploiting sexual attractiveness, eliciting support from patrons, altering personal speech patterns, manipulating the servicescape) to cope with dysfunctional customer behaviours during an incident. Some strategies are not aimed to modify dysfunctional customer behaviours but to prevent dysfunctional customer behaviours from happening or appeal loyal customers to prevent dysfunctional behaviours by other customers (ignoring difficult customers, exploiting sexual attractiveness, altering personal speech patterns, and manipulating the servicescape). Although some other strategies (bribing customers and using emotional labour) are aimed to modify dysfunctional customer behaviours, how effective they are was not exploited.

Berry and Seiders (2008) insist on four basic principles that managers should employ to prevent customers become dysfunctional: manage customers to a standard of behaviour, don't penalize fair customers, prepare for customer unfairness, and don't reward misbehaviour. According to the discussion on their paper, managers should intervene when they are made aware of dysfunctional customer behaviours, should not allow dysfunctional customer behaviour to needlessly instigate restrictive policies that disrespect the good intentions of most customers, and should respond to customer unfairness with fairness and firmness. These principles also do not reveal whether these actions are effective for modifying dysfunctional customer behaviours.

In summary, studies have not investigated what particular strategies toward dysfunctional customers are effective, and what kind type of elements in service settings customers perceive as modifying dysfunctional behaviour and encouraging suitable behaviour. A potential for various elements affecting modification of dysfunctional customer behaviours was demonstrated by Fisk *et al.* (2010). They inferred that other customers' dysfunctional behaviours may modify a customer behaviour because such behaviour make others feel "I am not like them". It suggests that modifying dysfunctional customer behaviour may not be achieved solely by company's direct actions.

2.5 Research Questions

The theoretical issue that the elements affecting modification of dysfunctional customer behaviours is unexplored can be effectively solved with the servuction model. The concept of servuction (an abbreviation of service production) model indicates, services are fundamentally comprised of the interaction of people, processes and the physical environment and represent a fragile, interconnected system (Zeithaml *et al.* 2012).

This servuction model actually identifies essential elements that affect overall service performance and demonstrates that a customer's service experience in a service setting is created through interactions with each of the element s listed below (Langeard *et al.* 1981).

· Inanimate environment

· Contact personnel or service provider

· Customer B (other customers)

The servuction model suggests wide variety of elements that can modify dysfunctional customer behaviour in the service settings.

On the other hand, many earlier researches have shown that not only employees but also inanimate environment and other customers in service settings influence a customer's behaviour, same as the concept of the servuction model. Related to the interactions with inanimate environment, high spatial density in retail settings has a negative impact on customers' purchase intentions and patronage intentions (Rompay *et al.* 2008). Different colours or fragrance in retail stores also affect shopping-related behaviours (Bellizi and Hite 1992; Michon *et al.* 2005).

Related to the interactions with other customers, various customer-to-customer interactions, including both direct communications between customers and mere observation of other customers affect a customer's behaviour. Positive customer-to-customer interactions have a significant relationship with customer satisfaction and loyalty to the firm (Moore *et al.* 2005). And even a mere observation of other customers affect satisfaction in service settings (Zhang *et al.* 2010).

Two research questions could be derived from the discussion

above. First, the elements that affect the modification of dysfunctional customer behaviour can include employees, the environmental elements, or other customers in the service setting. It should be required to investigate what elements for modifying dysfunctional customer behaviour is effective or not effective in terms of giving an empirical evidence for conflicting prior researches (Reynolds and Harris 2006; Berry and Seiders 2008; Fisk *et al.* 2010). Thus, the following research question is asked:

RQ1: What types of elements influence the modification of dysfunctional customer behaviour in service settings?

Second, while many companies and institutions seek to modify dysfunctional customer behaviour, it is still unclear what actions are effective in practice. From a customer's perspective, interactions between customers and elements in service settings can trigger modification of dysfunctional customer behaviours. These elements may include employee's persuasion, in-store announcements, notices on walls or in papers, or other customers' complaints. However, the triggers that modify dysfunctional customer behaviour are not well explored. Thus, the following research question is asked:

RQ2: What types of factors modify dysfunctional customer behaviour in service settings?

3 RESEARCH METHODOROGY

3.1 The Thematic Analysis

The aim of this research is to identify significant elements for modifying dysfunctional and measure their validity, and to derive unexplored factors that modify dysfunctional customer behaviour. It is appropriate to employ the thematic analysis. The thematic analysis is classified to the qualitative research (Guest *et al.* 2011), the qualitative research is appropriate if the research field is unknown or insufficient, the situation is complex, data has multiple sources, and understanding the phenomenon in detail is required (Richards and Morse 2007). Qualitative research has some strengths that quantitative research can not achieve. Researcher can find issues that are often missed (such as subtleties and complexities) and, gain new insights (Burns 2000).

The thematic analysis is an effective method for identifying, analysing, and reporting patterns within data (Braun and Clarke 2006). It goes beyond simply counting phrases or words in a text and moves on to identifying implicit and explicit ideas within the data (Guest *et al.* 2011).

The modification of customer behaviour in service settings is not well studied in the services marketing literature so effective theoretical framework is not yet explored and, the triggers for modifying dysfunctional customer behaviour and the situations in which that may occur are likely to be complex and varied. Therefore, it is appropriate to adopt qualitative research and the thematic analysis to understand actual modification of dysfunctional customer behaviours.

We selected an online survey for data collection. We asked research participants to answer two multiple choice questions – about where their behaviour was dysfunctional

and what modified their dysfunctional behaviour. (cf. Table. 2).

Table 2: Classification of Service Industries

· Convinience store	· Clothes shop
· Supermarket	· Bank
· Shopping centre	· Theme park
· Department store	· Aquarium
· Hair salon	· Movie theatre
· Electronic store	· Hotel
· Restaurant	· Japanese inn
· Gas station	· Golf course
· Karaoke	· Plane
· Bowling	· Ferry
· Sport gym	· Hospital
· Baseball stadium	· Public office
· Soccar stadium	· Art museum
· Public bath	· Museum
· Railway	· Library
· Bus	· Other facilities

Research participants were asked to recall the situation and process of their modification of dysfunctional customer behaviours. Then they were asked to recall when and where their behaviour was dysfunctional and, what triggered the modification of their behaviour. This was asked as an open-ended question.

3.2 Data collection and Analysis

Data collection was carried out by the research and consulting company "And D. co., ltd" in Tokyo, Japan. The company has many research monitors nationwide aged in their 20's to 60's. It has undertaken many academic studies, and employs wide variety of quantitative and qualitative research methodologies. Therefore, it has high validity to undertake this research.

Research participants were Japanese males and females aged between 20 and 69 who were conscious of modifying their dysfunctional behaviour in the last three months. At first, they were requested to answer questions about where they behaved dysfunctionally and what kind of dysfunctional behaviour they committed, then they were requested to describe their process of modifying their dysfunctional behaviour in an open-ended question.

An online survey operated in June 2016. Equal numbers were recruited from each generation, from 20 to those in their 60s. 44 valid responses were collected and analyzed after eliminating non valid or unclear responses. Morse (1994) has suggested 30 - 50 samples, while Creswell (1998) suggests only 20 - 30 for qualitative analysis. Therefore, the number of the responses is considered adequate. Valid responses were required to meet the following criteria: they must have a clear description of the modification process of their dysfunctional behaviour in service settings, and what elements and triggers modified their dysfunctional behaviour must be clear. All descriptions were translated from Japanese to English by a Japanese adept translator.

The data analysis was based mainly on the thematic analysis (i.e. qualitative research) and complemental statistic analysis (chi-squared tests). Qualitative research can include numerals to support results (Belk, Fischer, and Kozinets 2013) and chi-squared tests are often used to demonstrate the statistical significance of these differences by the thematic analysis (Ezzy 2002).

Responses were analysed based on the guideline of the thematic analysis. Data analysis of the thematic analysis consists of 1) generating initial codes, 2) searching themes, 3) reviewing themes, and 4) defining and naming themes (Braun and Clarke 2006). Each code and theme is analysed perspectives from prior researches about the servuction model (Langeard *et al.* 1981), and customer management studies (Reynolds and Harris 2006; Berry and Seiders 2008), means paying attention to subjects in service settings and influences from the subjects.

For generating initial codes, codes identify a feature of the data that appears interesting to the analyst, and refer to "the most basic segment, or element, of the raw data or information that can be assessed in a meaningful way regarding the phenomenon" (Boyatzis 1998). Thus, each description has been coded according to the theoretical frameworks and the two research questions; what subject and what external stimuli of the subjects in service settings modify dysfunctional customer behaviour should be revealed.

After generating initial codes, themes that represents data were explored. It involves sorting the different codes into potential themes, and collating all the relevant coded data extracts within the identified themes by sometimes using visual representations to facilitate sort the different codes into themes (Braun and Clarke 2006). According to this knowledge, themes for RQ1 and RQ2 were named respectively. For example, (respondents') "friend", "superior", or "family" who accompany the respondents were classified into "companion", and "witnessed same dysfunctional behaviour" or "other customer's same kind of dysfunctional behaviour" were classified into other customer's dysfunctional behaviour.

For the third step, reviewing of data is needed for the refinement of the themes by dual criteria for judging themes – internal homogeneity and heterogeneity (Patton 1990). Each theme was reviewed by the perspective from subjects in service settings, positive/negative, and direct/indirect influences. In addition, they were considered to cover all of data within the themes by referencing definitions, synonyms, or related words in the *Oxford Advanced Learner's Dictionary*.

4 RESEARCH FINDINGS

4.1 Overview of Descriptions

First of all, following is the summery of data acquired from this analysis. Of the respondents, about 70% were male and 68% were younger than 40 years old. Places where respondents behaved dysfunctionally were following; convenience store was reported the most (14 cases) and supermarket is second most reported (7 cases). Retail stores occupy 54% of whole reports. Most of the respondents who behaved dysfunctionally in supermarkets were male, while male shopper occupies only 20% of whole supermarket shoppers.

4.2 Elements affecting the Modification of Dysfunctional Customer Behaviour

The analyses of 44 responses to the survey identified four elements affecting the modification of dysfunctional customer behaviour; unknown customer, companion, front-line employee, and manager (cf. Table 3) by theory and by data-oriented perspective. Both "Unknown customer" and "Companion" are identical in terms of other customers but they can be distinguished if customers know them or not. Furthermore, companions give more influences than other customers (Yin *et al.* 2014). Both "Front-line employee" and "Manager" are personnel but front-line employee gives much more influence than manager in service settings (Albrecht 1988).

Next, significant element according based on the servuction model was tested. A chi-square test shows that other customers who are co-present in service settings (both unknown customer and companion) modify customers' behaviour more than employees (front-line employee and manager) in service settings ($\chi^2 = 69.33$; $p < .01$). Since no one reported that non face-to-face communication in service settings (notices, announcements, etc.) influenced them to modify their behaviour, non-personal elements may have very little effectiveness for modifying dysfunctional customer behaviours.

Table 3: Number of each elements affecting the modification of dysfunctional behaviour

Other Customers		Employees	
Unknown Customer	18	Front-line employee	8
Companion	13	Manager	5

4.3 Triggers for the Modification of Dysfunctional Customer Behaviour

Overview of Triggers

Next, the answers to RQ2 were analyzed. Seven major triggers that occur between customers and elements in service settings were identified by the thematic analysis: other customer's dysfunctional behaviour, other customer's appropriate behaviour, negative reaction of other customer, advice from other customer, employee concession, Employee Notice, and employee fatigue. All triggers are summarized as Table 4.

Other Customer's Dysfunctional Behaviour

This trigger occurred through interaction with unknown customers who behaved inappropriately in service settings. Customers recognized their inappropriate behaviour through observing other customers' dysfunctional behaviour that was similar to their own past behaviour in a service setting, and this modified their behaviour. Such dysfunctional behaviours include loud voice, ignoring of an employee's request, pushing other passengers, and breaking a merchandise.

A 50-year-old male passenger who had yelled a railway employee at the station stated:

> "I happened to see exactly the same scene as
> I caused before at the subway station. It
> annoyed me so much that it made me think I

would never do such a thing ever again. I feel very shamed."

Respondents use terms such as "extremely ashamed", "idiotic", and "very ashamed" to express their repentance. Such intense repentance leads to form guilty conscience or to view themselves objectively. As a consequence, this trigger is likely to have a strong impact on the intention to modify behaviour. In this trigger, appearance (ex. similarity, sex, or age) of other customers does not seem to matter for modifying dysfunctional behaviours because not a single respondent described triggered customers' personal traits.

Other Customer's Appropriate Behaviour

The second trigger occurred through interaction with unknown customers and companions who behaves appropriately in service settings. Customers modify their dysfunctional behaviour in service settings by learning other customer's appropriate behaviour. Such appropriate behaviours include both related to respondents' dysfunctional behaviour or overall manner that is not related to their dysfunctional behaviour.

A 25-year-old male shopper who expressed his negative attitude when waiting in line at the supermarket cashier stated:

> *"I saw other customers waiting in line without any complaint. Then I realized my behaviour was very childish at my age. Even children were waiting in line patiently without looking annoyed at all…"*

The results show that respondents who show nasty attitudes toward employee or other customers tend to be able to modify their such behaviours by learning from the general public and from specific customers whom the customer can respect. Responses show that number of appropriate customers and congruence between a customer's ideal self and the behaviour of other customers can have a strong impact on modifying dysfunctional behaviour.

Negative Reaction of Other Customer

Dysfunctional customer behaviour generates negative reactions from other customers, because they are confused and embarrassed, or because the dysfunctional behaviours interrupt service production and perceived justice. This trigger is identical with former two triggers as they are interactions between respondents and other customers, but this trigger is other customers' negative actions directed to the respondents. Such negative reactions to dysfunctional behaviour can be effective for modification. A 34-year-old male theme park guest who made an excessive amount of noise stated,

> *"I found other people around me looking annoyed, and I was frowned upon. So I stopped making a scene, based on a common sense that goes "Don't do what you don't want others do to you." From now on, I will be more careful that my actions do not cause any annoyance for others."*

Other customers' negative reactions such as being confused or embarrassed may generate a sense of guilt or being warned. Since all respondents described that multiple other customers' negative reactions triggered modifying their dysfunctional behaviour, number of other customer may have a strong impact on modifying dysfunctional customer behaviour.

Advice from Other Customer

Although the last trigger that also occurs between customers and actions are directed to respondents, a trigger "Advice from Other Customer" is characterized by the fact that other customers obviously attempt to modify dysfunctional customer behaviour. In other words, customers manage other customers' behaviour as "partial employees". A 27-year-old female shopper who scolded a shop assistant severely at the convenience store stated:

> *"My friend accompanying with me persuaded me not to say such a thing. I was told to think carefully about my wording and how I expressed my concern even though they were wrong, otherwise my words will not be useful for them to make their service better. Then I thought that was right, and I agreed with my friend."*

Respondents companions attempt to modify dysfunctional customer behaviour by telling, reproving, or leaded. This trigger accounts for the most significant proportion of the interaction between a customer and his/her companion and triggers in retail stores. Results show that the companion who gives advice to the customer is his/her family, friend, boyfriend/girlfriend, or superior. This trigger can be effective for various dysfunctional behaviour; loud voice, intervening other customer, scolding, and grumbling.

Employee Concession

The next three triggers are generated by customer-to-employee interactions. This "employee concession" trigger refers to employees' direct positive actions toward customers that are based on compassion with them. A 21-year-old male shopper who was full of irritation and used abusive language to a shop assistant stated:

> *"A shop assistant's immediate apology calmed me down and I also apologized for him for saying too much. I immediately felt sorry for myself being such a hot-headed person. Then, I realized that, since I deal with customers in my work too, I had to be more careful about what types of speech and behaviour would further enrage customers and what types wouldn't."*

Responses show that employees' various means of concessions for customers are effective for the modification; apology, not to become unpleasant against customers, and overlooking dysfunctional behaviour. Such employee's concessions may generate customer's indebtedness then customers become requiting to employees or service companies. According to the responses, customer may feel loyal by employees' concessions.

Employee Notice

In contrast to the employee concession, an employee's intervention that restricts customer's free will and requests the customers to stop his/her dysfunctional behaviour is also effective for modification of dysfunctional customer behaviours. This trigger includes employee's warning,

request, and teaching information about how customers' behaviours are dysfunctional. A 54-year-old male hotel guest who talked loudly with a colleague in the room stated:

"When I got a call from the reception about our noise, I realized it was too loud and was heard in other rooms. I felt corrected. And it was also midnight so we went to bed without causing any further troubles for the neighbouring rooms. I realized keeping quiet at that time of the night was part of being a well-mannered man."

The results show that even employee's severe interventions such as warnings could be effective tactics for the modification of dysfunctional customer behaviour. As the respondent which are stated above, modifying dysfunctional behaviours that were triggered by Employee Notice tend to be unaware of their dysfunctional behaviour until the moments of employees' notices. Other examples show respondents got excited and make noise in karaoke room or intervene other customers in the retail. Thus, employee's warning may be effective for unintentional dysfunctional behaviours.

Employee Fatigue

The final trigger affecting dysfunctional customer behaviour is "employee fatigue". Although this trigger also occurs between customers and employees, this characterizes indirect influences. This trigger comes into play when a dysfunctional customer witnesses exhausted or miserable employees. A shopper of 65-year-old female who dropped six or seven bottles of olive oil from a showcase through rough handling at the supermarket stated:

"When I dropped the item, I felt an immediate regret. But when I saw the shop staff's troubled face, I felt even more regret for my carelessness. I felt deeply from the bottom of my heart that I had to be more and more careful in everything I do..."

Employee's exhausted or miserable appearance may make customers feel sympathy or sense of guilt then they reflect their dysfunctional behaviours. The results show that this trigger is caused only by front-line employees. Such employee's exhausted or miserable state may be derived from confusion about how to deal with dysfunctional customer behaviour.

5 CONCLUSION

5.1 Implications

An analysis of the research revealed potential elements and various triggers for modifying of dysfunctional behaviour. This research first introduced the notion of "modification" for the series of dysfunctional customer behaviour researches.

These results have several major implications. First, dysfunctional customer behaviour can be modified in service settings and we have identified various triggers for modifying dysfunctional behaviours. Although a wide variety of dysfunctional behaviour and its antecedents and consequences have been discussed in earlier studies (e.g.,

Table 4: Type of Triggers for Modifying Dysfunctional Customer Behaviour

Type of Triggers	Explanation
Other Customer's Dysfunctional Behaviour	Observing other customers' dysfunctional behaviours as negative examples
Other Customer's Suitable Behaviour	Learning other customers' suitable behaviours
Negative Reaction of Other Customer	Observing other customer's confused or embarassed state
Advice of Other Customer	Advice about suitable bahaviours from other customer
Employee Concession	Employee's actions that respect customer's behaviour
Employee Notice	Employee's actions that request customers not to behave dysfunctional
Employee Fatigue	Observing employee's exhausted or miserable apparence

consequences have been discussed in earlier studies (e.g., Harris and Reynolds 2003; Daunt and Harris 2012), the modification of dysfunctional customer behaviour as one of the consequences of dysfunctional behaviour has not been considered before this research. The results partially support the suggestions from the front-line employee tactics by Reynolds and Harris (2006) and the basic principles of managers by Berry and Seiders (2008). For example, the trigger of employee concession demonstrates the validity of using emotional labour (Reynolds and Harris 2006), which describes employee's acting in a polite manner or nodding in agreement with the dysfunctional. The trigger of Employee Notice in which employees explain the dysfunctionals about reasons for their warnings demonstrates the validity of the "Don't reward misbehaviour" (Berry and Seiders 2008), which describes that managers should respond to unreasonableness with reason.

These results also demonstrate limited effectiveness of customer management tactics in service settings. Many researchers have insisted on the necessity of customer management as a means to modify their dysfunctional behaviour (Lovelock 2007; Fisk *et al.* 2007; Reynolds and Harris 2006), but effective triggers are generated more often in customer-to-customer interactions than in customer-to-employee interactions. Especially, the people who modifies dysfunctional behaviours the most are unknown customers, who have never had a direct relationship with the dysfunctional. Practitioners need to explore indirect customer management tactics, such as encouraging customers to give advice to their companions or other customers and recognize unknown customers' potential for modifying dysfunctional customer behaviour.

Second, the study reveals the positive aspects of the negative phenomenon of dysfunctional behaviour in service settings. Earlier studies have demonstrated the negative reaction of other customers and employees' fatigue has a negative impact on service outcomes (Martin and Pranter 1989; Grandey, Dickter, and Sin 2004). However, such behaviour may have a positive impact on service outcomes in terms of modifying other customers' behaviour. This result demonstrates the suggestion of Fisk *et al.* (2010) about the latent function of dysfunctional behaviour. Practitioners

should recognize dysfunctional customer behaviour's potential for modifying other customers' dysfunctional behaviours.

Third, these results show other customer's principal role for service performances in services marketing. Employees play the most significant role for determining service performances in prior researches. For example, four employee's traits (reliability, responsiveness, assurance, and empathy) account for the whole five dimensions in the SERVQUAL, which is a dominant concept for measuring service quality (Parasuraman *et al.* 1988). Appropriate employee's compensation, apology, and explanation are key elements of the service recovery (Maxham and Netemeyer 2002). On the other hand, other customers' contribution for service performance is sometimes overlooked and the priority of customer-to-customer interaction and customer-to-employee interaction has not been discussed enough. Both of researchers and practitioners have to pay attention for other customers' contribution for service production for many services marketing researches. Even unknown customers have strong potential for affecting customer behaviour in service settings.

5.2   Limitation and Future Researches

This research has captured a partial aspect of modifying dysfunctional customer behaviour. The respondents to this survey did not cover the whole of dysfunctional customer behaviours in prior researches (e.g., deliberate rule breaking, and shoplifting). In addition, they were restricted to those who remember the details of their modification of their behaviour; therefore, there is a possibility that the results are not applicable to all customers who engage in dysfunctional behaviour. Future researches are needed to investigate wide range of dysfunctional customer behaviour and customer's less conscious triggers for modifying their behaviour. In addition, it should be also investigated if inanimate environmental elements really do not trigger modifying dysfunctional customer behaviour or not.

Next, the triggers have limited generality and universality. Even the most frequently mentioned trigger (advice from other customers) was recorded by 15 respondents and I could collect only one respondent each in some of the service settings (ex. hair salon, theme park, sport gym, hospital). Further researches should exploit modifying dysfunctional customer behaviours in wide variety of service settings and ensure if modifying dysfunctional behaviour is the most likely to happen in retail stores.

Finally, triggers may have culture-specific characteristics. The degree of individualism or power distance in the cultural dimensions (Hofstede 1984) may affect the effectiveness of the triggers. The results of this research should be tested in other countries or regions to enhance the validity of the triggers.

6   ACKNOWLEDGEMENTS

7   REFERENCES

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