

Reasons and countermeasures for hotel customers' deviant behaviors ——Based on the investigation and research of several hotels

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Abstract

From the perspective of interpersonal interaction and fairness, this article regards this kind of "low-quality interpersonal treatment of employees received by customers, including customer rudeness, insults, and unreasonable violations of employees" as deviant behavior or inappropriate behavior. Deviant customer behavior can exact a significant toll on employees' job satisfaction and weaken a company's overall service quality. This article selected three types of hotel staff (luxury hotel, comfortable hotel, and budget hotel) in four different cities in China (Changsha, Beijing, Shanghai, and Shenzhen) for interview, which used the interview method, and the interview outline was formulated in the early stage. By sorting out the interview cases, this article lists the types of customer deviant behaviors into six categories, considers how different hotels deal with tourists' deviant behaviors, and analyzed the causes and impacts of tourists' brutal

behaviors from different perspectives. Finally, this article proposed improvement measures from three perspectives of employees, hotels, and customers.

Keywords

deviant behaviors, hospitality, consumer behavior

1.Introduction

With the rapid developments of the global economy and technology, people's lives have become more flexible and international than before. They also get more chances of leisure time for relaxing and entertaining themselves. This change is benefits a lot of industries, especially to the tourist and hotel industries. The hotel industry is like a 'step-stone' for the advancing world. It provides a more convenient world for humans, which plays an important

role in people's lives with different sorts of functions, such as convention hotels, business hotels, economy hotels, resort hotels, or resident hotels. The more specific effects caused by this development are the better prospect of this industry and a wider range of demand for human resources. However, many problems would happen because of customer's impolite behaviors. However, many problems would happen because of customer's deviant behaviors. Companies cannot afford to ignore customer unfairness and should devise a plan to deal with it. Unfair customer behavior can exact a significant toll on employees' job satisfaction and weaken a company's overall service quality. In effect, fair customers are penalized by the actions of unfair customers. Employees are put on the defensive and can become more sensitive to customer manipulation, and more inclined to question the sincerity of customers' communications and the motives that lie behind their actions (Tyler & Bies, 1990). The dynamic can turn adversarial. In short, both employees and around customers pay for these impolite customers' misdeeds.

The drawback is that there are few types of research and investigations on this aspect at present. As a result, this paper design a series of researches and questionnaires to analyze these troubles and explore how the hotels will do after these troublesome things happened. Furthermore compare different strategies for whether these methods that hotels use to deal with the problems can comfort staff effectively or not.

2. Literature review

2.1 The definition of impolite behavior

Consumer behavior involved the acts of decision-making units engaged in the acquisition, consumption, and disposition of goods, services, or ideas (Jacoby, 1976). Studies addressing the ethics-related behavior of consumers have focused almost exclusively on the unethical actions associated with the acquisition of goods. The definition of 'impolite behavior' from the Oxford Dictionary is 'not

having or showing good manners' and 'rude'. We live on a planet with diverse cultures, which means there are many different kinds of definitions of impolite behavior in different countries. However, all of these views about impolite behavior have a common point: if you did something disrespectful to someone, or violate the standard between politeness and impoliteness that not be accepted by that culture, then it means that you are impolite to others. Scholars define the concept of customer brutality from different angles. Although sociologists and psychologists have been studying deviant behavior and delinquency for several decades, consumer researchers have ignored specific aspects of product acquisition and consumption processes which can be characterized as "deviant" consumer behaviors, including various types of negligent and fraudulent behaviors (G.P. Moschis & D. Cox, 1989). Customer unfairness occurs when a customer behaves in a manner that is devoid of common decency, reasonableness, and respect for the rights of others, creating inequity and causing harm for a company and, in some cases, its employees and other customers (Leonard L. Berry, Kathleen Seiders, 2008). From the perspective of interpersonal interaction and fairness, this article regards this kind of "low-quality interpersonal treatment of employees received by customers, including customer rudeness, insults, and unreasonable violations of employees" as deviant behavior or inappropriate behavior.

2.2 Classification of impolite behavior

All human behaviors occur within a sociocultural/normative environment that influences choice (Kohlberg, 1981). Results from this field study of customer service representatives showed that interpersonal injustice from customers relates positively to customer-directed sabotage over and above intra-organizational sources of fairness (Skarlicki, 2008). Studies also show that interpersonal mistreatment by customers is "endemic" in many service organizations (Harris & Reynolds, 2003);

K.L.Reynolds&Harris , 2006). Relevant research shows that consumer brutal behavior will have a great negative impact on employees and organizations, including service performance, customers, and willingness to leave. Used in-depth interviews to study the impact of consumer brutal behavior. The results show that customer brutal behavior can cause employees to have emotional and psychological problems such as anxiety, frustration, fear, insomnia, etc. The consumer's consumption experience causes damage, causing economic or material losses to the enterprise.

Consumer's consumption experience will cause damage and cause economic or material losses to the enterprise. Guo Lingyun, Liu Xiaoyu, and others studied the impact of customer brutal behavior on service performance and found that employees who suffered from customer brutal behavior would have difficulty complying with the emotional code and negatively affect employee performance (Guo Lingyun& Liu Xiaoyu,2014) . Both proved that customer brutal behavior exerts pressure on employees' work, emotional exhaustion, and the intention to leave to have a negative impact. Xiao Shengnan's research found that when subjected to the customer's rowdy behavior, the same customers will produce anger and dissatisfaction, and dissatisfaction will bring a significant reduction in loyalty (Xiao Shengnan, 2012).

Unfair customers take advantage of being "always right" by demanding unwarranted privileges and compensation, adversely affecting companies and, in some cases, employees and other customers. Companies can strengthen their ability to deliver quality service by dealing effectively with unfair customers (Leonard L. Berry, Kathleen Seiders, 2008).

In summary, this article plans to investigate the cases of different hotels, and we aim to propose solutions for customer deviant behaviors by exploring the types and causes of customer deviant behaviors and contribute to the research of customer behaviors.

2.3 Classification of hotel treatment

Each hotel's approach seems to have different details. Once stripping out the various modifications, the rest is pretty much the same. A hotel has a special group to deal with these impolite situations, usually are the executives of the hotel. They are generally responsible for dealing with complaints from customers. First, they ask about the origin of the incident—whether it was the customer's fault or the hotel's—then carrying on the corresponding solution. If the hotel is wrong in the first, the customer will be compensated. Conversely, hotel staff will talk to the customer euphemistically, let the customer's mood calm down to solve the dispute. Hotel staff will generally minimize the scope of the incident, involving as few people as possible. Every staff believes a principle named 'this incident end with me' because no one wants the impolite things to affect others on a large scale. If the situation is related services, such as encounter a drunk guest, most of the time they will send a stronger male to communicate and solve the problem—since most drunk people's behaviors and mentality are uncontrollable. What's more, the hotel would comfort-related staff as soon as possible if they get some influences badly. The hotel may give them compensation, or take a vacation to relax their psychological pressure. For now, the staff's emotional state is important to the operation of the whole hotel. Therefore, managers would pay close attention to every worker's working state. As one of the interviewees, who worked for an upscale hotel several years ago said: "Although the purpose of the hotel industry is to serve others, and everything about service can be concluded as 'hospitality'. However, the concept is changing with the times. Making customers feel satisfied and comfortable is necessary, employees' rights are also important". The concept of "customer first" is no longer the only standard of service for hotel staff. Almost all of the hotel's top staff agreed that the best way to defuse the conflict is to ensure the balance between customers and staff.

3. Empirical research: case interview

This article used the interview method, and the interview outline was formulated in the early stage. This article selected three types of hotel staff (luxury hotel, comfortable hotel, and budget hotel) in four different cities in China (Changsha, Beijing, Shanghai, and Shenzhen) for interviews. By sorting out the interview cases, this article sorted out the types of customer deviant behaviors and analyzed how different hotels deal with tourists' deviant behaviors. This questionnaire is designed for the staff in different hotels. There are about 20 persons in this paper picked from each kind of hotel. Results show there were six reasons for the centralized statistics, including several reasons for hotels and several reasons for customers themselves, which will be explained in the continuing content. Besides, different hotels also have varied causes of deviant behaviors. Among them, among the reasons for the rude behavior of luxury hotels, the reason for customer behavior accounts for 47%. This is due to the advanced facilities and ensured service quality. Comfort hotel customer reasons and hotel reasons are the same. In budget hotels, there are many reasons for rude behaviors due to hotel problems, accounting for 60%. This is due to the low levels of consumption and undeveloped apparatuses.

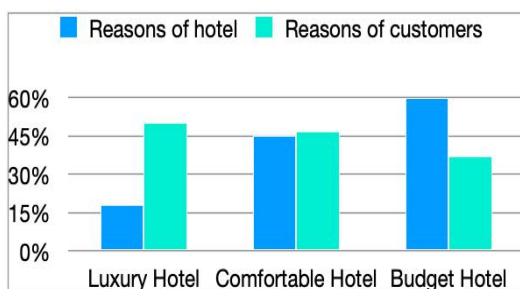


Figure 1-The proportion of reasons for deviant behavior in different types of hotels

3.1 A Hotel: Luxury Hotel

A customer checked into a luxury hotel. The guest has a strict living habit. Not only that, but he also has the same requirement to the hotel staff: the morning time to change the laundry on time to the door, the pillow to be replaced with a

special buckwheat pillow. If the service person doesn't do these things perfectly fit his imagination, he will keep asking the hotel to change the service person until he is satisfied. In this case, the hotel's service staff will generally choose to always comply with the client's requirements—even if the requirements are extremely detailed and they are exhausted.

3.2 B Hotel: Comfortable Hotel

A client suddenly made trouble at the front desk, claiming that he had lost his wallet and bank card, and said that he had not traveled elsewhere. He certainly lost his wallet and bank card in the bank, and strongly questioned the service of the waiter. Workers said that they will immediately check the monitoring and consultation, and if found, they will communicate with customers as soon as possible. The client stated that his time was precious and urged his staff to resolve it quickly. Half an hour later, after checking, the employee said that there was no discovery and suggested that the client check his luggage again or if it might be lost elsewhere. The client was furious and said that it was impossible and asked the general manager to handle the matter. The employee found the general manager to inform the matter, the general manager asked the employee if there was any improper handling, the employee said no, and the general manager went to communicate with the customer, and the customer angered that the employee was delaying his time. The general manager explained that he did not find any missing items from the customer, and immediately suggested that the client goes to the room to check together. The customer and the general manager said that he suspected that the cleaning of the aunt would be stolen. The aunt came to explain. The general manager called and asked the aunt. The aunt said that she did not take the customer's things and said that she had more work tasks and would not have time to do such things. The manager said that he would immediately go to the room to check. If it was the aunt who stole it, he would be punished and compensate the consumer. Ten minutes later, the general manager took the staff to find the

customer and told the client that the wallet and bank card were found under the bed. At this time, another client stopped by and said that one night he saw the customer drunk. The client found that he had misunderstood the hotel staff and expressed regret for the loss. The typical manager politely expressed the hope that such things would not happen again next time, and the matter would end soon.

3.3 C Hotel: Budget Hotel

Most hotels have canceled the usage of disposable goods, such as toiletries and tablewares, for environmental protection. Customers who need disposable items can pick them up at the front desk by themselves. Those hotels which carried out the policy also marked this change in prominent places such as on the room's tables and in the hotel lobby. However, some customers still turn a blind eye to the signs and repeatedly ask for disposable items. Also, during the emergency period of COVID-19, there is a clear requirement about check people's temperature when they go in and out at the hotel or other public places every day. Some guests think that it is troublesome. They cannot understand the importance of reducing the use of disposable items and taking their temperature. Maybe the convenience is the most important thing to them, which can turn them into irrational and petulant or even do something impolite to hotel staffs. This kind of circumstance is in a business kind hotel more common. Guests who check-in may be exhausted, upset, and inconsiderate after a busy day out. When dealing with how to take customers' temperature faster, the hotel can purchase an infrared thermometer and put it at the hotel gate, so that the instrument can automatically measure the temperature when the customer enters and leaves the hotel, and it will also send out an alarm when there is an unexpected situation. Hotel staff can verbally remind customers about the cancellation and precautions about disposable items when they check-in. Employees can also tell customers the location of nearby convenience stores and let them buy non-disposable items on their own.

Providing variable ways to solve problems of new policies.

By analyzing the previous cases, we can find that there are two obvious characteristics of deviant behaviors. First, the behavior is imposed by the customer, and the object may be to serve employees, organizations, or other customers, including violations of social norms, violations of the interests of others, and behaviors that harm the personality of others. The second is that the behavior may be intentional or unintentional, but it will cause some harm. Clients may be dissatisfied with the service or environment, or they may implement such behavior because of their factors, but it will often cause negative effects. For the stubborn customers of the hotel, we can only find a response strategy if we are good at identifying them. Once the difficult customers are identified and can be classified, they can gain insight into the behavior characteristics of the other party, and through these behavior characteristics, they can have a better understanding of them, to successfully deal with the problem of difficult customers.

3.4 Classification of deviant behaviors

There is a wide variety of deviant behaviors. In general, these impolite behaviors can be concluded to two major sorts—external and internal, which means the behaviors are drove by the personal factor or affected by the environment(such as alcohol and drugs). After some surveys and interviews with hotel staff, there are particularly six categories of deviant behavior that have more influence on the hotel industry negatively.

(1) Self-righteous clients. Such clients are generally experienced and arrogant, and always ask for a supervisor or manager when they encounter problems. They always expect you to put down everything to solve the problem for him immediately. Their performance is to insist on rejecting the service of specific personnel; they are wrong, but blame the service personnel. Insist on designating the service of specific personnel. Thinking that the service staff only

serves him alone. If you have helped him submit the problem to the processing procedure, he called and called for more than three times more than the average person and so on.

(2) Unpredictable clients. The performance of these clients is silent, absent-minded, or hesitant. The service staff does not know what they are thinking, making people feel unable to start. They are always undecided, have no ideas, don't know what they want, and often change their minds.

(3) Stubborn clients. Such customers are always talking, they do not care about solving problems, but "complaint about complaints. They are very subjective in looking at problems, they are happy to speak freely, pursue the satisfaction of "defeating" each other, and often like to "compete" with you. Their motto is "I am right, you are wrong". They try their best to prove that they are right, and the other party is an unqualified customer service provider. This kind of customer will just keep nagging and ignore the solution completely, and they have an unusually strong need to express themselves.

(4) Customers who love cheap and cheap. Such clients expect free things every time, and they never seem to be satisfied. To get free things or additional services, they will show that they are disliked everywhere and dissatisfied with everything; they keep complaining but have no specific content; they find reasons to be greedy and cheap; they complain and don't want to pay; ask for discounts or gifts; children have exceeded the charging standard, but did not pay according to the regulations; invoices have been printed out at checkout, refused to pay the mantissa, etc.

(5) Customers who intend to make things difficult. Such clients have bad attitudes, rude words, deeds, and swear words. Their behavior is to borrow alcohol and unreasonably make trouble; make unreasonable demands, but the exorbitant demands are rejected, but instead abuse the service staff; threaten or even violently confront; in a bad mood, but anger the service staff and so on.

(6) Customers who are drunk and make trouble. This type of client makes no sense of trouble after getting drunk. Their behavior is vomiting drunk after drinking, making dirt; loud noise, affecting the tranquility of the scene; damaging equipment after drinking; improperly asking the service staff to accompany the drink; verbal harassment of the service staff.

There are no uncommunicative people in the world, and there are no hard-won customers who deliberately find faults. Clients must have a hard time. According to Maslow's hierarchy of needs, on the one hand, people demand social respect and recognition, and on the other hand, the satisfaction of self-esteem. Customers expect to meet their shared respect, recognition, and self-esteem needs through special performance in the process of receiving services. Besides, some customers are troubled because they expected services may exceed those experienced by themselves, which are the internal reason. In addition to internal factors, the hotel's difficult clients are also disturbed by external factors. On the one hand, it may come from the management of the hotel itself, on the other hand, it may be affected by the external environment, such as customers and their family members, colleagues, communities, or work units have just experienced some unpleasant things, and they are in a bad mood, but anger the service staff, etc.

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4. The causes of customer's impolite behavior and its influence on employees

4.1 Causes of customers' impolite behavior

4.1.1 Reasons of the hotel

In our research, there are three main hotels' responsibilities that may cause the unpleasant behaviors of customers. The proportion is shown in the below figure. Among them, the highest proportion is the hotel's software service is not in place. Although the development of the tourism industry and the hotel industry around China is driven by economic development, there are still a large number of hotels that do not

adequately train their staff. It may be that they are not proficient enough clearness, or the service consciousness has not penetrated their heart.

(1) Hotel information management systems aren't perfect. In the interview, we learned that many conflicts were caused by the imperfect hotel system. For example, the double-booked room or mishandled reservation is a tough but sometimes unavoidable part of the job. A well-trained staff is more likely to prevent booking errors, but now and then, one might slip through. Or the desk agent incorrectly assigned a guest to a non-smoking room when they asked for smoking. Or you've booked a highly allergic guest on a pet-friendly floor. All these phenomena are easy to cause customer dissatisfaction, followed by irrational behaviors. Incorrect data can put a great amount of stress on both customer and front desk agents or managers. To proactively prevent these types of administrative errors, the hotel should invest in powerful hotel management information systems. For instance, it gives hotels a powerful tool to manage bookings with ease.

(2) The service management institutional deficiencies and imperfect internal service quality

In the interview, this aspect of the problem is particularly prominent and is the whole hotel service product quality problem of the difficulty, focus. This is mainly reflected in the impatience of the front desk service staff to the poorly dressed guests or inquiries, the temporary unauthorized cancellation of the guests' reservation, the quarrel with the guests, and the guests' room items not completed handover registration. Other phenomena including housekeeping move or pilfering guest items, not according to specification knocked at the door when the door or don't knock at the door direct access to the guest's room, it must be needed for items for QC (Quality Control) negligence, not completion. Even these include waiters becoming impatient with repeated requests, waiters doing their own business during the meal, and waiters stealing food from guests.

These things are more likely to happen in budget hotels, and there are even more problems, which seriously affect the hotel's service quality, resulting in low customer satisfaction.

(3) There are many shortcomings in service hardware. In the interview, we learned that in recent years, star hotels have been frequently downgraded and punished, mainly due to the function change, fire unqualified, aging equipment, and facilities. A customer said, "now five-star new hotels are opening more and more, pleasant background music, refreshing decoration, can immediately make the guests feel comfortable, but most of the old four-star hotels do not find this feeling. Many hotels have aging equipment and do not maintain it for a long time for profit, which seriously affects the living experience of customers. It also left the spark for conflict.

4.1.2 Customer's own reasons

Most of the reasons for abnormal customer behavior come from the hotel service. This does not mean that all aberrant behavior is caused by under-service, and many cases are triggered by customer demands. The characteristics of customers play an important role in the way they behave. The occurrence of customer's rude behavior is largely due to customer's reasons. According to the interview, the following three reasons are the most common: living habits, personality, and alcohol. Among them, living habits and personalities have the highest proportion, which is due to customers' living conditions.

(1)'obsessive-compulsive disorder'. This trait makes those people tend to pay extra attention to certain aspects of the details, which aspect depends on each individual, to the extreme. Most of the time they are peaceful and would not affect other people. However, sometimes their sense of ceremony may influence others. For example, changing a new pair of slippers every time return to the hotel, or put towels in order of size. No matter how long it takes, they will check again and again to make sure that their goal is achieved, which is to eliminate anxiety, although these actions may seem

strange to outsiders. If things go contrary to their wishes, stress and anxiety can make them irritable and even hurt others.

(2)People who are affected by alcohol—drunkenness. In researches, there are many cases of unpleasant behavior caused by alcohol. People who get drunk fall into one of two categories—sleeping quietly and making a scene. The former is not a problem, but the latter can make huge trouble such as throw things, make a racket, or stain around services. In addition, alcohol can make drunk people more sensitive. The communication with them can be harder because they always even do not know what they were talking about when they regain sober.

(3)The customer who passes the buck. There is always somebody who always make excuse or pass the buck perhaps because they are too proud. It seems very difficult for them to admit

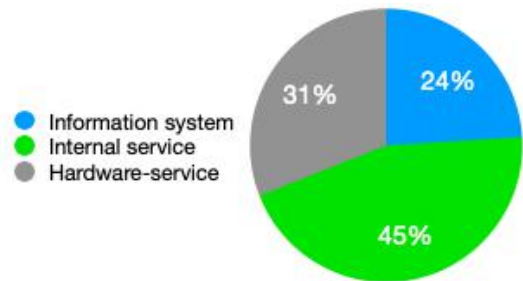


Figure 2-The proportion of main hotel's reasons their mistakes. For instance, one customer accidentally stained the sheets in his room. He didn't tell the front desk the truth when he called the service number. Instead, he was very angry and said that the cleaner didn't clean it up and asked for an apology.

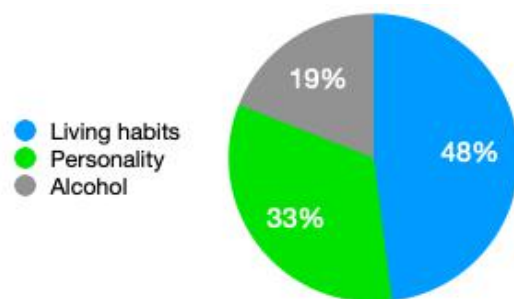


Figure 3-The proportion of main customers' reasons

4.2 Impact of customer's impolite behavior on employees

4.2.1 Employees: depressed, inefficient and resigned

Everyone has a special characteristic. Many people are sensitive and overthinking. These deviant behaviors are hurtful because of extremist opinions or even aggressive behavior. They work in the hotel industry and many other areas. Therefore, if they are adversely affected when dealing with an unpleasant event, they will think a lot in their mind—such as working ability and other's evaluations. They may think something bad about themselves afterward, and may even deny themselves and lose confidence. They also may become less productive as their mood wanes, they may feel shame about their previous positions, and they may choose to change or even leave their jobs.

4.2.2 Hotel: reputation and performance

In the interview, the first choice for all the hotels to deal with the deviant behavior is to minimize the influence of the event, which means the server would take the related customer to go to a corner or private place, then negotiate with him/her for problem-solving. Vice versa, if the guest is in a public negotiation, the Shouting caused by the emotion will make the surrounding customers feel at least some disappointment in the hotel management system, or even reduce the credibility about hotel service of the surrounding customers. What's more, people who have witnessed the bad effects may tell their family and friends about what happened at the hotel when they leave and return to their homes. At this speed, the impact on the reputation of the hotel can be very serious. Customer quantity will also reduce accordingly.

4.2.3 Other customers: hotel evaluation and living experience

No one in the world wants to be influenced by negative emotions and noise while he/she enjoying the service. Most people will choose to avoid choosing this hotel again when they go out next time. They do not care about the truth of the whole event. The only thing they care about is their service quality and good mood. For hotels, customers are their only source of income. For the customers, there are countless

hotels for them to select and enjoy. Customers also have their social circle. When they find a rude incident that has a bad effect on them, they will not only be disappointed in the hotel but also remind their relatives and friends not to choose such a hotel next time. In reality, customers control the hotel's word of mouth.

5. Suggestions

5.1 Employees

5.1.1 Analyze customer characteristics and deal with it calmly

In the actual processing, different customers should take corresponding methods to make them no longer difficult, as follows:

(1)Self-righteous customers. For this type of customer, we can handle our words and expressions in a low-key manner, elevator customers, and try to guide them to understand the actual situation. Start with their character and temper, master their behavior patterns, and understand them in-depth to solve the problems caused by them. (2)Unpredictable clients. To deal with such customers, we must be patient, observe them, try to understand their true intentions, and better communicate with them. (3)Stubborn customers. To deal with this kind of customer, we need to be a loyal audience, allow them to speak, and also behave very much like talking to each other. (4)Greedy customers. We should give them some small compensation without harming the interests of the hotel to win their favor. (5)Ornery Customers. We must be calm when dealing with such customers. Never lose your mind and challenge each other under the aggressive offensive of clients. (6)Drunken customers. We must handle it carefully, stick to our stand, and give appropriate warnings without affecting the image of the hotel.

5.1.2 Understand customer opinions

Service is not only a behavioral interaction but also a spiritual communication with clients. Only by thinking carefully for the customer, communicating with the customer heartily, and standing on the customer's stand whole-

heartedly, they will win the respect of consumers. When thinking about everything, these staff should put yourself in the client's shoes. The customer's request may be simple or incredible to the customer service staff, but since the customer has made it, it is very important for him. It must also expect to be resolved. Therefore, when dealing with clients who are difficult to deal with, we must treat our customers' affairs as our own, and care about our customers with a caring mindset, so that we can achieve high-quality services.

5.1.3 Listen to customer vent

Many demanding customers will be more excited and resentful when expressing dissatisfaction with the hotel. When faced with such a situation, we must listen patiently and politely. After the client vents, no matter who is at fault, he must apologize to the client, and then tell him to investigate and deal with the opinions. Undoubtedly, by doing so, the client's anger will subside and eventually become rational. Therefore, letting customers vent their grievances is the first step in dealing with difficult customers. If the consumer's grievances cannot be vented, he will not listen to the explanation of the service staff, so that the tit-for-tat confrontation will eventually lead to a situation that cannot be fixed. When the customer's emotions will gradually calm down and become more sensible, the service staff's explanation will naturally produce a certain effect, and the client will be happy to accept the explanation and apologize.

5.1.4 Quick response and timely handling

The service worker must not only admit their mistakes in time but should also proactively propose solutions. This is the cleverness-to block the customer's mouth with the service, even if the customer is dissatisfied, they were embarrassed to continue to pursue. Most customers don't care about cash compensation. As long as the hotel actively admits the mistake and treats the customer with excellent service, the dissatisfaction will disappear after the customer feels the sense of respect.

These actions will cause clients to feel valued and respected, and show the operator's sincerity to solve the problem so that customers are psychologically compensated. At the same time, the rapid processing of problems can prevent the negative influences of mass media.

5.2 Company

5.2.1 Improve hotel information management systems

By establishing an information system to collect, analyze, and process information to improve service management and improve service quality. The system must have the following characteristics. First, the core customer identification system, from which a clear list of core clients can be obtained. These customers are the key management objects for enterprises to implement customer loyalty marketing. The second is the consumer purchase behavior reference system. By using the customer database, an enterprise can make every service staff understand the consumer's preferences and habitual purchasing behaviors when providing products and services to customers, thereby providing more targeted personalized services. The third is the client withdrawal management system, which studies and analyzes the reasons for customer withdrawal, sums up experience and lessons, and uses this information to improve products and services to cultivate loyal customers.

5.2.2 Improve the service management system

At present, many domestic hotels have declared "customer satisfaction" and "home away from home". The slogan seems to be louder than some well-known hotel groups abroad. However, the implementation process is not thorough. Some hotels have systems but no one Responsible for inspection and supervision. There are even hotel management systems and service processes that deviate from the concepts of "customer satisfaction" and "home away from home". The hotel must establish a consumer-centric concept, practically consider their needs and desires, and the costs they are willing to pay

so that the interests of clients can be implemented.

In the aspect of employee service management, the number of mobile personnel responsible for checking and filling the gaps can be increased. This ensures that there are no unexpected situations that cannot be dealt with. The hotel can also hold a staff experience sharing meeting regularly. Let everyone share their recent problems and discuss solutions together. By doing so, we can accumulate employees' theoretical experience, so that they will not be in a rush when they encounter such a situation, but practice and correct what they have learned before. As the saying goes: Experience is the best teacher. Know the enemy and know yourself, and you can fight a hundred battles with no danger of defeat.

5.2.3 Improve internal service quality

Service quality is the most important factor to improve customer loyalty. Excellent product or service quality is the most basic pursuit of any consumer who has a transaction relationship with the enterprise. The quality we are talking about here refers to the degree to which the hotel's products are suitable for guests' needs in terms of use-value, spirit, and materiality. Therefore, the hotel must not only produce qualified products but also strive to provide products with reliable quality, to maximize the establishment and cultivation of the tacit agreement between the hotel and guests.

The hotel also can try to apply something new, such as a service robot. For example, I went to a five-star hotel in Shanghai. I called the front desk for two bottles of water as usual. When I received the water, I realized that instead of the waiter, I was being served by a machine. I felt very interesting at the time, which made my impression of the hotel better. In simple words, there are many ways to improve service quality except train hotel staff. Creative things are useful to attract people's attention and interest. The diversity of services has also become a new way for modern services to attract customers.

The best way to prevent customers from behaving badly is to give them a near-perfect service experience. Improving the flexibility of service and learning various coping measures can save the hotel staff a lot of unnecessary trouble when they are working.

5.2.4 Improve hardware service

At present, the hotel industry in the western countries not only values the grade, but also the practicality, and the convenience of customers. Domestic hardware facilities are luxurious and complete, ignoring the practicality. Therefore, hotel managers should pay attention to improving the internal facilities and tools, and tell customers the goods and services provided by the hotel in time and accurately through the necessary hardware, and make up for the gaps left by the water service. The quality of hard facilities is also an important standard. San Want Hotel, in Shanghai Xuhui District, is a four-star hotel owned by the Want Want group. The service and transportation are good, but the facilities are a bit old. By contrast, the four-star Ji Hotel, which is also next to San Want Hotel, has just undergone a renovation and looks more comfortable, and has a lower price. If talked about the advantages, the popularity of Want Want group in China can help San Want Hotel to promote the reputation. But if you want to let the customer choose, perhaps the Ji Hotel will be preferred by more people. As a result, no matter how high the reputation of the brand, the final measure of the hotel service level or to rely on the basic hard facilities because most people's purpose when they check-in the hotel is to enjoy their life and relax.

5.2.5 Manage customer expectations

Contrasting to "Service", "Hospitality" is more fit to the exception of customers. However, there are five gaps between the consumer and administrator: (1) Consumer expectation and manager cognition. Some hotels only serve customers from different places according to rigid requirements and stereotypes. They do not change their service style as changing customers. In short, they don't and never know what the

customer wants, such as entertainment and catering. (2) Manager cognition and QoS(Quality of Service) requirement. There is a gap between the service quality considered by the manager and the established service quality. The factors that lead to this gap are complex but can be roughly divided into three categories—a. The internal resources of the hotel are limited and cannot meet the standard; b. The habits of the market demand better service, which is the business can not achieve; c. The internal management of the hotel may not be perfect, and the communication between the managers and various departments is not in place, which leads to the floating of the service level. For instance, in order to save costs and so on, managers think that some measures (e.g. cleaning the toilet twice a day) are enough, but actually good service quality is more demanding (e.g. a quality hotel might need to be cleaned regularly every hour). (3) QoS requirement and Service Delivery. A service delivery system is a system that delivers services from the background to the foreground and provides them to customers. Determine where, when, and how the service will be delivered to the customer. Service personnel performance is not in place will let the probability of customers disappointed greatly increased. (4) Service Delivery and External Information communication. When there is a big difference between the external publicity and the actual quality of the hotel, it will give customers a kind of duplicity. (5) Customer's exception and actual experience.

The higher the customer's expectation, the harder it is for the hotel to satisfy the customer, and even the original high-quality service, because the client's expectation value is too high, it will become perceived low quality. Therefore, the hotel must manage customer expectations to maintain a reasonable level of consumer expectations. Customer service quality expectations are formed under the combined effect of various factors such as hotel market communication, customer word-of-mouth communication, customer experience, and need,

among which the hotel's market communication is a factor that the hotel can control. The hotel must objectively convey information about the quality of the hotel's services and make the price level and tangible display consistent with its specifications, thereby indirectly hinting to the customer that the service quality is ready.

At the same time, the hotel should clarify the customer's views on the various attributes of the hotel service through market research, and emphasize that the customer pays the most attention to certain attributes within the promotion and publicize the information of the hotel service quality to the customer in a targeted manner. In addition, when introducing hotels, hotels should help clients understand their role, rather than mistakenly relying on the realization of service quality expectations on employees.

5.3 Customers: think twice and strengthen communication with the hotel

The only suggestion for customers is empathy or transpositional consideration. When we are emotional, think from the waiter, hotel, and other customers before we make a decision, and finally come back to our point of view then make a decision. Everyone is a consumer. When we are in a hotel, we are the consumers, and the hotel staff serves us. But when they leave the hotel door, they become consumers. Rights should be the same for all of us. people shouldn't be proud of who they are as a consumer and the principle of "customer first" in the service industry. So if people put themselves in different shoes before they try to be rude to the waiter or waitress, everything becomes a lot easier.

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ATTACHMENT

Questionary

Part 1- Essential information

1. Place tell your age?

- a. 16-25
- b. 26-35
- c. 36-45
- d. 46-55
- e. 55+

2. The type of hotel you are working for?

- a. Luxury Hotel
- b. Comfortable Hotel
- c. Budget Hotel

3. Place tell your position?

4. Place tell your educational background?

Part 2- Questions

1. What kind of deviant behavior have you experienced from customers in your work environment?

- a. Self-conceit client
- b. A client with full of complains
- c. Be keen on getting things on the cheap
- d. Indecisive men
- e. Taking unnecessary pains to study an insignificant problem
- f. Drunk and troublesome men
- g. _____ (answer by yourself)

2. In your working environment, which reason do you think is more likely to induce customers' deviant behavior?

- a. Hotel' s reason
- b. Customer' s reason

3. In your opinion, what are the reasons for the hotel about customers ' deviant behavior?

- a. Information system
- b. Internal service
- c. Hardware-service
- d. _____ (answer by yourself)

4. In your opinion, what are the reasons for the customer about customers ' deviant behavior?

- a. Personality
- b. Living habits
- c. External factors
- d. _____ (answer by yourself)

5. Do you have any suggestion about customers ' deviant behavior?

_____ (answer by yourself)