Jaycustomer behaviours from the perspective of hotel employees

Otel çalışanlarının perspektifinden gayri ahlaki müşteri davranışları

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Abstract

Hotels operating for customer satisfaction experience some failures in the service delivery process. It is stated that the failures experienced may be caused by customers violating generally accepted behaviours. Jaycustomer behaviours ranging from theft to sexual harassment have severe effects on businesses, employees and other customers. This study aims to reveal various jaycustomer behaviours encountered by hospitality business employees in contact with guests and the approaches employees use to address these behaviours. In this context, semi-structured interviews were held with 12 department employees interacting with customers in five-star hotels in Kuşadası. The fact that employees working in animation, housekeeping, front office and food and beverage services departments, who have close interaction with customers, are included in the sample reflects the originality of the research. The data obtained was analysed using descriptive analysis. In this context, it has been observed that all department employees encounter jaycustomer behaviours. They commonly exhibit behaviours such as transferring information to their superiors, explaining, apologising and moving away from the environment to solve these problems. As a result of the research, essential inferences were provided to the relevant literature and hotel managers.

Keywords: Jaycustomers, Dysfunctional Customer Behaviour, Consumer Misbehaviour, Deviant Customer Behaviour

Jel Codes: Z3, Z30

Öz

Müşteri memnuniyeti amacıyla faaliyet gösteren oteller hizmet sunum sürecinde bazı başarısızlıklar yaşamaktadır. Yaşanan başarısızlıkların genel kabul görmüş davranışları ihlal eden müşterilerden kaynaklanabileceği belirtilmektedir. Hırsızlıktan, cinsel tacize uzanan gayriahlaki müşteri davranışlarının hem işletmeler hem çalışanlar hem de diğer müşteriler üzerinde ciddi etkileri bulunmaktadır. Bu çalışmanın amacı, misafirlerle temas içinde olan konaklama işletmeleri çalışanlarının karşılaştıkları çeşitli gayriahlaki müşteri davranışlarını ve çalışanların bu davranışları ele almak için kullandıkları yaklaşımları ortaya koymaktır. Bu kapsamda Kuşadası'nda beş yıldızlı otellerde müşteri ile etkileşim içerisinde olan departmanlarda görev yapan 12 çalışan ile yarı yapılandırılmış görüşmeler gerçekleştirilmiştir. Örneklemde müşterilerle yakın etkileşim içerisinde olan animasyon, kat hizmetleri, ön büro ve yiyecek içecek hizmetleri departmanlarında görev yapan çalışanların yer alması araştırmanın özgünlüğünü yansıtmaktadır. Elde edilen veriler içerik analizi ile çözümlenmiştir. Bu kapsamda, tüm departman çalışanlarının gayriahlaki müşteri davranışları ile karşılaştığı, bu sorunların çözümünde yaygın olarak üstlerine aktarma, açıklama yapma, özür dileme ve ortamdan uzaklaşma gibi davranışlar sergiledikleri görülmüştür. Araştırma sonucunda ilgili literatüre ve otel yöneticilerine önemli çıkarımlar sağlanmıştır.

Anahtar Kelimeler: Gayri Ahlaki Müşteri Davranışları, İşlevsiz Müşteri Davranışı, Tüketici Yanlış Davranışı, Sapkın Müşteri Davranışı

JEL Kodları: Z3, Z30

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Introduction

In service environments, customer satisfaction is often influenced by the quality of interpersonal interaction between the customer and the communicating employee (Lundberg, 2011; Arslan & Tanrısevdi, 2022). The service role places employees whose primary duty is to meet customers' demands in a vulnerable position. When dissatisfied with the service, the sense of entitlement influences customers' behaviour because organisations convey an implicit message that customers are right in almost every situation. Thus, the service encounter becomes a venue where customers sometimes exhibit behaviours they would not normally engage in (Yagil, 2008). Bitner, Booms and Mohr (1994) found that while previous research has identified sources of satisfaction and dissatisfaction in service encounters from the customer's perspective, unsatisfactory service encounters can also result from customer behaviour and reported that problematic customers were the source of 22 per cent of unsatisfactory incidents. Yagil and Luria (2014) emphasised that customers constantly deviate from social norms when interacting with service employees. Wilson, Robson and Pitt (2021) emphasised that consumers are not innocent, mostly passive recipients or users of marketers' messages and offers, and that they can abuse and manipulate the offers offered to them by businesses with different strategies. However, the belief that "the customer is always right" may lead service organisations to ignore the harm that customer mistakes have on service employees (Robertson, Rotman, McQuilken & Ringer, 2023).

Consumer satisfaction studies assume that customers behave "rationally and functionally" according to generally accepted norms (Reynolds & Harris, 2006). In a customer-centred approach, serving customers and consumers in a qualified way remains the cornerstone of successful business results such as high company performance, more vital brand value and customer loyalty (Gupta & Ramachandran, 2021). However, this shift towards customer focus has also brought harmful customer behaviour (Kashif, Braganca, Awang & Cyril De Run, 2017; Lages, Perez-Vega, Kadić-Maglajlić & Borghei-Razavi, 2023). Although the motto "The customer is always right" is predominantly applied, especially in the hospitality industry, observations from both practical and academic circles constantly contradict this philosophy. It is stated that customers commit various deviant behaviours, such as misbehaving with employees, misusing goods, shoplifting, illegitimate complaints and fraudulent returns (Huang & Miao, 2016; Daunt & Harris, 2014). As a result of customers' misbehaviour, service providers often exhibit withdrawal behaviours such as significant emotional distress, burnout, negative work attitudes, and absenteeism (Yagil, 2008). In this context, the adverse effects of customers' misbehaviour disturb most organisations, and it is vital to have a comprehensive perspective on the issue (Zhou, Mistry, Kim & Cobanoglu, 2021).

Jay's customer behaviour has a significant impact, especially on department employees who are in close contact with customers. In previous studies, front office and food and beverage department employees were generally selected as the sample (Tsang, Lee & Chan, 2011; Aslan & Kozak, 2012; Guler, Dalgıç & Tor Kadıoğlu, 2017). It has been determined that no study addresses the unethical customer behaviours experienced by animation and housekeeping employees. In this respect, the research is thought to contribute to the related literature. Considering the negative consequences of jaycustomer behaviour on employees, other customers and the business, identifying the problems experienced by hotel employees in hospitality businesses requires revealing coping methods for these problems. In this context, the study aims to determine the unethical customer behaviours encountered by employees of the animation, housekeeping, front office, food and beverage services departments who communicate with customers in accommodation businesses, which country citizens exhibit such behaviours, and the methods of employees to cope with these problems. In this context, the research seeks to answer the following questions.

1. To determine jaycustomer behaviours encountered by hospitality business employees

2. To determine which country's citizens show positive/negative behaviour from the perspective of hospitality business employees

3. To reveal the solution methods developed by hospitality business employees against jaycustomer behaviours.

Literature review

Recently, jaycustomer behaviour has received increasing attention in business and management literature. Scholars have used a variety of terminologies to examine customer behaviours that disrupt service delivery, impact organisational performance, and impact employee well-being (Lages et al., 2023). Among these, dysfunctional customer behaviour (Harris & Reynolds, 2003), deviant customer

behaviour (Mills & Bonoma, 1979), jaycustomer behaviour (Lovelock, 2001), consumer misbehaviour (Fullerton & Punj, 2004) and customer misbehaviour (Yi & Gong, 2006). Such diversity and divergence of labels reflect the diversity of perspectives and positions investigating this phenomenon (Fisk et al., 2010). In order to avoid confusion in this research, these types of behaviours will be used under the concept of "jaycustomer behaviour".

Lovelock (2001)states that jaycustomer behaviour is undesirable and that service organisations should control, avoid and prevent jaycustomer behaviour (Tsang et al., 2011). Employees working in the service sector often encounter customer behaviour in their daily interactions with customers (Tan, Loi, Lam & Chow, 2020). Customer behaviour that violates generally accepted norms is expected in daily service encounters (Reynolds & Harris, 2009; Seger-Guttmann, Vilnai-Yavetz, Wang & Petruzzellis, 2018). Daunt and Harris (2012) show that jaycustomer behaviour is endemic across multiple service sectors. A study conducted in the USA reveals that service employees suffer from customer verbal aggression an average of 10 times daily (Grandey, Dickter & Sin, 2004). Zemke & Anderson (1990) emphasise that employees in a service-based organisation are likely to have had experience with customers from hell.

Many types of consumer misbehaviour exist in the literature, such as shoplifting, vandalism, financial fraud, and physical/verbal harassment towards other consumers and marketing employees (Fullerton & Punj, 2004). In the tourism sector, it is seen that jaycustomer behaviours occur in different ways. While Tsaur, Cheng, and Hong (2019) explore tour member misbehaviour in group package tours, Bhati and Pearce (2016) investigated the issue of vandalism by visitors while visiting tourist attractions, Goh and Kong (2016) examined the issue of theft in hotel businesses. Lugosi (2019), on the other hand, offers an integrative examination of the concept of deviance and its relationship and application with hospitality management. In addition, Knani (2014) states that many scientists argue that the hospitality business is frequently open to unethical practices. As a critical stakeholder in the tourism industry and an industry known for its willingness to go the extra mile to keep customers happy, the hospitality business is particularly prone to illegitimate complaints. Many businesses in the hospitality industry encourage customers to voice complaints that are believed to arise from their dissatisfaction with services or products, and hospitality companies often make service improvement efforts to increase customer satisfaction and loyalty (Huang & Miao, 2016).

Aslan and Kozak (2012), in their study on hotel employees, found that among the deviant behaviours experienced, witnessed or heard by employees, guests were rude, shouting at employees, insulting and humiliating the employees, accusing the employees of sexually harassing or stealing, attacking the employees; disposing of hazardous materials; stabbing employees; and mostly verbal sexual harassment towards the employees. Various classifications have been created for customers that indicate jaycustomer behaviours in this context. Zemke and Anderson (1990) define five different customer personifications in their work "The Customer from Hell", from Freeloader Freda to Ugly (Filthy water) Betty. Harris and Reynolds (2004) divided jaycustomer behaviours into eight categories: compensation letter writers, undesirable customers, property abusers, service workers, vindictive customers, oral abusers, physical abusers, and sexual predators. At the same time, Berry and Seiders (2008) characterised unfair customer types as verbal abusers, blamers, rule breakers, opportunists and returnaholics.

Hotel employees have developed different coping methods in response to the jaycustomer behaviours. When incidents of inappropriate behaviour occur, they are met by employees with tactics ranging from routine action to more analytical and strategic approaches (Echeverri, Salomonson & Åberg, 2012). Fullerton and Punj (2004) emphasised education and deterrence approaches to manage negative consumer behaviour. In their research, Huang and Miao (2016) revealed that frontline employees of hospitality businesses have three coping strategies: problem-focused, emotion-focused and process-focused. In their study with 52 casino employees, Fong, So, and Law (2017) revealed 11 coping methods in the face of jaycustomer behaviours, including relaying the problem to their superiors and managing guest emotions.

A growing body of literature has explored the consequences of negative behaviour, particularly among service employees exposed to jaycustomers daily. Jaycustomer behaviour has adverse cognitive and behavioural effects on employees (Tan et al., 2020). Encountering jaycustomers is stressful for the personnel who contact them (Tsang et al., 2011). Deviant behaviours reduce the motivation and morale of employees and negatively affect their performance (Aslan & Kozak, 2012). Cumulatively, poor quality service can have costly and terrific consequences for service organisations by alienating existing customers and damaging organisations' reputations, hampering their ability to attract new customers (Garcia et al., 2019). Customer misbehaviour affects not only organisations and employees but also the

service experiences of other non-misbehaving customers (Harris & Reynolds, 2003; Bahar Isin, Altintas & Altintas, 2010; Lu, Cheng & Wang 2017; Rummelhagen & Benkenstein, 2017).

Methodology

Aim of study

The primary purpose of this research is to identify jaycustomer behaviours encountered by hotel employees working in five-star hotels in Kuşadası and to reveal the solution strategies they use for this phenomenon. When the literature was examined, it was determined that hotel employees experienced different problems in this context due to the nature of jaycustomer behaviours. Qualitative research, which is based on the assumptions that information is not specific and that reality is subjective, changing from person to person and multiple, and based on the approach that the individual interprets the world from his or her perspective, is aimed to reveal the feelings and thoughts of the individual. In this context, qualitative research methods focused on long-term and in-depth interactions with participants were preferred (Creswell, 2016; Patton, 2018).

Validity and reliability

In this research, the opinions of the front office, animation, food and beverage services and housekeeping department employees who interact with the guests were examined in depth in order to identify the jaycustomer behaviours encountered by hotel employees and to reveal the problem-solving methods they apply towards jaycustomers. In light of the findings obtained from the research, essential outputs are presented to the relevant literature and sector managers.

In this context, the first strategy applied in the research is described as participant confirmation. Researchers may reach different conclusions from the data they collect. This may be due to the subjective perspective of the researchers or due to misunderstanding (Yıldırım & Şimşek, 2016). For this reason, the interviewer may want to evaluate the participant regarding the information obtained in the research. Participant confirmation was implemented in two ways in this study:

1. A summary was made at the end of the interviews, and participant confirmation was requested.

2. After the interviews were completed, the inferences from the data were shared with 3 participants while transcribing the interviews, and approval was obtained to ensure the accuracy of the meanings.

Expert review was also included as another strategy implemented within the scope of increasing the quality of the research.

Population and sampling

In qualitative studies, the non-probability sampling method is generally preferred. Researchers have stated that the aim of qualitative studies is more effective in discovering the underlying reasons and related issues under investigation rather than asking many questions and reaching many people. The most commonly used non-probability sampling method is purposeful or purposive sampling. Purposeful sampling is based on the premise that the researcher should have a sample from which he can learn most of the information he wants to realise and discover (Merriam, 2013). The study group was selected using the purposeful sampling method from the non-probability sampling method. In this method, the sample is determined by selecting from the universe to reach the highest level of information in line with the researcher's goals. The purposeful sampling approach can be applied in two different ways: convenience sampling and snowball sampling. In convenience sampling, the researcher includes the people who will provide him with an advantage in terms of speed and cost in line with the research objectives of the sample (Kozak, 2017). Snowball sampling is considered a frequently used form of purposeful sampling. Snowball sampling requires recruiting appropriate participants in line with criteria determined depending on the content and purpose of the study (Merriam, 2013). In snowball sampling, the researcher identifies a participant who he/she thinks is most suitable for data collection, interviews him, and then reaches other suitable participants with his/her expertise. Thus, more participants can be revealed with the expert guidance of each participant. Snowball sampling technique was chosen in this study because determining the jaycustomer behaviours encountered by hotel employees and coping methods with them necessitate collecting data from experts and authorised people on this subject.

In this context, first of all, considering the difficulties of the data collection process in qualitative research, hotel employees working in five-star hotels in Kuşadası district were selected as the research population. The study group is limited to 5-star hotels in the Kuşadası district of Aydın. According to the information on the Aydın Provincial Directorate of Culture and Tourism (2023) website, sixteen 5-star hotel businesses are operating in Kuşadası (Aydin İl Kültür Turizm Müdürlüğü, 2023). Therefore,

employees working in these 16 hotel businesses constitute the research group. Within the scope of the research, 5 of the 5-star hotels operating in Kuşadası were chosen to collect data.

Since the number of people with ideas, opinions, and experience on the subject being researched is very high, specific criteria were used to select the participants. In this research, as a result of the literature review, hotel employees working in four departments of hotel businesses (Animation, Housekeeping, Front Office, and Food and Beverage Services) were selected as samples. The reason for choosing these departments is that they are department employees who interact with guests as the subject focuses on customer behaviour. Considering that it would be more suitable for the study if the participants had experience, the requirement of having worked in the sector for at least three years was considered.

Data collection and data analysis

In qualitative studies, there is no method of determining the number of samples as in quantitative studies. In qualitative studies, the number of samples depends on the questions asked, the content of the study, the data collected and the analysis methods. In qualitative research, adequacy refers to the amount of data collected, not the number of subjects, as in quantitative data. Sufficiency is achieved when sufficient data is collected and saturation occurs (Neumann, 2006). Theoretical saturation may also be helpful as a guide in designing qualitative studies; practical research indicates that samples of 12 may be situations where data saturation occurs among a relatively homogeneous population (Boddy, 2016). As a result of repeating the statements with the 11th participant, the interviews were concluded with the 12th participant. In light of these data, 12 people were interviewed during the research process, and the theoretical saturation principle was considered. Ethics committee approval was received for this study from Adnan Menderes University, Social Sciences and Humanities Research Ethics Committee on 01/12/2023 and 09/06 document number.

The data were collected using the interview technique, the most commonly used qualitative research method. Interviews provide an opportunity for a detailed exploration of each individual's perspective and an in-depth understanding of the research phenomenon's context. Interviews were conducted face-to-face with the participants. Interviews were conducted in hotel rest areas and cafeterias outside working hours. The research questions were determined as a result of the existing literature review. The questions asked to the participants consist of two parts. The first part contains questions regarding the demographic and professional experiences of the participants. The interview form primarily includes questions about personal information about the participants' age, gender, education level, working position and how long they have been working in the tourism field. In the second part, interview form questions were used, which is used in studies examining customer behaviour, which Harris and Reynolds (2003), Reynolds and Harris (2006) and Guler et al. (2017) describe as dysfunctional and deviant customer behaviour. The questions in the second part of the semi-structured interview were asked in the order below.

Table 1: Questions Asked to Participants Regarding Jaycustomer Processes

Q-1	Who is the perfect and worst customer profile for you? Can you explain it in terms of their behaviour?
Q-2	In your opinion, which country's citizens show positive or negative behaviour as tourists?
Q-3	What are customers' most common jaycustomer (bad, intentional, malicious, deviant) behaviours? What are the hardest and easiest to deal with?
Q-4	How do you deal with the behaviour of customers who engage in jaycustomer behaviour?
Q-5	Could you share with us the Jaycustomer experience you have had recently? Do you remember it? Can you explain how the incident happened, how you reacted, and how you dealt with the problematic customer?

Source: Own research

The study used a semi-structured interview form to obtain qualitative data. Participant opinions were obtained with a semi-structured interview form prepared by the researcher, which included the participants' demographic information and interview questions. Interviews were conducted individually with each participant and lasted an average of 13 minutes. The interviews were recorded with the knowledge of the participants to avoid data loss and were later transferred to the Word program to be deciphered. Descriptive analysis was applied to analyse the data. Accordingly, the results obtained are presented by dividing them into categories.

The descriptive analysis method was used to analyse the data obtained by transcribing the voice recordings. During the analysis phase, the researcher coded the data. Later, the coding produced by the researcher was shared with experts in the field of qualitative research. In this regard, all codes were brought together and examined, codes with and without consensus were determined, and a codebook was created. During the coding process, a general framework was created by open coding; afterwards,

open codes were collected within the framework of specific themes through axial coding. Finally, the final findings were reached by comparing the data with selective coding. Thus, the categories and themes of the research were obtained.

Findings

In this section, firstly, the demographic information of the participants and then the findings obtained as a result of the Descriptive analysis are included. When the demographic information of the participants is examined, they worked in four different departments of accommodation businesses (food and beverage, front office, housekeeping and animation), and it is seen that the age range varies between 21 and 48. In terms of education level, it is seen that 5 participants are university graduates, 5 participants are high school graduates, 1 participant is a secondary school graduate, and 1 participant is a primary school graduate. When evaluated in terms of marital status, it is seen that 7 participants are single and 5 participants are married. It can be stated that the industry experience of the participants varies between 3-29 years and that they are an experienced group in this respect.

Table 2a: Participants' Perception of the Most Perfect Customer Profile

The Most Perfect Customer Profile	Participants
Understanding customer	P2-P7-P8-P9-P12
Customers with good human relations	P3-P5-P7-P8-P12
Customers with holiday culture	P3-P4-P6-P7-P10
Polite customers	P3-P6- P7
Customers who do not underestimate employees	P8-P12
Sincere customers	P3-P5
Fun customers	P2-P3
Guest participating in activities	P3-P5

Source: Own research

In line with the findings obtained from the participants, eight sub-themes were determined within the framework of the perception of the perfect customer profile. In this context, the most emphasised expressions were "Understanding customers", "Customers with good human relations", and "Customers with a holiday culture". Another important finding is that when the animation department employees in the research are asked to express the perfect customer profile, the statements "Customers who participate in activities" and "Fun customers" should be considered. The participants' statements on the subject are presented below:

"For me, the best client is the one who does not put you down and values your work." (P8)

"A guest who behaves sincerely, asks questions with a nice tone of voice, can understand the other party, knows that we are working, and understands that we are people like him, not his servants, is very important." (P5)

"For me, a good customer is a customer who has a tourism culture, knows what he will buy, and knows what to do. Otherwise, it would be incredibly tiring for us if the customer comes with high expectations for the money they pay." (P4)

"The customers who come here are obvious. They show that they came to do something, to have a holiday. Tourists participate in activities, chat, have fun and have a full holiday." (P3)

Table 2b: Participants' Perception of Worst Customer Profile

Worst Customer Profile	Participants
Customers who come with excessive expectations	P2-P3-P4-P7
Customers who think they own the hotel	P6-P8-P9-P11
Customers looking for errors to complain	P4-P8-P11
Customers who speak patronising sayings	P2-P5-P7
Customers without holiday culture	P6
Customers who do not follow the rules	P6

Source: Own research

In the light of the answers provided by the participants, six sub-themes were identified within the central theme of the worst customer profile. In this regard, the worst customer profiles for hotel

employees, "Customers who come with excessive expectations" and "Customers who think they own the hotel", were the most frequently emphasised statements. The fact that "customers without holiday culture" are among the worst customer profiles should also be considered as an issue that should be considered. Participants' statements regarding their perception of the worst customer profile are presented below:

"For us, a bad customer is a customer who looks for the hotel's shortcomings rather than the service we provide. If a customer comes on holiday but focuses on the shortcomings in service rather than the holiday part, he is a bad customer for us." (P4)

"For example, the customer should accept your greeting and know about tourism. The man comes at 8:00 in the morning, hits the desk with his hand, and says give me my room, and this customer is a bad customer for me." (P6)

"A bad customer, usually towards the end of the season, thinks he is the owner of the hotel and does things to you that he has no right to do." (P8)

"A bad customer is an unconscious customer. The customer thinks everything is free when he buys the all-inclusive package. Also, they do not look at the contents of the package; they come without examining it, and then we have problems with them." (P1)

Table 3a: Participants' Perception of Good Customer Profile by Nationality

Perception of Good Customer Profile by Nationality	Participants
Germany	P2-P7-P9-P10-P12
Belgium	P3-P4-P5-P9-K12
Holland	P2-P4-P9-P12
France	P5-P9-P12
Romania	P5
Russia	P6

Source: Own research

As a result of the descriptive analysis carried out in the research, six sub-themes were determined within the scope of good customer profile perception according to nationalities. When Table 3a is examined, hotel employees generally describe European tourists as the correct profile tourists. In this regard, hotel employees stated that serving German, Belgian and Dutch guests made them happy. It was stated that the citizens of the specified country were chosen as good customer profiles because they understand and have an adaptable holiday culture. The statements of the participants on the subject are presented below:

"Actually, I am not someone who defends Europeans, but we used to see this quality in Europeans, so now it is mostly related to the change of countries. When you enter the room of EU citizens, you find the room neat and tidy." (P12)

"European tourists have a holiday culture, that is, they know what to do and how to do it." (P9)

"The Dutch are moderate and good people; they know every language and do not show off." (P2-P7)

"I love Belgians; they are generally fun, and we can have positive interactions; for example, if we make a joke, they can return the joke with a joke so that we can get it in return." (P3)

"I put the French in a separate place. Belgian, French and British people are very entertaining. In fact, we have a Romanian guest, for example, he is a lovely man." (P5)

"British people over 50 are polite." (P4-P1)

Table 3b: Participants' Perception of Bad Customer Profile by Nationality

Bad Customer Profile by Nationality	Participants
Türkiye	P2-P3-P8-P9-P10-P11
Iran	P1-P4-P6-P11-P12
England	P1-P2-P4-P6
Russia	P7-P12
Bulgaria	P3-P11

Source: Own research

According to the results obtained from the participants, five sub-themes emerged within the framework of bad customer profile perception according to nationalities. When Table 3b is examined, hotel employees emphasised that Turkish, Iranian and British citizens have a terrible customer profile. In this context, it was stated that Turkish customers behaved like the owners of the hotel, Iranians were unhygienic, and British customers behaved negatively due to reclaiming and alcohol consumption. An essential issue is that British tourists over 50 are described as polite and naive, while young British people are described as rude and quarrelsome. The problems created by Russian and Bulgarian citizens after alcohol consumption should be taken into consideration. The participants' statements on the subject are given below:

"Russians are very irritable." (P12)

"The Turk has high expectations. They want to get their money's worth." (P2)

"The Turk have very sullen faces, there are some customers who do not bother to thank us, and there are some who do not even look at us when we ask questions." (P3)

"We have problems with the British, mostly with the British. They are always quarrelsome; they swear and drink alcohol. The new generation is very different, and the older generation is very polite and naive. People aged 30-35 are involved in theft." (P1)

"For example, Bulgarian customers may enter the wrong room after drinking alcohol." (P11)

"Many different things happen with Iranians; for example, they perform ablution in the sea, or they pollute the inside of the pool, they defecate in the pool. Last year I think we closed the pool twice because of the Iranians" (P6)

"Iranians are very dirty. For example, they eat in the room, turn the room into a garbage dump, when they take a shower, the entire bathroom gets dirty, the carpets get half wet, but they are not at all uneasy about this situation. In the restaurant, they fill very large plates, then take them to the room, where you can see bread crumbs, pastries, and leftovers on the beds. We encountered people who did not let a cleaner in their room for two or three days and were not bothered by that smell at all." (P12)

Table 4: The Most Common Jaycustomer Behaviours (bad, intentional, malicious, deviant) Exhibited by Customers

The Most Common Jaycustomer Behaviours	Participants
Underestimating and insulting	P1-P6-P7-P9-P10-P12
Seeing employees as enslaved people and patronising sayings	P2-P5-P7-P9-P11
Slandering to get free service	P4-P6-P11
Trying to get their demands accepted by shouting and yelling	P1-P6-P7
Making non-reservation requests	P6-P7
Reacting negatively when warned about misbehaviour	P2-P4
Customers want to leave the business without paying extra bills	P1-P6
Damaging to hotel property	P1-P12
Throwing towel and key	P7-P12
Accusing and threatening	P1-P9
Negative behaviour of Turkish spouses due to jealousy	P2-P3
Sexual harassment jokes	P3-P11
Fight between customers (due to child)	P1-P5
Theft	P1-P6
Taking food out of the restaurant	P4

Source: Own research

As a result of the Descriptive analysis conducted in the research, 15 sub-themes were identified within the scope of the most frequently displayed jaycustomer behaviours. When Table 4 is examined, "Underestimating and insulting", "Seeing employees as slaves and patronising sayings", "Slandering to get free service", and "Trying to get their demands accepted by shouting and yelling" are the most frequently encountered jaycustomer behaviours. Customers' desire to leave without paying extra expenses is an essential problem for front-office department employees. Negative situations experienced by animation department employees due to the jealousy of Turkish spouses should be considered. It is also an essential problem that two women working in the animation and food and

beverage services departments were exposed to sexual harassment. The participants' statements on the subject are given below.

"Customers specially make it seem like we've done things that we haven't done. The purpose of these customers is to think about how they can stay at the hotel for a few more days and how they can get more service. For example, even if we don't drop the glass we are serving with, they act like we dropped it. Our chief believes in them too." (P11)

"For example, once a guest did not like the extra bed, but the room he got was standard, this was explained, when a third person comes, he/she will be accommodated in the extra bed, otherwise you will have to pay the extra price and you can stay in the family room with three beds. The guest accepts the standard thinking he will pay less money. Sometimes he tries to change the room by force, getting angry, brushing, yelling and shouting." (P6)

"Especially Bulgarian and Russian male customers can extremely disturb our female staff with their hands, eyes or words, even when their spouses are with them." (P11)

"Sometimes the children of foreign customers and sometimes the children of Turkish customers fight. When the fight escalates, families get involved, later the families start fighting", shouting and swearing." (P1)

"A customer who drinks too much alcohol may lose his temper and molests another customer's wife, which of course causes fights between the male partners." (P11)

"For example, there are many people who dismantle the hotel phone and steal it, or take out the hair dryer and put it in the suitcase. We can't check most of their suitcases anyway." (P6)

"For example, they say "I am a prosecutor, I am a judge, I will get you kicked out of here or my uncle's son works at the Ankara embassy", There are many guests who come here and use expressions such as "decide where you want to work except here" to threaten us." (P9)

Table 5: Hotel Employees' Methods of Dealing with Customers Who Demonstrate Jaycustomer Behaviour

Methods of Dealing with Customers Who Demonstrate Jaycustomer Behaviour	Participants
Reporting the problem to senior managers	P1-P2-P6-P7-P8-P9-P11
Trying to calm down with an explanation	P2-P4-P5-P7-P12
Apologising	P2-P11-P12
Ignoring	P3-P4-P11
Reporting the problem to the agency	P1-P6
Going away from the crime scene and deporting the colleagues	P3-P11
Calling security	P1-P4
Increasing the number of officers	P4
Taking precautions for spending	P6
Getting support from management	P6
Staying unresponsive	P10

Source: Own research

In line with the findings obtained from the participants, 11 sub-themes emerged regarding methods of dealing with customers who behave immorally. When hotel employees' methods of dealing with jaycustomer behaviour are examined, it is stated that they mostly use behavioural strategies such as "Reporting the problem to senior managers", "Trying to calm down with an explanation", "Apologising", and "Ignoring". It is also striking that hotel employees apologise even though they know the customer is wrong. Another important data is that the two female participants in the study used a strategy of going away from the crime scene when they encountered sexually harassing behaviour from customers. The participants' discourses on the subject are presented below:

"If a situation is beyond my control, I directly inform the department manager or the relevant department manager, and he/she will take care of it." (P1)

"Generally, we try to calm the guest down and explain why this is done, that there is no malice, that it is done for service. If the guest is still not happy, we apologise, we apologise again, we apologise again. Because there is a rule that the guest is always right, these are mostly Turkish guests." (P2)

"Unfortunately, in tourism, because that the customer is always right, so we cannot raise our voice. This is a very bad situation. You know that person is wrong but you can't say it. You keep silent even though you know you're right." (P4)

"The customer is not always right; I love this management approach at our hotel. The customer is not always right, I love this management approach at our hotel. For example, I experienced things that would have gotten me fired three times if I were in another hotel, I got angry and got into fights with the guests." (P6)

"I say I have something to do right away, I walk away, sometimes I say it's my turn for activity. I say "have fun" to the customers and walk away from that environment." (P3)

"Chefs may not be where we are during that workload, they may not be visible, or rather, we cannot find them, we cannot complain. We can't leave the place we are in. We say to any of our male friends who work in the department closest to us, "I'm feeling uncomfortable about something here, could you please serve in this area instead of me?" (P11)

Finally, when hotel employees were asked to describe their experiences regarding jaycustomer behaviours, it was revealed that these customers violated basic moral rules, did not comply with hotel rules, insulted and cursed at employees, and ignored hotel employees' warnings after misbehaviour. In particular, when the behaviour of customers who violate basic moral norms and rules is examined, it is seen that severe incidents such as having sexual intercourse in the common area, harassing female employees, taking off their clothes, and defecating in the corridor are observed. When these negative situations were examined, it was determined that hotel employees usually reported the issue to their superiors and showed behaviours such as warning people who misbehaved. However, data show that customers whom hotel employees warn due to alcohol consumption generally show aggressive behaviour towards hotel employees instead of giving up their behaviour. The participants' statements on the subject are given below:

"People can even take off their underwear after consuming alcohol." (P2)

"They try to attack when they are warned after misbehaviour." (P2-P4)

"For example, Turkish guests gather in groups of 5-10 people and want to swim in the pool at night. We warn them, for health and hygiene purposes, chlorination is done at night, so the acid content is high. They insist, "What are we going to ask you, brother? We gave you the money, right?" (P2)

"The Turkish group came, a large group, they used to come the previous season as well. We always play together in the evenings, I didn't even realise that I was playing and dancing, but a lady was disturbed and her husband was there too. They made the insinuation as a joke, it bothered me a lot, we were playing an activity, various insinuations were made, such as, "You go ahead, stand in front of the board, we'll shoot you in front of the dart board." (P3)

"Generally, when something is lost in the room, they accuse the housekeepers of theft. Sometimes it is the guest's fault, they lose it somewhere, for example, even if it is a personal item or a jewelery, they directly blame the housekeeper." (P1)

"Customers had sexual intercourse in an open area of the hotel where everyone could see it. In such a situation where I used to work, we informed our manager. Our manager already intervened, as I said, such things are inevitable when there is an alcoholic environment." (P8)

"For example, in my previous hotel, when I went to room service, guests were already having sexual intercourse. As you know, while I was signing the bill, the guest called me to the room and said come and let me sign in the room. Sometimes they even have sex in the pool, but there are children there and they might be affected by them." (P9)

"We sometimes encounter such things, for example, I encountered a person defecating in the corridor, I mean, I did not see him personally, but I saw his defecation. (P12)

Discussion and conclusion

This study aims to reveal the jaycustomer behaviours encountered by employees of animation, housekeeping, front office, food and beverage services departments who have close interaction with customers in accommodation businesses, as well as the methods of coping with these behaviours. The hospitality industry, characterised by qualities including long working hours and personal contact, significantly contributes to jaycustomer searches. The fact that all department employees stated that they experienced jaycustomer behaviours within the scope of the research showed the importance of the research topic.

Hospitality research consistently emphasises the importance of increasing and maintaining high levels of service quality, customer satisfaction and loyalty (Ro & Wong, 2012). In this regard, hotel employees are essential in achieving the goals of accommodation businesses. Within the scope of the research, hotel employees stated that customers who are understanding, have good human relations, have a holiday culture and do not underestimate the employees are the perfect customer profile. These data support the results of the study conducted by Guler et al. (2017). Bad customer profiles include customers with excessive expectations, who think they own the hotel, who make patronising sayings and who complain. It should be considered that the animation department employees, who were not included as samples in previous studies, positively expressed the customers who were fun and participated in the activities. In addition, the fact that the issue of customers with or without a holiday culture is included in the excellent/bad customer profile emphasises the issue's importance.

When customers were examined according to their nationalities, it was revealed that hotel employees viewed European tourists more positively in profile. The compliance of German, Dutch and Belgian citizens with the rules are described as desired behaviour by hotel employees. Turks, Russians, Bulgarians, Iranians and British are defined as customers with a bad profile. Aslan and Kozak (2012), as a result of their research, determined that European tourists have a favourable profile while Russian and Turkish tourists have an adverse profile. In this regard, the data obtained from the study coincide with the results of Aslan and Kozak (2012). In this context, one of the distinctive features of the study is that while young British people are stated to have an adverse profile, British people over 50 are described as polite and mature. It has been determined that unlimited alcohol consumption within the scope of all-inclusive increases the negative behaviour of mainly Russian and Bulgarian tourists and that sometimes they enter other guests' rooms instead of their rooms, which is a significant problem that needs to be solved. When the data obtained from Iranian guests is examined, which is different from other studies, it is noteworthy that the problems they caused, especially the problem of faeces in the pool, were mentioned by 3 participants.

When the most common jaycustomer behaviours encountered by hotel employees are examined, verbal harassment comes first. The data obtained seems to be compatible with the data of Harris and Reynolds (2004). In this context, the most frequently repeated expressions are 'customers' belittling and insulting employees', 'patronising sayings', and 'shouting and calling in order to benefit from extra services free of charge'. Important data obtained in this research shows that jaycustomer behaviour varies on a department basis. While the front office department employees emphasised that customers' desire to leave the business without paying extra bills was a critical problem, the animation department employees expressed the problems caused by the negative behaviour of the spouses of the Turkish couples they invited to the animation events. Guests making requests other than the rooms they have booked also make the work of the front office department employees difficult. As the source of data regarding customer theft, front office department employees perceive it as usual for guests to take towels and bathrobes while bringing tools such as telephones and hair dryers from the rooms in the suitcases, which is also essential to consider. Additionally, the fact that two young women in the study stated that they encountered sexual harassment indicates the existence of a significant problem.

Providing employees with appropriate coping and problem-solving skills for working with problematic customers is an essential issue for service providers (Huang, 2008). Reporting to superiors is among hotel employees' most frequently used coping methods against jaycustomer behaviours. These results coincide with the results obtained by Fong et al. (2017). In addition, hotel employees' use of an apology strategy, even though it is known that the customers are wrong, reveals the vulnerability of the employees. In this research, hotel employees state that although they act by the aphorism "The customer is always right", they do not accept this as an idea. At the same time, when guests are warned about misbehaving, guests displaying aggressive behaviour makes it difficult for hotel staff to develop solutions to problems. Additionally, it has been revealed that employees whom customers sexually harass leave the environment or are pushed away by their friends. In this context, the importance of getting the support of colleagues and managers in managing the process of jaycustomer behaviours is emphasised. In addition, the research results include that jaycustomer behaviour is handled at a distance from other customers. Atanga, Peng and Mattila (2024) found that addressing misconduct in front of other customers may increase the salience of norm violations and thus negatively affect customer response.

It is considered an essential limitation that this study was conducted only in Kuşadası, an important touristic destination. The study includes employees in 5-star hotels as a sample and does not include employees in other hotels, which limits the study's scope. Additionally, this study looks at jaycustomer behaviours in accommodation businesses from the perspective of hotel employees. Future research may

also consider examining the issue from other customers exposed to jaycustomer behaviours. In particular, they can focus on studies that involve learning about the experiences of other customers who have experienced jaycustomer behaviours and their opinions about the hotel. Among the results of this study, it is found that jaycustomer behaviours vary on a department basis. In this context, researching department-based jaycustomer behaviours and methods of dealing with jaycustomer behaviours will significantly contribute to the industry and the literature. Additionally, since sexual harassment is directed at young female employees, using young female hotel employees as samples in other studies on sexual harassment may provide new data.

Theoretical implications

The study offers significant theoretical contributions. In addition to supporting the findings on customer deviance, the research results enrich the phenomenon with newly obtained information. The fact that all employees within the scope of the research encountered customer deviance reveals the phenomenon's prevalence. Atanga et al. (2024) stated that jaycustomer behaviour is constantly encountered in service delivery environments such as aircraft, hotels and restaurants, and accommodation businesses worldwide.

Another theoretical contribution of the study can be described as revealing different results when customer deviance is examined on a departmental basis. Since jaycustomer behaviours form a broad framework, examining issues such as theft, customer aggression, and sexual harassment as a single dimension may reveal unexplored parts of the subject. The close contact of employees who provide entertainment services to guests may be met with jealousy by the guests' spouses, which may lead to negative behaviours. In this context, the issue of sexual harassment claims faced by young female employees is similar to Yagil (2008). Although Yagil (2008) stated that female employees should accept sexual harassment by ignoring it, in our study, it was found that female employees were removed from that area by receiving social support from their colleagues. In this context, it is stated that colleagues have an essential role in coping with jaycustomer behaviour.

When the customers who perform jaycustomer behaviours are evaluated regarding their nationality, it is noteworthy that Turkish customers are at the forefront. Another factor that should be evaluated in this context is that although British people over 50 are polite, young British people do not obey social rules. While previous studies did not find data indicating that Iranian tourists were among the country's citizens who displayed jaycustomer behaviours, this study found that Iranian tourists displayed different jaycustomer behaviours (such as defecating in the pool). Chebli, Moussa-Alloui, Kadri and Falardeau (2024) stated that jaycustomer behaviour is sometimes just a matter of perception and cultural differences. In this context, accommodation businesses must consider cultural differences in controlling or preventing jaycustomer behaviour.

Practical implications

The findings of the study have significant potential for the hospitality sector. Considering the importance of unethical customer behaviour for businesses, employees, and other customers, the need to pay close attention to the issue becomes evident. The fact that the idea that 'the customer is always right' pushes customers to show behaviours that are not rational and do not comply with social rules makes the issue more sensitive. In solving the problem, accommodation businesses have to bear the costs incurred due to their failure to develop the necessary mechanisms.

While it may seem difficult to eliminate jaycustomer behaviour, there appear to be many reasonable action plans that can be taken by hospitality businesses to control and minimise the impact on employees and the business. For example, it is thought that using computer-aided security systems to prevent jaycustomer behaviour can reduce these behaviours. In addition, it is essential to establish guidelines for the behaviour patterns employees will display against jaycustomer behaviour. Customers have displayed various unethical behaviours, such as aggression, sexual harassment, theft and vandalism (Yagil, 2008; Pratt, 2020; Sufi et al., 2023; Bhati & Pearce, 2016). Training employees on the steps to be taken to cope with these different types of behaviour will reduce the negative impact of the process. If problems are not handled professionally, the lack of practical guidelines can cause trouble for managers. Stevens (2011), in his study with general managers, identified that the cash-based and labour-intensive structure of the hospitality sector poses ethical problems and that the difficulty of balancing the desire of business owners to make money from their investments with the needs of employees and guests is a significant concern for the hospitality sector.

Psychological support for hotel employees who encounter unethical customers also emerges as necessary. The quality of work life of employees valued and supported by businesses will also be high (Esen & Atay, 2023). International blacklisting of tourists who exhibit jaycustomer behaviours can also

be an effective sanction method in terms of correcting their behaviours. It may also be considered as a precautionary measure to publish a declaration on this issue in the joint bulletin of all international organisations related to tourism.

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